

2023 Sustainability Report



Respect for the Future, Trust in Nature: The Sustainable Legacy of Bozankaya Electric Vehicle Systems

With a focus on respect for the environment and trust in the power of nature, the company is leaving a lasting legacy in the world of electric vehicles.





This report contains information about Bozankaya's sustainability efforts and objectives for the year 2023 and has been prepared by Enexion Group (Enexion Energy and Risk Consulting A.Ş.). All information and opinions presented in the report have been provided by Bozankaya and claim no completeness. The data and information presented in the report, prepared in accordance with GRI requirements, have not been subject to independent verification and are prepared solely for informational purposes, thus do not constitute investment recommendations.

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Enexion Group A.Ş.

ABOUT THE REPORT

We are dedicated to offering our stakeholders thorough and current insights into our activities through our annual sustainability reports. These reports encompass the social, governance, and environmental effects of our operations and are aligned with the United Nations Sustainable Development Goals. The Bozankaya 2023 Sustainability Report highlights the initiatives and accomplishments of Bozankaya from January 1, 2023, to December 31, 2023. Prepared in line with GRI Standards, the information in this report is based on internal sources and has not undergone external auditing. We invite any questions or feedback, which can be directed to info@bozankaya.com.



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Engineering the Future

With our innovative technology and environmentally friendly vision, we are shining a light on the future.

CEO MESSAGE



Dear Stakeholders,

At Bozankaya, our mission is to lead not only within Türkiye but also on the global stage, driven by innovation and sustainability. From designing Türkiye's first 100% low-floor tram bogie to achieving the country's first metro export in June 2018, we continue to set new benchmarks. The production of Türkiye's first 100% domestically manufactured electric bus represents a key milestone in our journey toward providing sustainable transportation solutions and minimizing environmental impacts. Each of these advancements plays a pivotal role in reducing our carbon footprint and promoting greener urban transportation solutions.

Sustainability is at the core of our operations—from product development to supply chain management, we are committed to environmental, social, and economic sustainability. We focus on reducing greenhouse gas emissions, minimizing waste through recycling and reuse initiatives, and selecting energy-efficient products. At the same time, we prioritize building long-term relationships with diverse suppliers who share our ethical values and principles of transparency and fairness.

We collaborate extensively with both local and international organizations as part of our R&D and P&D initiatives. These partnerships enable us to remain at the forefront of technological innovation, continually generating cutting-edge, sustainable solutions for the public transportation sector. As part of our sustainability objectives, we have set short-term, medium-term, and long-term R&D strategies to drive innovation and contribute to a more environmentally responsible future.

These achievements are rooted in our vision to develop innovative, future-oriented products that address the growing need for environmentally responsible transportation. Through strategic investments in research and development (R&D) and the continuous enhancement of our production processes, we are well-positioned to offer public transportation vehicles that are energy-efficient, eco-friendly, and sustainable.

We have taken significant steps towards shaping a sustainable future by working in great harmony and collaboration with all our stakeholders. This includes our employees, customers, communities, and business partners. We have defined clear targets for the future, aligning our corporate strategy with global sustainability standards.

As we look toward the future, we remain committed to our sustainability objectives. We invite our partners, customers, and all stakeholders to collaborate with us on this critical journey toward a sustainable future. Together, we will continue to lead the transportation industry with environmentally responsible solutions, fulfilling our role as a global leader in sustainable innovation and ensuring that Bozankaya's legacy is one of lasting, positive impact.

Sincerely,
Aytaç Günay
Executive Chairman & CEO

OUR JOURNEY



Bozankaya GmbH was founded in 1989 by Murat Bozankaya in Germany as a research and development (R&D) company. In 2003, Bozankaya Inc. was established in Türkiye, expanding our investments based on our R&D expertise, and today has become a strong brand in sustainable transportation solutions in Türkiye. We started our operations in Türkiye with 20 employees, and today, we continue with nearly 1000 employees, including around 160 R&D engineers at our R&D Center.

At Bozankaya Inc., we produce our vehicles, with all intellectual property rights owned by us, at our facilities in Ankara. Our new production center, established on an area of 100,000 m² in the Sincan 1st Organized Industrial Zone, is designed and operational for the production of rail system vehicles such as metros and trams, as well as electric commercial vehicles like trambuses and electric buses. Our high-tech designed vehicles, produced in these facilities, provide safe and environmentally friendly services to passengers in Türkiye, Europe, and Asia.

The work at our production centers is carried out with a focus on R&D. Between 2014 and 2023, 36 R&D projects were carried out with a total budget of approximately 49 million Euros. The work done at the R&D Center provides domestic solutions to Türkiye's public transportation needs, helps keep national resources within the country's economy by replacing imported products with locally made ones, and creates high value-added export items delivered worldwide.





Bozankaya is proud to have produced Türkiye's first 100% electric bus, reflecting our commitment to sustainable transportation solutions. This success is a reflection of our vision to develop innovative and sustainable products that minimize environmental impacts. With our R&D investments and innovative production processes, we are steadily moving towards our goal of offering environmentally friendly and sustainable public transportation vehicles.



Bozankaya makes significant contributions to the development of the rail systems sector in Türkiye. Bozankaya designed Türkiye's first 100% low-floor tram bogie and commercialized it with the Kayseri Tramway Project, and as of June 2018, completed Türkiye's first metro export. To realize all these projects and future high-speed train and metro projects, more than 50 million Euros invested in Türkiye's largest and most modern rail transportation systems production center.



Bozankaya aims to continue its work and achievements in the field of sustainability and to contribute to society. We will continue to develop sustainable transportation solutions and fulfill our environmental responsibilities in the future.



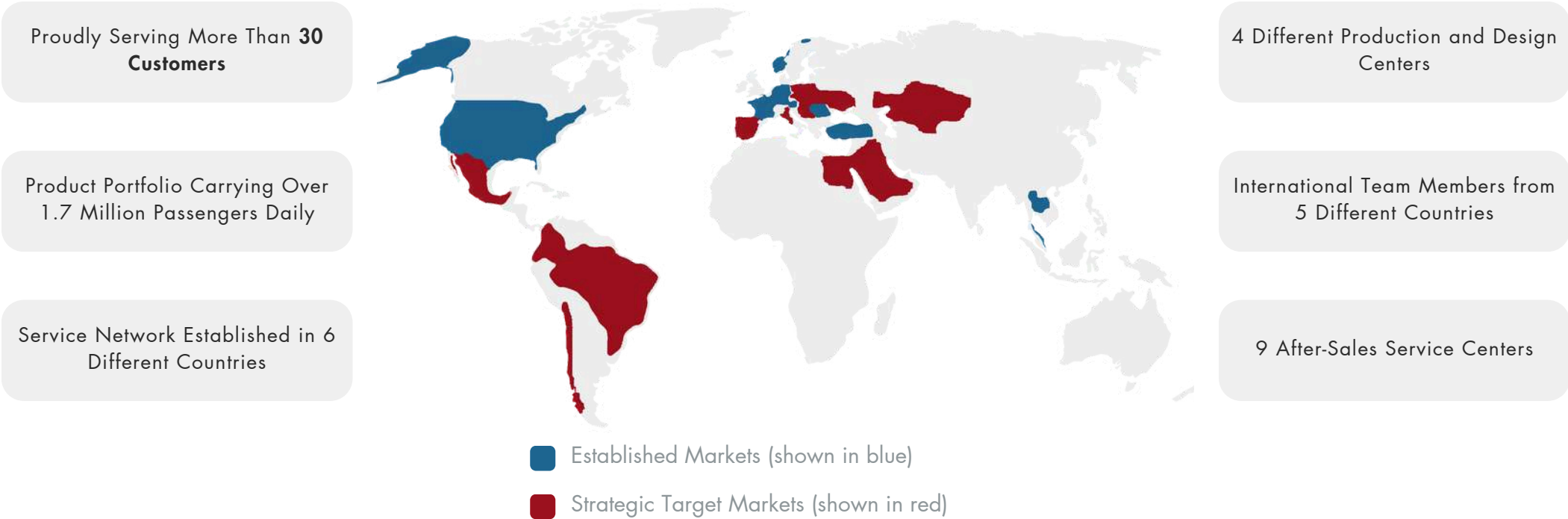
Türkiye's first rolling stock export as metro trains export launched!



Türkiye's first autonomous metro was launched!

OUR IMPACT IN FIGURES

Our Presence in Global Markets

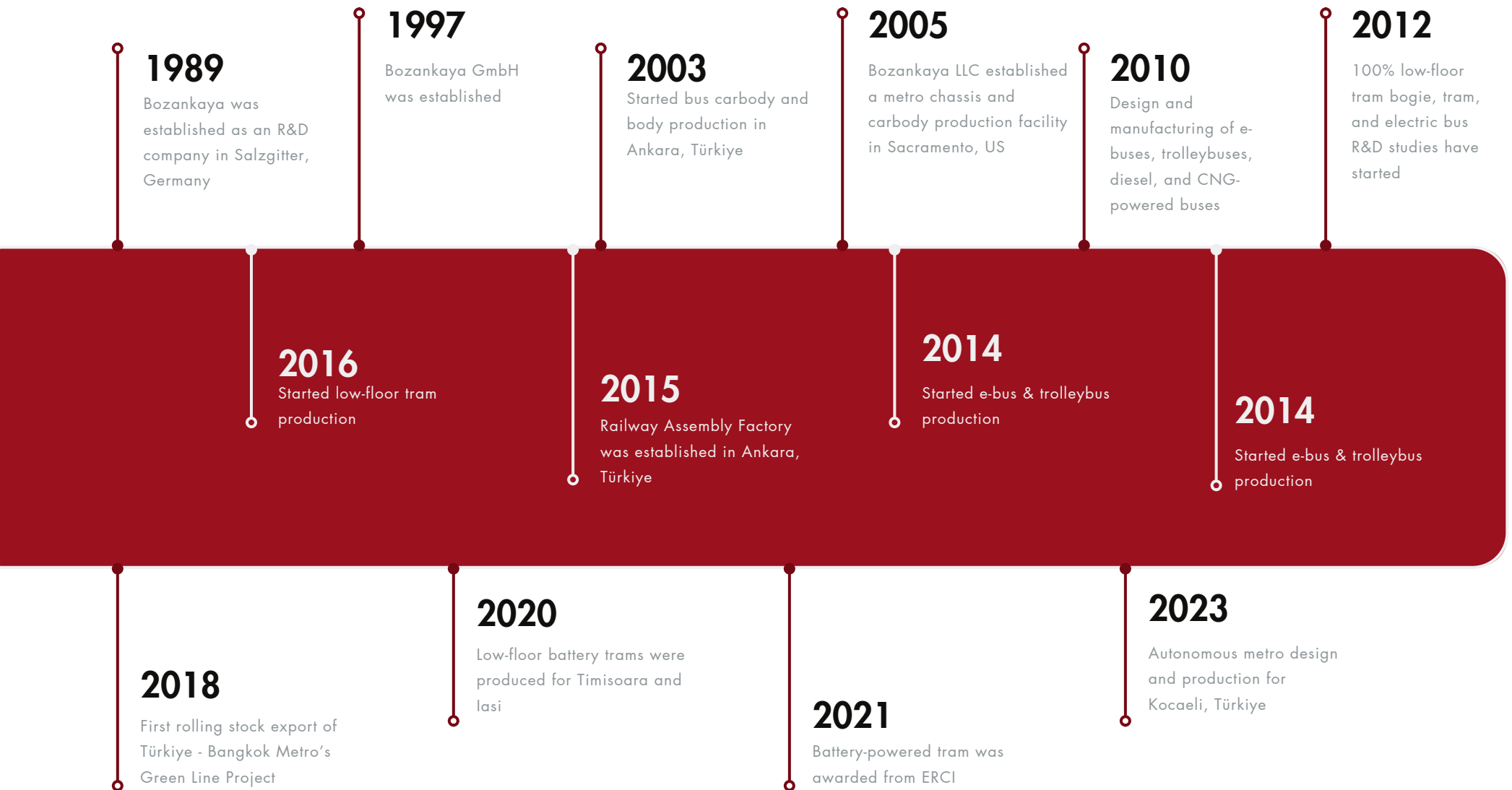


Corporate Vision

As Bozankaya Inc., we aim to lead in providing eco-friendly solutions for public transportation and to be recognized as a “Global Brand” with our sustainable and innovative products. We carry out our activities with a commitment to customer focus, innovation, environmental sensitivity, quality, honesty and transparency, teamwork, social responsibility, continuous development and education, safety, sustainability, a fair and equitable approach, and ethical values.



KEY ACHIEVEMENTS



OUR PRODUCT GROUPS

Trambus/ Trolleybus

As Bozankaya Inc., our Trolleybus offers innovative public transportation solutions for our cities. Our trolleybuses offer 24/7 usage opportunity with both the energy they receive from the Catenary line and the high voltage battery systems on them. Since it offers the opportunity to charge the high voltage battery in the vehicle while traveling on the Catenary line, users do not need to install high-power charging infrastructures in the storage areas and it reduces the charging infrastructure cost. With its fully electric motor, it provides zero emissions and high energy efficiency, helping our customers reduce their environmental impact. It offers high maneuverability and the ability to easily pass other vehicles on the road with the pantograph system connected to the catenary line. It can pass other transportation vehicles on the line by remaining connected to the catenary line up to approximately 4500 mm.



Our vehicles, which have a fully electric air conditioning system carefully designed for passengers and the driver, aim to eliminate carbon emissions. Our vehicles appeal to the user with various battery options (LTO,NMC, LFP) and range options (min. standard solution : minimum 20 km range with traction Battery). Our vehicles provide fast urban transportation with a maximum speed of 80 km/h and minimize operating costs.

With low operating costs and long-lasting structure, it offers a cost-effective alternative. Compared to diesel buses, the Trolleybus provides up to 75% energy savings, standing out with its high passenger capacity and low energy consumption. By significantly reducing noise and air pollution, it improves urban living quality, providing a long-term cost-saving and sustainability solution for cities.

Our Trolleybus fleets are offered to the user with the most efficient energy management with various charging and fleet management systems.

Our Trolleybus provides zero emissions and high efficiency, meeting the transportation needs of our cities. With length options of 12, 18, and 25 meters, we offer a passenger capacity of 80 to 250, and with our 100% low-floor design, we raise accessibility standards.

Its modern and modular design, harmonized with urban aesthetics, provides an attractive appearance with LED lighting and minimal lines. Safety features include CCTV, GSR, quick evacuation doors, and special disabled sections, making our vehicle safe and accessible for all passengers.

Designed according to Italian CUNA, German VDV, and StVZO standards, we prioritize comfort and safety in driver visibility and passenger areas.

Electric Bus

Türkiye's first 100% electric bus



As Bozankaya Inc., our electric bus offers innovative public transportation solutions for our cities. With its fully electric motor, it provides zero emissions and high energy efficiency, helping our customers reduce their environmental impact.

Our vehicles, which have a fully electric air conditioning system carefully designed for passengers and the driver, aim to eliminate carbon emissions. Our vehicles appeal to the user with various battery options and range options. We have versions that can offer a range of up to 400 km in normal operational use. Our vehicles provide fast urban transportation with a maximum speed of 80 km/h and minimize operating costs. With low operating costs and long-lasting structure, it offers a cost-effective alternative.

Compared to diesel buses, the e-bus provides up to 75% energy savings, standing out with its high passenger capacity and low energy consumption. By significantly reducing noise and air pollution, it improves urban living quality, providing a long-term cost-saving and sustainability solution for cities.

Our electric bus fleets are offered to the user with the most efficient energy management with various charging (Fast charging, slow charging, CCS2 Plug Charge, Pantograph Charging) and fleet management systems.

Our electric bus provides zero emissions and high efficiency, meeting the transportation needs of our cities. With length options of 10, 12, 18, and 25 meters, we offer a passenger capacity of 75 to 232, and with our 100% low-floor design, we raise accessibility standards. Its modern and modular design, harmonized with urban aesthetics, provides an attractive appearance with LED lighting and minimal lines. Safety features include CCTV, GSR, quick evacuation doors, and special disabled sections, making our vehicle safe and accessible for all passengers.

