



**2025** | SUSTAINABILITY  
ACTION REPORT



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# Message from the Chairman

**Dear Stakeholders,**

As the industrial and mobility landscape undergoes rapid transformation, key pillars such as innovation, sustainability, and engineering excellence are emerging as crucial drivers shaping the future of businesses. This swift global shift is redefining traditional production models across sectors, placing sustainability and responsible manufacturing at the forefront.

At Tirsan, we built our course on a strong engineering foundation, backed by decades of industrial experience. Since our inception, we have committed to delivering value to our customers by developing cutting-edge technologies across diverse sectors, including light commercial vehicles, on-highway applications, medium and heavy commercial vehicles, and defense industries. We have a strong market position, backed by our extensive knowledge and global operations.

The value we create for our employees, customers, business partners, and the communities we serve is one of the most significant indicators of our success. This perspective helps us balance economic performance with our environmental and social responsibilities.

When developing our products, we carefully consider environmental impacts alongside safety, durability, and operational efficiency. Ongoing improvements in our research and development, production processes, and supply chain form the backbone of our sustainable value creation strategy.

I am excited to present our 2025 Sustainability Report, which outlines our sustainability performance for our valued stakeholders. I would like to extend my heartfelt thanks to all the colleagues who contributed to this effort, as well as to our stakeholders who continue to put their trust in us.

Sincerely,

**Mehmet TİRYAKİ**  
Chairman of the Board



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# Message from the CEO

## Dear Stakeholders,

At Tirsan, we regard sustainability as a pivotal driver of our industry and production ecosystem. To position ourselves as an innovative, responsible, and human-centric brand, we integrate sustainability into the core of all our strategic initiatives. Our approach to sustainability is holistic, addressing governance, innovation, human capital, and social contribution.



In every sector where we operate, we strive to enhance our capabilities. We are committed to investing in future technologies through our advanced manufacturing facilities, digital systems that improve efficiency and quality, and innovative engineering practices. By developing products compatible with electric and hybrid vehicles, we are setting new benchmarks in our industry.

Throughout our operations, we implement initiatives to optimize energy efficiency, carbon management, and resource utilization, embedding sustainability principles across our entire value chain. In line with our dedication to environmental stewardship and resource efficiency, our manufacturing facilities in Türkiye have received the Zero Waste Certificate from the Provincial Directorate of Environment, Urbanization, and Climate Change. In addition to installing rooftop solar panels at our factory last year, we continue to enhance our production processes with renewable energy through investments in ground-mounted solar solutions.

From production and research and development to supply chain management and employee development, we prioritize environmental, economic, and social sustainability principles in all our endeavors. Consistent with this approach, we transparently communicate our performance, identify areas for improvement, and pursue continuous progress. Adopting a human-centric perspective, we cultivate trust-based collaborations with our customers, suppliers, and employees.

The effectiveness of our sustainability initiatives is rooted in the commitment of our employees and the engagement of our stakeholders. Through this report, we outline the specifics of our sustainability journey and the advancements we have made. We invite you to join us in our commitment to fostering an innovative future that enhances both environmental and social impact.

Sincerely,

**Tolga ÖZER**  
CEO

# About Report

In line with our sustainability objectives, we regularly assess the environmental, social, and governance dimensions of our operations. In this report covering the period from 1 January 2025 to 31 December 2025, we present our sustainability governance structure, priority impact areas, the practices implemented within these areas, and our performance indicators within a holistic framework. We also evaluate the impacts of our operations on the environment, employees, customers, and society, and share our sustainability priorities and areas for improvement.

The report covers the sustainability aspects of our manufacturing, engineering, and R&D activities, as well as our supply chain management, product development processes, and operational practices. Through this report, we present our non-financial environmental, social, and governance performance, the sustainability dimensions of our commercial activities, and the priority topics identified in line with stakeholder expectations. We also outline our approach to sustainable value creation, the impacts of our operations on the environment and society, and the targets and practices we have defined in these areas. In this context, we transparently communicate our efforts to reduce the environmental impacts of our business processes, use resources more efficiently, and create long-term value for our stakeholders.

The data presented in this report primarily covers our operations that we directly own and manage in Türkiye. Through this approach, our aim is to demonstrate our progress in sustainability, maintain open communication with our stakeholders, and share our future objectives.



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# About Tirsan

We contribute to the transformation of the automotive supply industry through our engineering capabilities and manufacturing competence. With our expertise in power transmission systems, over half a century of experience, and a technology-driven approach, we are among the trusted partners in the global value chain.

With our headquarters, R&D center, and production facilities in Manisa, we operate an integrated structure where innovation, design, and advanced manufacturing capabilities come together. We provide holistic solutions to our customers by managing all our operations in-house, from product development and production to sales and after-sales services.

With an annual production capacity of 1.5 million shafts, we manufacture for a wide range of applications, from light and heavy commercial vehicles to buses, off-highway vehicles, and various industrial applications. We operate as an approved supplier for OEM manufacturers in Türkiye and across different regions of the world.

Through our international operational network, we export to more than 70 countries across six continents. We support our production activities in Türkiye and Italy with logistics warehouses in the United States, Egypt, Germany and Italy, ensuring just-in-time delivery and high operational efficiency for our customers. We also develop flexible operating models such as local assembly and regional warehouse management in line with market and customer needs.

At the core of our operations, we combine manufacturing strength with a responsible business approach. Our high-technology products are developed with a focus on durability, reliability, and compliance with international quality standards, while we integrate efforts to reduce our environmental impact across all our processes.



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# The Power of Our Production



1 Türkiye

2 Italy

3 Germany

4 America

5 Egypt

We strengthen our competitiveness in international markets and enhance our supply chain resilience through an integrated production and logistics structure designed on a global scale. While our R&D activities are carried out at our R&D Center in Manisa, our manufacturing infrastructure is built on our facilities located in Manisa, Türkiye, and Turin, Italy. This production structure is supported by a strong operational framework that enables the integrated management of engineering, quality control, and shipment processes.

Our global logistics network is structured through OEM logistics warehouses located in Düsseldorf (Germany), Suzzara (Italy), and Duncan and Charleston (USA). In addition, our AFM warehouses in Manisa, Turin, and Duncan serve as complementary distribution points that support our proximity-to-customer strategy.

Thanks to this multi-centered structure, production, inventory management, and distribution processes are coordinated simultaneously, ensuring speed, flexibility, and operational continuity across the supply chain. Our manufacturing operations in Türkiye and Italy are fully integrated with our warehouse network across different geographies, enabling shipment planning to be optimized according to regional demand dynamics. As a result, we deliver just-in-time delivery and high operational reliability to our customers across dozens of countries on multiple continents where we operate our export activities.

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# Supply Chain Structure

Tirsan Kardan's supply chain is structured in line with the requirements of its shaft production and engineering-focused operations, with core product groups consisting of shafts and related components for heavy-duty and commercial vehicles. The main inputs used in production processes include raw materials and other materials, machinery, and equipment. In addition, production collaborations with business partners for specific product and component groups also form part of the supply structure.

The product portfolio is diversified to respond to the technical and operational expectations of different customer segments, providing solutions tailored to both OEM and aftermarket needs. The traceability infrastructure established across the supply chain supports data integrity throughout all processes, from raw material procurement to the shipment of the final product. Logistics solutions are optimized in line with customer and channel-specific requirements, thereby enhancing operational efficiency and delivery performance.

The main supplier groups consist of metal raw material suppliers, component suppliers, and service and consumable material providers. Supplier evaluation and selection processes are conducted based on quality standards, product suitability, ethical and compliance criteria, occupational health and safety performance, and environmental impacts. Regular audit mechanisms are implemented for critical suppliers, and performance improvement plans are put in place.

The batch and lot-based traceability system implemented across the supply chain supports transparency and control throughout the entire value chain. This structure contributes to the effective management of risks, while enabling the strengthening of a sustainable supply chain approach and ensuring the continuous fulfillment of customer expectations.

Light Commercial Vehicles



Heavy Commercial Vehicles



Off-Road Vehicles



Industrial Applications



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# Our Journey

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### Simav

Our founder, İsmail Tiryaki, opened his first spare parts workplace in Simav.

1948

### Manisa

The first production facility in Manisa begins operations.

1978

### Manisa 2. Factory

The second production facility in Manisa begins operations.

2006

### Training

The launch of Tirsan Academy, a training ecosystem designed to support the development of our employees.

2023

### Izmir

The first production facility in Izmir begins operations.

1970

### First Export

Tiryakiler Group's first export.

1985

### Italy

Tirsan Europe company begins operations in Italy.

2019

### New Products

New products that are compatible with electric vehicles are being introduced to the market.

2025

# 2025 in Numbers

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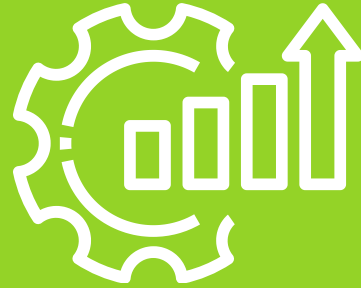
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## ANNUAL PRODUCTION CAPACITY



