

Future Built on Respect, Nature Powered by Trust: Bozankaya's Sustainable Journey in Electric Mobility

With respect for our planet and confidence in nature's potential, the company is creating a sustainable legacy in e-mobility.

2024 Sustainability Report



We are committed to providing our stakeholders with comprehensive and up-to-date information on our activities through our annual sustainability reports. These reports cover the social, governance, and environmental impacts of our operations and are aligned with the United Nations Sustainable Development Goals.

The Bozankaya 2024 Sustainability Report presents the company's initiatives and achievements from January 1, 2024, to December 31, 2024. Prepared in accordance with the GRI Standards, the information contained in this report is drawn from internal sources and has not been externally audited. We welcome any questions or feedback, which can be shared with us at info@bozankaya.com.



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COMPANY OVERVIEW

By combining innovation with respect for nature,
we are brightening tomorrow.

01



ABOUT BOZANKAYA

Founded in Germany in 1989 by Murat Bozankaya as a research and development company, Bozankaya has continued its operations in Turkey since 2003 with the vision of becoming an innovative company that offers the most ideal solutions in terms of investment and operating costs in public transportation.

Over the years, with its accumulated experience, knowledge, and expertise, Bozankaya has become one of the leading brands in transportation technologies by producing environmentally friendly, energy-saving, next-generation, sustainable, and low-noise electric buses and rail system vehicles with 100% Turkish engineering. Starting its operations in Turkey with 20 employees, Bozankaya today has nearly 1,400 employees, including 150 R&D engineers in its R&D Center.

Located in Ankara Sincan 1st Organized Industrial Zone on an area of 100,000 m², Bozankaya manufactures metro, tram, trolleybus, and electric buses. With vehicles that are fully owned by its intellectual property rights, the company provides services in many countries around the world.

As the first company in Türkiye to manufacture a fully domestic 100% electric bus, Bozankaya designs vehicles in line with contemporary requirements through its R&D and product development (P&D) investments. To date, the company has allocated a budget of 50 million euros for R&D studies.

Bozankaya has also designed Türkiye's first fully domestic low-floor tram and bogie, carried out the country's first metro export, and manufactured the first fully domestic driverless (GoA4 level) metro.

With an investment of 70 million euros, Bozankaya holds the title of Türkiye's largest and most modern rail system production facility, which also houses Europe's largest rail system painting facility.

In 2015, Bozankaya was named "Best European Company" at the Excellence Awards organized by Frost & Sullivan, a US-based market research and consulting firm that presents the world's most prestigious business awards.

The trams produced by Bozankaya for the city of Timisoara in Romania, capable of a 70 km range with their battery, were awarded by the European Railway Clusters Initiative (ERCI), granting Bozankaya the title of "Europe's Most Innovative Company" in 2021.



CEO'S MESSAGE



Dear Stakeholders,

The year 2024 has been pivotal for Bozankaya as we once again reaffirmed our role as a pioneer of sustainable mobility solutions in Türkiye and across the global transport ecosystem. Guided by our founding vision of engineering excellence and environmental responsibility, we continue to design and manufacture fully electric buses, trolleybuses and rail systems that deliver long-term value for society, the environment, and our business partners.

Today, Bozankaya's technologies operate in some of the world's most dynamic cities, supporting to cleaner air, quieter urban life, and more resilient public transport infrastructures. Our production facilities in Ankara rank among the most advanced in Europe, empowered by digital manufacturing, Industry 4.0 standards, and circular economy principles. We take pride in owning 100% of the intellectual property rights of our vehicles, which allows us to export products and also knowledge, innovation, and industrial sovereignty.

This year, we intensified our R&D activities in the integration of next-generation battery technologies, range extension solutions for our vehicles, hydrogen fuel cell systems, autonomous mobility, smart energy management, and AI-driven optimization. At the same time, our sustainability strategy advanced under our commitment to the 1.5°C Science Based Targets initiative (SBTi). We established a clear roadmap to reduce Scope 1 and Scope 2 emissions by 42% by 2030 and accelerated initiatives such as renewable energy integration, energy efficiency upgrades, and responsible supply chain transformation.

Beyond environmental achievements, we strengthened our social and governance impact by evolving our stakeholder engagement approach, expanding collaborations with universities, and reinforcing ethical, inclusive, and human-centered business operations. We believe that true sustainability can only be achieved when innovation, responsibility, and societal benefit progress together.

Looking ahead, Bozankaya remains fully committed to shaping the future of mobility through decisive leadership rather than incremental change. Our ambition extends beyond vehicle production; we are committed to advancing a future that is sustainable, intelligent, equitable, and proudly developed in Türkiye. We thank you for your continued trust, partnership, and support in our journey.



We are designing the mobility systems of tomorrow and shaping the future together.

Sincerely
Aytunç Günay
CEO

MILESTONES

1989

Bozankaya BCC&C
Salzgitter, Germany

2003

Bozankaya A.Ş.
Ankara, Türkiye

2005

Bozankaya LLC
Sacramento, ABD

2010

Gebze TCV A.Ş.