Designed according to Italian CUNA, German VDV, and StVZO standards, we prioritize comfort and safety in driver visibility and passenger areas.

With battery capacities of up to 650 kWh, we provide a range of up to 400 km. Our buses perform highly even in urban traffic. Additionally, our quiet operation features reduce urban noise pollution and enhance living quality. These 100% electric vehicles offer an effective transportation solution without power loss in stop-and-go city traffic, creating an environmentally friendly and economic alternative. With these features, our electric buses have become an indispensable part of sustainable urban living.



Metro

Our metro vehicle, developed by Bozankaya Inc., is designed to minimize environmental impact while providing maximum passenger comfort. Each wagon is equipped with two air conditioning units for fresh air circulation and high ergonomics seating areas, combined with sound insulation and optimized space usage, offering a comfortable travel experience for our passengers.



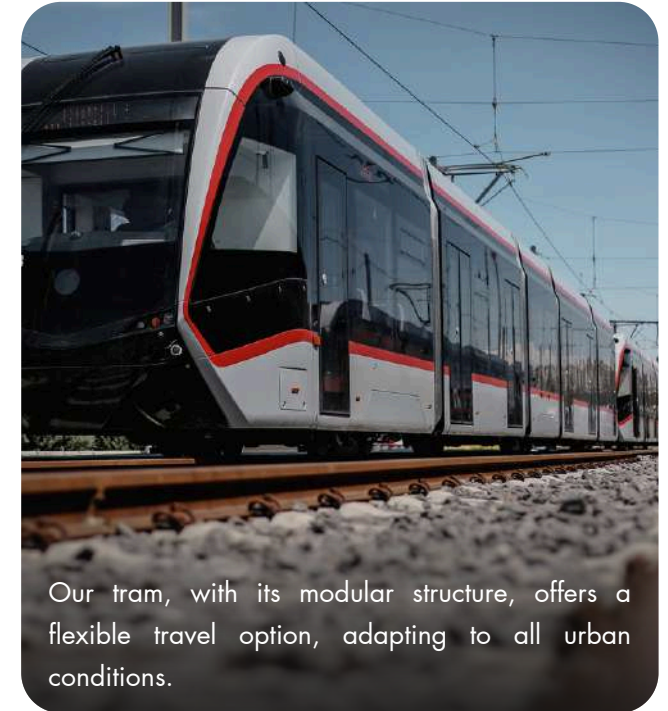
With our 75% motorized structure and 1500 V DC energy system, our vehicle reduces energy consumption and stands out with its positive environmental contributions. Its modern and modular design, harmonized with urban aesthetics, provides an attractive appearance with LED lighting and minimal lines. Safety features include CCTV, quick evacuation doors, and special disabled sections, making our vehicle safe and accessible for all passengers.

Additionally, equipped with features such as bicycle, scooter, and luggage spaces, our metro vehicle provides fast urban transportation with a maximum speed of 80 km/h and minimizes operational costs. These extensive features make our metro vehicle an essential part of sustainable urban transportation.



Tram

Our tram, produced by Bozankaya Inc., stands out as an economic, reliable, and environmentally friendly solution in urban transportation. With its modern design and 100% low-floor structure, it provides ease of access while offering high comfort to our passengers with its spacious indoor area. Our bogie design, which minimizes noise and vibration, guarantees a comfortable travel experience for both our drivers and passengers.



With its environmentally friendly features, it significantly reduces noise and environmental pollution while minimizing our clients' carbon footprint with low energy consumption. With low maintenance costs, we provide economic advantages to operators and enhance the quality of urban life as a sustainable transportation solution. We set new standards in urban transportation by providing safe and comfortable travel experiences to our passengers.

OUR AWARDS



MEMBERSHIPS & PARTNERSHIPS

As Bozankaya Inc., the membership and partnership relationships we have established play a crucial role in strengthening our position in the industry and achieving our sustainability goals. These strategic collaborations encourage the adoption of innovative technologies and sustainable production methods, facilitating the exchange of knowledge and experience with industry leaders and think tanks. This allows us not only to achieve economic growth and competitive advantage but also to take a leading role in reducing our environmental footprint and fulfilling our social responsibility commitments. These collaborations reinforce our commitment to sustainable development principles and support our vision of contributing to a greener and fairer future for all stakeholders.

Ankara Chamber of Commerce
Ankara Chamber of Industry
BEPA (The Batteries European Partnership Association)
UITP (International Association of Public Transport)
Central Anatolian Exporters' Association
TÜMAKÜDER (Association of All Machinery Manufacturers)
ARUS (Anatolian Rail Systems Cluster)
Uludağ Automotive Industry Exporters' Association
Union of Chambers and Commodity Exchanges of Türkiye (TOBB)
Turkish Exporters Assembly
Central Anatolian Furniture, Paper and Forest Products Exporters' Association
Eastern Anatolian Exporters' Association
Scientific and Technological Research Council of Türkiye (TÜBİTAK)
Technology Development Foundation of Türkiye (TTGV)
Yıldırım Beyazıt University

TOBB University of Economics and Technology
Çankaya University
Hacettepe University
Marmara University
Düzce University
Akdeniz University
Eskişehir Osmangazi University
Middle East Technical University
Galatasaray University
Dokuz Eylül University
Eskişehir Anadolu University
Karabük University
İnönü University
Hemscheidt Engineering
Sivas Cumhuriyet University
Altınbaş University
Gazi University
Sakarya University
Ostim Technical University





Leading With Integrity

Corporate Governance at the Core of Sustainability: Leadership and Responsibility.

OUR CORE PRINCIPLES

Mission

To shape the future of the public transportation sector by producing innovative technologies and sustainable solutions. While redefining the future of mobility, we are committed to conducting people- and environment-focused initiatives.



Vision

To shape the future of the public transportation sector by producing innovative technologies and sustainable solutions. While redefining the future of mobility, we are committed to conducting people- and environment-focused initiatives.



VALUES



Customer Focus



Innovation



Environmental & Social Responsibility



Quality



Integrity and Transparency



Continuous Improvement and Education



Safety



Fairness & Equality

GOVERNANCE STRATEGY

As Bozankaya Inc., we are committed to ensuring a transparent corporate governance approach. With our integrated corporate governance policy, our governance approach is summarized. Click [here](#) to access our Corporate Governance Policy. We emphasize respect for environmental values, sensitivity to information and occupational health and safety, and strives for top performance, and adhere to ISO 9001, ISO 14001, ISO 45001, EN 3834 / EN 15085, DIN 6701, ISO/IEC 27001, and ISO/TS 22163 standards, committing to:

Continuously improving processes, complying with laws and standards, and preventing errors through employee participation.

Providing necessary resources for integrated management systems.

Raising employee awareness about management systems and policies.

Reducing environmental pollution and internal waste through efficient resource use.

Ensuring sustainability by minimizing negative environmental impacts throughout product life cycles.

Creating a safe working environment by eliminating risks of work accidents and occupational diseases.

Protecting information assets' confidentiality, integrity, and accessibility.

Managing risks systematically and learning from incidents.

Achieving company goals with motivated employees.

Keeping up with technological advancements.

Maximizing stakeholder satisfaction.

Understanding and fulfilling customer expectations accurately.

We are dedicated to a management approach that prioritizes environmental awareness and ethical conduct, aligning with the core principles of corporate governance: Accountability, Transparency, Fairness, and Responsibility. We engage all our stakeholders in corporate strategy and risk management to drive our sustainability initiatives.



Central to our corporate governance framework is a transparent, equitable, and effective Board of Directors. Our commitment to responsible management underscores our efforts to enhance the sustainability of our governance practices, which is reflected in all our management activities.



We highlight the importance of the United Nations Sustainable Development Goals and ethical standards by developing policies and commitments that guide our business processes and relationships. Our Board of Directors, Senior Management, and Committees work together to foster a strong corporate culture and play a crucial role in adopting best governance practices.



Our Corporate Governance strategy is focused on minimizing environmental impact, addressing social responsibilities, and improving efficiency in our operations. This strategy aims to secure long-term sustainability across our value chain, considering environmental, social, and economic dimensions.

At Bozankaya Inc., we value feedback, suggestions, and complaints from our employees, contractors, and stakeholders. Our "Corporate Communications Policy" aims to enhance internal controls, foster a sense of belonging, and manage concerns effectively. We ensure confidentiality and protection against retaliation, with multiple reporting channels including suggestion boxes, our website, and a dedicated email address. All reports are handled with strict confidentiality and fairness.





OUR GOVERNANCE BODY

As Bozankaya Inc., transparent and fair board of directors is the focal point of our governance body. With direct and transparent communication between the committees and working groups with our board of directors, we create our corporate identity, and we set the goals of applying the best governance practices to our facilities.

Our governance structure is crafted to promote effective communication between senior management, the board of directors, and stakeholders, facilitating the achievement of our corporate goals. This communication occurs through reporting and discussions, establishing consultation processes between stakeholders and the highest governance body on economic, environmental, and social issues.



Bozankaya Inc.'s governance framework includes all members of the board of directors and senior management, with Aytunç Günay serving as the Chairman of the Board of Directors.

The board of directors is elected by the general assembly, and there is no delegation of authority. In line with the principle of separation of powers in institutionalization, the roles of Chairman of the Board of Directors and General Manager at Bozankaya Inc. are held by different individuals. This clear separation delineates decision-making authority for each position, ensuring a balance of power and responsibilities within our corporate structure. The General Manager also serves on the board of directors in an executive capacity.



Our Board of Directors is an organ, composed of qualified members with the vision of the active and effective increase of the company value.

As Bozankaya Inc. Board of Directors, we set our company's strategies with considering all of our stakeholders to set the corporate risk management structure of our company, with respect to the local regulations.

Our board of directors have 5 members, all of the members are male. Our biggest goal is to empower our board of directors with our female directors. But as it stands, 5 members of our board of directors are:

Board Of Directors

Board Of Directors Members	Industry Experience / Education
Murat Bozankaya	36 years / Mechanical Engineer
Aytunç Günay	27 years / Industrial Engineer
Semih Uğurluel	19 years / Mechanical Engineer
Emrah Dal	16 years / Electronic Engineer
Tufan Özkan	28 years / Marketing and Finance

Executive Management Structure

Executive Management Members	Position	Industry Experience / Education
Aytunç Günay	CEO & General Manager	27 years / Industrial Engineer
Semih Uğurluel	COO & Vice Chairman of the Board	19 years / Mechanical Engineer
Emrah Dal	CTO & Vice Chairman of the Board	16 years / Electronic Engineer
Tufan Özkan	CCO & Vice Chairman of the Board	28 years / Marketing and Finance
Faruk Öztürk	Group Director of Financial Affairs	25 years / Economics
Beril Alagil	Group Director of Quality	15 years / Industrial Engineer
Emre Öz	Group Director of Production	14 years / Physics
Durmuş Sağır	Group Director of Design	13 years / Mechanical Engineer
Faruk Emecen	Group Director of After-Sales Services	14 years / Electrical-Electronics Engineer

EXECUTIVE COMMITTEES

The board of directors has established committees to oversee and monitor company activities and performance more effectively. The structure, activities, and effectiveness of these committees are regularly reviewed. Additionally, necessary measures are taken to ensure the systematic traceability and documentation of committee processes.

OUR SUSTAINABILITY FRAMEWORK

In Bozankaya Inc., sustainability is becoming more and more important and critical in our production process and in our facilities. To become the leader in the rail systems sector, ensuring sustainability and sustainable governance is the key point.



Our production processes include hybrid and electrical vehicles, which consume less emissions and pollutants, and contains sustainable processes.



We pursue sustainability initiatives through our Sustainability Committee and various Working Groups. The Sustainability Committee is tasked with setting the sustainability strategy and overseeing its execution, while the Working Groups focus on developing and implementing action plans for specific issues.

We prioritize aligning our sustainability efforts with the Sustainable Development Goals (SDGs). To this end, we integrate the SDGs into our business objectives and strategies, ensuring sustainable management of all operations across our value chain.

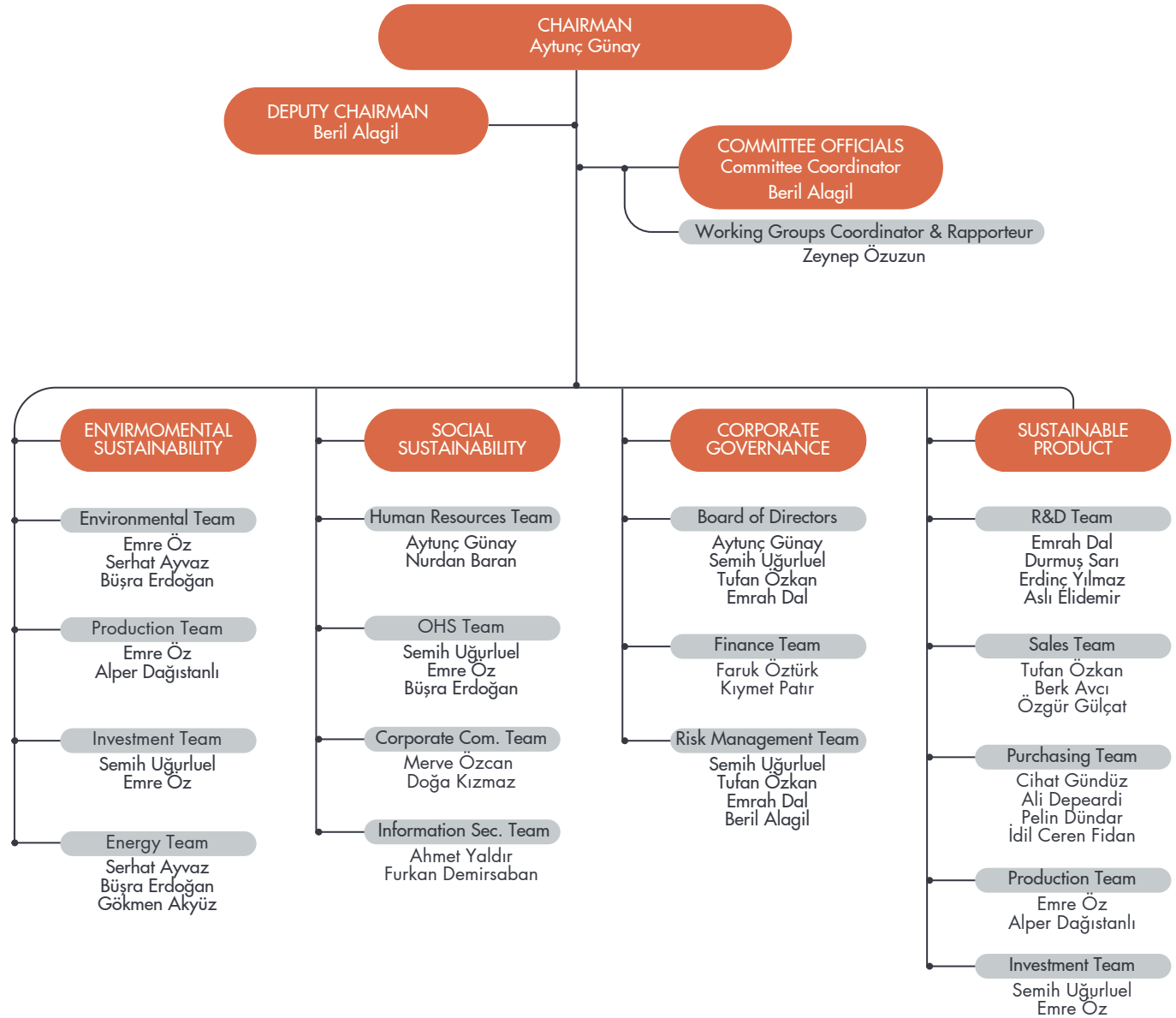
The Bozankaya Inc. Board of Directors ensures that sustainability is embedded as a key function within executive management.



Sustainability Committee

Established in 2023, the Sustainability Committee is set to meet at least twice a year and consist of a minimum of five members. The committee plays a vital role in improving the company's sustainability performance. It is responsible for defining the company's sustainability strategy and overseeing its execution.