1.500.000 PIECES

## EMPLOYEE



883

## TRAINING



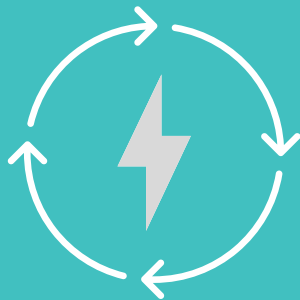
8.229 HOURS

## CUSTOMER SATISFACTION



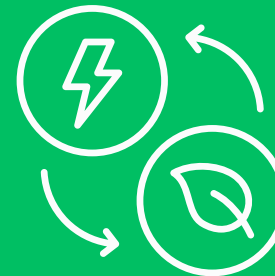
4/5

## ENERGY SAVING



10.568.441 ₺

## RENEWABLE ENERGY



%60

## NEW PRODUCTS SHARE IN REVENUE



%29

# Sustainability Management

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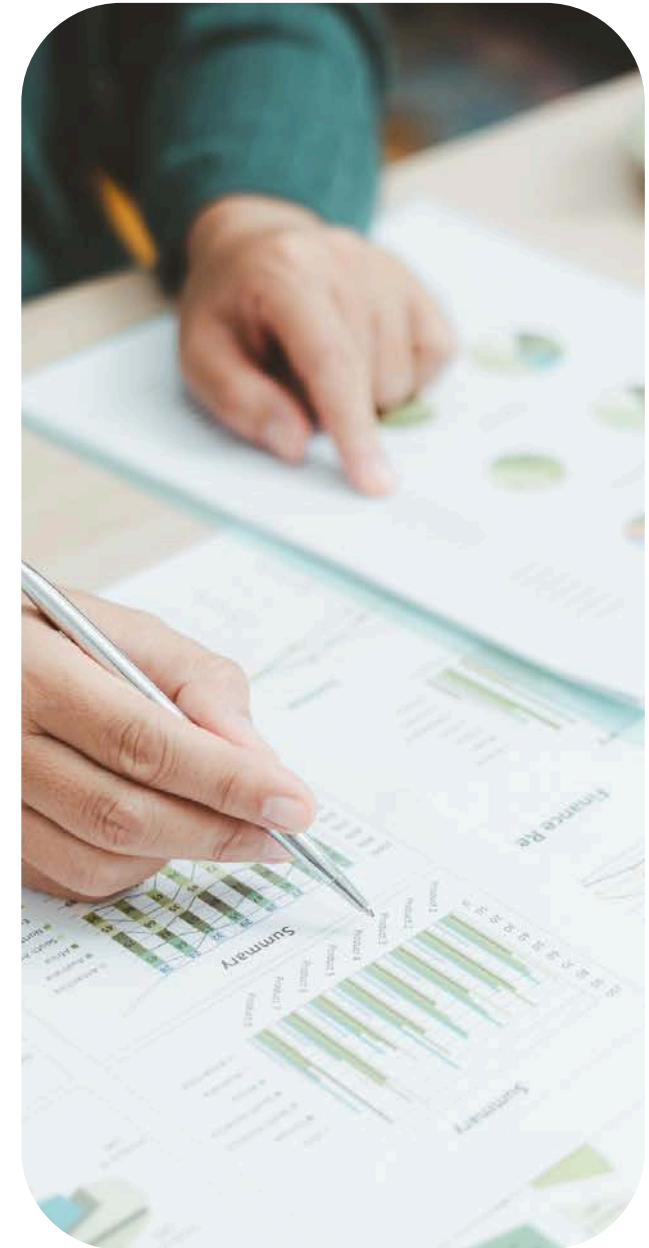
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The Sustainability Committee is responsible for the planning, implementation, monitoring and continuous improvement of environmental, social, and corporate governance performance. The Committee defines sustainability priorities, develops roadmaps and ensures the integration of strategic decisions into business processes.

The sustainability strategy is developed based on a double materiality approach, evaluating both the environmental and social impacts of the Company's activities and the financial implications of these topics in a holistic manner. In this context, reducing carbon emissions, increasing energy efficiency, implementing circular economy and waste management practices, establishing a sustainable supply chain, and promoting inclusive business policies constitute the core priorities of the strategy.

At the operational level, sustainability is managed through policies and procedures supported by measurable performance indicators. Energy consumption is optimized in our production facilities, solar energy systems are utilized, and efforts are made to ensure waste segregation at source and to increase recycling rates. In product development processes, solutions with a lower carbon footprint are prioritized, and suppliers are encouraged to comply with sustainability standards.

The Committee proactively manages ESG-related risks; climate change, supply chain vulnerabilities, and social risks are regularly assessed. These risks are analyzed in terms of business continuity and strategic objectives, and necessary action plans are developed. Innovation projects and thematic working groups that support sustainability further strengthen the achievement of these targets.



# Sustainability Strategy

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Stakeholder engagement and transparency are at the core of sustainability practices. Regular communication and collaboration mechanisms are maintained with employees, suppliers, and the wider community. National and international best practices are closely monitored, and projects are carried out in cooperation with non-governmental organizations.

All these processes are supported by performance indicators, regularly reviewed, and improved with the approval of the Board of Directors. This structure enables Tirsan Kardan A.Ş. to elevate its sustainability performance to a measurable, reliable, and internationally aligned level, supporting the creation of long-term value.

**Our sustainability strategy is designed with a medium- and long-term corporate resilience perspective, rather than focusing on short-term operational gains. Its primary objective is to establish a lasting growth model that minimizes environmental impacts through scientific and measurable methods, supports employee well-being and societal value, responds to stakeholder expectations, and remains economically sustainable.**



# Stakeholder Engagement

Our sustainability strategy at Tirsan Kardan is supported by a structured stakeholder engagement approach that encompasses the entire value chain we create. This approach enables a clear understanding of stakeholder expectations, the identification of strategic priorities, and the continuous improvement of performance. Inputs from all stakeholder groups—including our employees, suppliers, customers, investors, public authorities, and research institutions—are integrated into strategic decision-making processes by the Sustainability Committee.

Within this framework, sustainability performance is managed as a key driver of our strategic decision-making processes. Stakeholder feedback is combined with risk and opportunity assessments, enabling us to improve our processes and develop innovative solutions. In addition, measuring the priorities and expectations of both our internal and external stakeholders contributes to securing long-term corporate value creation. This holistic approach not only supports our sustainability goals with measurable indicators but also strengthens a culture of transparency, accountability, and stakeholder engagement.

Shaped by interim assessments and annual materiality analyses, this process reveals the environmental, social, and governance impacts of key topics, as well as stakeholder priorities. The final materiality matrix guides our strategic decisions and allows us to allocate resources to the most critical areas. Key topics such as occupational health and safety, product quality and customer satisfaction, ethical business practices, environmental management, and equal opportunity stand out as our core priorities in creating sustainable value.



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# Stakeholder Engagement

In defining our business processes and strategic priorities, we take into account the views of a broad range of stakeholders. Each member of this stakeholder group, which plays a critical role in shaping both operational excellence and our social responsibilities, is an essential actor in our efforts to achieve our sustainability goals.

Stakeholder Group	Definition	Strategic Impact
<b>Employees</b>	All white-collar and blue-collar employees	Enhancing employee engagement, strengthening occupational health and safety culture, and supporting competency development
<b>Customers</b>	End consumers in the domestic market, retail chains and business partners in export markets	Enhancing employee engagement, strengthening occupational health and safety culture, and supporting competency development
<b>Suppliers</b>	Strategic suppliers	Ensuring a sustainable supply chain, maintaining quality standards, and improving efficiency
<b>Universities</b>	Universities engaged in undergraduate, graduate and research collaborations	Enhancing R&D and innovation capacity and developing sustainable manufacturing technologies
<b>NGOs</b>	Non-governmental organizations engaged in social responsibility projects	Contributing to regional development, creating social value, and strengthening social license to operate
<b>Public Institutions</b>	Ministries, local authorities, and other regulatory bodies	Ensuring regulatory compliance and contributing to the development of sector standards
<b>Industry Associations and Organizations</b>	Sector associations and professional bodies	Strengthening sectoral collaboration and contributing to policy and standard-setting processes

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# Materiality Matrix

Presentation of sustainability priorities according to the importance of internal and external stakeholders



**Note:** This matrix has been created as a result of materiality surveys and assessments with internal and external stakeholders. | **Reporting Standard:** GRI 3-1, 3-2 (Material Topics)

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# Integrated Management Systems

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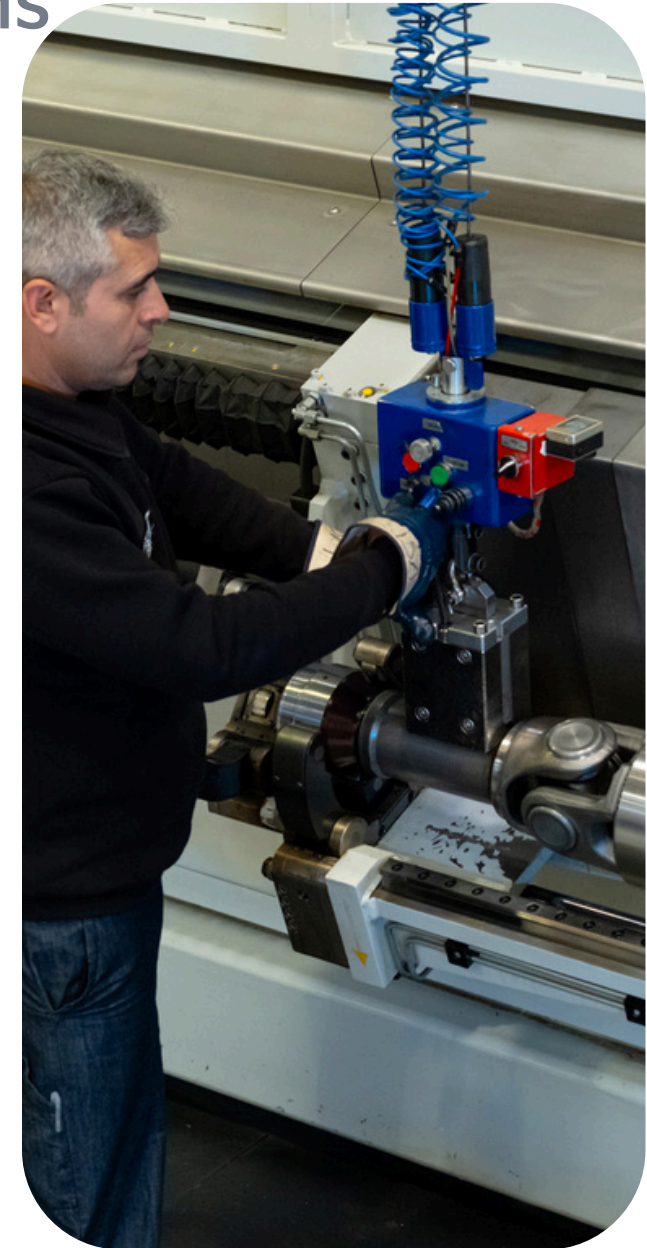
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We operate within an integrated management system aligned with international standards in the areas of quality, information security, environment, and energy management. IATF 16949 Quality Management, ISO 9001 Quality Management, ISO 27001 Information Security, ISO 14001 Environmental Management, and ISO 50001 Energy Management processes are managed under a single system architecture. This structure is built on the principles of risk- and opportunity-based planning and continuous improvement.