2013

First Electric Bus
and Trolleybus

2015

Ankara Production
Facility

2016

100% low-floor tram

2018

Bangkok Green Line
Metro

2020

Timisoara and Iaşi, Romania
100% Low Floor Tram

2023

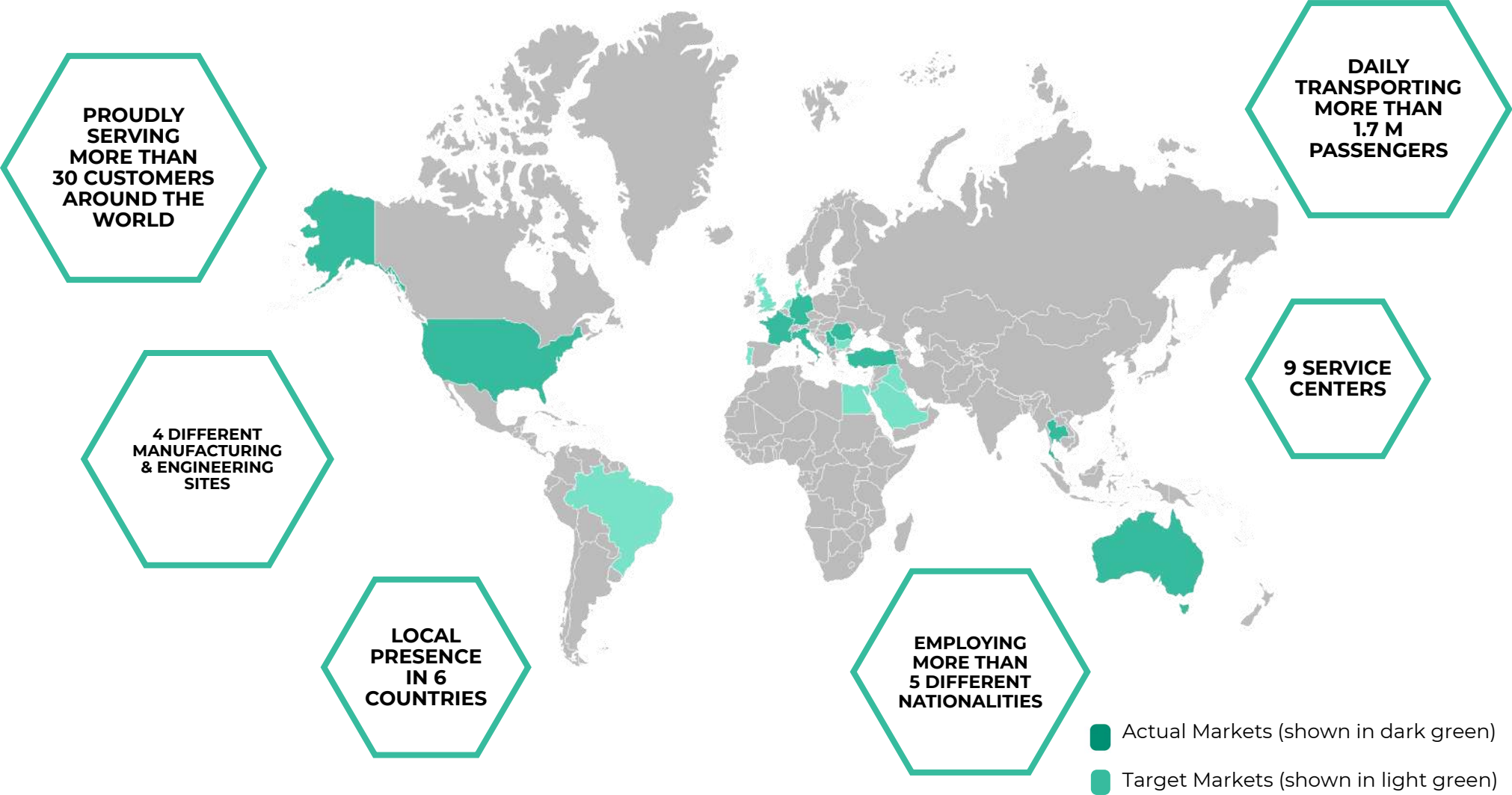
Türkiye's First Driverless Metro, Kocaeli
İstanbul 100 Metro Cars

2024

Naples & Belgrad
Trams

BOZANKAYA IN 2024

WE ARE GLOBAL



OUR ACCOMPLISHMENTS



2015

Frost & Sullivan Awards –
“2015 European Company
of the Year Award”

2021

European Railway Clusters
Initiative (ERCI) – “Europe’s Most
Innovative Company Award”

2021-2022

Fast Company Türkiye – “Ranked 3rd
among the Top 50 Most Innovative
Turkish Companies of 2021-2022”

2022

Romanian Chamber of Commerce
Smart City Association – “Best
Technology in Public Transportation”

2023

Automotive Exporters’
Association Export Champions
Awards – “Silver Export Award”

2024

Automotive Exporters’
Association Export Champions
Awards “Silver Exporter Award”



BOZANKAYA E-TRANSPORT SOLUTIONS



Tram

Bozankaya Tram stands out as a pioneer in urban mobility with its high passenger capacity, low energy consumption, zero emissions, and contemporary design. Built using state-of-the-art technology, it delivers superior performance and efficiency, making it an optimal solution for modern city transportation. Its 100% low-floor structure ensures easy access, while the spacious, bright interior enhances comfort and passenger satisfaction.

Featuring a conventional bogie system, the tram minimizes noise and vibration, guaranteeing a smooth and comfortable journey for both passengers and drivers. Its modular design enables adaptability to diverse urban environments, providing a flexible and reliable transportation solution. Alongside offering exceptional comfort, the Bozankaya Tram is designed to deliver the highest standards of safety.