The Sustainability Committee is supported by four working groups (environmental, sustainable product, corporate governance and social sustainability working groups), which report directly to it. These Working Groups are created to carry out tasks assigned by the Sustainability Committee and to aid in the implementation of its decisions. They focus on activities requiring specialized expertise to achieve the committee's objectives, thereby enhancing the efficiency and effectiveness of the committee's operations.



KEY FOCUS AREAS

At Bozankaya Inc., we place a high priority on sustainability within our sector, aiming to create value. A key component of our Corporate Sustainability Strategy is our materiality analysis, which involves our various stakeholder groups and seeks to meet their sustainability expectations. To pinpoint our key focus areas, we conduct thorough assessments in line with the United Nations Sustainable Development Goals, the European Green Deal, and industry trends. These assessments ensure our sustainability efforts meet the needs and demands of our stakeholders.

Our stakeholders include employees, customers, suppliers, business partners, investors, and shareholders. To promote inclusivity and fairness, we conducted an anonymous survey at the end of 2023 to collect feedback from all our stakeholders. Their invaluable input has significantly shaped our sustainability strategy.



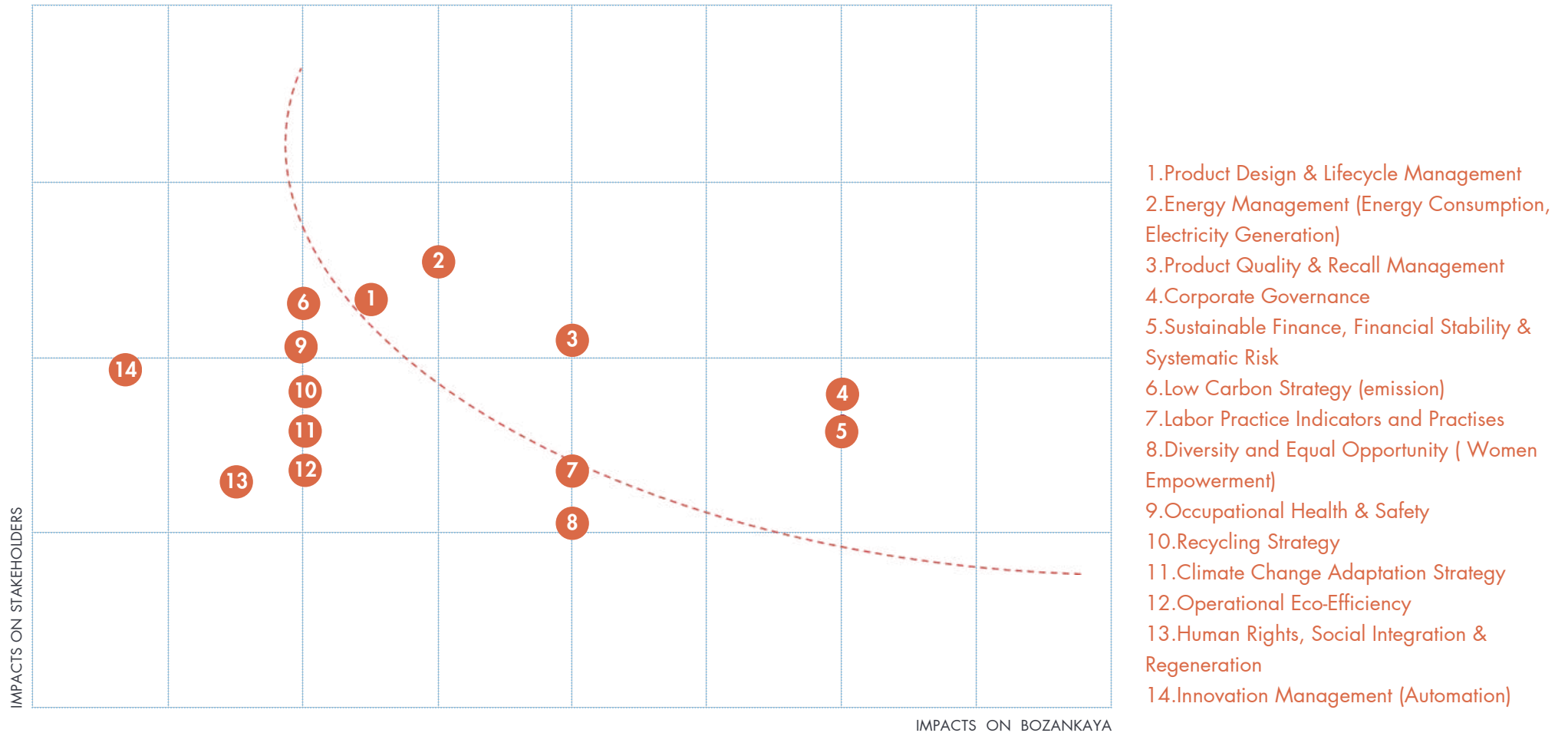
We identify our material topics by evaluating industry and global trends, as well as the priorities of sustainability indices. When developing our strategy based on these trends and priorities, we consider the dynamic nature of our company. Throughout our operations, we are committed to aligning with stakeholders' perspectives and being responsive to their expectations. By doing so, we aim to positively impact the world and the industries we serve while working towards long-term value creation.



Materiality Matrix

As a result of the materiality analysis, our materiality matrix has been formed. In the matrix, the material topics are presented in the X and Y axis, which respectively shows the impacts of the topics on Bozankaya Inc., and on external stakeholders.

The materiality matrix shows and sums up our sustainability strategy, and our sustainability goals are formed according to this matrix.



Material Topics

In the materiality matrix, high material and material topics are formed, and these topics mainly cover the sustainability strategy of our company. In total, 14 topics are covered, 5 are high material, 9 are material topics.



High Material Topics

Sustainable Finance, Financial Stability & Systematic Risk

Product Quality & Recall Management

Energy Management (Energy Consumption, Electricity Generation)

Product Design & Lifecycle Management

Corporate Governance

Material Topics

Labor Practice Indicators and Practices

Low Carbon Strategy (emission reduction)

Diversity and Equal Opportunity (Women Empowerment)

Occupational Health & Safety

Recycling Strategy

Climate Change Adaptation Strategy

Operational Eco-Efficiency

Innovation Management (Automation)

Human Rights, Social Integration & Regeneration

OUR SUSTAINABILITY STRATEGY

Corporate Governance Strategy relies on transparency and accountability, and within these two objectives, our corporate governance code is applied. The following actions are taken for that measure.

Enhancing the management structure

To transparently disclose its sustainability activities

To foster partnerships in the sustainability domain

Our environmental sustainability strategy is defined with the guidance of 2030 UN Sustainable Development Goals. With the outcomes of our carbon reduction plan project, our main points are followed.

Investing in renewable energy sources to boost energy efficiency

Enhancing efficiency and utilizing new technologies in production processes to lower greenhouse gas emissions

Reducing the concentration of air pollutants

Implementing water efficiency projects to decrease water consumption

Focusing on reducing and recycling waste.

As Bozankaya Inc., we created our sustainability roadmap and within years, with the guidance of our sustainability goals, roadmap and strategies, our aim is to get progress on sustainable products, and to be known as one of the best in sustainability not only in our sector, but also in Türkiye, and global world.

OUR SUSTAINABILITY STRATEGY

Social Sustainability is the essential point to achieve a sustainable workplace, and our social sustainability strategy relies on human rights and occupational health&safety.

To improve occupational health and safety conditions.

Increasing the working conditions and loyalty of employees.

To centralize the mental health of employees

Reducing the environmental and social impacts of the supply chain

As one of the leaders of the automotive and rail systems sector, we favorise quality and low emitted products as a strategy for sustainable products.

Improving consumer welfare.

Reducing the environmental and social impacts of the supply chain.

To work to use as much as automated processes, minimize the hardwork

Reducing packaging use and using recyclable packaging.

To carry out product labeling and marketing activities in an environmentally and socially responsible manner.

Investing in sustainable product design and lifecycle management practices






Integration of renewable energy sources into vehicles

To increase innovations and R&D practices as the focal point of our strategy








Sustainability Policy

As Bozankaya Inc., we place sustainability at the heart of our business strategy by adopting a "Sustainability Policy" aligned with environmental, social, and corporate governance principles. We implement sustainability principles in accordance with ISO standards, prioritize the protection of natural resources, and continuously work on sustainable consumption methods and alternative resources. This policy covers all our production and auxiliary facilities, new investments, employees, and suppliers. Guided by the United Nations Sustainable Development Goals, we consider our environmental, economic, and social impacts, commit to continuously improving our performance, and setting priority goals based on stakeholder feedback. In this context, we continue to promote sustainable development by taking strategic actions across a broad spectrum, from emission reduction and green purchasing policies to employee health and digitalization.

SUSTAINABILITY GOALS









Environmental Responsibility							
Relevant SDG	Material Topic	Metric	Unit	Base Year	Base Year Data	Target Year	Target
	Energy Management	ISO 50001	Certificate	2023	-	2026	Obtaining the Certification
		Increasing Renewable Energy Investments	MW	2023	1.6 MW	2026	4.1 MW
	Carbon Management	Reduction of Carbon Emission	%	2023	-	2030	42%
	Water Management	Annual Water Consumption Amount (m3) / Number of Employees	m3/person	2023	28.5	2024	27
	Waste Management	Annual Hazardous Waste Amount (kg) / Produced Vehicle (tons)	kg-waste/ton-production	2023	0.4	2024	0.38

SUSTAINABILITY GOALS

Sustainable Product Management							
Relevant SDG	Material Topic	Metric	Unit	Base Year	Base Year Data	Target Year	Target
	Product Quality and Customer Welfare	Providing sustainability training to suppliers	%	2023	-	2030	50%
		Requiring suppliers to have ISO 14001 or equivalent certification	%	2023	40%	2030	>60%
		Sustainability-related items will be added to the supplier commissioning form	Compliance with the target year	2023	-	2024	Completed
		Vehicle lightweighting target	%	2023	-	2026	3%
		Increasing digitalization projects	Quantity	2023	6	2026	8
		Working with local suppliers	%	2023	60%	2030	70%
	Packaging Management	Increasing the percentage of recyclable material in the product	%	2023	55%	2030	>60%

SUSTAINABILITY GOALS

Corporate Social Responsibility & Corporation

Relevant SDG	Material Topic	Metric	Unit	Base Year	Base Year Data	Target Year	Target
	Occupational Health & Safety	Providing training to employees on methods of coping with stress at work	%	2023	-	2026	>50%
		Health & Well-being webinar of Bozankaya	Amount / year	2023	-	2025	5/year
		Discount agreement for online psychologist support	Compliance with the target year	2023	-	2025	Establishing the Agreement
		Annual departmental awareness training on occupational diseases (separate practical training for Paint, Assembly, Welding, White Collar, at least once a year)	%	2023	-	2025	>50%
	Working Conditions and Employee Engagement	Preparation of the procedure for Open Door meetings, completion of Open Door meeting requests within 15 working days.	Compliance with the target year	2023	-	2025	To be implemented
		Restarting the "speaking club" activity to provide employees with English practice	Compliance with the target year	2023	-	2026	To be implemented
		Providing sustainability training to employees	%	2023	-	2026	50%
		Birthday leave for white collar workers	Day	2023	-	2025	1

SUSTAINABILITY GOALS

Corporate Governance Structure							
Relevant SDG	Material Topic	Metric	Unit	Base Year	Base Year Data	Target Year	Target
 	Equality	At least 1 female member on the Board of Directors	Amount	2023	-	2030	1
		Exceeding 3.1% of disabled employees	%	2023	3.1%	2026	>3.1%
	Ethics	Providing anti-bribery, anti-corruption, mobbing awareness training, use of ethical hotline (external training and/or internal training)	Percent of total employee	2023	-	2026	>50%
	Policy	Green purchasing policy	Compliance with the target year	2023	-	2025	To be implemented
	Reporting	Publishing sustainability reporting every year	Compliance with the plan	2023	-	Starting at 2024	To be implemented
	Sustainability Management	Establishment of the Audit Committee	-	2023	-	2026	To be implemented
		Inclusion of a member of the Sustainability Committee in the Audit Committee	-	2023	-	2026	To be implemented
	Partnerships	Collaborating with civil society organizations (protocol signed with PRF (Public Research Foundation))	Amount	2023	3	2026	5

CORPORATE RISK MANAGEMENT

As a leader in automotive and rail systems industry, corporate risk management is the most critical topic to ensure sustainable governance. In our materiality analysis, Systematic Risk Management is determined as a high material topic, and in Bozankaya Inc., all of our processes and R&D studies are linked with risk management, and opportunities.



In risk management processes, the framework and scope of ISO 9001 Quality Management System and ISO 22163 (IRIS) Railway Quality Management System for Automotive System is a guidance for us, and within the outcome the identification and evaluation of risks and opportunities encompass all organizational processes, including Executive Management and the Quality Management System.



Risk identification and evaluation processes are conducted in all our facilities, including the headquarters. The risk is identified by the multiplication of frequency, hazard and detectability. The risk point of the risk is assessed, and corrective action plans and if necessary, our emergency action plan is activated in order to decrease the risk point, and to mitigate the risk.

Risk mitigation and opportunities processes is also important for our risk management strategy. Our ultimate goal is to minimize the risk effect, and to proceed to "Zero Incident". Quality Management System Risk and Opportunity Analysis Tables are utilized to assess process performance and monitor risk details. Based on data from risk action assessment meetings, action plans are adjusted as needed, and corrective measures are initiated. These activities are consistently monitored, audited, and completed by identifying any deficiencies. Following the implementation of identified risks and opportunities, the dates for newly added risks and opportunities are updated in the table.

Executive Management is also regularly has meetings about the risk management process and how this process proceeds in Bozankaya Inc.. In risk management processes, Internal and External Processes and Interested Parties Risk procedures are also effective, and with that ESG risks are assessed, and mitigating actions are taken according to the documents. As Bozankaya Inc., we thrive our sustainability governance, and year by year we improve our studies.

BUSINESS ETHICS

Business Ethics is one of the pioneers of sustainable corporate governance model, and is essential for our company. As Bozankaya Inc., we assure that our employees are working in an safe, sustainable workplace.

Our company is committed to upholding ethical values in all its activities and establishing the highest standards in business ethics. As a result, we integrate business ethics as a fundamental aspect of our practices. In this context, the Bozankaya Business Ethics Handbook provides guidance for our business ethics applications.

The Senior Management is responsible for ensuring the proper implementation of the Bozankaya Code of Ethics and fostering a culture that supports it. The Human Resources and Industrial Relations Department reviews, updates, and documents all related policies. These documents are then signed by the board of directors and communicated throughout the organization.

It is recognized that actions must be reviewed and consulted in this context. During working hours and in any setting where Bozankaya Inc. is represented, necessary sensitivity regarding clothing and attire is maintained. Special attention is given to the following:



Efforts are made to wear attire suitable for the workplace, reflecting societal, workplace, and working culture, avoiding any extremes.



It is emphasized not to wear or use clothing or accessories that display political, ethnic, religious, etc., views or contain slogans, symbols, writings, photos, etc., that may disturb some members of the society/employees.

Also in this code, we expect our managers and directors to:



Always acts in accordance with the Code of Business Ethics (CODE) and the law.



Bozankaya Inc. is committed to reading, understanding, internalizing, and acting in accordance with the Code of Business Ethics, including its values, rules, and principles.












Reviews its actions and consults collectively.



Adopts a management culture based on open communication.



Provides an environment where employees can freely express their ideas.

	Believes in the importance of healthy communication and, as management, strives to be a role model for employees in this regard.
	Does not use fear as a tool of sanction or intimidation.
	Remembers that creating trust is one of its responsibilities and ensures that actions align with words, acts objectively, and behaves fairly and justly.
	Strives to set a good example.
	Adopts the principle of protecting personal dignity and all legally established rights of employees.
	Creates quality, safe, and healthy working conditions for employees, ensuring their happiness and productivity.
	Values the privacy of personal life.
	Is committed to raising awareness among employees about environmental and occupational health issues.
	While protecting the rights of Bozankaya Inc., it also acts fairly and justly in protecting the rights of customers and suppliers.