The integrated management system is supported by infrastructures such as ERP, SAP, and QDMS, which enable data collection from production, supply chain, and maintenance processes. This ensures that decision-making processes are informed by internal audits and management review outputs, and that system performance is regularly monitored.

Within the scope of environmental management, critical parameters such as energy and water consumption, waste, and emissions are tracked, with a focus on energy efficiency and low-carbon production. In quality and production processes, standards are implemented in line with IATF 16949 and ISO 9001 requirements, risks are managed, and continuous improvement activities are carried out. Under ISO 27001, information security processes are ensured through data integrity, confidentiality, and access control measures. Through integrated management systems, performance indicators across all processes are regularly monitored, and improvement and preventive actions are planned in line with customer expectations.

This integrated approach provides a measurable and reliable management system that enables the simultaneous achievement of operational efficiency, quality assurance, and sustainability objectives.



# Quality Certificates

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**IATF 16949 Certificate**



**ISO 27001 Certificate**



**ISO 9001 Certificate**



**ISO 50001 Certificate**



**ISO 14001 Certificate**



# Energy Efficiency

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Energy efficiency projects have delivered tangible contributions to both reducing operational costs and systematically lowering energy consumption. During the reporting period, a total of 24 projects were implemented under three main categories.

Projects focusing on replacing conventional motors with energy-efficient IE4 motors were directly aimed at improving equipment efficiency. Through 11 projects carried out within this scope, energy savings of 985,575 kWh were achieved, corresponding to approximately TRY 3.5 million (€81,559). This transformation created a critical improvement area, particularly in reducing base load consumption in continuously operating equipment.

In energy consumption improvement projects targeting other equipment, process-based optimizations, equipment upgrades, and the reconfiguration of operating parameters were prioritized. Through 6 projects, energy savings of 842,077 kWh were achieved, generating approximately TRY 3 million (€69,684) in value. These efforts strengthened the direct link between increased production efficiency and reduced energy consumption.

Projects implemented in auxiliary facilities supported a holistic approach to energy management. The highest gains were achieved through 7 projects in systems such as compressed air, lighting, HVAC, and similar support utilities, resulting in energy savings of 1,141,011 kWh and approximately TRY 4.1 million (€94,421) in financial benefits. Considering the share of auxiliary facilities in total consumption, improvements in this area created a multiplier effect.

Overall, these projects delivered total energy savings of 2,968,663 kWh during the reporting period, corresponding to approximately TRY 10.6 million (€245,664) in financial value. The comprehensive efforts carried out throughout 2025 successfully contributed to both cost optimization and the reduction of environmental impacts arising from production. In the coming periods, multi-dimensional energy efficiency initiatives covering equipment efficiency, process optimization, and auxiliary facility management will continue.

# Waste Management

We address waste management with a focus on resource efficiency and operational excellence. In this context, the outcomes of our practices aimed at reducing waste at source in our production processes, strengthening segregation discipline, and utilizing recovery channels more effectively have been reflected as measurable performance improvements during the reporting period. Our hazardous waste volume decreased by 23%, from 1,146,647 tons in the previous year to 887,043.5 tons. This reduction was primarily driven by process optimizations, tighter control of chemical usage, and engineering practices focused on waste minimization.

Similarly, our non-hazardous waste volume declined from 2,173,310 tons to 1,685,918 tons, achieving a 22% improvement. This progress is directly linked to improvements in production planning processes, increased material efficiency, and the standardization of on-site segregation practices.

In the upcoming period, we aim to further advance our performance by strengthening our waste management processes through concrete targets and monitoring mechanisms, optimizing resource utilization while achieving a sustained reduction in our environmental impact.

Göstergeler	2024	2025
Hazardous waste amount (tons)	1.146.647	887.043
Non-hazardous waste amount (tons)	2.173.310	1.685.918

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# Zero Waste

ÜAs a result of our ongoing efforts to reduce waste at source, ensure effective segregation, and manage recovery processes efficiently in our production facilities, we have been awarded the Zero Waste Certificate by the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.

Through the waste management practices implemented across our operations, we aim to enhance resource efficiency, minimize our environmental impacts, and integrate circular economy principles into our business processes. Going beyond regulatory compliance, we systematically control our environmental impacts through a zero waste approach that reflects a management mindset based on continuous improvement in our production processes.

In the upcoming period, in line with our sustainability vision, we prioritize monitoring our waste management performance through measurable targets and indicators, expanding our waste reduction practices at source across all operations, and increasing our recovery rates. Through these efforts, which contribute to the conservation of natural resources, we aim to manage our environmental impacts more effectively by strengthening the continuous improvement mechanisms integrated into our processes.



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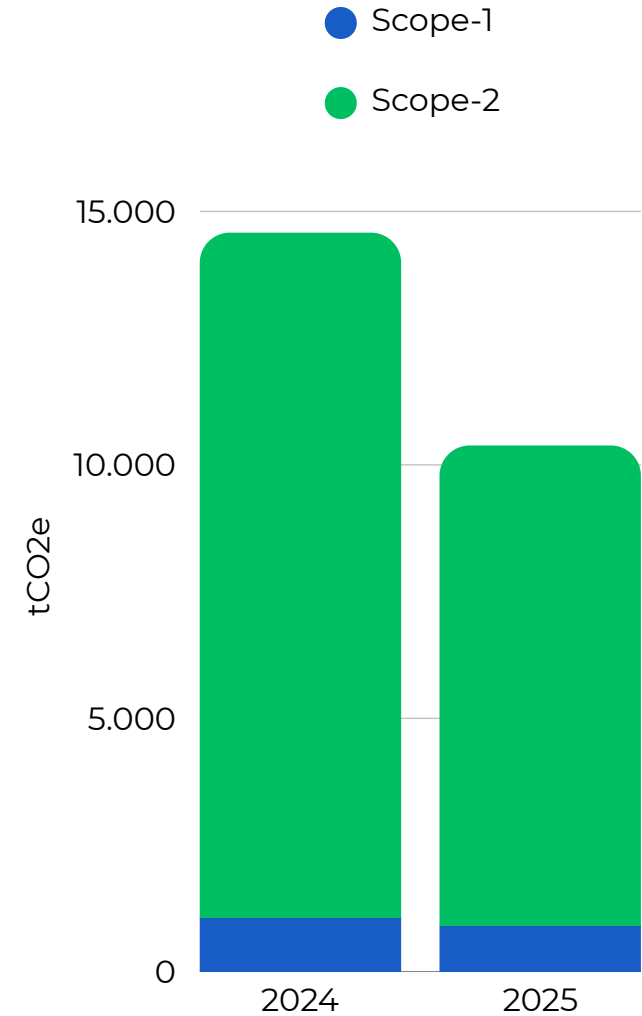
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# Emmissions

We regularly monitor greenhouse gas emissions arising from our production activities and shape our operational decisions based on this data. The data covering the 2024–2025 period clearly demonstrates the impact of our targets and the transformation achieved in emissions management.

We identify energy management as one of the key drivers in reducing our emissions. Through the electricity generated by our on-site solar energy systems, we support the use of clean energy sources. Improvements in our production processes, increased equipment efficiency, optimized resource utilization, and strengthened operational discipline all contribute to the reduction of our emissions. Notably, the rapid improvements achieved in certain facilities demonstrate that focused initiatives can deliver tangible results.

Our total emissions, which amounted to 14.775 tons of CO<sub>2</sub>e in 2024, decreased to 10.384 tons of CO<sub>2</sub>e in 2025. This represents a reduction of approximately 30%, indicating a strong year-on-year improvement. The observed decline demonstrates that emissions management has become an integral part of our operations. In the coming period, we will continue to expand energy efficiency practices, increase the share of renewable energy in our energy mix, and further transform our production processes toward a lower-carbon structure. In this context, we aim to monitor our emissions alongside production-related performance indicators.



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# Contributions to the Nature



We do not limit our emission reduction efforts to operational improvements; we also support them with nature-based initiatives focused on restoration. In this context, we address carbon management through two complementary pillars: “reduction” and “offsetting.”

In line with this approach, in 2025 we donated 10,000 saplings in cooperation with the Aegean Forest Foundation. This initiative was designed as a continuation of the Tirsan 65th Anniversary Memorial Forest, with the aim of expanding our carbon sink areas while creating a lasting value dedicated to our employees. In doing so, we established a direct link between environmental impact management and corporate engagement.

Through these afforestation efforts, we offset a total of **4.111** tons of CO<sub>2</sub> emissions with 10,000 saplings. Beyond the gains achieved through direct emission reductions, we consider this as a strategic green investment that contributes to carbon removal from the atmosphere via natural sinks—offering not only short-term offsetting benefits but also long-term ecosystem value.

In the coming period, we aim to expand this model through broader stakeholder engagement. In addition to being a corporate social responsibility initiative, we plan to transform our memorial forest into a shared value platform where our suppliers and customers can also participate. In this way, we seek to extend our impact beyond our own operations and contribute collectively to carbon reduction across a wider ecosystem.