- TCMS
- Design & Manufacturing
- Software
- Cabling
- Harness
- HV Battery & Management System



Bogie

- Design & Manufacturing
- Frame

Design & Manufacturing

- Strength Analysis
- Frame
- Welding Fixtures



5
Modules



4x120 kw
Engine Power



Electric heating
and cooling



375(AW4)
passengers
(for 32m length)
High Passenger
Capacity



70 km/h
Maximum
Speed



%100
Electric



Technical Specifications

- 4 modules with flexible modular configuration
- 8 bogies (6 motorized, 2 trailer)
- Dimensions: 88 m length, 3,050 mm width, 4,000 mm height
- 75% motorized structure
- Stainless steel body construction
- Rail gauge: 1,435 mm
- Power supply: 1,500 V DC via pantograph
- Axle load: approx. 16 tons
- Passenger capacity: 1,080 (168 seated) Sliding plug-type doors
- Maximum speed: 80 km/h

Metro

This rail system vehicle is engineered in line with sustainable transportation models and urban ecosystem needs, delivering maximum passenger comfort through its safe and functional features. Each vehicle is equipped with modern lighting, two air-conditioning units for fresh air circulation, ergonomically designed seating, advanced sound insulation, and optimized use of interior space. Passenger safety is ensured by state-of-the-art security systems, including CCTV monitoring and blocking doors for rapid evacuation. With reduced headway times and the GoA4 automatic driving system, the vehicle provides both time efficiency and operational reliability. Dedicated spaces for bicycles, scooters, and luggage enhance passenger convenience, while two designated areas ensure a comfortable and secure journey for passengers with disabilities.

The vehicle's innovative interior design, featuring LED lighting, sleek minimal lines, and a modular exterior tailored to complement urban architecture, creates a modern and pleasant travel experience. Wagons can be customized to meet capacity demands and aesthetic preferences. Additionally, the vehicle's long service life and low-maintenance design guarantee consistent high performance while minimizing operational costs.



4
Modules



High Voltage
Battery
Management
System



Automatic
driving feature



1476 (AW4)
passengers
(for 90m length)
High Passenger
Capacity



80 km/h
Maximum
Speed



%100
Electric



E-Bus

Powered by an electric battery, this city bus is available in 10m, 12m, 18m, and 25m length options and features a 100% low-floor design for rapid passenger boarding and disembarking. Built in compliance with Italian CUNA, German VDV, and StVZO standards for vision and driver areas, it accommodates between 75 and 232 passengers. The vehicle offers a quiet, efficient, economical, and environmentally friendly solution for sustainable urban transport.

Distinguished by its ability to create zero-emission zones in city centers, the bus enhances efficiency in stop-and-go traffic conditions and delivers high performance without power loss, thanks to the absence of conventional powertrains.

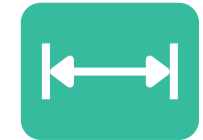


Technical Specifications

- 10m, 12m, 18m, 25m
- Design & Manufacturing
- Software
- Cabling
- Harness
- HV Battery & Management System



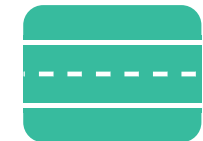
%100
Electric



10,12,18,25 m
Length Options



75-230
Passenger
Capacity



300 km
Range



Trolleybus

Electrical Component

The compact and modular design makes these chargers ideal for retail, highway, and fleet applications, with power-sharing capability to maximize efficiency. All Bozankaya chargers are equipped with remote service connectivity and support for OCPP integration.

Bozankaya DC fast chargers, offering up to 360 kW of power, are engineered to meet the most compact, reliable, and future-ready requirements. Available in both single and dual outlet configurations, they provide a variety of options including cable management, payment systems, and connectivity features, ensuring tailored solutions for every charging environment—from public infrastructure to fleet operations.

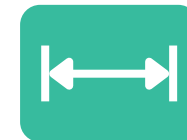


Technical Specifications

- 12m, 18m, 25m
- Design & Manufacturing
- Software
- Cabling
- Harness
- HV Battery & Management System
- Battery Management System,
- Chargers
- Traction Electronic System (Inverter, PCB Card etc.)

Metal Process

- Sheet Shaping & Forming
- Pipe & Tube Shaping & Forming
- Welding & Manufacturing
- Sand Blasting/ Leveling
- Paint Shop



12,18,25 m
Length Options



%100
Electric



Max 250
Passenger
Capacity



3 kwh/km
Maximum
Power

BOZANKAYA'S WORK UNITS

Sincan Production Plant

At our Sincan Factory, Bozankaya is committed to advancing sustainable mobility by producing electric vehicles which are for public transportation and rail systems that reduce environmental impacts and support the global transition toward low-carbon transportation.

Our production processes are designed with a focus on energy efficiency, innovation, and circularity, ensuring that we contribute to cleaner urban environments and more sustainable public transport solutions. By integrating modern technologies and environmentally responsible practices into our operations, we aim to minimize greenhouse gas emissions and resource consumption while delivering high-quality, future-oriented products.