In case of an ethical violation, we expect our employees to immediately reach out to our ethics hotline, etikhat@bozankaya.com, with this method the company will have the opportunity to deal with the matter and without breach of law or risk to the health, safety or reputation of the company. The issue is corrected in the most appropriate way.

Say No to Violence

As Bozankaya Inc., we do not tolerate violence, harassment, or bullying under any circumstances, and we operate with a zero-tolerance policy in our business processes regarding these issues. Through our Violence, Harassment, and Mobbing Instruction, we raise awareness among our employees about these matters and expect our employees, suppliers, and subcontractors to comply with this instruction. We do not accept any kind of behaviors like ;

Violence

Harassment

Mobbing

Corruption

Bribery

PARTNERING WITH STAKEHOLDERS

From an ethical perspective and with the aim of creating value, we at Bozankaya Inc. prioritize stakeholder engagement, driven by our business model that promotes continuous interaction with our stakeholders. Our activities are intentionally designed to be responsive to the interests, expectations, and needs of all our stakeholders. Thus, we consider their opinions when defining our goals and strategies. This approach allows us to enrich our value chain with valuable contributions from our stakeholders. To enhance our interaction with stakeholders and ensure their engagement, we employ various methods. We conduct periodic surveys and maintain regular communication to understand their expectations and involve them in our sustainability efforts.



Our Stakeholder Engagement Table is developed in consultation with relevant units and stakeholder groups under the guidance of the Sustainability Committee. This table, created by the Sustainability Committee, is included in the Bozankaya Inc.'s first Sustainability Report of 2023.

Stakeholder Engagement

As the first step in developing our Stakeholder Engagement Table, we identified our stakeholder groups. We also sought their opinions while determining our priority topics. These stakeholder groups are identified based on their interactions with Bozankaya Inc.'s products, services, projects, and other processes. Our Stakeholder Engagement Table outlines our engagement approach by type and stakeholder group, and their contributions to enhancing our sustainability activities. Additionally, we identified key topics relevant to each stakeholder, including the sustainability reporting process, and outlined our responsibilities in these areas.

Stakeholder Groups	Our Responsibilities and Key Issues
Employees	Our employees are the cornerstones of our company's success, and their well-being and development are at the heart of our sustainability strategies. Providing a safe, fair, and inclusive work environment and continuously improving occupational health and safety standards are among our top responsibilities. Our company culture embraces a sustainability and quality-focused approach, motivating our employees to contribute to these values. We aim to enhance their commitment to the company by supporting their career goals, helping them develop their skills, and enabling them to grow in their roles over the long term.
Customers	Our customers are the stakeholders who directly benefit from our sustainable and innovative solutions. While producing electric buses and rail system vehicles, we respond to our customers' needs for environmentally friendly and energy-efficient transportation systems. Gaining their trust, delivering high-quality products, and completing projects on time are among our core responsibilities.
Suppliers	Building long-term, trust-based relationships with our suppliers is vital for the continuity and efficiency of our production processes. Adhering to sustainability standards in our supply chain, minimizing environmental impacts, and adopting ethical business practices play a critical role in our collaboration with suppliers.
Media	The media is an important stakeholder that shapes the public and industry perception of our company. Providing open and transparent communication, especially regarding our sustainability and environmentally friendly transportation solutions, is one of our key responsibilities in our media relations. Our interactions with the media offer opportunities to enhance our reputation and raise awareness of our projects.

Stakeholder Groups	Our Responsibilities and Key Issues
Private Sector	The private sector plays a significant role in achieving our company's innovation and sustainability goals through both collaborations and competitive dynamics. Our competition with rivals encourages us to produce more efficient, environmentally friendly, and innovative solutions, while also providing opportunities to raise overall industry development and sustainability standards. By sharing information, engaging in joint projects, and disseminating best practices with other companies in the sector, we enhance our competitiveness and contribute to the proliferation of sustainable transportation systems.
Certification and Audit Organizations	Certification and audit organizations are critical stakeholders that validate the compliance of our production and design processes with national and international standards. Our collaborations with these organizations ensure the continuous improvement of our quality management systems while requiring us to uphold transparency in reliability and certification processes.
Government and Public Institutions	Our participation in public tenders and government-supported R&D projects necessitates the development of strong relationships with government and public institutions. While providing environmentally friendly transportation solutions, we are responsible for ensuring compliance with legal regulations and maintaining a transparent management approach. Contributing to sustainable development goals plays an important role in these collaborations.
Industry and Association Groups	Active participation in sectoral associations and industry groups contributes to the overall development of our sector while supporting our company's strategic goals in sustainability and innovation. Sharing information and engaging in joint initiatives with these groups contribute to collective industry benefits and standardization efforts.

Stakeholder Groups	Our Responsibilities and Key Issues
Non-Governmental Organizations (NGOs)	Our relationships with non-governmental organizations are a vital part of our social sustainability efforts. While providing environmentally conscious transportation solutions, we collaborate with NGOs with a strong sense of responsibility toward society and the environment. These partnerships offer opportunities to enhance the social impact of our projects.
Consultants	Our consultants play a critical role as strategic guides in our R&D projects and technological innovation processes. Their knowledge and expertise are invaluable for enhancing the success of our projects and ensuring that we provide products and services that meet national and international standards.
Local Communities	Our electric bus and rail system projects directly impact the quality of life in the local communities where we operate. While providing environmentally friendly and sustainable transportation solutions, contributing to local economies and maintaining transparent relationships with communities are integral to our social responsibility.
Academia and Universities	Collaborations with universities and academic institutions play a significant role in the success of our R&D projects. Producing solutions based on scientific research, developing joint projects with academic entities, and providing internship and career opportunities for students pave the way for innovation and continuous learning in our industry.



Powering a Greener Tomorrow

Thriving in Harmony with Nature: Our Journey Towards Environmental Sustainability

ENVIRONMENTAL MANAGEMENT APPROACH

At Bozankaya Inc., we recognize the importance of natural resources in our operations, and we constantly monitor our environmental performance to achieve a better environmental footprint. We consistently assess our business practices to enhance our environmental performance further. We evaluate all our processes one by one, making the environment a top priority within our company.



Our environmental sustainability actions and activities are as follows:

- 1-Emission Management
- 2-Energy Management
- 3-Water and Wastewater Management
- 4-Waste Management
- 5-Biodiversity

As Bozankaya Inc., we have committed to an “Environmental Policy”, designed in alignment with the principles of quality, environmental, and energy management systems, and based on the United Nations Sustainable Development Goals and Circular Economy Principles. Our policy encompasses all production facilities, auxiliary facilities, new investments, employees, and suppliers. Our dedication includes rigorously meeting international compliance standards, enhancing customer satisfaction, supporting employee development, strategically managing operational costs, promoting zero waste and recycling practices, improving energy and resource efficiency, and bolstering resilience to climate change risks throughout our supply chain.



We have developed Emergency Action Plans not only for HSE purposes but also environmental purposes as well. We defined environmental risks and what could be done to prevent them in detail and also delegated duties to necessary team members within the company. The plans address issues such as flooding, uncontrolled emissions and discharges, and waste management processes.

The importance of our Environmental Management Approach lies in its commitment to the conservation of natural resources and promoting a positive image and being an example to our customers, business partners and our community. Our Environmental Management Approach plays a critical role in our pathway to reach our sustainable growth goals, and our aims to bring positive outcomes for our business and community.

ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM

Our company successfully implements the ISO 14001 Environmental Management System with the goal of ensuring environmental sustainability and minimizing our environmental impact. ISO 14001 is an internationally recognized standard that helps us continuously improve our environmental performance, comply with legal requirements, and effectively manage environmental risks.

Through the implementation of this system, we have:

- **Optimized resource usage,**
- **Improved waste management,**
- **Increased energy efficiency, and**
- **Integrated environmentally friendly practices into all of our operations.**

By obtaining the ISO 14001 certification, we demonstrate our commitment to environmental responsibility and take significant steps towards achieving our sustainability goals. This management system allows us to monitor and improve our environmental performance continuously, playing a crucial role in leaving a cleaner and more sustainable world for future generations.



Beginning this year, we are committed to sharing our annual performance with the public, upholding our core value of transparency in everything we do. To determine our priority issues in sustainability reporting, we gather stakeholders' opinions on environmental and energy-related matters through stakeholder analysis studies.



Our Risk Analysis Procedure and Emergency Action Plans are key documents that shape our Environmental Management approach. These procedures enable us to address any potential risks in our factory during production promptly and effectively.

The Emergency Action Plan includes specific actions for various situations, involving the Worker, Waste Officer, Environment/OHS Manager, OHSK, and Emergency Team. At Bozankaya Inc., we are prepared with the flowchart to manage emergencies that may arise during production in our factories and facilities, ensuring swift resolution.

To further enhance our preparedness, we integrate Environmental Impact Assessments into our Emergency Action Plan, ensuring that potential risks are evaluated comprehensively and addressed proactively. Environmental Impact Assessment involves evaluating potential situations in the facility and factory according to a risk scale and criteria.



The Risk Analysis Procedure at Bozankaya Inc. is designed to manage risks that may arise in our facilities. This procedure covers the identification, occurrence, and prevention of risks, as well as solution methods. The impact value of a risk is determined by multiplying the intensity of the risk by its probability.

Our Risk Analysis Procedure helps us to understand key risks about our business and also environmental issues. This enables us to mitigate risks beforehand and take necessary actions as per our Environmental Management Approach.



EMISSION MANAGEMENT

At Bozankaya, emission management is a key component of our sustainability strategy, and we approach it comprehensively. To minimize our environmental impact, we address emissions in two primary categories:

Greenhouse Gas (GHG) Emissions: We actively manage our GHG emissions by enhancing energy efficiency and investing in renewable energy sources to reduce our carbon footprint.

Non-GHG Emissions: In addition to GHG emissions, we closely monitor and control other emissions (Non-GHG) that can negatively affect human health and the environment. We implement measures to improve air quality and protect local ecosystems.

Managing and reducing emissions are crucial for the sustainability of our planet and the well-being of future generations. Fossil fuel usage and the resultant greenhouse gas emissions from industrial activities exacerbate climate change and environmental problems. Reducing emissions yields numerous benefits, such as mitigating global warming effects, controlling sea level rise, protecting natural habitats, and enhancing air quality. These actions also pave the way for a sustainable future by promoting innovations in green energy and improving energy efficiency.



ENERGY AND CLIMATE MANAGEMENT

At Bozankaya Inc., we prioritize energy and climate management in our facilities and factories. Our ongoing efforts and investments in this area will continue to grow, as enhancing these practices remains a top priority for us.

We aim to use energy resources efficiently, cost-effectively, and responsibly. Our energy management process includes sourcing, monitoring, regulating, and minimizing the use of essential resources like electricity, fuel, and water across all operational areas.

Our company is committed to energy conservation. In addition to our current investments in renewable energy, we are focused on increasing energy savings and will continue to do so. To this end, we have implemented various measures at our facilities.

Our own solar power plants provide 30% of our electricity.

%30

We constantly implement projects and activities to further reduce our emissions. We are operating two Roof Solar Power Plants with their respective powers being 1MW and 0.6 MW. These power plants contribute to 30% of our electricity consumption.

We also monitor our natural resources consumption yearly and achieve reductions in electricity and natural gas consumption as well.

We have achieved a 25% industrial electricity, and a 31% non-industrial electricity consumption reduction within the reporting period. We also have seen a 27% reduction in our natural gas consumption in the same period.

Key initiatives we've undertaken for Emission Management during the reporting year include:



We have implemented and are operating Roof Solar Power Plants with a combined capacity of 1.6 MW.



We have reduced the use of natural gas within our company.



We switched to LED lighting fixtures in our factory to achieve energy efficiency.



All our outdoor and site lighting systems are controlled using an Astronomical timer to achieve efficiency.



We have redesigned our administration building lighting system with photocells and motion sensors to prevent unnecessary electricity consumption.

Our factory equipment, have been redesigned for energy efficiency

All our outdoor and site lighting systems are controlled using an Astronomical timer to achieve efficiency.

Our current power transformers have been designed for electrical efficiency.

In our current factory, our energy cables have been designed using a copper cable Busbar system, prioritizing efficiency.

The Energy Efficiency Implementation rate is approximately 50% in our factory.

We have conducted energy audits at our facilities, and based on these reports, we will implement the necessary actions to improve energy efficiency.

Energy Intensity (kWh/ton product)





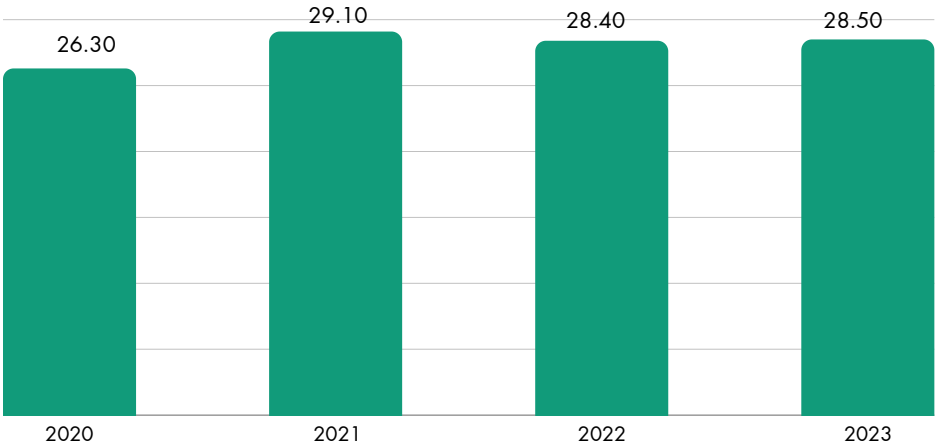
WATER AND WASTEWATER MANAGEMENT

Water and wastewater management are key priorities for us at Bozankaya Inc. We address these issues through our actions and current plans. Proper management of water and wastewater is crucial for the sustainability of natural water resources and environmental health. This involves the efficient use of water, pollution prevention, and the safe treatment of wastewater.

Sustainable water management aims to ensure that water resources remain plentiful, leaving a clean and healthy environment for future generations. It also promotes the equitable distribution of water across various sectors, such as industry, agriculture, and energy production, ensuring access for all. This approach minimizes issues like overuse, pollution, and depletion of water resources, preserves ecosystems, and improves community well-being.

We recognize that water resources are finite, and that water scarcity negatively impacts life. Therefore, we consistently adopt a responsible and sustainable water management approach, in line with the United Nations Sustainable Development Goal 6, which focuses on Clean Water and Sanitation. As Bozankaya, our aim is to retain the water intensity value even if our production capacity increases year by year.