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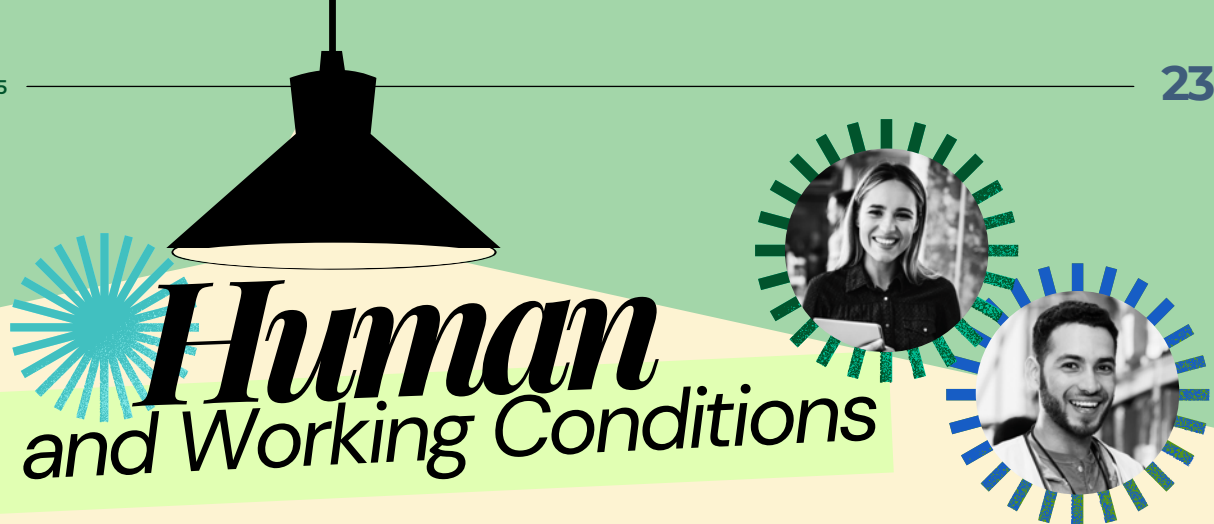
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# Human Rights and Working Conditions

Our approach to human rights is built on a firm commitment to uphold the same ethical standards across all geographies in which we operate. Human rights constitute a fundamental principle that is considered in every decision made throughout Tirsan Kardan. We recognize human rights as a reference point that defines behavioral standards across our organization. They are a prerequisite for sustainable performance, ensuring respect, fairness, and trust in the workplace.

No form of discrimination is tolerated in our working environments. Recruitment, career development, and compensation processes are conducted in line with the principle of equal opportunity, based on transparent and measurable criteria. We foster a communication environment where employees can freely express their views and where feedback is taken into consideration. This environment supports more inclusive and balanced decision-making processes.

A zero-tolerance approach is adopted against forced labor, child labor, and any practices that undermine human dignity. Regulations and procedures clearly defining the responsibilities of all employees are communicated across the organization. Violation reporting mechanisms are designed in line with the principles of confidentiality and impartiality; each report is carefully reviewed and resolved.

Our human rights performance is evaluated through regular monitoring and reporting processes. The insights obtained guide the continuous improvement of our policies and practices, enabling the establishment of a dynamic system that adapts to evolving expectations and fosters ongoing development.

Efforts are planned to systematically monitor expectations related to human rights and working conditions for business partners within our supply chain. With the structure set to be implemented in 2026, we plan to conduct regular assessments of suppliers' compliance with relevant standards. The monitoring and evaluation mechanisms to be developed will support the identification of potential risk areas and the definition of necessary improvement actions. In this context, the aim is to establish a more transparent and traceable structure across the supply chain.

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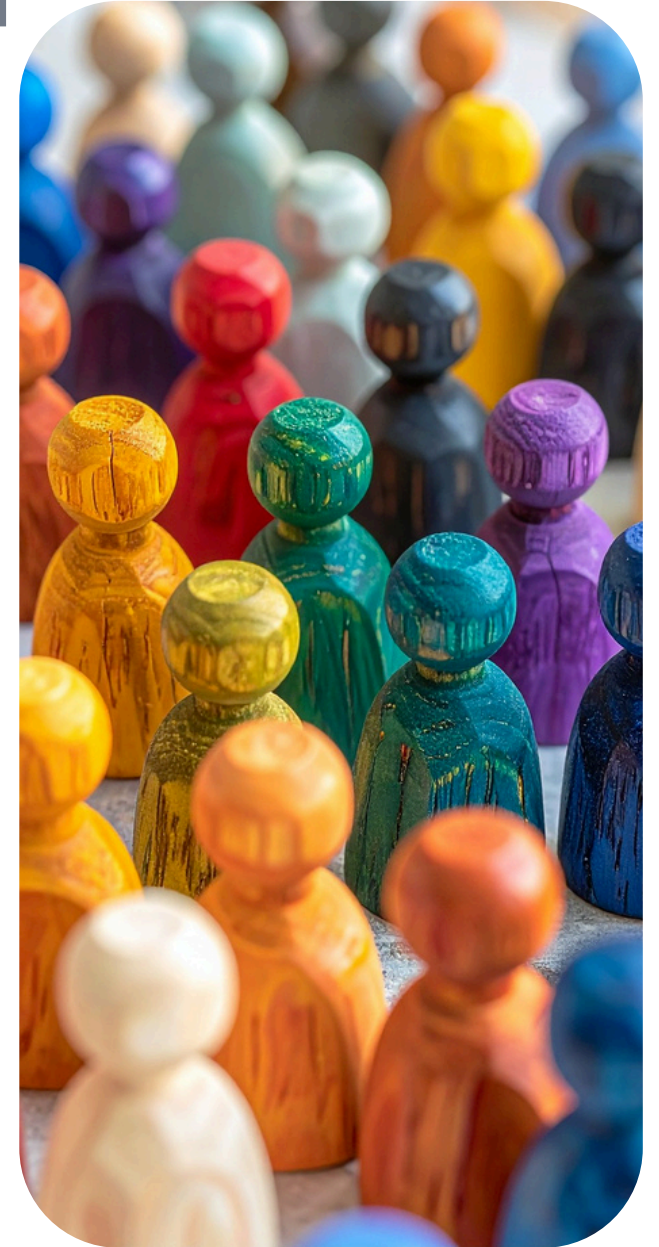
# Diversity, Equality and Inclusion

ÇDiversity, equity, and inclusion principles form the framework that guides our decisions in human resources management. We consider our workforce as a dynamic ecosystem where diverse experiences, knowledge, and perspectives come together. This perspective plays a critical role in enhancing organizational capacity, strengthening innovation capability, and supporting sustainable performance.

In this context, we conduct our recruitment processes with a competency- and potential-based evaluation approach that takes into account the diversity of the candidate pool. By standardizing our assessment criteria, we aim to minimize the impact of unconscious bias. Similarly, in career and succession planning, we monitor the balanced distribution of access to opportunities and design our development programs to address diverse needs and expectations.

We believe that strengthening inclusion in the workplace requires a transformation that goes beyond policies and is reflected in everyday ways of working. Accordingly, we place importance on our employees adopting an inclusive leadership approach, particularly in team management. We design our feedback mechanisms to be multidimensional and accessible in order to foster a communication culture where employees can freely express their views and where diverse perspectives are acknowledged.

Beyond directly influencing the employee experience, diversity, equity, and inclusion are closely linked to the organization's long-term resilience and competitiveness. For this reason, we position this area at the core of our human resources strategy and manage it with a focus on measurable outcomes and continuous improvement.



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# Training Under Tirsan Academy

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Enhancing the knowledge, skills, and competencies of our employees on a continuous basis is a key priority both for our corporate values and our sustainability strategy. In this context, training and development activities carried out under the Tirsan Academy are structured to support employees in improving their performance in their current roles while also adapting to the future needs of work.

During the reporting period, a total of 8,229 hours of in-person training were delivered to employees. These trainings were planned to cover areas such as the development of technical competencies, operational excellence, quality, occupational health and safety, and personal development. Training content is directly aligned with business objectives and designed to address role-specific needs of employees.

Through our digital learning infrastructure, training activities are continuously supported. A total of 447.36 hours of training were recorded on this platform, providing an average of 4.23 hours of training per employee. This enables our employees to access learning content without time and location constraints, allowing development processes to progress in a more flexible, accessible, and continuous manner.

Our training and development practices encourage employees to adopt a lifelong learning mindset while also contributing to the strengthening of organizational capabilities. The initiatives carried out in this scope support the continuity of a qualified workforce and serve long-term corporate value creation.



# Development Journey

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At Tirsan Kardan, training, development, and talent management practices are addressed within a systematic and data-driven framework aligned with our long-term growth objectives. In order for our workforce to adapt to the evolving automotive ecosystem, we focus not only on technical expertise but also on digital competencies, analytical thinking, leadership, and a sustainability perspective. Through the development model we have established under the Tirsan Academy since 2023, we enable our employees to enhance their performance in their current roles while preparing for the business models of the future.

Our corporate learning infrastructure offers a multi-layered development architecture designed to address the needs of different employee segments. While technical training is supported by function-based specialization programs and on-the-job applications, development programs ensure that managerial capabilities evolve in alignment with corporate strategy. In addition, our digital learning platform provides employees with time- and location-independent access, supporting continuity in learning. Thematic training series delivered through these platforms enable focused development across various competency areas throughout the year.

During the reporting period, training content for blue-collar employees was deepened in areas such as operator roles and responsibilities, product and product safety, quality, 5S and lean manufacturing. For white-collar employees, programs developed for production, R&D, and engineering teams directly contributed to increased efficiency and process optimization. In addition, modules supporting employee well-being and raising awareness of work-life balance are also included in our training routines.

At the same time, university–industry collaborations and internship programs are actively maintained to attract young talent and contribute to the development of a qualified workforce for the sector. Through these programs, participants gain real work experience, building a strong bridge between technical knowledge and practical application.