The Sincan facility also plays a central role in aligning Bozankaya's growth strategy with sustainability goals. Through continuous improvements in manufacturing efficiency, investments in renewable energy, and responsible supply chain management, we are working to further reduce the ecological footprint of our operations. In doing so, we not only comply with national and international sustainability standards but also strengthen our contribution to sustainable development, creating long-term value for our stakeholders and communities.



BOZANKAYA FACTS



Completed Projects / Products

- | | | |
|------------------------|--------------------|----------------------|
| ✓ Ankara E-bus | ✓ Darmstadt E-Bus | ✓ Kayseri 31 Tram |
| ✓ Konya E-bus | ✓ Lübeck E-Bus | ✓ Timișoara Tram |
| ✓ Elazığ E-bus | ✓ Echternach E-Bus | ✓ Iasi Tram |
| ✓ Kayseri E-bus | ✓ Burghausen E-Bus | ✓ Bangkok Metro (GL) |
| ✓ Malatya Trolleybus | ✓ Nordhausen E-Bus | ✓ Kocaeli Metro |
| ✓ Şanlıurfa Trolleybus | ✓ Neuss E-Bus | ✓ Antalya Tram |
| ✓ Manisa E-bus | ✓ Mainz E-Bus | ✓ Kayseri 11 Tram |
| ✓ Eskişehir E-bus | ✓ Fulda E-Bus | |
| ✓ İzmir E-bus | ✓ Trier E-Bus | |



Ongoing Projects

Istanbul 100 Metro Cars – M4(Kadıköy-Sabiha Gökçen)

- 88 meters long
- 25 units of 4-cars train sets
- Autonomous vehicle (Driverless-GoA2)



Kocaeli Türkiye Tram



- 10 Sets + 5 Sets
- 33 meters in length
- 100% low-floor tram
- Bi-directional
- 375 passenger capacity
- 15 months delivery period (7 Sets were delivered already)

Samsun Türkiye Tram

- 10 Sets
- 42 meters in length
- 100% low-floor tram
- 506 passenger capacity
- 21 months delivery period for first tram



Ongoing Projects



Aliaga Industrial Zone E-Bus

- 3rd Generation E-Buses (2 vehicles)
- 12 m.Length
- 100% Low-floor



Iasi – Tram / Romania

- 18 Sets
- 3 Modules, 20 meters in length
- Narrow gauge – 1000 mm; 2,4m width
- 100% low-floor

Naples Tram – Italy

- 20 Sets
- 30 Meters in Length
- 100% Low-floor Tram
- Bi-directional
- 270 Passenger Capacity
- 18 Months Delivery Period



Timisoara – Trolleybus / Romania

- 33 Battery Trolleybuses
- 25 Units of 18m, 8 Units of 12m
- 100% Low-floor
- 10 Months Delivery Period



Belgrade Tram – Serbia

- 25 Sets
- 30 Meters in Length
- 100% Low-floor Tram
- Metergauge–1000 Mm; 2,4 M Width

Alstom Marseille Metro – Underframe - France

- Underframe production for 152 metro vehicles
- Delivery plan between June 2021 and February 2025
- Underframe production of 64 Tram cars of 30 meters length



Alstom Cologne Tram

- Roof, Sidewall and Cabin productions of 7 Trainset of EC1-IC-EC2 components productions (total 21 components)

Siemens Coach Train Bodies and Carbodies

- Via Rail, Brightline and Amtrak Coach Train Bodies and Sydney Metro Carbody.

MEMBERSHIPS AND PARTNERSHIPS

At Bozankaya Inc., our memberships and partnerships are instrumental in reinforcing our industry position and advancing our sustainability objectives. These strategic alliances foster the integration of innovative technologies and sustainable production practices while enabling the exchange of expertise and insights with leading organizations and think tanks. Through such collaborations, we not only drive economic growth and enhance competitiveness but also play a pioneering role in minimizing our environmental footprint and upholding our social responsibility commitments. By doing so, we strengthen our dedication to sustainable development principles and support our vision of creating a greener and more equitable future for all stakeholders.

At Bozankaya, we recognize the strategic importance of fostering close collaborations with universities. These partnerships allow us to combine academic knowledge with industry expertise, supporting our mission to drive innovation in sustainable transportation solutions. By engaging with research centers and academic experts, we gain access to the latest scientific advancements and incorporate them into our product development and operational processes.

Through joint research projects, internships, and training programs, we create opportunities for students and young professionals to apply their skills in real-life industrial contexts. This not only contributes to talent development but also helps Bozankaya cultivate a new generation of engineers and specialists who are equipped with the competencies required to address the challenges of sustainable mobility.

Our university partnerships also reinforce our commitment to social responsibility by bridging the gap between academia and industry. By sharing knowledge, supporting academic initiatives, and investing in research with long-term societal benefits, we strengthen our contribution to a greener, smarter, and more inclusive future. These collaborations are integral to ensuring that our growth is aligned with sustainable development principles while creating shared value 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)**



MEMBERSHIPS AND PARTNERSHIPS

Universities	Country
Fundació Institut de Recerca de l'Energia de Catalunya	Spain
Aalborg University	Denmark
Aarhus University	Denmark
Abdullah Gül University	Türkiye
Altınbaş University	Türkiye
Danish Technology Institute	Denmark
Eskişehir Technical University	Türkiye
Gaziantep University	Türkiye
Düzce University	Türkiye
Erciyes University	Türkiye
Gazi University	Türkiye
Harran University	Türkiye
Hitit University	Türkiye
Isparta College	Türkiye