Water Intensity (m³/ ton product)



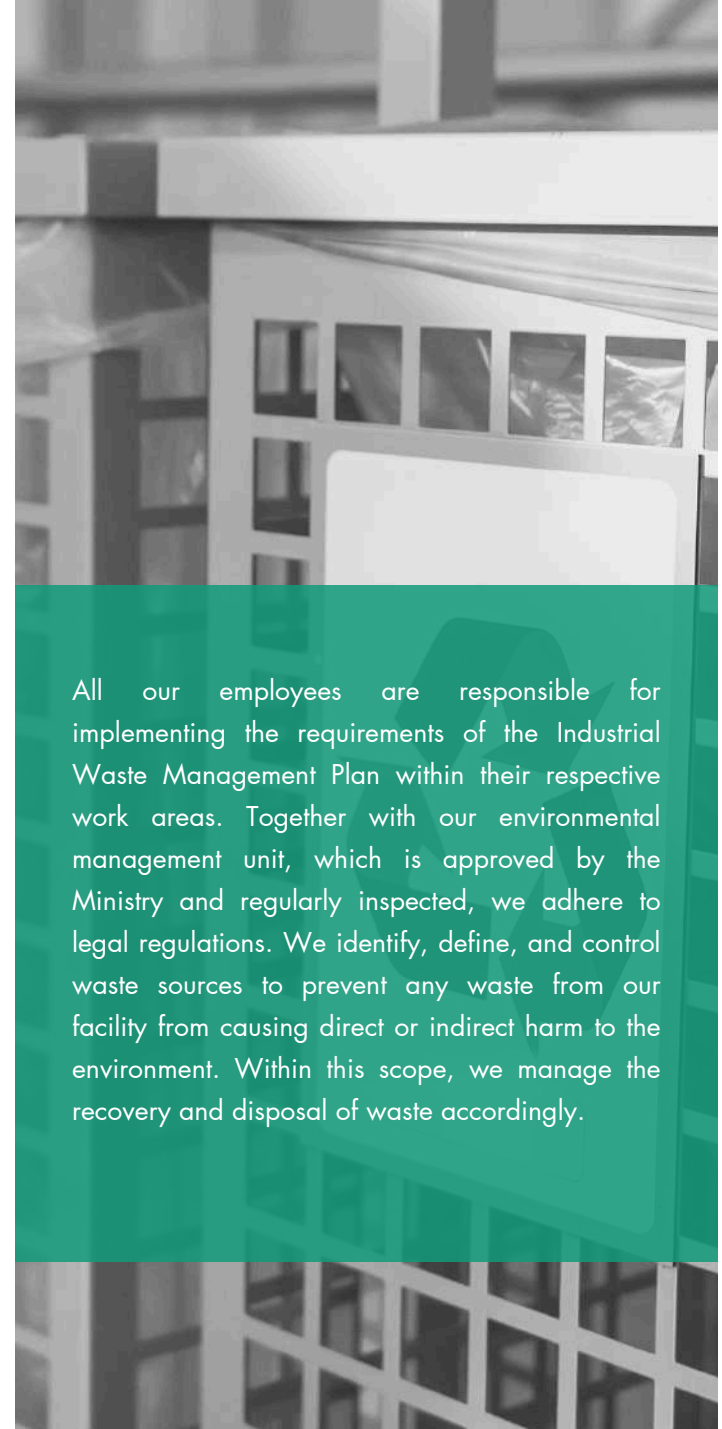
WASTE MANAGEMENT

At Bozankaya Inc., we recognize the significance of fostering sustainable production and consumption models and facilitating the transition to a circular economy through effective waste management. Consequently, we prioritize adopting responsible production and consumption principles in our operations. By implementing efficient waste management practices, we reduce waste generation at the source, promote recycling, and ensure proper disposal, aligning our actions with an environmentally friendly mindset.

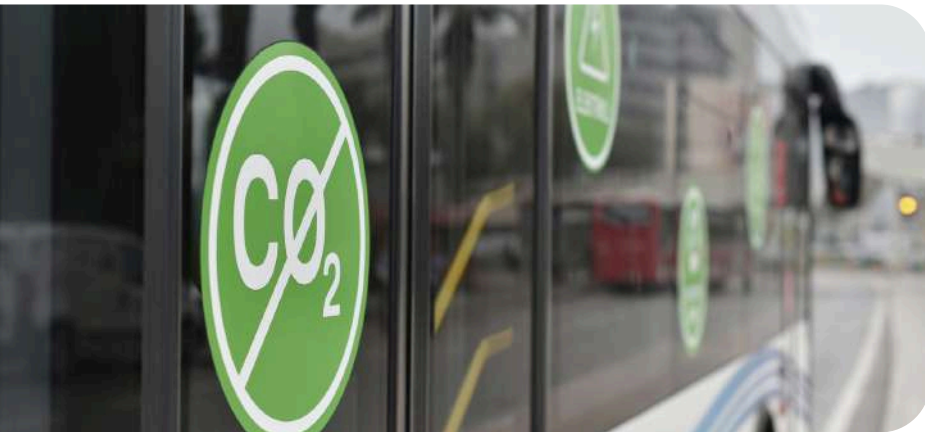
We comply with our country's legal regulations and rules regarding waste management. We transport waste to licensed disposal facilities using authorized vehicles, ensuring adherence to waste management laws and regulations.

At Bozankaya Inc., we place great importance on Waste and Hazardous Waste Management. We continue to address these concepts within our facility.

Under our Environmental Management Approach and our Industrial Waste Management Plan, we are committed to using water, energy, raw materials, and similar resources sustainably and efficiently during our activities. Additionally, we pledge to reduce consumption, prevent waste generation, and apply clean production technologies and existing techniques by adhering to circular economy principles. We manage these processes within the framework of a circular economy.



All our employees are responsible for implementing the requirements of the Industrial Waste Management Plan within their respective work areas. Together with our environmental management unit, which is approved by the Ministry and regularly inspected, we adhere to legal regulations. We identify, define, and control waste sources to prevent any waste from our facility from causing direct or indirect harm to the environment. Within this scope, we manage the recovery and disposal of waste accordingly.



Senior management and relevant departments are responsible for implementing the waste procedure. Our departments oversee waste management, provide qualified human resources, develop and utilize clean technologies, promote the marketing and technical advancement of environmentally friendly products, and employ technologies that minimize waste generation and encourage recycling. They also strive to use natural resources and energy efficiently.

A key focus area in waste management is the recycling and reuse of waste. At Bozankaya Inc., we are actively engaged in this area and are committed to intensifying our efforts in the future. To this end, we are working to establish collaborations and maintain continuous communication with relevant ministries and organizations.

We also have a hazardous waste management plan, which follows the necessary regulations and rules for disposal. We store them in enclosed concrete structures and cover the floor with insulation to prevent leakage to the environment. Then they are transported for disposal as per regulations.



We have set up different colored waste baskets for different kinds of waste and color coded them by their category.



For our efforts in Waste Management, we have been awarded a Zero Waste Certificate by the Ministry of Environment, Urbanization and Climate Change.

Waste and Waste Management

Bozankaya Inc., examines how environmental impacts can be managed and optimized at each stage by addressing all processes from raw material supply to production, distribution to use and final disposal with life cycle analyses.

With life cycle analysis, the environmental impacts of a product are considered at all stages of production and post-production. This approach provides opportunities to optimize resource use, minimize waste production and reduce the overall environmental footprint.

BIODIVERSITY

At Bozankaya Inc., we consistently prioritize our commitment to sustainability. Thus, we diligently adhere to sustainability principles to minimize our impact on biodiversity and conserve natural resources. Through environmental impact analysis studies, we assess the effects of our projects and activities on biodiversity and implement necessary precautions.



At Bozankaya Inc., we consistently demonstrate respect and harmony towards the environment in which we operate. Our practices and actions are designed to enhance biodiversity, reflecting our commitment to environmental stewardship. By actively contributing to the preservation of nature's balance, we ensure that our operations align with ecological principles. Our initiatives include implementing sustainable practices, supporting conservation efforts, and promoting the well-being of natural habitats. Through these efforts, we not only safeguard biodiversity but also reinforce our dedication to a sustainable and harmonious coexistence with the environment. We understand that a thriving ecosystem is essential for the health of our planet and future generations, and we take our role in this seriously.





Empowering Communities

Empowering Communities, Enriching Lives:
Our Commitment to Social Sustainability
drives positive change.

SOCIAL IMPACT STRATEGIES

In Bozankaya Inc.'s sustainability approach, social sustainability plays a vital role, and our strategy is to ensure human health and occupational health&safety in our all processes. We have 4 material topics related to social sustainability, and with the guidance of our sustainability goals; we take necessary actions. We attach great importance to Reducing Inequalities, which is the 10th Principle of the Sustainable Development Goals. At the same time, we address fair labor, improving labor standards, women's employment and diversity with particular sensitivity, taking into account supply chain impacts.

Occupational Health & Safety

Human Rights, Social Integration & Regeneration

Labor Practice Indicators and Practices

Diversity and Equal Opportunity (Women Empowerment)

WORKPLACE HEALTH & SAFETY EXCELLENCE

As Bozankaya Inc., one of the leaders in automotive and rail systems sector, we follow our goal to continuously improve in our occupational health and safety performance, with the ultimate goal of zero incident, injury and occupational diseases. With our OHS applications, our desire is to be a role model in this sector.

Despite our ambitions, we have various OHS procedures for our production facilities, and also for our HQ. These procedures lead us to form an OHS culture in our company and facilitate our responsibilities in emergency situations. Our OHS policy covers all our employees and subcontractors and visualizes our point of view about OHS topics, and makes commitments to the OHS issues

Compliance to local and global standards and legislations

Risk Management

Training and awareness

Consulting and inclusion

Technological improvements

As Bozankaya Inc., we continue our determination to protect the health and safety of our employees and all relevant stakeholders. We announce this policy to all our employees and stakeholders, ensure that they adopt it and ensure that the practices are implemented effectively. We are committed to creating a safer and healthier working environment with the participation and support of all our employees in terms of occupational health and safety.





Our OHS management system is created in accordance with Turkish Occupational Health and Safety Law No 6331 and have relations with all national and international requirements. In addition, regular reviews and OHS management meetings are conducted to improve and revise the OHS management systems, and also setting new goals and targets for short, medium and long terms.

ISO 45001 Occupational Health and Safety Management System guidelines us to ensure a safe workplace environment, within the scope of ISO 45001 we identify our OHS risks and potential accidents and create a risk assessment matrix for these. We continuously assess these risks with a proactive approach and take all necessary measures to reduce occupational accidents and occupational diseases. We also consider the health and motivation of our employees when setting our targets.

One of the key points of ISO 45001 Management System is continuous training; not only our employees, but also our suppliers and subcontractors are trained in that manner. We support our stakeholders in emergency preparedness, self-protection, and raising awareness. In that regard, we provide continuous and regular OHS training, and recordings of these trainings are easily accessible for our stakeholders.

At BozankayaInc., we encourage our stakeholders to participate in the planning, implementation, evaluation and feedback processes of OHS practices. Together, we aim to raise awareness of occupational health and safety.



OHS Risk Assessment

We established a risk assessment team following the Occupational Health and Safety Risk Assessment Regulation. We evaluate hazards based on their prioritization. For instance, we give priority to more frequent occurrences, such as the risk of arm and leg fractures from an employee falling from a height, and to hazards that pose a risk of death. Our goal is to minimize risks by addressing these hazards at their source as much as possible. For lower-risk hazards, we implement protective measures. After these steps, we continuously reassess the risks, considering the risk control measures.

A crucial element of our Occupational Health and Safety (OHS) processes is identifying and managing potential risks within our operations. Risk management entails evaluating risks based on their frequency, severity, and likelihood, and taking preventive actions based on the classification of these risks.



In our production processes, potential risks include the use of chemicals, proper machinery operation, and entering work areas without personal protective equipment. To mitigate these risks, necessary warnings are posted on notice boards in the field to raise awareness.



Our risk management procedure is updated annually, considering the previous year's OHS Key Performance Indicators (KPIs) and accident statistics. Following our procedure, we implement regulatory measures against potential risks using our risk assessment matrices, highlighting the importance of OHS in our factories and ensuring the safety of our employees.



Emergency Preparedness

One of the key components of the Occupational Health and Safety management system is emergency situations and emergency action plans. Bozankaya Inc. isn't located in a first-degree earthquake zone, but Türkiye is in the earthquake region, so emergency situations such as earthquakes, natural disasters, and environmental catastrophes can occur at any time due to our region. As a company, our goal is to take all necessary precautions against these emergencies and mitigate them with minimal damage.

To prepare for these situations, we regularly conduct drills to assess our employees' awareness of these sudden events. Based on the outcomes of these drills, we provide the necessary training to ensure our employees are well-prepared.

Our Emergency Response Plan defines the definitions of accident, fire, earthquake, first aid, sabotage and incident for our production facilities. The emergency response plan is revised and applied by the emergency situations directory, which have the responsibilities of ;

Responsible for the management of personnel and materials during emergencies.

Implements emergency plans.

Makes all decisions until the emergency is resolved or the personnel are evacuated.

Establishes and coordinates internal and external communications.

Ensures that emergency action teams are trained and that practical applications are conducted to instill behavior changes, rather than just providing information, in areas with risks requiring emergency action, such as where panels and pressurized containers are located, against potential fires, explosions, and earthquakes.

Reviews, updates, and improves emergency plans by considering the results of emergency drills and technological advancements.

Conducts emergency drills and exercises at frequencies determined by the characteristics of the workplace and the severity of potential hazards, without waiting for an actual incident to occur, identifies deficiencies, and implements new measures to improve the plans.





OHS Trainings

Our OHS management team and committee organize regular training for employees, suppliers, and subcontractors to raise awareness and establish a foundational level of OHS knowledge.

Turkish labor legislation also states that, within the first week of employment, a new employee must complete 12 hours of foundational OHS training. Additionally, employees must pass an exam at the end of this training to begin their duties.

At Bozankaya, the significance of OHS training within our OHS management system is of utmost importance. Due to the nature of our work and processes, our employees need to be present in the field. The most fundamental requirement for their field presence is the comprehensive and thorough acquisition of OHS knowledge and training. Employees are trained in the use of personal protective equipment, basic OHS rules, and procedures to follow in case of a workplace accident, thereby ensuring their own safety as well as that of their colleagues.

Factory employees conduct daily inspections for awareness and safety of the work environment. They forward inspection reports to the OHS unit. Continuous development is provided in the work environment. Training is provided throughout the year to create an OHS culture among employees. Training records are kept in the human resources department.



HUMAN RIGHTS COMMITMENT & PRACTICES

At Bozankaya Inc., the Human Rights Approach is foundational to our corporate ethos and operations, underpinning our commitment to ethical practices and social responsibility. We recognize the intrinsic value of every individual and strive to uphold the highest standards of human rights across all our activities. This commitment is reflected in our adherence to international human rights conventions and our proactive policies that promote equality, diversity, and inclusion within the workplace. By fostering an environment where every employee feels respected and valued, we not only comply with legal standards but also cultivate a culture of trust and mutual respect that drives our collective success.

The impact of our Human Rights Approach on our social sustainability efforts is profound and multifaceted. By embedding human rights into our core business strategies, we contribute to the well-being of our employees and the broader community, fostering economic and social development. This commitment enhances employee morale and retention, as workers feel valued and protected, leading to increased productivity and innovation. Moreover, our focus on human rights attracts socially conscious investors and customers, who prioritize companies that demonstrate ethical and sustainable practices. Ultimately, our Human Rights Approach is a key driver of our long-term sustainability, ensuring that we grow in a manner that is equitable, inclusive, and beneficial to all stakeholders.



Our Human Rights Policy addresses the main principles of UN SDG and created in accordance with our social sustainability. The policy covers the general human rights terms, which are ;

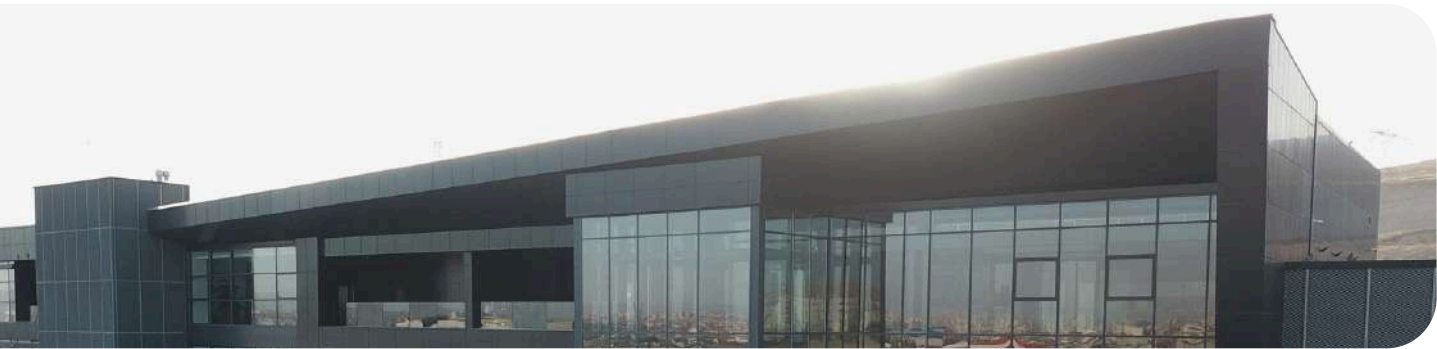
-  Working Conditions
-  Child Labor
-  Forced Labor
-  Bribery and Anticorruption
-  Harassment and Mobbing
-  Collective Labor
-  Discrimination
-  Supply Chain and Partnerships
-  Training and Awareness

As Bozankaya Inc., we are committed to complying with national and international regulations such as the United Nations Global Compact, the European Convention on Human Rights, the Universal Declaration of Human Rights, the OECD Principles for Multinational Enterprises and the International Labor Organization (ILO) Declaration of Social Justice for Globalization.