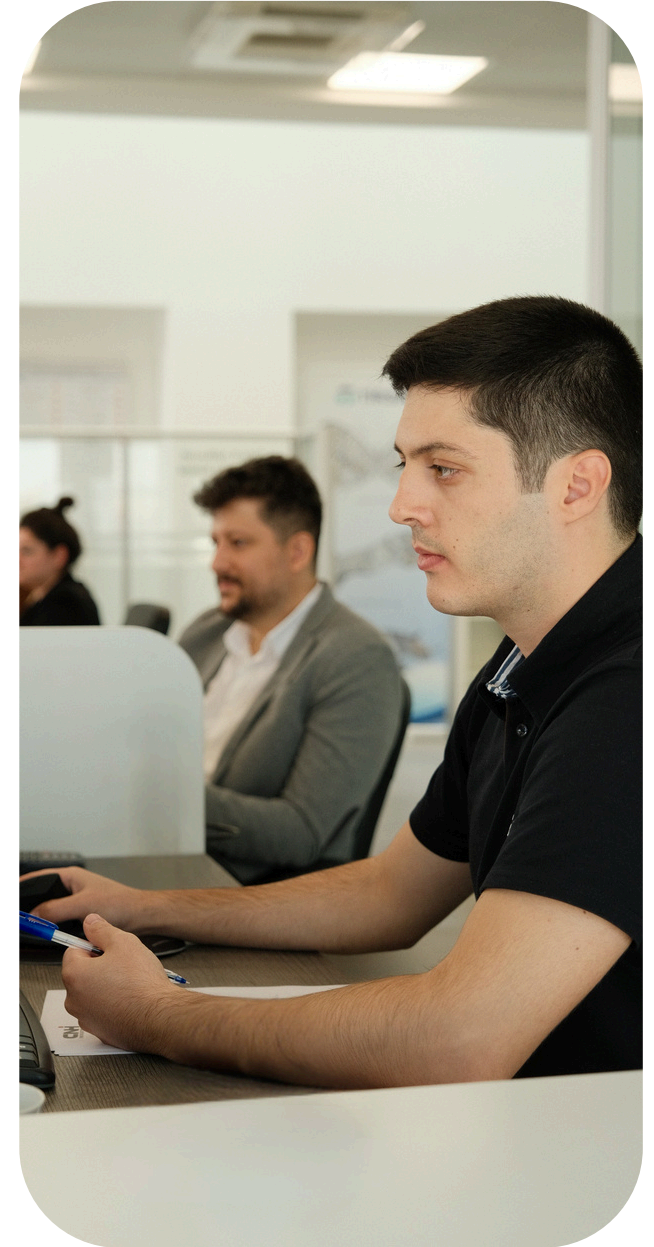
# Talent Management

Tirsan Kardan considers talent management as a strategic priority and regards employee development as a key component of sustainable performance. Within this framework, the Company implements comprehensive initiatives aimed at enhancing employee competencies and supporting their career paths.

Strengthening digital skills, deepening technical expertise, and offering international experience opportunities constitute the core focus areas of these programs. Training activities conducted under Tirsan Kardan are supported by role-based development plans, thereby contributing to the improvement of both individual and organizational performance.

In addition, high-potential employees are identified to strengthen the internal talent pipeline and are included in leadership development programs. Supported by continuous feedback mechanisms, performance evaluation processes, and individual development plans, this approach enhances employee engagement and motivation while contributing to the establishment of a sustainable talent management culture across the organization.

In line with the importance placed on talent management, current needs are addressed effectively while also supporting strategic workforce planning for the future, providing a competitive advantage in our industry. In this context, employee development is systematically supported through digital training and development programs delivered via the Tirsan Academy.



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# Certified Success in Female Employment

With our “Heels in Production” initiative, developed to increase female employment in manufacturing and to support women’s empowerment in working life, Tirsan Kardan was ranked 6th in the “Company with the Highest Increase in Women’s Employment” category within the scope of the Organized Industrial Zones Stars Research. This achievement reflects the tangible outcomes of the decisions we have taken and the practices we have implemented in human resources over the years, making it particularly meaningful for us.

Key practices supporting the increase in female workforce participation include diversifying recruitment assessment tools, structuring candidate pools with a broader perspective, and redesigning role definitions across all functions, including production. In addition, the systematic structure established for onboarding, development, and career progression processes has been designed to ensure continuity in the employee experience.

As Tirsan Kardan, being listed among the top 100 companies in six additional categories in the same research demonstrates that our organization adopts a management approach that progresses simultaneously across different business areas.

Spanning from workforce planning to performance management, and from talent development to organizational efficiency, this integrated structure is designed to operate in alignment with multiple business objectives. Within this framework, diversifying the employee profile and expanding development areas are addressed together with corporate performance indicators, creating a foundation for sustainable progress.



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# Corporate Social Responsibility

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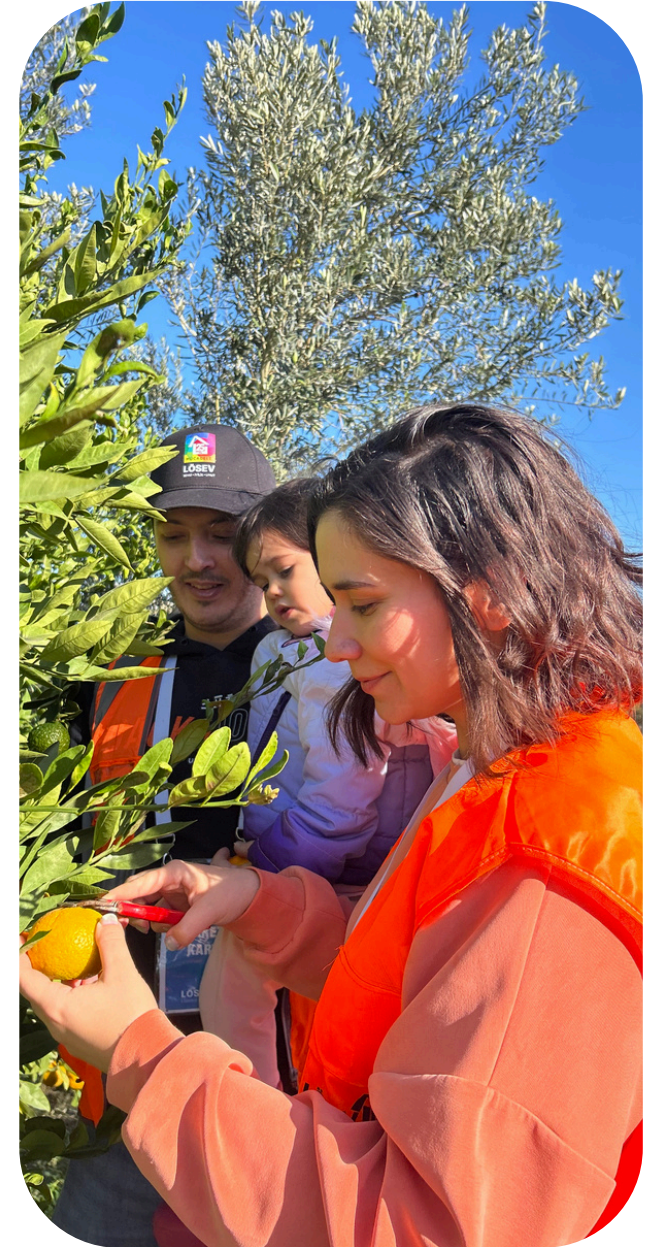
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As Tirsan Kardan, we consider corporate social responsibility as a field of responsibility that goes beyond creating economic value across all geographies in which we operate, with a primary focus on generating social benefit. In this context, our CSR approach is shaped in line with stakeholder expectations, local needs, and global sustainability priorities.

Our CSR activities are structured under the themes of contributing to social development, supporting disadvantaged groups, creating value in education and awareness, environmental sustainability, and health. All our initiatives are carried out in accordance with our ethical principles and respect for human rights.

Employee engagement constitutes a key component of our CSR approach. During the reporting period, initiatives were implemented to encourage the active participation of our employees in social responsibility projects. Through organized campaigns, employees' voluntary contributions were supported, enabling them to take a direct role in creating social impact.

While the primary objective of our annually planned CSR projects is to increase social impact, they also contribute to strengthening internal engagement, awareness, and a sense of social responsibility. Accordingly, projects are designed and implemented by considering needs and expectations, within a framework of long-term value creation potential, sustainability principles, and measurable impact criteria.



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Project/Event	Objective	Collaboration	Implementation	Measurable Output	Social / Environmental Impact
<b>International Women's Day</b>	Strengthening women's role in working life and supporting equal opportunities	Collective Impact Program Association	Handmade gifts produced by CIP member women entrepreneurs were prepared for use by Tirsan women employees	Number of products: 100 units	Supporting women entrepreneurship and raising social responsibility awareness among employees
<b>LÖSEV Mandarin Harvest</b>	Supporting the treatment of children with leukemia and cancer	LÖSEV	Mandarins harvested by our employees and their families were donated to LÖSANTE and patients registered with LÖSEV.	Mandarins collected: 100 kg Mandarins packed: 150 kg	Supporting children's treatment processes and raising social awareness
<b>LÖSEV New Year Stand</b>	Supporting the treatment of children with leukemia and cancer	LÖSEV	A New Year stand was set up at the factory to support product sales	Revenue generated: 50.000 TL	Contributing to children's health and treatment processes
<b>Ege Forest Foundation Sapling Donation</b>	Supporting environmental sustainability and raising awareness	Ege Forest Foundation	Establishment of the Tirsan Kardan Memorial Forest	10.000 saplings	Supporting the natural ecosystem and increasing environmental awareness
<b>Mentor-Mentee Project</b>	Supporting the professional and personal development of female high school students	-	Mentorship meetings were held between 9 students and 9 employees	10 hours of mentorship sessions	Enhancing technical and professional skills of young women and contributing to gender balance
<b>Turkish Education Association Stand</b>	Providing scholarships and educational support to students	Turkish Education Association	Supported stand sales with the participation of our employees	Revenue generated: 8.680 TL	Providing financial support for students and contributing to sustainable education opportunities
<b>Book Exchange Project</b>	Raising awareness on education and sustainability, preventing waste	-	Books donated by employees were redistributed through exchange	170 books delivered to new readers	Promoting reading culture, reducing waste, and supporting education
<b>Occupational Health and Safety Week</b>	Raising awareness of OHS among children	-	OHS-themed drawings created by employees' children were exhibited at the factory and painting sets were distributed	Number of exhibited drawings :11 Dispersed painting sets: 11	Building OHS awareness among children and supporting corporate safety culture

# Tirsan's "Good World Ambassadors"

At Tirsan Kardan, one of our sustainability objectives is to increase our employees' level of knowledge on environmental and social issues and to expand awareness initiatives that can drive behavioral change in these areas. In line with this objective, the "Good World Ambassadors" webinar series was launched in 2025 under the slogan "more conscious us for a livable world."

Within the scope of this series, sustainability was addressed within a holistic framework, and the 17 Sustainable Development Goals (SDGs) defined by the United Nations were delivered to our employees through a structured content design. In this way, the aim was to increase employees' awareness of the global sustainability agenda and to strengthen the link between corporate strategies and individual responsibilities.