Universities	Country
Instituto Sistemas Electrónicos de Castilla y León	Spain
İzmir Institute of Technology	Türkiye
Karabük University	Türkiye
Karlsruhe Institute of Technology	Germany
Luxembourg Institute of Science and Technology	Luxembourg
Marmara University	Türkiye
Munzur University	Türkiye
Middle East Technical University (METU)	Türkiye
Osmangazi University	Türkiye
Oulu University	Finland
Polytechnic University of Free Sciences	Türkiye

Universities	Country
Technical University of Sofia	Bulgaria
Technische Hochschule Ingolstadt	Germany
TOBB University of Economics and Technology	Türkiye
Toros University	Türkiye
Universidad Politécnica de Madrid	Spain
University of Twente	Netherlands
Université Polytechnique Hautes-Alpes	France
University of Canterbury	New Zealand
University of Strathclyde	United Kingdom
Yıldız Technical University	Türkiye
Universitat Politècnica de Catalunya (UPC)	Spain

BOZANKAYA'S GOVERNANCE MODEL

At the Heart of Sustainability: Governance,
Leadership, Responsibility

02



CORPORATE IDENTITY

Mission

To transform public transportation systems with innovative technologies and sustainable solutions. While shaping the future of mobility, conducting human and environment-oriented activities

Vision

To become a "World Brand" with our innovative and competitive products in the Public Transportation Sector.

Values

- ✓ Customer Orientation
- ✓ Innovation
- ✓ Social and Environmental Responsibility
- ✓ Quality
- ✓ Integrity and Transparency
- ✓ Continuous Improvement and Learning
- ✓ Safety
- ✓ Fairness and Equality



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.



INTEGRATED MANAGEMENT SYSTEM



You can follow the QR code for details

At Bozankaya, our Integrated Management System (IMS) policy reflects our commitment to producing rail systems and electric buses with full respect for the environment, human life, and occupational health and safety. Guided by internationally recognized standards such as ISO 9001, ISO 14001, ISO 45001, EN 3834 / EN 15085, EN 17460, ISO/IEC 27001, and ISO/TS 22163, we ensure that all our processes are managed systematically and in compliance with national and international regulations.

The outcomes of our IMS approach are evident in the way we manage resources, reduce environmental impacts, and foster a safe and inclusive workplace. We optimize the use of natural and energy resources, minimize waste across operations, and design products with a life-cycle perspective to reduce negative environmental effects. At the same time, we cultivate a sustainable health and safety culture, eliminate risks that may cause work accidents or occupational diseases, and provide a secure working environment for our employees. Through systematic risk management, information security practices, and continuous employee awareness programs, we safeguard the confidentiality, integrity, and availability of our information assets. These efforts not only enhance stakeholder satisfaction but also ensure that Bozankaya continues to deliver innovative, reliable, and environmentally responsible mobility solutions.



We prioritize product safety, continuous improvement, and preventive measures while embedding these principles into our corporate culture. With a strong focus on innovation and R&D, we work to maintain our leadership in the sector by aligning customer expectations with high-quality, sustainable solutions.



GOVERNANCE MECHANISM

At Bozankaya, our governance strategy is built on integrity, transparency, and accountability, ensuring that every decision we make reflects our long-term vision of sustainable growth. We operate with a governance framework that complies with international standards and local regulations, while prioritizing stakeholder trust and value creation. This approach allows us to integrate sustainability considerations into our core business model, aligning corporate objectives with environmental and social responsibilities.

Our management philosophy emphasizes participatory decision-making and inclusiveness. We encourage active involvement from employees at all levels, fostering a culture where ideas and feedback are valued. By maintaining open communication channels and embedding ethical principles into daily operations, we create a working environment that strengthens commitment, enhances employee engagement, and ensures alignment with Bozankaya's strategic goals.

Risk management forms a central pillar of our governance approach. We identify, assess, and mitigate risks across operational, financial, environmental, and social dimensions in a systematic manner. Through strong internal controls, compliance mechanisms, and continuous monitoring, we safeguard business continuity while proactively addressing emerging challenges such as climate change, resource scarcity, and technological disruption.



Our governance model also focuses on accountability towards stakeholders. We uphold fairness and equality in all our practices, respect human rights, and ensure adherence to occupational health, safety, and environmental standards. By integrating governance with sustainability, Bozankaya continues to demonstrate leadership in the transportation sector—delivering innovative, safe, and responsible mobility solutions that contribute to a greener and more equitable future.



BOARD OF DIRECTORS

The Board of Directors at Bozankaya Inc. is elected by the General Assembly, with no delegation of authority. In accordance with the principle of separation of powers, the roles of Chairman of the Board and General Manager are assigned to different individuals. This distinction ensures a clear division of responsibilities and balanced decision-making across the organization. Additionally, the General Manager serves as an executive member of the Board of Directors, contributing managerial expertise to the board’s strategic oversight.

Our Board of Directors consists of highly qualified members who are dedicated to enhancing the company’s value in an active and effective manner. At Bozankaya Inc., the Board determines corporate strategies by taking into account the expectations of all stakeholders and establishing a robust risk management framework in line with local regulations.