STRATEGIC TALENT DEVELOPMENT

As Bozankaya Inc., we value our employees, and we consider all of the employees, contractors, subcontractors as a valuable part of our company. One of our main objectives and vision is to increase the employee motivation and productivity, in order to create and produce value. We care for all our employees, and by investing in their training, career pathway and development, we expect them to be happy, and to be in welfare in Bozankaya Inc.

Our Human Resources department’s focal point is to keep value of our employees at the highest level. We adopt an approach that emphasizes talents, experiences, and potentials. Our Human Resources policy centers on happiness and satisfaction in the workplace, supporting diversity and valuing different perspectives. In recruitment, we prioritize talent and potential over factors such as gender, age, or ethnicity.



The professional growth and career development of our employees are fundamental to our company's pursuit of excellence. We help individuals realize their potential through educational opportunities and support creative ideas with our innovative approach. We foster an environment that encourages collaboration and values open communication and sharing. Our employees' opinions are important, and we involve them in decision-making processes.

With our values and perspective in Human Resources, we aim for a sustainable future. We believe that each employee plays a critical role in the company's growth and success, and we progress on this path together.

Main Principles:

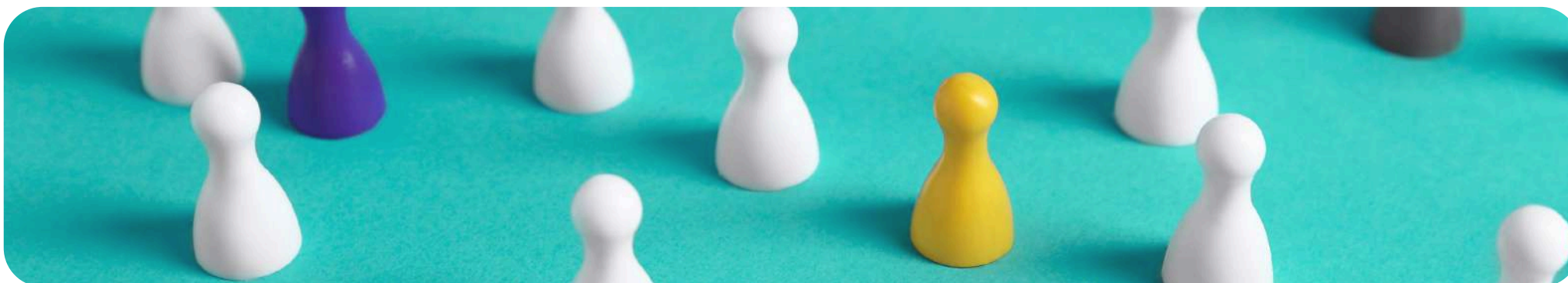
Career Development	We implement an effective career management system to support the ongoing development of our employees at all levels and prepare them for taking on responsibilities.
Performance Management	We develop performance management systems to oversee and enhance the individual performances of our employees.
Corporate Culture	We foster corporate culture and awareness by addressing the social and cultural needs of our employees.
Training and Self Development	We organize training programs to keep our employees informed about developments in their field, enhance their skills, and boost business success.
Employee Thoughts	We guide our practices by gathering feedback from our employees through çalışan fikirleri için bi kahve uygulaması ve çıkış mülakatı
Integrated and Circular HR	We create and implement processes for identifying, selecting and recruiting appropriately qualified human resources in order to carry out our activities effectively and efficiently.



Best Talent Management Practices

Transportation	Our company offers a shuttle service so that Bozankaya Inc. employees can reach our company easily. Our employees can use the necessary services 10 minutes after the end of work and at the time notified to them before work.
Annual Leave	Our employees can benefit from annual leave according to their years of seniority. Our employees with 0-5 years have 14 working days of annual leave, our employees with 5-15 years have 20 working days, and our employees with 15+ years have 24 working days of annual leave.
Excused Leave	As Bozankaya Inc., we always give our employees leave and support them in important situations within the scope of legal regulations.
Remuneration and Promotion	Bozankaya Inc. ensures regular salary payments for white-collar and blue-collar employees, with advances provided at set intervals. Employee salaries are adjusted based on promotions, in accordance with the company's payment and promotion procedure.
Performance Meetings	Every 6 months, we hold performance meetings with Bozankaya Inc. employees, discuss the strengths and weaknesses of the employees and set KPIs and targets for them for the future.
Food and Heat Aid	We want to make our employees' lives easier by regularly providing food and heat aid for our blue-collar workers.
Occupational Physician	An occupational physician works within Bozankaya Inc. and provides first aid to our employees who feel unwell.
Rotation	In Bozankaya Inc., a website portal that favors rotation (switching position within departments) is available. This portal shows the possible rotation areas for existing Bozankaya Inc. employees.
Remote Working	As Bozankaya Inc., our remote working procedure is present, in necessary situations where white collar employee is working from their household.

Social Benefits	We provide various social benefits to all our employees, including marriage assistance, maternity benefits, bereavement assistance for employees who lose a spouse, child, mother, or father, Ramadan package support, and fuel assistance.
Holiday Bonus	All employees at Bozankaya receive a holiday bonus during the Ramadan and Kurban Bayram holidays.
Attendance Reward	Blue-collar workers who maintain full attendance within a specified period are eligible for an attendance bonus.
Performance Bonus	White-collar employees receive an annual performance bonus averaging one month's salary, based on the company's financial status and the individual's performance.
Complementary Health Insurance	All new white-collar employees are provided with supplementary health insurance.
Union Rights	We respect our employees' rights to unionize and engage in collective bargaining. We prioritize maintaining workplace harmony through a relationship built on trust with our employees and unions. Our collective agreements cover improved working conditions, occupational health and safety, bonuses, fuel support, and support for birth, bereavement, education, and marriage, with regular follow-up on these practices.



First Step in Bozankaya

As Bozankaya Inc., we conduct our recruitment process transparently and not making any inequality. New employees join our family after going through a recruitment process under equal conditions, without being discriminated against based on religion, language or race. The recruitment process is carried out by our HR department, and it is determined whether candidates will be hired or not after the testing process and interview process.

Once our employees complete the recruitment process, they undergo the required health examinations and paperwork procedures before their first day of work. Subsequently, through activities such as employment training and orientation, their career journey begins.

At Bozankaya Inc., we also prioritize the employment of individuals with disabilities. We collaborate with governmental entities in accordance with legal mandates to hire disabled individuals and integrate their special abilities into our business operations while respecting their unique needs.

Also, we greatly value the enthusiasm for learning, curiosity, energy, and unique ideas of young individuals, and our goal is to create a young core to train and to develop. As a leading company in the Turkish rail system industry, we strive to help young people take their initial steps in their professional careers by transforming the theoretical knowledge they acquire during their education into practical, real-life experiences. To support this, we offer various internship programs.



Trainings

Within our organization, it's crucial for us that our employees continuously develop themselves and become experts in their roles. In line with this goal, our primary action is to prioritize training and update the content of these trainings annually to add value to our employees. Our training procedure encompasses all the training we provide, as well as external trainings supported by our company upon employees' requests.

Our Training Procedure and organization of training in our company has 5 steps.

Determining Training Needs

Bozankaya Inc. holds annual meetings with management to assess and approve training needs and budgets, with decisions documented in meeting minutes.

Creating Training Plan

The human resources department collaborates with other departments to develop an annual training plan, considering training location, content, duration, participant profile, and budget.

Organizing Training

Training will be organized within the frameworks of our corporate policies.

Evaluating Training

Participants complete a training evaluation form after each training session, which the human resources department uses to assess the training's success.

Recording and Documentation

Training records are maintained per legal requirements, covering topics such as orientation, OHS, HR applications, ethics, and emergency preparedness.

COMMITMENT TO GENDER PARITY

At Bozankaya Inc., we place significant importance on female employment and strive for gender equality through initiatives such as awareness-raising training. We actively work on these initiatives to promote gender equality.

We support our female executives and leaders at every opportunity and aim to be part of their career journey.



SOCIAL RESPONSIBILITY & COMPLIANCE

We inform our employees about our social compliance issues, which reflects our perspective on social sustainability and shapes our identity in social matters. We instill our organizational culture in them through these subjects.

Prevention of Child Labor

Ensuring Occupational Health and Safety

Respect for Freedom of Association and Collective Bargaining Rights

Prevention of Discrimination

Working Hours

Supplier Relationships & Gradual Impact

Management System

Compensation and Payments

Protection of Environment

Supplier Relations & Cascading Impact

Ethical Business Conduct

Management System

CREATING A VALUE – EMPLOYEE ENGAGEMENT

We take pride in maintaining low employee turnover and high employee loyalty as a company. Therefore, we place significant emphasis on keeping our employees motivated. We believe that motivated and content employees are not only more productive but also more creative.

Each year, we conduct an anonymous "Employee Satisfaction Survey" to gather feedback from our employees about the company. Based on the survey results, we implement initiatives aimed at enhancing employee motivation by addressing identified areas for improvement. The survey covers topics such as teamwork among employees, effective communication between managers and staff, support for employees on special occasions, empowerment to take initiative, when necessary, availability of opportunities for self-improvement, satisfaction with job roles, working hours, adequacy of equipment, and measures related to occupational health and safety.





New Year



Voucher



Business Cup



Barbecue



Women's Day



Table Tennis

COMMUNITY RELATIONS & INVESTMENTS

We organized many events throughout the year to both please our customers and benefit our society. As Bozankaya Inc., we attach great importance to our relations with society and act in accordance with both national and international standards to protect the health and safety of the society. We adopt the principle of providing better conditions to the local communities around our factory in terms of environment, social and economy and taking remedial actions in line with the suggestions, demands and complaints conveyed to us.

For that, we have created a Community Relations Policy, which covers our commitments and our desires for our local and global communities.

Earthquake mobilization

Visit of ASO Technical College

Collection of pet bottle caps to purchase wheelchairs for disabled people

Career fair at OSTIM Technical University

Advanced Gender Equality Program Certificate

Donations for SMA people

Blood Donations for Kızılay

Construction of shelter, built from recycled materials in factory

Food aid for street animals

Special children were hosted in Bozankaya Inc. on March 21st, Down Syndrome Day.

Hostage for Young people who received treatment at LÖSEV



Earthquake mobilization



Visit of ASO Technical College



Collection of pet bottle caps to purchase wheelchairs for disabled people



Career fair at OSTİM Technical University



Donations for SMA people



Blood Donations for Kızılay



Special children were hosted in Bozankaya Inc. on March 21st, Down Syndrome Day.



Hostage for Young people who received treatment at LÖSEV



Construction of shelter, built from recycled materials in factory



Shaping Tomorrow's Transport


Our Commitment to Sustainable Product Management drives our vision for a greener future.

SUSTAINABLE PRODUCT FRAMEWORK

At Bozankaya Inc., we consider sustainable product management as a fundamental element of our company strategy. We are aware of our responsibility to minimize environmental and social impacts. We maintain sustainable product management as a strategic approach that aims to maximize environmental sustainability throughout the life cycle of our products.

As part of our integrated quality management system, Bozankaya Inc. holds many national and international certifications such as **ISO 9001, ISO 14001, ISO 45001, ISO 27001, ISO 22163 (IRIS), EN 15085-2, EN ISO 3834-2, DIN 6701-2**. These certifications enable us to continuously improve Bozankaya Inc.'s product and service quality and support environmental sustainability.

We perform process-based risk analyses in FMEA format and can change the probability and detectability scores with the actions taken. We regularly train our employees on quality management systems, special processes and occupational health & safety and environment (HSE). We carry out quality control activities throughout the production processes of products. These controls are carried out as incoming quality control, process quality control and final quality control. We initiate corrective actions for inappropriate situations as a result of internal and external audits or in case of internal error detections. Senior management reviews the quality management system at least once a year to maintain the appropriateness and effectiveness of the quality management system.



Bozankaya Inc. carries out production control and preparation processes in integration with production planning and order management. Changes in production processes are evaluated and approved by the change control commission. Design change requests are evaluated by the relevant units and necessary changes are made. Materials used in production processes are categorized according to the manufacturability list and directed to the appropriate processes. Process performance indicators and quality targets (KPIs) are monitored annually and these indicators ensure continuous improvement by measuring the effectiveness and efficiency of processes.

INNOVATION STRATEGY

At Bozankaya Inc., we are taking important steps in the field of innovation and digitalization by placing sustainability at the center of the company strategy. Innovation not only reduces the environmental impact of products, but also increases the competitiveness of the company and enables us to achieve a strong position in the market. Digitalization, on the other hand, optimizes resource use by increasing operational efficiency and plays a critical role in achieving sustainability goals.

Innovation is a collective responsibility towards sustainable mobility and a low-carbon and bright future. Our innovation mission is to lead the way to greener and smarter mobility worldwide.

Bozankaya's innovation strategy for 2030 is a well-rounded plan that focuses on technological innovation, market expansion, sustainable energy solutions, and strategic partnerships. we are continue study With a strong R&D focus and a clear vision for the future of sustainable transportation,

TECHNOLOGY ROADMAP

With the technology activities carried out since 1989, Bozankaya Inc. is determined to develop sustainable products by proactively following technological developments and innovations. In 2015, we established our R&D Center in order to carry out these activities more systematically and institutionally. Our R&D Center consists of five technological sub-units. Within the scope of the studies we conduct, the company's technology roadmap is organized under the following main headings:

- **Increasing the Number of Internationally Funded and Self-Funded R&D Projects:**

Bozankaya Inc. aims to increase the number of R&D projects that are both internationally funded and self-financed. These projects are critical for the development of new and innovative products.

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- **Ensuring Production and Sales Oriented Continuity of Scientific and Technological Collaborations:**

We improve the production and sales processes of products through scientific and technological collaborations and ensure the continuity of these collaborations.

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- **Patent Engineering for the Protection of Unique Products:**

We provide competitive advantage by protecting the innovative and unique products we develop through patent engineering.

- **Localization and Nationalization Activities:**

We attach importance to localization and nationalization activities in order to reduce import dependency and encourage domestic production. In this context, we increase the local production of products and components by cooperating with local suppliers.

Our technology roadmap aims to develop both environmentally friendly and high-performance products through innovation and sustainability-oriented strategies. This roadmap enables us to enhance our competitiveness and establish a strong position in both national and international markets.

DIGITALIZATION ROADMAP (2024-2034)

At Bozankaya Inc., we have developed a strategic approach to digital transformation, encompassing all key areas of our operations, including design and product development, production and manufacturing, procurement and warehousing, human resources, Secure Shell, IT and cybersecurity. Our Digitalization Roadmap for 2024-2034 aims to optimize processes, increase efficiency, achieve our sustainability goals, and enhance customer satisfaction through digital solutions. In this journey, we are committed to embracing innovative technologies, transforming the way we work, and advancing confidently towards a digital future.