In the continuation of the program, the carbon footprint calculation methodology was presented in a practical format through the United Nations carbon offset platform, enabling employees to assess their environmental impact as individuals. Accordingly, employees were guided step by step through the process of calculating their own carbon footprints, supporting data-driven awareness.

Following these calculations, improvement actions aimed at reducing carbon footprints were discussed, focusing on home, workplace, and daily life practices. Individual contribution areas were evaluated under topics such as energy consumption, transportation choices, resource use, and waste management, and practical recommendations were shared to encourage the adoption of sustainable lifestyle habits.

Through these initiatives, the program aims to support behavioral transformation and to embed a sustainability culture across the organization. The "Good World Ambassadors" program is positioned as an important initiative that strengthens our corporate approach to environmental impact management through its employee-centric structure.



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# Mentor–Mentee Project

At Tirsan Kardan, during this period, we have launched the second phase of the Mentor–Mentee Social Responsibility Project with new mentors and mentees, aiming to strengthen our social impact focus and contribute to the professional development of young people. The involvement of female employees from our “Heels in Production” initiative as mentors reinforces our inclusive employment approach while also strengthening role model impact.

Within the scope of the project, female students from Manisa Organized Industrial Zone Vocational and Technical Anatolian High School were paired with female employees working in different disciplines within our company, creating a sustainable learning environment based on knowledge and experience sharing. While mentors shared their expertise with mentees, they also played a guiding role in technical skills and current industry practices. Throughout the program, regular meetings, group activities and site visits enabled students to connect theoretical knowledge with practice and gain closer insight into their future professions.

Feedback from previous cycles indicates that mentoring relationships particularly support the orientation of female students toward technical fields, contribute to gender balance, and create a strong role model effect. The program also provides participating employees with the opportunity to develop their leadership and communication skills, creating a mutually beneficial learning environment. These outcomes demonstrate that the project is effective in increasing young people’s vocational awareness. By the end of the program, students have a clearer understanding of their career goals and a more defined academic path. As Tirsan Kardan, we aim to expand the project in the coming periods by involving different educational institutions, thereby further supporting young people’s skills and potential in a more comprehensive manner.



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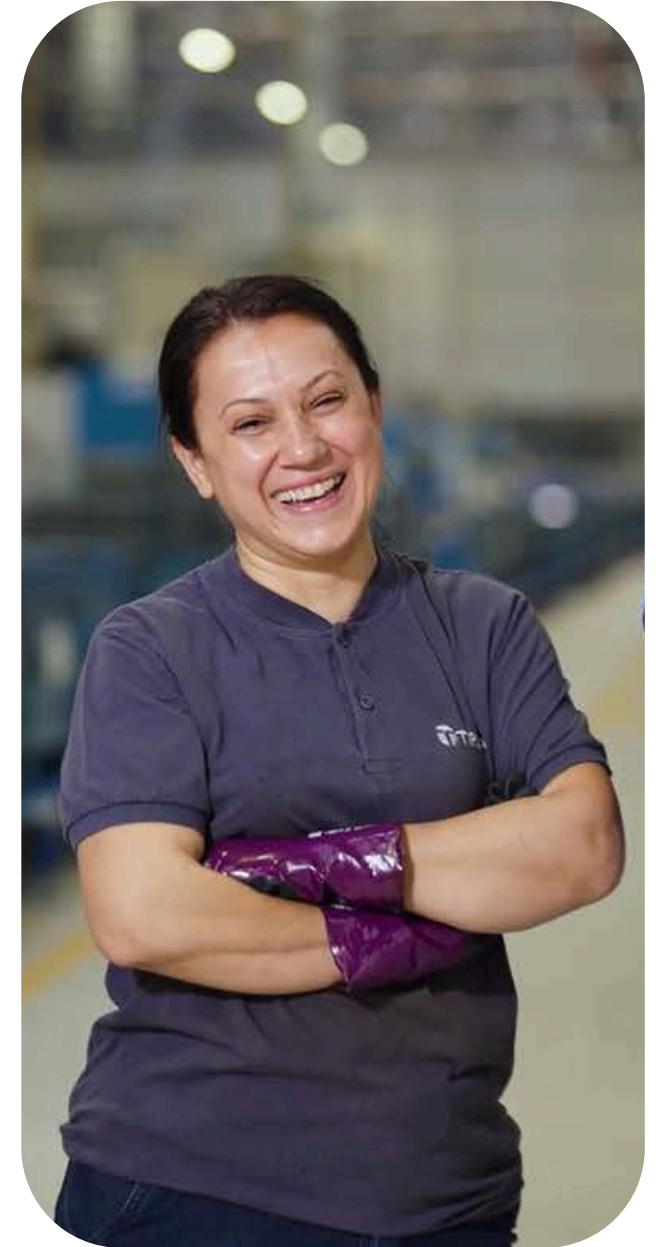
# Occupational Health and Safety

Occupational health and safety, one of Tirsan Kardan's core priorities, is managed through the implementation of all necessary measures. We regard the creation of a safe and healthy working environment as a corporate responsibility and establish a systematic, disciplined, and continuously improving structure to minimize all risks our employees may be exposed to. Through the practices we implement, we manage existing risks and integrate preventive approaches into our processes to eliminate potential hazards.

We address our occupational health and safety management within a framework aligned with international standards. In this context, we regularly review and update potential risks. In addition, we systematically monitor on-site practices through defined targets and action plans. Going beyond regulatory requirements, we implement practices that enhance the safety of our operational processes.

To ensure effective management of on-site risks, we continuously strengthen our audit mechanisms. We enhance our monitoring and reporting capabilities through digital systems. In particular, by expanding near-miss reporting processes, we encourage the active participation of our employees and develop rapid, preventive actions with the involvement of the entire workforce. In doing so, we transform our occupational health and safety performance from a reactive structure into a predictable and manageable level.

We believe that success in occupational health and safety is only possible through the shared responsibility of the entire organization. Through the OHS Committee and the OHS Board, we ensure the participation of employees from different functions. By holding regular meetings, we evaluate feedback from the field and integrate it into our decision-making processes.



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The logo for Tirsan Kardan, featuring a stylized 'T' icon followed by the word 'TIRSAN' in a bold, sans-serif font.

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# Creating a Healthy Work Environment

We position training and awareness initiatives as a critical component in the development of an occupational health and safety culture. We regularly deliver OHS and environmental training programs for our employees, and reinforce task-based, risk-oriented safe behavior practices across all our production facilities. At the same time, we expand the scope of our emergency drills and continuously enhance our response capabilities against potential scenarios.

To protect employee health, we implement periodic health screenings, ergonomic improvements, and workplace environment measurements, improving conditions based on the physical and environmental needs of our employees. We maintain discipline in on-site practices by keeping safety equipment and operational procedures up to date.

In line with our zero-accident goal, we carry out initiatives to promote a safety mindset based on preventive approaches, supported by data-driven decision-making mechanisms, and strengthened by the active contribution of all our employees.

## OHS and Environment Training Hours (2025)

<b>OHS Training Hours</b>	1756
<b>Environment Training Hours</b>	165
<b>Energy Training Hours</b>	165

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OHS Performance Indicators	2024	2025
Accident Frequency Rate	23,52	18,66
Accident Severity Rate	0,27	0,16
Lost Workdays	530	297
Number of Near Misses	385	541



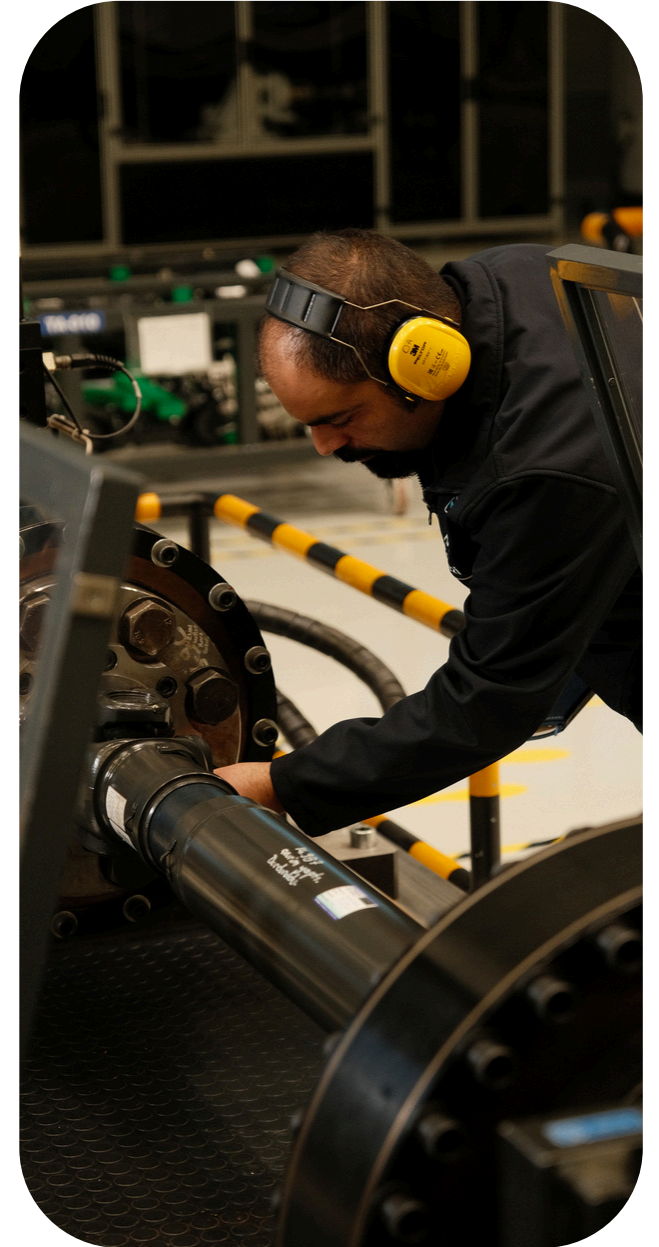
# R&D and Innovation

The Tirsan Kardan R&D Center is a strategic function that supports the Company's technology development, product competitiveness and long-term sustainable growth. Established in 2016 and certified by the Ministry of Industry and Technology, the Center manages design, simulation, product development, and project management processes across the full innovation lifecycle, from the improvement of existing products to the development of next-generation solutions.