Currently, the Board of Directors is composed of five male members. One of our key objectives is to strengthen the board by increasing female representation, thereby fostering greater diversity and inclusivity in our governance structure. At present, the five members of our Board of Directors are:

BOARD MEMBERS	TOTAL EXPERIENCE / EDUCATION
Murat Bozankaya	43 years / Mechanical Engineer
Aytunç Günay	28 years / Industrial Engineer
Semih Uğurluel	20 years / Mechanical Engineer
Emrah Dal	17 years / Electrical Engineer
Tufan Özkan	29 years / Finance and Marketing

BOZANKAYA EXECUTIVES

Bozankaya's senior management plays a pivotal role in steering the company towards sustainable growth by integrating innovation, environmental responsibility, and social commitment into all business processes. Guided by principles of transparency, accountability, and inclusiveness, our leadership team ensures that strategic decisions align with stakeholder expectations and long-term sustainability objectives. By fostering a culture of continuous improvement and ethical governance, senior management drives operational excellence while strengthening Bozankaya's position as a pioneer in sustainable transportation solutions.

SENIOR MANAGEMENT MEMBERS	POSITION	TOTAL EXPERIENCE / EDUCATION
Aytunç Günay	CEO & General Manager	28 years / Industrial Engineer
Semih Uğurluel	COO & Deputy General Manager	20 years / Mechanical Engineer
Emrah Dal	CTO & Deputy General Manager	17 years / Electronics Engineer
Tufan Özkan	CCO & Deputy General Manager	29 years / Marketing and Finance
Faruk Öztürk	Group Director of Financial Affairs	26 years / Economics
Beril Alagil	Group Director of Quality	16 years / Industrial Engineer
Emre Öz	Group Director of Production	15 years / Physics
Durmuş Sağır	Group Director of Design	14 years / Mechanical Engineer
Faruk Emecen	Group Director of After Sales Services	13 years / Electrical and Electronics Engineer

BOARD OF DIRECTORS COMMITTEES

One of the key components of Bozankaya's governance structure is the presence of dedicated committees under the Board of Directors. Among these, the Social Compliance Committee and the Sustainability Committee play a central role in ensuring that ethical, environmental, and social considerations are fully integrated into our business practices. These committees provide oversight, set policies, and monitor performance to ensure compliance with both national and international standards while addressing the expectations of our stakeholders.

Through the activities of these committees, Bozankaya strengthens its governance framework by fostering accountability, transparency, and stakeholder trust. The Social Compliance Committee ensures adherence to labor rights, equality, and ethical standards across the organization, while the Sustainability Committee focuses on environmental stewardship, climate action, and long-term corporate responsibility goals. Together, these committees reinforce our commitment to responsible governance and enable us to pursue sustainable growth in line with our corporate values.

SOCIAL COMPLIANCE COMMITTEE ORGANIZATION CHART		
DEPARTMENT / POSITION	NAME	ROLE / TITLE
Committee Chair	Aytunç Günay	Chairman of the Board
Human Resources	Nurdan Baran	Member
Corporate Communications	Merve Özcan	Member
OHS Representative	Uğur Tunca	Member
Environmental Representative	Büşra Erdoğan	Member
Legal Representative	İrem İspir	Member
Employee Representative	Hacı İsmail Sucu	Member
Disciplinary Board	-	Subordinate Unit

At Bozankaya, the Social Compliance Committee is a vital element of our governance structure, established to ensure that ethical standards, labor rights, and social responsibility principles are fully embedded into our operations. The committee provides oversight on compliance with national and international regulations, monitors adherence to fair working practices, and supports the creation of a safe, inclusive, and equitable work environment. By doing so, it reinforces our commitment to respecting human rights and maintaining high standards of corporate ethics across all levels of the organization.

The outcomes of the Social Compliance Committee's work extend beyond compliance, contributing directly to stakeholder trust and long-term business sustainability. Its initiatives promote diversity and equality in the workplace, enhance employee engagement, and help identify and address potential social risks within the value chain. By aligning business practices with social responsibility goals, the committee not only strengthens Bozankaya's corporate reputation but also creates shared value for employees, partners, and society at large.

SUSTAINABILITY COMMITTEE

Formed in 2023, the Sustainability Committee is designed to convene at least twice a year and is composed of no fewer than five members. The committee plays a central role in advancing the company's sustainability performance by shaping the overall strategy and monitoring its implementation. Supporting this structure are four dedicated working groups—environmental, sustainable product, corporate governance, and social sustainability—which report directly to the committee.

These working groups are tasked with executing assignments delegated by the Sustainability Committee and assisting in the practical application of its decisions. By concentrating on areas that require specialized expertise, they ensure that the committee's objectives are met more effectively and efficiently, thereby strengthening Bozankaya's overall sustainability governance framework.