Digitalization Roadmap (2024-2034)

PROCESS	2024-2026			2027-2029		2030-2034	
Design and Product Development	CAD (Computer-Aided Design)/CAM (Computer-Aided Manufacturing) Systems			Simulation and Prototype	Digital Twin AR (Augmented Reality)/VR (Virtual Reality) Design	Fully Integrated Product Lifecycle Management	
Production and Manufacturing	Manufacturing Execution System (MES)			Production Flow Tracking Program	Autonomous Quality Control	Sustainable Production	
Procurement and Warehousing	Enterprise Resource Planning				Smart Warehouse	Dynamic Inventory Management	
Human Resources	Leave Management System	Personnel Data Collection System	Employee Performance Evaluation System	Digital Training Programs		Workforce Analytics	
Secure Shell	SSH Portal	CRM (Customer Relationship Management) Systems			Mobile Applications and IoT	Real-Time Feedback	Artificial Intelligence and Data Analytics
Information Technologies and Cybersecurity	Basic Cybersecurity Measures			Digital Signature	Advanced Cybersecurity Systems Cybersecurity Training Digital Signatures and Blockchain	Cybersecurity Operations Center	Autonomous Cybersecurity

R&D STRATEGY

As Bozankaya Inc., we attach great importance to R&D activities in order to contribute to the progress of humanity and the realization of social innovations. By identifying the technologies required for existing and potential products, we have created an ecosystem that follows and implements innovative technologies. Since 1989, technology management activities have gained a more systematic and institutional structure with our R&D Center established in 2015.

Our R&D management unit manages our company's R&D project portfolio. In this context, we are responsible for the evaluation and initiation of R&D projects, monitoring support application processes and coordination of closing activities, and managing R&D center activities and Research Park activities. In line with the strategic goals of our company, our R&D Center is responsible for the coordination of cooperation with universities, institutes, and SMEs, including joint initiatives with universities. This involves developing cooperation opportunities, creating appropriate projects and programs, and managing intellectual and industrial property rights.



At Bozankaya Inc., our R&D and P&D teams consist of specialized and competent personnel. Our team members possess the skills to quickly adapt to emerging technologies, develop innovative solutions, and contribute to sustainability goals. Additionally, they continuously improve themselves through ongoing training and participation in R&D projects.



The main purpose of the activities we carry out in our company is to bring our products to the forefront in the national and international markets, to meet customer demands and to take place in the market by having a say in the electric bus and rail system vehicles sectors in the long term. In order to achieve these goals and create products that will make a difference, we aim to bring innovative products to both our country and the world by closely following the developing technology in the automotive and battery sector. Our R&D strategies to achieve these goals are as follows:



Our Short Term R&D Strategies

To increase preferability in the market by applying innovative solutions to our existing products and to support staff development.

Following the current developments in electric buses and rail system vehicles and implementing them in our vehicles.

Ensuring satisfaction and meeting the needs of potential customers by conducting R&D studies based on customer feedback.

Increasing cooperation with the local subsidiary industry and universities to indigenize subsystems.

To develop environmentally friendly and energy efficient products.

Conducting R&D studies in the field of new generation battery technologies and taking an active role in EU platforms.

Initiate R&D studies on hydrogen fuel cells compatible with the zero-carbon emission target and participate in university-public-industry collaborations.



Our Medium-Term R&D Strategies

Gaining market position by developing new products for electric buses and rail system vehicles.

Developing products with different energy sources according to customer demands.

Increasing the localization rate of imported subsystems in electric vehicles and rail system vehicles.

Reducing foreign dependency by conducting joint R&D activities with local suppliers.

Responding quickly to customer demands with modular design method.

To carry out R&D studies in projects for electric buses and rail system vehicles according to the needs.

To ensure that the developed systems can also be used in the vehicles of other companies.

To increase R&D projects for high performance batteries with new battery chemicals.

To increase the number of EU funded R&D projects.

Our Long-Term R&D Strategies

To have a say in the market with innovative products in the electric bus and rail system vehicles sector.

To develop environmentally friendly vehicles that will meet the needs of national and international markets by utilizing our R&D know-how and experience.

Developing and producing hydrogen technology vehicles in line with zero carbon emission targets.

Serving as consortium leader in EU funded projects.

R&D and P&D Collaborations

Bozankaya Inc. cooperates with many local and international organizations within the scope of R&D and P&D activities. These collaborations enable the company to closely follow technological developments and produce innovative solutions. Some of the collaborations are as follows:

As part of our 41 completed and ongoing R&D projects, we have collaborated with 26 academicians from 15 different universities. We have also partnered with 125 national and international institutions in our projects, either as project partners or in product development efforts. Following the establishment of our R&D Center, we have signed collaboration protocols with certain universities, offering our employees the opportunity to pursue master's and doctoral degrees at these institutions. Since the thesis topics are aligned with our areas of operation, this allows us, as Bozankaya, to contribute directly to academic studies.



"Türkiye's first indigenous low-floor tram and bogie design"

Our Achievements

As Bozankaya Inc., we have developed Türkiye's first domestic 100% electric bus and Türkiye's first domestic low-floor tram and bogie design. These achievements are an indication of Bozankaya Inc.'s commitment to innovative and sustainable products. Founded nearly 30 years ago as an R&D company, Bozankaya Inc. generated over EUR 100 million in revenues from the sale of products developed through R&D between 2012 and 2017. Of the revenues generated from R&D projects, 10% is export revenue and 90% is import substitution.

Between 2012 and 2024, we completed a total of 36 projects with an R&D expenditure of EUR 49,032,859.49. In 2024, we continue our efforts with 3 ongoing Horizon EU projects and 2 internal resource projects.



"Türkiye's first domestic 100% electric bus"

Supply Chain Strategy

At Bozankaya Inc., our “Supply Chain Strategy” is designed to enhance our competitive advantage in both national and international markets. We prioritize close relationships with our suppliers, a focus on quality, and a global approach to sourcing materials. As part of our commitment to environmental sustainability, we are dedicated to minimizing the environmental impact of our operations by promoting responsible resource use, reducing waste, and investing in renewable energy sources such as solar and wind power. By integrating advanced technologies and embracing future trends such as Industry 4.0, we aim to optimize our supply chain operations and contribute to a more sustainable and efficient future for the automotive industry.

As Bozankaya Inc., we maintain high ethical standards in all operations, ensuring transparency, fairness, and integrity. We adhere to all national and international laws, stay impartial to public institutions, and prioritize customer satisfaction, employee rights, and stakeholder trust. Our commitment extends to human rights, environmental protection, and opposing modern slavery. We expect our suppliers to uphold these standards as detailed in our Business Conduct Rules and Ethical Principles, ensuring ethical and sustainable practices throughout our supply chain.

SUSTAINABLE SUPPLY CHAIN

As Bozankaya Inc., under “Sustainable Supply Chain Policy”, we prioritize compliance with environmental, social, and economic sustainability principles throughout all supply chain processes. This policy aims to promote the selection of energy-efficient and environmentally friendly products and services, as well as the establishment of long-term relationships with diverse suppliers that add value to our supply chain. Our company is committed to reducing greenhouse gas emissions, using natural resources efficiently, and minimizing waste while promoting recycling and reuse methods wherever possible. Moreover, we expect our suppliers to uphold the same standards by adhering to ethical business practices, fair working conditions, and continuous improvement processes. In this context, we place sustainability at the core of our business strategy, maintaining a responsible, fair, and transparent approach in all our supply chain activities.

As Bozankaya Inc. we have established a comprehensive “Supplier Code of Conduct” to promote high ethical standards and corporate responsibility throughout our supply chain. These rules ensure that our suppliers adhere to legal compliance, ethical behavior, and respect for human rights. They include requirements for preventing conflicts of interest, accurate accounting, and competitive practices, as well as adherence to environmental and health safety standards. Confidentiality and mutual trust are fundamental to our supplier relationships. Our suppliers are expected to rigorously apply these rules, supporting sustainable and responsible partnerships and collaborating with us for continuous improvement.





Green Supply Chain

We carry out green supply chain management as a strategic approach that aims to ensure long-term success and competitive advantage by integrating environmental sustainability into business processes. As Bozankaya, we aim to minimize environmental impacts, increase resource efficiency and expand sustainable business practices. By adhering to environmental sustainability principles at every stage of the supply chain, the Company strengthens its relations with its suppliers and continuously improves its environmental performance. In this context, supply chain management is not only limited to cost and quality management, but also includes environmental sustainability.

Supplier Selection Process

The supplier selection process involves the evaluation and selection of suppliers that are suitable for the identified needs. The Procurement Specialist scans the existing supplier pool and checks whether there are sufficient number of suitable suppliers. If there are not enough suppliers, new suppliers are researched. Requests for quotations (RFQs) are prepared and shared with suppliers and confidentiality agreements are signed. The offers received from suppliers are evaluated together with the relevant units and the most suitable supplier is selected. In this process, criteria such as cost, quality, delivery time, social and environmental compatibility are taken into account.

The supplier approval process includes evaluation in line with certain criteria. Bozankaya evaluates new suppliers using the "Bozankaya New Supplier Commissioning Form". This form is used to assess suppliers' technical competencies, quality standards and environmental compliance. Based on the answers to critical questions and overall evaluation results, the supplier is approved and added to the approved supplier list. Regular evaluation of suppliers and monitoring of their performance is an important part of the supplier approval process.

Risks and Opportunities in the Process

At Bozankaya, we identify and manage risks and opportunities that may be encountered in supply chain processes. Risks include factors such as the absence of a purchasing contract, lack of alternative suppliers and insufficient quality performance. Opportunities arise in areas such as updating the approved supplier list, optimization of logistics costs and project cost improvements. Identifying these risks and opportunities aims to continuously improve and secure the company's processes.

KPIs Identified in the Process

At Bozankaya, we monitor and evaluate certain performance criteria in supply chain management. Criteria such as project-based procurement cost percentage, procurement performance and supplier performance are used to measure the effectiveness and efficiency of processes. These KPIs are regularly reviewed and reported to monitor and improve the performance of supply chain processes. The performance of suppliers is continuously monitored and evaluated in line with the determined criteria.

Supplier Audits

With the supplier audit process, Bozankaya aims to ensure the compliance of suppliers with the determined quality standards and their continuous development. This process includes a general audit of suppliers and a detailed examination of their processes. First, procurement and quality units classify the products, services and processes to be procured from the supplier. Suppliers are categorized as Level 1 and Level 2. Nonconformities identified during the audit are listed and corrective actions are requested from the company. Action plans for the closure of corrective actions are examined and follow-up audits are planned. The audit results in the approved suppliers being added to the approved supplier list. Depending on the audit score and nonconformity status, the supplier may be conditionally approved or rejected.



Supplier Quality Improvement Processes

Bozankaya carries out supplier quality development processes in order to improve the performance of suppliers and ensure their compliance with quality standards. In this process, it is aimed to evaluate and develop suppliers in line with the criteria determined. Firstly, the suppliers to be included in the scope of supplier development are determined in line with criteria such as increase in supplier ppm data, increase in defects in critical parts and management demand. The suppliers that are planned to be developed are identified through discussions with senior management, and the scope of development and the work to be carried out are discussed by contacting the supplier. In line with the negotiations with the supplier, the planned works are initiated. Support such as technical support, document support, quality management and control training requested by the supplier is provided.

The performance of the supplier and the results of the work carried out are regularly monitored and reported. Supplier status cards are presented to senior management annually and the performance status is evaluated. As a result of this evaluation, it is decided how to continue with the supplier.



As Bozankaya, we successfully carry out sustainable supply chain management by strengthening our relationships with our suppliers and ensuring their compliance with quality standards. These processes are critical for improving the company's environmental performance and sustaining its competitive advantage.

CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationship management (CRM) is the key to the sustainable success of companies in today's business world. Established and maintained relationships with customers not only realize short-term sales targets, but also ensure long-term customer satisfaction and loyalty. At Bozankaya, we implement innovative CRM strategies to understand, meet and exceed customer needs and expectations. These strategies include increasing customer satisfaction, effectively managing customer complaints and integrating customer feedback into continuous improvement processes. We see customer relationship management as an integral part of our company's overall business strategy and aim for excellence in this area.



At Bozankaya Inc., our "Complaints, Requests, and Suggestions Policy" underscores our commitment to exceptional customer satisfaction and ongoing improvement. We carefully manage and evaluate customer feedback, including complaints, requests, and suggestions, to enhance our products and services. Complaints are addressed with a solution-oriented approach, while requests and suggestions are considered and acted upon promptly. We ensure transparency and provide regular updates throughout the process, reflecting our dedication to integrating feedback into our continuous improvement efforts.

Customer Complaint Process

The customer complaints process includes reporting, repairing and documenting nonconformities identified by the customer. Complaints received from customers are directly forwarded to the quality department and recorded. A Non-Conformity Report (NCR) is prepared for each complaint. Incoming complaints are analyzed by the quality department, the source of the complaint is determined, and necessary repair methods are evaluated. Identified defects are corrected in line with technical drawings, specifications or approved solution proposals. If necessary, repair instructions are created and forwarded to the relevant units. After the defects are corrected and all necessary procedures are completed, customer feedback is received and the NCR is closed. The quality control unit checks the repair and finalizes the process if appropriate.

The quality department plays a critical role in customer relationship management. The quality department analyzes customer complaints, determines the NCR requirement and prepares the necessary reports. It coordinates with relevant departments to resolve complaints and evaluates solution proposals. It reports the results of all complaints and ensures that these reports are closed at the end of the process. In this process, we make improvements to increase customer satisfaction.

Customer Satisfaction Measurements

At Bozankaya, we regularly measure and analyze customer satisfaction. After vehicle or product acceptance, the customer feedback form is shared via e-mail and feedback on customer satisfaction is received. Customer satisfaction surveys are regularly conducted, and the results are analyzed and transferred to the customer satisfaction form. Corrective actions are initiated by receiving detailed feedback from dissatisfied customers and the results are reported back to the customer.



Ensuring Continuous Improvement and Customer Satisfaction

The quality department identifies potential risks in the process and tries to minimize them. We make sure to prepare an NCR when critical errors occur and are evaluated. In this process, we analyze and monitor the identified risks and take the necessary precautions. By correctly identifying the source of the error, we ensure that the right correction methods are applied. We also avoid making wrong decisions when publishing service bulletins to keep our customers satisfied. Responding promptly to customer complaints helps us meet their expectations and prevents any potential loss of customers. Identifying these risks aims to continuously improve and secure the company's processes and customer satisfaction.

Errors corrected through NCR increase customer satisfaction and ensure customer loyalty. Analyzing complaints and implementing corrective actions allows us to continuously improve its processes. By optimizing processes with the data obtained from customer feedback, the quality department both increases customer satisfaction and ensures efficiency in business processes.

Process Performance Criteria

At Bozankaya, we aim for certain success criteria in the process of managing customer complaints. All identified nonconformities are monitored, reported and closed at the end of the process. As a company, we aim to reduce the number of customer complaints and respond to customer complaints quickly and effectively. We measure and analyze processes according to criteria such as rail systems customer satisfaction survey percentage, shipment performance and customer complaint closure rate.



Key Performance Indicators

Measuring Progress, Driving Excellence:
Our Key Performance Indicators reflect our
commitment to sustainability.