The R&D infrastructure comprises 3,000 m<sup>2</sup> of indoor space and a 1,865 m<sup>2</sup> dedicated testing center. This infrastructure enables the validation and implementation of advanced engineering approaches, supporting systematic and data-driven R&D activities.

The R&D organization is structured as a multidisciplinary knowledge and solution platform aligned with the Company's sustainability, innovation, and advanced engineering objectives. It brings together expertise from mechanical engineering, materials and metallurgy, mechatronics, automotive, aerospace, chemistry, and physics. This integrated approach strengthens coordination across product performance, material behavior, testing and validation, and application engineering processes.

The Center's human capital constitutes a key enabler of its R&D capability. The team includes 3 PhD holders, 2 PhD candidates, 8 master's degree holders, and 5 master's students. Researchers represent 70% of the R&D workforce, reflecting a strong focus on scientific and technical competence. This competent structure offers a robust and sustainable innovation infrastructure capable of addressing both current product and process needs and the future transformation of the mobility sector, while reinforcing our company's technology development capability and long-term competitiveness.



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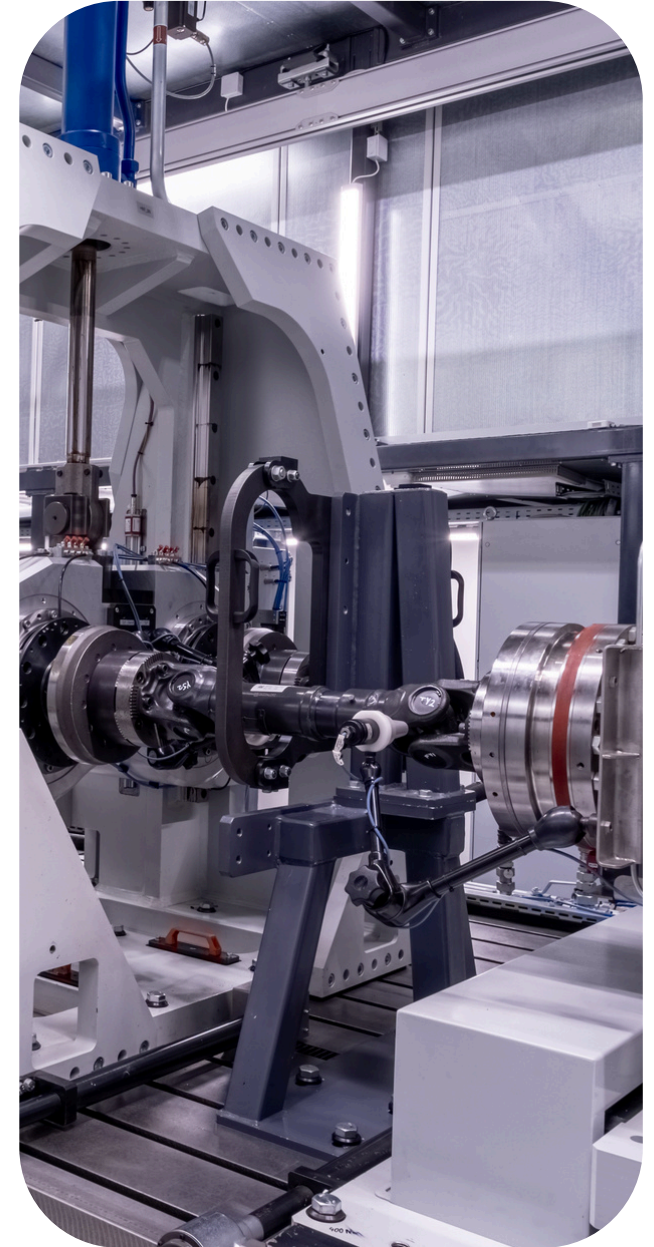
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# R&D and Innovation

At Tirsan Kardan, R&D and innovation are considered key enablers of our sustainable growth and value creation strategy. Through this approach, we continuously enhance our existing product portfolio while exploring new market opportunities. We develop technologically advanced solutions that respond effectively to customer expectations while taking environmental impacts into account. Innovation is integrated into our corporate and managerial decision-making processes as a critical tool to support climate action and contribute to sustainable development goals.

Grant-funded programs constitute an important component of our R&D and innovation activities. Within this scope, under the 2507 – Bilateral Cooperation Program with the German Research Foundation (DFG), we submitted an international funding application in collaboration with Turkish-German University and the Technical University of Berlin, focusing on the development of innovative and sustainable materials. In addition, under the 1505 – University-Industry Cooperation Support Program, we completed a project application in partnership with Manisa Celal Bayar University, focusing on the use of sensor technologies in advanced mobility solutions. Through these collaborations, we strengthen our R&D ecosystem by integrating academic knowledge and contribute to the development of technologies that support sustainable mobility.

In 2025, a total of 16 projects were successfully carried out within our R&D Center. Among these, lightweighting initiatives with significant sustainability impact and projects aligned with TÜBİTAK's 2024–2025 Priority R&D and Innovation Topics for motor vehicles stand out. These projects directly contribute to our new product development processes and represent tangible outcomes of our engineering capabilities, technology development capacity, and commitment to creating value in sustainable mobility.



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# Sustainable Product Design

At Tirsan Kardan, sustainability is a core design principle that forms the starting point of our R&D processes. In the automotive supply industry, where low emissions, resource efficiency, long service life, and competitive performance must be managed simultaneously, we apply our engineering expertise to develop solutions that reduce environmental impact and incorporate a lifecycle perspective.

Within this framework, we adopt a sustainability-focused development approach across multiple dimensions, including material selection, production techniques, raw material usage, and the recovery and reuse of industrial waste. The integration of low-carbon technologies, implementation of energy-efficient engineering practices, evaluation of sustainable alternatives in packaging management, and the promotion of green transformation throughout the supply chain are among the high-priority topics on our R&D agenda. Through this approach, we develop products that ensure regulatory compliance while delivering competitive solutions aligned with the evolving expectations of our customers.



- Our sustainable product development activities also have a direct impact on our commercial performance. The share of newly developed products in total revenue reaching an average of 29% in 2025 demonstrates that our R&D investments and innovation management approach deliver not only technical outcomes but also tangible commercial results. This ratio highlights Tirsan Kardan's capability for customer-oriented and scalable product development, enabling rapid adaptation to changing market conditions.
- Our strength in intellectual property further supports this capability. More than 300 intellectual property assets, organized under over 130 patent families within our patent and utility model portfolio, demonstrate both the engineering depth of our R&D Center and the strategic importance our company places on technological advancement. We consider this portfolio not merely as a protection mechanism, but as an innovation asset that supports our technology roadmap, differentiation capability, and long-term competitiveness.

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# Digital Transformation and Information Security

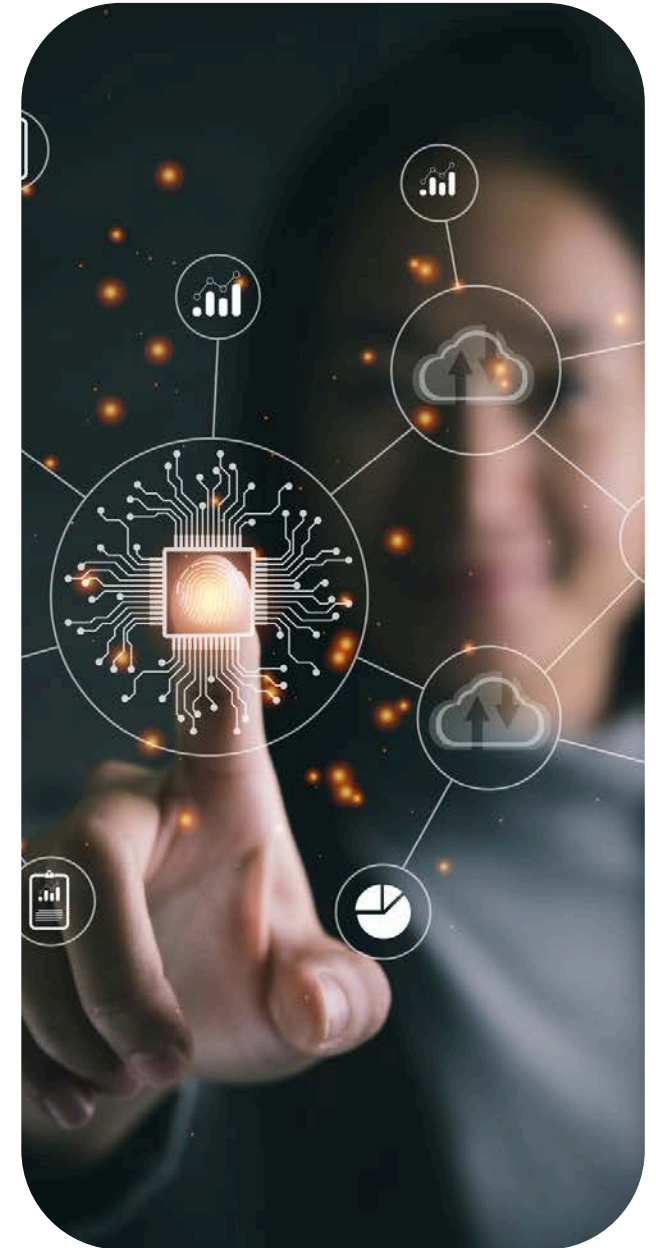
As of 2025, we have approached our digital transformation strategy from the perspective of information security and organizational resilience. In this context, we have maintained our Information Security Management System in line with ISO 27001 standards, systematically strengthening our practices related to data integrity, availability, and confidentiality. In addition, by participating in TISAX processes, which address the information security requirements specific to the automotive industry, we have established a new framework for assessment and continuous improvement aligned with the expectations of international stakeholders.

## Intelligent Process Automation and Operational Excellence

Our Robotic Process Automation (RPA) initiatives reached a significant level of scale by the end of 2025. With approximately 100 processes integrated into automation across the organization, repetitive and rule-based tasks have been systematically transferred to digital environments. These automations have resulted in reduced processing times, lower error rates, and improved traceability. This transformation supports employees in shifting away from operational workload toward higher value-added activities, while also strengthening data-driven and timely decision-making processes. Our efforts to further expand the use of RPA across the organization continue.