SUSTAINABILITY COMMITTEE ORGANIZATION TABLE		
CATEGORY	TEAM / FUNCTION	MEMBERS
CHAIRMANSHIP	Chairman	Aytunç Günay
	Deputy Chairman	Beril Alagil
	Committee Coordinator	Beril Alagil
	Working Groups Coordinator & Rapporteur	Büşra Erdoğan, Dilara Aydoğdu
ENVIRONMENTAL SUSTAINABILITY	Environmental Team	Emre Öz, Serhat Ayvaz, Büşra Erdoğan
	Production Team	Emre Öz, Alper Dağıstanlı
	Investment Team	Semih Uğurluel, Emre Öz
	Energy Team	Serhat Ayvaz, Büşra Erdoğan, Gökmen Akyüz
SOCIAL SUSTAINABILITY	Human Resources Team	Aytunç Günay, Nurdan Baran
	OHS Team	Semih Uğurluel, Emre Öz, Büşra Erdoğan
	Corporate Communication Team	Merve Özcan, Doğa Kızmaz
	Information Security Team	Ahmet Yaldir, Furkan Demirsaban
CORPORATE GOVERNANCE	Board of Directors	Aytunç Günay, Semih Uğurluel, Tufan Özkan, Emrah Dal
	Finance Team	Faruk Öztürk, Kıymet Patır
	Risk Management Team	Semih Uğurluel, Tufan Özkan, Emrah Dal, Beril Alagil
SUSTAINABLE PRODUCT	R&D Team	Emrah Dal, Durmuş Sarı, Erdiñç Yılmaz, Aslı Elidemir
	Sales Team	Tufan Özkan, Berk Avcı, Özgür Gülçat
	Purchasing Team	Cihat Gündüz, Erdem Kaya, Pelin Dünder, Fatma Akpınar
	Production Team	Emre Öz, Alper Dağıstanlı
	Investment Team	Semih Uğurluel, Emre Öz

SUSTAINABILITY MENTALITY

At Bozankaya, our sustainability strategy is built on a vision of creating innovative and environmentally friendly mobility solutions that serve both today’s needs and tomorrow’s challenges. Through the production of fully electric rail and bus systems, we aim to transform urban transportation and contribute to more livable cities and healthier communities. Our approach integrates environmental responsibility, social impact, and governance principles into every stage of our value chain. By combining engineering excellence with advanced technology, we deliver solutions that improve energy efficiency, reduce carbon emissions, minimize noise pollution, and optimize resource use. Sustainability is embedded throughout the entire product life cycle, from design to end-of-life, ensuring environmental management and continuous improvement.

The outcomes of this strategy extend beyond environmental benefits. We align our financial resilience, operational excellence, and innovative mindset with the goal of generating long-term societal value. By embedding diversity, inclusiveness, and equality into our business practices, we cultivate a corporate culture where every individual is respected and empowered. Our sustainability agenda is closely tied to the United Nations Sustainable Development Goals (SDGs), enabling us to contribute to solutions for global challenges such as climate change, resource depletion, biodiversity loss, and social inequality. We regularly monitor our performance through key indicators, undergo transparent audits, and adjust our policies in line with evolving regulations, scientific developments, and stakeholder expectations.

Bozankaya’s sustainability strategy also prioritizes concrete actions to enhance efficiency and responsibility across operations. These include adopting international ethical standards on human rights, fair wages, workplace safety, and gender balance; enforcing a zero-tolerance policy against corruption, discrimination, harassment, and child labor; and promoting compliance across the entire supply chain. We are committed to lowering our carbon footprint by shifting to energy-efficient production, increasing recycling and waste reduction, and restructuring operations in line with our zero-waste goals. Renewable energy integration, digitalization-driven efficiency, and optimized resource management are key drivers of this transformation. By strengthening these initiatives, Bozankaya positions itself not only as a manufacturer but also as a partner shaping the cities of the future.

Ultimately, our sustainability strategy ensures that growth is achieved in harmony with society and the environment. By supporting local projects and programs for youth, women, and disadvantaged groups, we contribute to education, employment, equality, and quality of life. With this comprehensive approach, Bozankaya sets new standards in the transportation sector, combining innovation, quality, and social responsibility to lead the way towards a greener, fairer, and more sustainable future.



MATERIALITY STUDIES

At Bozankaya Inc., sustainability is at the core of our sectoral approach, guiding us in creating long-term value. An essential element of our Corporate Sustainability Strategy is the materiality analysis, through which we engage diverse stakeholder groups and address their sustainability expectations. To determine our priority areas, we carry out comprehensive assessments aligned with the United Nations Sustainable Development Goals, the European Green Deal, and evolving industry trends. This process ensures that our initiatives remain relevant and responsive to the needs of our stakeholders.