Key Performance Indicators

ENERGY

Energy Consumption in the Organization (kWh)					
		2020	2021	2022	2023
Non-renewable Resources	Natural Gas	2,854,273.42	2,822,202.93	2,725,991.47	3,207,048.78
	Total	2,854,273.42	2,822,202.93	2,725,991.47	3,207,048.78

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Energy Consumption in the Organization (kWh)					
		2020	2021	2022	2023
Renewable Resources	Solar	2,295,823.39	2,066,177.45	2,165,871.12	2,196,129.72
	Total	2,295,823.39	2,066,177.45	2,165,871.12	2,196,129.72

302-1

	2020	2021	2022	2023
Electricity Consumption (kWh)	3,173,465.18	3,003,836.75	3,669,103.42	3,533,925.59
Total Energy Consumption (kWh)	3,173,465.18	3,003,836.75	3,669,103.42	3,533,925.59

	2020	2021	2022	2023
Energy Density (kWh/ton of product)	24.3	3.6	3.8	1.8

302-3

WATER AND WASTEWATER

Water Withdrawn by Sources (m³)				
	2020	2021	2022	2023
Other	12,754.00	20,232.00	20,481.00	21,983.00
Total amount of water withdrawn	12,754.00	20,232.00	20,481.00	21,983.00

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Water Discharge Amount by Discharge Points (m³)

	2020	2021	2022	2023
Third-party	12,754.00	20,232.00	20,481.00	21,983.00
Total discharge amount	12,754.00	20,232.00	20,481.00	21,983.00

	2020	2021	2022	2023
Amount of reclaimed/reused water (m³)	Not available.	Not available.	Not available.	Not available.
Total water consumption (m³)	12,754.00	20,232.00	20,481.00	21,983.00

303-4

MATERIALS

Recycled Packaging Materials (kg)

Recyclable packaging materials	2020	2021	2022	2023
Plastic	460.00	930.00	475.00	2,140.00
Cardboard	5,500.00	4,260.00	7,860.00	14,100.00
Wood	Not available.	Not available.	29,780.00	109,940.00
Fiber	32,223.00	42,369.00	38,748.00	77,080.00

301-3

WASTE

Waste Generated (tons)				
	2020	2021	2022	2023
Hazardous Wastes	73,630.00	104,820.00	131,381.00	136,526.00
Non Hazardous Wastes	41,163.00	66,144.00	126,372.00	54,760.00
Total	114,793.00	170,964.00	257,753.00	191,286.00

306-3

*Energy purposes non-recoverable

HAZARDOUS WASTE QUANTITIES (TONS)

	2020	2021	2022	2023
Incineration (for disposal)	-	-	1.00	6.00
Other* (recycling)	73,630.00	104,820.00	131,380.00	136,520.00
Total (kg)	73,630.00	104,820.00	131,381.00	136,526.00

306-3

NON-HAZARDOUS WASTE QUANTITIES (TONS)

	2020	2021	2022	2023
Other* (recycled)	41,163.00	66,144.00	126,372.00	54,760.00

306-3

NUMBER OF EMPLOYEES BY JOB CATEGORIES

The percentage(%) of board members and executives by gender

	2020	2021	2022	2023
Female	13%	10%	18%	11%
Male	88%	90%	82%	89%

The percentage (%) of board members and executives by age distribution

	2020	2021	2022	2023
< 30 years	0	0	0	0
30 - 50 years	88%	90%	82%	78%
> 50 years	13%	10%	18%	22%

The percentage (%) of personnel in the employee category by gender(%)

	2020	2021	2022	2023
Female	7%	7%	7%	9%
Male	93%	93%	93%	91%

The percentage (%) of personnel in the employee category by age distribution

	2020	2021	2022	2023
< 30 years	14%	23%	23%	26%
30 - 50 years	74%	69%	66%	63%
> 50 years	11%	9%	11%	10%

405-1

NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT

The percentage (%) of personnel in the employee category by type of employment

		2020	2021	2022	2023
Total	Full time	100%	100%	100%	100%
	Part Time	0%	0%	0%	0%
Expert and Above	Full time	98%	99%	100%	100%
	Part Time	2%	1%	0%	0%
Operational Level	Full time	100%	100%	100%	100%
	Part Time	0%	0%	0%	0%

2-7

NUMBER OF CONTRACTOR (SUBCONTRACTOR) EMPLOYEES

The percentage (%) of personnel in the employee category by type of employment

		2020	2021	2022	2023
Covered under occupational health and safety	Personnel	439	651	557	523
	Contractor	21	29	31	34

2-8, 403-8

NEWLY HIRED EMPLOYEES WITHIN THE YEAR BY GENDER AND AGE

Newly hired employees within the year by gender and age (%)

		2020		2021		2022		2023	
		Number	Rate	Number	Rate	Number	Rate	Number	Rate
< 30 years	Female	9	90%	19	70%	14	78%	9	56%
	Male	55	50%	148	46%	38	55%	55	57%
30 - 50 years	Female	1	10%	8	30%	4	22%	7	44%
	Male	55	50%	168	52%	27	39%	37	39%
> 50 years	Female	0	0%	0	0%	0	0%	0	0%
	Male	0	0%	8	2%	4	6%	4	4%
Total	Female	10		27		18		16	
	Male	110		324		69		96	

401-1

NUMBER OF EMPLOYEES WHO LEFT BY GENDER AND AGE

Number and rate of personnel leaving by age and gender (%)									
		2020		2021		2022		2023	
		Number	Rate	Number	Rate	Number	Rate	Number	Rate
< 30 years	Female	2	40%	9	69%	13	65%	4	44%
	Male	22	56%	58	43%	56	41%	59	47%
30 - 50 years	Female	3	60%	4	31%	7	35%	5	56%
	Male	14	36%	75	55%	79	57%	60	48%
> 50 years	Female	0	0%	0	0%	0	0%	0	0%
	Male	3	8%	3	2%	3	2%	7	6%
Total	Female	5		13		20		9	
	Male	39		136		138		126	

401-1

NUMBER OF EMPLOYEES WHO LEFT BY GENDER AND AGE

Number and percentage (%) of employees who left by age and gender (%)									
		2020		2021		2022		2023	
		Number	Rate	Number	Rate	Number	Rate	Number	Rate
Voluntary separations (employee turnover rate)	Female	3	9%	12	10%	14	13%	7	9%
	Male	32	91%	107	90%	90	87%	75	91%

401-1

NUMBER OF EMPLOYEES BY YEARS OF SERVICE

Number of employees by years of service					
		2020	2021	2022	2023
0-5 years	Female	30	41	36	36
	Male	360	515	407	306
5-10 years	Female	1	1	3	9
	Male	40	77	105	150
10 years and above	Female	1	2	2	2
	Male	6	5	9	24

401-1

MATERNITY LEAVE

Maternity leave					
		2020	2021	2022	2023
Number of employees benefiting from maternity/parental leave	Female	3	3	1	1
	Male	29	29	24	33
Number of employees returning to work after maternity/parental leave	Female	3	3	1	1
	Male	29	29	24	33

403-1

EMPLOYEE TRAINING (HOURS)

Training duration provided to the personnel.				
	2020	2021	2022	2023
Average (personnel/hours)	186.5	441.8	451.05	398.2
Total (hours)	4,290	14,578	13,532	11,149

404-1, 412-2, 403-8

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

Number and rate (%) of fatalities resulting from work-related injuries

	2020		2021		2022		2023	
	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)
Personnel	0	0	0	0	0	0	0	0
Contractor	0	0	0	0	0	0	0	0

Number and rate (%) of serious work-related injuries

	2020		2021		2022		2023	
	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)	Number	Rate (200,000 hours)
Personnel	0	0	0	0	0	0	0	0
Contractor	0	0	0	0	0	0	0	0

Total number of recordable cases related to work and the rate (%) (TRC = Total number of recordable work accidents + Total number of recordable occupational diseases)

	2020	2021	2022	2023
	Number	Number	Number	Number
Personnel	45	90	63	52
Contractor	0	3	1	2

(TRC = Total number of recordable work accidents + Total number of recordable occupational diseases)

Main types of work-related injuries

1-Burr in the eye

2-Impact of a metal object on any part of the body

3-Hand caught between two metal objects

Main types of work-related illnesses

Hearing loss

Herniated disc

Eye-related problems

Exposure to chemicals

403-8, 403-9, 403-10

Number of fatalities resulting from work-related illnesses

	2020	2021	2022	2023
Personnel	0	0	0	0

Number of recordable work-related illness cases

	2020	2021	2022	2023
Personnel	0	0	0	0
Contractor personnel	0	0	0	0

403-9, 403-10

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE (CONTRACTOR EMPLOYEES)

	2020	2021	2022	2023
Number of accidents	45	90	63	52
Number of fatal cases	-	-	-	-
Absenteeism (number of lost days)	-	179	47	86
Number of lost time days due to work accidents (LTI)	-	33.11	56.89	44.43
Accident severity rate (ASR)	-	0.01	-	0.19
Occupational disease rate (ODR)	-	-	-	-
Lost day rate (LDR)	-	447.00	58.00	57.00
Absenteeism rate (AR)	-	40.00	30.00	50.00
TRIR		6.62	11.38	7.41

403-9, 403-10



GRI Content Index

Transparency in Action: Our GRI Content Index showcases our commitment to sustainability reporting.

Bozankaya has reported in accordance with the GRI Standards for the period January - December 2023.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

The service was performed on the English version of the report.

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021		
GRI 2: General Disclosures 2021	2-1 Organizational details	<ul style="list-style-type: none"> • Our Journey p.6,7 • Our Impact in Figures p.8 • Key Achievements p.9
	2-2 Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> • About the Report p.1
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> • About the Report p.1
	2-4 Restatements of information	<ul style="list-style-type: none"> • Since this is the first reporting, there is no restatement.
	2-5 External assurance	<ul style="list-style-type: none"> • For the reporting period, external assurance has not been conducted.

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> • Our Journey p.6,7 • Our Impacts in Figures p.8 • Our Product Groups p.10 - 12 • Stakeholder Engagement p. 36 - 38 • Sustainable Supply Chain p.75 - 78 • Customer Relationship Management p.79 - 80
	2-7 Employees	<ul style="list-style-type: none"> • Performance Indicators p.83 - 85
	2-8 Workers who are not employees	<ul style="list-style-type: none"> • Performance Indicators p.83 - 85
	2-9 Governance structure and composition	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21 • Sustainability Committee p.22
	2-10 Nomination and selection of the highest governance body	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	<ul style="list-style-type: none"> • Our Governance Body p.19 • Governance Strategy p.20
	2-12 Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21 • Sustainability Committee p. 22
	2-13 Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21
	2-14 Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> • Sustainability Committee p.22
	2-15 Conflicts of interest	<ul style="list-style-type: none"> • Business Ethics p.33 - 34
	2-16 Communication of critical concerns	<ul style="list-style-type: none"> • Business Ethics p.33 - 34
	2-17 Collective knowledge of the highest governance body	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21 • Sustainability Committee p. 22
	2-18 Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • Our Governance Body p.19 - 21
	2-19 Remuneration policies	<ul style="list-style-type: none"> • Best Talent Management Practices p.59 - 60

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	<ul style="list-style-type: none"> • Best Talent Management Practices p.59 - 60
	2-21 Annual total compensation ratio	<ul style="list-style-type: none"> • Confidentially Constraints: The data in question includes indicators that could impact competition in the market and, therefore, is not disclosed due to confidentiality.
	2-22 Statement on sustainable development strategy	<ul style="list-style-type: none"> • CEO Message p.5 • Our Sustainability Framework p.21 • Sustainability Committee p.22 • Our Sustainability Strategy p.26 - 27
	2-23 Policy commitments	<ul style="list-style-type: none"> • Governance Strategy p.17 - 20 • Our Sustainability Strategy p.26 - 27 • Human Rights Commitment & Practices p.56 - 57
	2-24 Embedding policy commitments	<ul style="list-style-type: none"> • Governance Strategy p.17 - 20 • Business Ethics p.33 - 34
	2-25 Processes to remediate negative impacts	<ul style="list-style-type: none"> • Business Ethics p.33 - 34 • Community Relations & Investments p.65 • Customer Relationship Management p.79
	2-26 Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • Business Ethics p.33 - 34

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	<ul style="list-style-type: none"> Governance Strategy p.17 - 20
	2-28 Membership associations	<ul style="list-style-type: none"> Memberships & Partnerships p.14
	2-29 Approach to stakeholder engagement	<ul style="list-style-type: none"> Partnering with Stakeholders p.35 - 38
	2-30 Collective bargaining agreements	<ul style="list-style-type: none"> Best Talent Management Practices p.59 - 60 Social Responsibility & Compliance p. 62
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<ul style="list-style-type: none"> Key Focus Areas p.23 - 24
	3-2 List of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24 Material Topics p.25
SUSTAINABLE FINANCE, FINANCIAL STABILITY & SYSTEMATIC RISK		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 201 : Economic Performance 2016	201-1 Direct economic value produced and distributed	<ul style="list-style-type: none"> Our Journey p.6 - 7 Our Impacts in Figures p.8 Our Product Groups p.10 - 12
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	<ul style="list-style-type: none"> Our Impacts in Figures p.8 Our Product Groups p.10 - 12 Memberships & Partnerships p.14
PRODUCT QUALITY & RECALL MANAGEMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24 Sustainable Supply Chain p.75
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	<ul style="list-style-type: none"> Our Sustainable Strategy p.26 - 27
ENERGY MANAGEMENT (ENERGY CONSUMPTION, ELECTRICITY GENERATION)		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24 Energy and Climate Management p.44
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<ul style="list-style-type: none"> Energy and Climate Management p.44 - 45 Performance Indicators p.82
	302-3 Energy intensity	<ul style="list-style-type: none"> Performance Indicators p.82

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
PRODUCT DESIGN & LIFECYCLE MANAGEMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Sustainable Product Framework p.69
CORPORATE GOVERNANCE		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Governance Strategy p.17 - 21
LABOR PRACTICE INDICATORS AND PRACTICES		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Workplace Health & Safety Excellence p.51 - 55 • Human Rights Commitment & Practices p.56 - 62 • Creating a Value – Employee Engagement p.63 - 64
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<ul style="list-style-type: none"> • Creating a Value – Employee Engagement p.63 - 64 • Performance Indicators p.83
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> • Best Talent Management Practices p.59 - 60

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 401: Employment 2016	401-3 Parental leave	<ul style="list-style-type: none"> • Performance Indicators p.84
LOW CARBON STRATEGY (EMISSION REDUCTION)		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Emission Management p.43
	305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • Emission Management p.43 • Sustainability Goals p.28
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> • Emission Management p.43 • Sustainability Goals p.28
	305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> • Emission Management p.43 • Sustainability Goals p.28
DIVERSITY AND EQUAL OPPORTUNITY (WOMEN EMPOWERMENT)		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Human Rights Commitment & Practices p.56 - 58 • Commitment to Gender Parity p.62
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Performance Indicators p.83 - 85

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 406: Non Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> Human Rights Commitment & Practices p.56 - 58 Commitment to Gender Parity p.62
OCCUPATIONAL HEALTH & SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24 Workplace Health & Safety Excellence p.51 - 55
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<ul style="list-style-type: none"> Workplace Health & Safety Excellence p.51 - 55
	403-2 Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> OHS Risk Assessment p.53 - 54
	403-3 Occupational health services	<ul style="list-style-type: none"> Workplace Health & Safety Excellence p.51 - 55 Emergency Preparedness p.54 - 55
	403-4 Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> Workplace Health & Safety Excellence p.51 - 55
	403-5 Worker training on occupational health and safety	<ul style="list-style-type: none"> OHS Trainings p.55
	403-6 Promotion of worker health	<ul style="list-style-type: none"> Workplace Health & Safety Excellence p.51 - 55

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> Workplace Health & Safety Excellence p.51 - 55
	403-8 Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> Performance Indicators p.85
	403-9 Work-related injuries	<ul style="list-style-type: none"> Performance Indicators p.85
	403-10 Work-related ill health	<ul style="list-style-type: none"> Performance Indicators p.85
CLIMATE CHANGE ADAPTATION STRATEGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24 Environmental Management Approach p.40 Energy and Climate Management p.44 - 45
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> Emission Management p.43 Sustainability Goals p.28
OPERATIONAL ECO-EFFICIENCY		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix p.24

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	<ul style="list-style-type: none"> • Waste Management p.47 - 48 • Performance Indicators p. 82
RECYCLING STRATEGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> • Water and Wastewater Management p.46 • Waste Management p.47 - 48
	306-2 Management of significant waste-related impacts	<ul style="list-style-type: none"> • Water and Wastewater Management p.46 • Waste Management p.47 - 48
	306-3 Waste generated	<ul style="list-style-type: none"> • Water and Wastewater Management p.46 • Waste Management p.47 - 48 • Performance Indicators p.82 - 83
INNOVATION MANAGEMENT (AUTOMATION)		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Innovation Strategy p.70

GRI STANDARD	DISCLOSURE	Page number reference/ direct answers or Omissions
HUMAN RIGHTS, SOCIAL INTEGRATION & REGENERATION		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> • Materiality Matrix p.24 • Human Rights Commitment & Practices p.56 - 58
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> • There are no operations or suppliers in which the right to freedom of association and collective bargaining may be at risk.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> • There are no operations and suppliers at significant risk for incidents of child labor.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> • There are no operations and suppliers at significant risk for incidents of forced or compulsory labor.



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