## Corporate Data Management and Analytics Capabilities

Our business intelligence and data analytics infrastructure has matured further through development activities carried out throughout 2025. By consolidating data from multiple systems into a unified structure, adopting standardized reporting approaches, and increasing user adoption, we have ensured the effective utilization of the platform.



# Digital Transformation and Information Security

In this process, improving data quality and integrating analytical outputs into decision-making mechanisms were prioritized. As a result, it has become possible to operate with more consistent, comparable, and reliable datasets across the organization, strengthening data-driven management practices.

## Digital Platforms and Process Management

Our low-code platform infrastructure, which provides flexibility and agility in our digital transformation journey, was further expanded during the reporting period with new applications. One of the key initiatives in this scope was the Intranet Project. Positioned as a centralized digital environment that enhances internal communication, facilitates access to information, and improves employee experience, the intranet enables the management of announcements, document management, process information, and corporate content through a single platform, ensuring consistency in information flow. The T-Öneri system, developed within the low-code platform, was designed to enable active participation from our blue-collar employees. By collecting, evaluating, and tracking improvement suggestions from the field in a digital environment, a participatory improvement culture has been strengthened. This initiative contributes to embedding continuous improvement across all levels of the organization. The Meeting Management application was designed as a structure that strengthens corporate memory. It enables the systematic recording of meetings at all levels—from top management to operational teams—ensuring structured tracking of actions and traceability of past decisions. In this way, transparency, accountability, and organizational learning processes, which are key pillars of sustainability, are further supported.



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# Digital Transformation and Information Security

## Artificial Intelligence Applications

During the reporting period, initiatives were launched to ensure the effective, efficient, and secure use of artificial intelligence technologies within the organization. In this context, AI applications that can be integrated into business processes are being evaluated, and a sustainable implementation framework is being developed with due consideration for data security and ethical use principles. These efforts represent the next phase of our digital transformation strategy being developed within the organization.

## Information Security

During this reporting period, information security was addressed within a more holistic framework, incorporating risk analysis and business continuity perspectives. With the increasing impact of digitalization, the focus has extended beyond protecting information assets to ensuring that these assets are managed in a secure, uninterrupted, and traceable manner. Accordingly, a risk-based approach has been adopted across our processes, supported by more comprehensive control mechanisms for critical data flows, system access, and third-party interactions. Security controls have been further strengthened in high-priority areas such as the supply chain, customer data management, and production systems, while proactive monitoring and early response capabilities have been enhanced to address potential threats.

In parallel with the expansion of our digital ecosystem, security requirements in processes involving business partners and service providers have been addressed within a more structured framework. By clearly defining mutual responsibilities, an end-to-end secure business environment has been further reinforced.



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# Responsible Production

Tirsan Kardan R&D Center carries out its product development and process improvement activities with a focus on resource efficiency and emission reduction in the context of climate change mitigation. In 2025, next-generation driveshaft designs enabled up to a 20% weight reduction in critical components, contributing both to lower raw material consumption and to the reduction of indirect emissions throughout the product life cycle.

During the same period, a 15% improvement in product performance was achieved, resulting in increased efficiency. In addition, optimization initiatives in production processes led to approximately 12 tons of high-grade steel savings, thereby reducing natural resource consumption and delivering a tangible contribution to greenhouse gas emission reduction efforts.



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Tirsan Kardan addresses responsible production in an integrated manner with supply chain management, operating through a structure focused on quality, continuity, and sustainability. Within this scope, the company works with approximately 150 suppliers, with around 75% of its total procurement volume sourced from local businesses. This distribution contributes to a balanced supply structure that both supports the local economy and enhances global competitiveness.

Within the supply chain, critical suppliers are identified based on the application areas of supplied parts and services, technical requirements, and operational risk levels. Suppliers with strategic importance, high volume impact, or a direct effect on production continuity are subject to closer evaluation.

Procurement activities are managed under two main categories: Direct Procurement and Indirect Procurement. Direct procurement covers raw materials and component supply, while indirect procurement includes service purchases and consumables. This structure supports the efficient management of procurement processes and the optimization of resource utilization.

Supplier selection and evaluation processes are carried out in accordance with defined procedures, with quality considered the primary priority. In addition, cost efficiency, delivery performance, and communication level are also taken into account in decision-making processes. Active suppliers are evaluated on a quarterly basis in terms of quality, delivery, and communication performance, and the results are formally recorded. This systematic approach ensures traceability and continuous improvement of supplier performance.



# Responsible Production

The sustainability approach has been integrated into supplier management processes. Prior to initiating cooperation with suppliers, relevant specifications and policy documents are mutually approved, thereby ensuring compliance with environmental, social, and ethical criteria at the outset of the process. In evaluation processes, criteria beyond price are also taken into consideration, and long-term partnerships are developed with business partners that contribute to a responsible production approach.

## The sustainability compliance requirements expected from our suppliers within the procurement specification are as follows:

**Working conditions, diversity, equity and inclusion, whistleblowing, use of public and/or private security forces, environmental sustainability, land, forest and water rights and forced displacement, greenhouse gas emission reduction, renewable energy, air and soil quality, noise pollution, chemical management, animal welfare, conflicts of interest, protection of local communities and indigenous peoples, land use and deforestation, export controls and economic sanctions, supply chain, disclosure of information.**

To enhance operational efficiency and reduce error risk, digital solutions are utilized in procurement and finance processes. In this context, Robotic Process Automation (RPA) applications implemented in invoice control processes have reduced manual verification workload while improving process accuracy and speed. This application contributes to more efficient use of resources and also supports operational sustainability.

All these practices strengthen Tirsan Kardan's responsible production approach and enable value creation across the supply chain with a focus on quality, reliability and sustainability.



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# Corporate Governance

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Since 1957, we have built our corporate governance approach on an innovative, participatory, and compliance-oriented framework. Designed as a guiding structure for the sustainability and long-term success of our company, our governance processes are aligned with strategic objectives and support an ethical, transparent, and accountable structure. We operate in accordance with ethical and responsible business principles with all our stakeholders, from suppliers to business partners.

In decision-making processes, we adopt an inclusive approach by considering the views and suggestions of our stakeholders and integrating diverse perspectives into the process. We conduct risk assessments for new suppliers and, where necessary, establish corrective and preventive action plans. We continuously improve our management system by following international best practices and regulatory updates.

Accountability lies at the core of our corporate governance and decision-making processes. We prioritize the regular monitoring of our activities, tracking of performance indicators, and sharing of results with relevant stakeholders. At every stage of our processes, we act with a sense of traceability and responsibility, and we aim to create long-term value by measuring the impact of our activities. Our corporate governance approach functions as a continuously learning, evolving, and renewing system. This approach strengthens trust both within the organization and in our stakeholder relationships.



# Ethics

In line with our corporate sustainability vision, our Ethics Policy—built on core company values such as reputation, integrity, reliability, equal opportunity, and personal development—forms the main framework defining Tirsan’s value system. Through our ethics policy, we enhance service quality and support the effective protection of company assets and resources, while defining corporate standards of conduct based on honesty and integrity. In our business processes, we prioritize the principles of transparency, fairness, and accountability. These rules not only define the framework of internal operations but also govern our relationships with business partners and suppliers.

Our ethical rules define the standards of behavior that all employees and third parties acting on behalf of our company are required to comply with. Preventing conflicts of interest, combating corruption and bribery, protecting company assets, and ensuring accurate information sharing constitute the foundation of these standards. Within this framework, all employees are encouraged to make informed decisions and contribute to the prevention of ethical violations.

Within our company, secure and accessible mechanisms are in place for the detection and reporting of ethical violations. Employees and business partners may report violations in accordance with confidentiality and security principles. All reports are carefully evaluated, and necessary actions are implemented in a timely manner.

To support our ethical culture, regular training and awareness activities are conducted. These trainings ensure that employees are informed about current legal regulations and company policies, and help maintain the continuity of ethical behavior across all business processes.



# Sustainable Development Goals

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### 4 QUALITY EDUCATION



Ensure inclusive and equitable quality education for all and promote lifelong learning opportunities.



Within the scope of the Mentor–Mentee Project carried out in 2025, the development of female students receiving education was supported through mentorship provided by our employees. The second phase of the program, implemented in cooperation with MOSTEM, was launched, marking important progress toward institutionalizing the project. The shared knowledge and experience increased students' preparedness for the sector and provided tangible support in their working life.

### 5 GENDER EQUALITY



Achieve gender equality and empower all women and girls.



In 2025, training programs aimed at raising awareness on gender equality were conducted, improving employees' knowledge and awareness in this area. In addition, the Diversity, Equity, and Inclusion Policy was published for the first time within the company, formally establishing an institutional framework for equal opportunity.

### 7 AFFORDABLE AND CLEAN ENERGY



Ensure access to affordable, reliable, sustainable and modern energy for all.



Within the scope of renewable energy investments, ground-mounted solar power plant (SPP) projects were commissioned in addition to existing rooftop SPP installations. These investments increased the share of renewable sources in energy production. During the same period, energy efficiency projects were implemented, resulting in operational improvements and total energy savings of TRY 10,568,441.

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### 8 DECENT WORK AND ECONOMIC GROWTH



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



In 2025, a safe and development-oriented working environment was maintained. As a result of occupational health and safety initiatives, 55 consecutive accident-free working days were achieved. Throughout the year, a total of 8,229 training hours were delivered, systematically enhancing employees' competency levels, and this development-oriented approach contributed directly to organizational improvement.

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Research and development activities have continuously strengthened the company's engineering and technology development capabilities through innovative solutions. In this context, corporate knowledge has been secured through more than 130 patent families comprising over 300 intellectual property assets, while innovative product development processes have been further supported.

### 13 CLIMATE ACTION



Take urgent action to combat climate change and its impacts.



Within R&D activities, next-generation driveshaft designs have delivered measurable environmental improvements. These developments have enabled up to a 20% weight reduction in critical components and a 15% improvement in product performance. In addition, process optimization efforts in manufacturing have resulted in approximately 12 tons of high-grade steel savings, increasing resource efficiency and contributing to the reduction of carbon emissions.



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