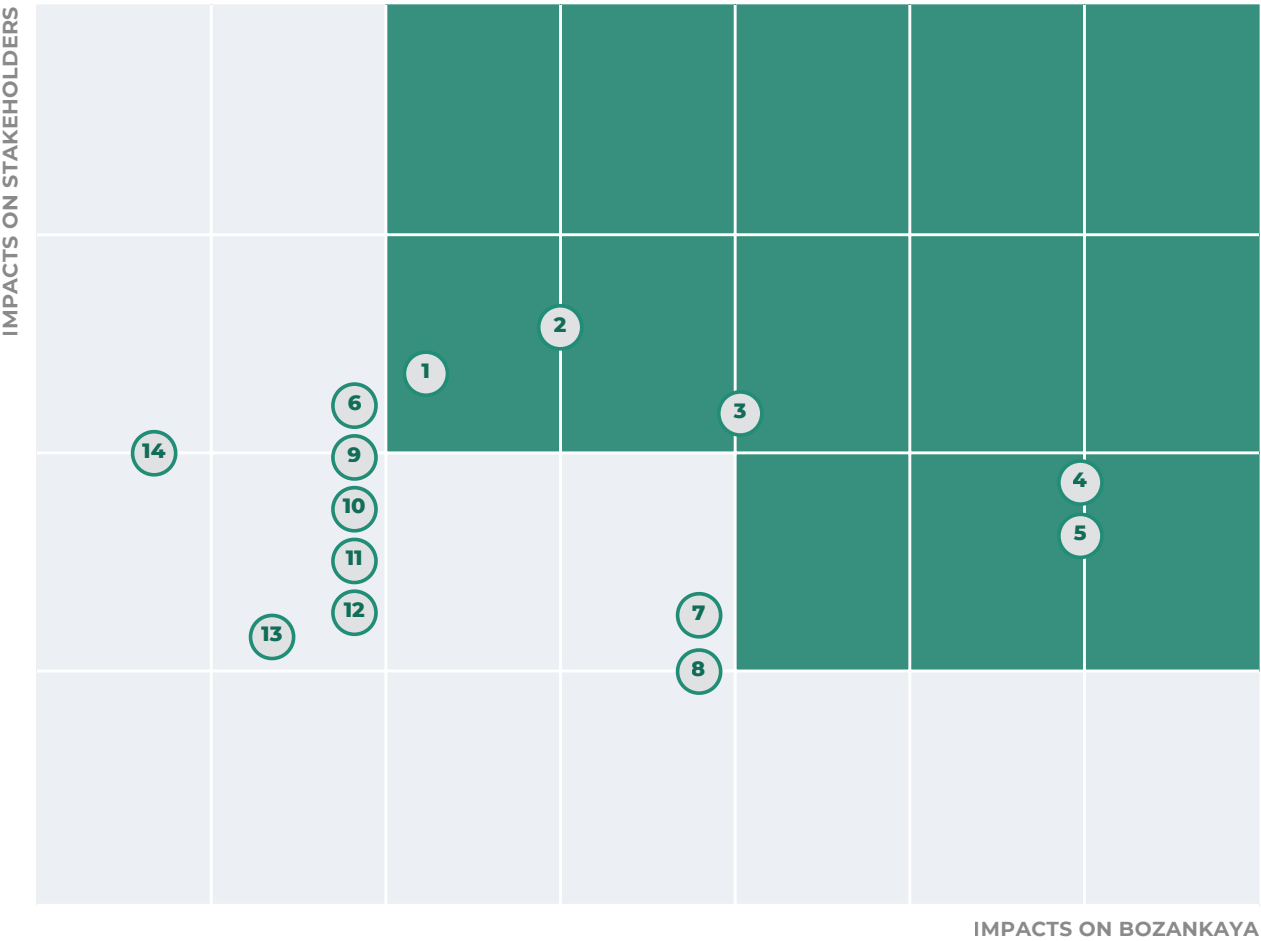
Our stakeholders include employees, customers, suppliers, business partners, investors, and shareholders. In order to strengthen inclusivity and fairness, we conducted an anonymous stakeholder survey at the end of 2023, gathering valuable insights that directly influenced the shaping of our sustainability strategy. By identifying material topics through the evaluation of global developments, sectoral dynamics, and sustainability indices, we establish a forward-looking framework. Our strategy reflects the dynamic nature of our company and our commitment to aligning with stakeholder perspectives. In doing so, we aim to deliver positive impacts on society and industry while creating enduring value for the future.

In 2024, we continued to monitor our sustainability goals and framework with the guidance of the materiality survey conducted in 2023. Our goal is to create a sustainable value for materiality studies.



MATERIALITY MATRIX

Following the materiality analysis, we developed our materiality matrix. The matrix presents material topics across two axes: the X-axis reflects their impact on Bozankaya Inc., while the Y-axis represents their significance for external stakeholders. This matrix encapsulates our overall sustainability strategy and serves as the foundation upon which our sustainability goals are defined.



HIGH MATERIAL TOPICS	
1	Product Design & Lifecycle Management
2	Energy Management (Energy Consumption, Electricity Generation)
3	Product Quality & Recall Management
4	Corporate Governance
5	Sustainable Finance, Financial Stability & Systematic Risk
MATERIAL TOPICS	
6	Low Carbon Strategy (Emission)
7	Labor Practice Indicators and Practices
8	Diversity and Equal Opportunity (Women Empowerment)
9	Occupational Health & Safety
10	Recycling Strategy
11	Climate Change Adaptation Strategy
12	Operational Eco-Efficiency
13	Human Rights, Social Integration & Regeneration
14	Innovation Management (Automation)

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



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.

Sustainable Development Goals (SDGs) Progress

Bozankaya is committed to aligning its business practices with the United Nations Sustainable Development Goals (SDGs), integrating these global priorities into its corporate sustainability strategy. By focusing on areas such as sustainable cities and communities, affordable and clean energy, climate action, decent work and economic growth, and industry innovation and infrastructure, we ensure that our operations contribute meaningfully to both local and global development. Through innovative mobility solutions, responsible resource management, and socially inclusive practices, Bozankaya supports the achievement of the SDGs while driving long-term value creation for all stakeholders.



RELATED SDG	SDG TITLE	BOZANKAYA MATERIAL TOPIC	RELATED SDG	SDG EXPLANATION	BOZANKAYA MATERIAL TOPIC
	SDG 3.8 Universal Health Coverage SDG 3.9 Reducing Deaths and Illnesses from Hazardous Chemicals and Pollution	Occupational Health & Safety		SDG 11.2 Accessible and Sustainable Transport Systems SDG 11.6 Reducing Environmental Impacts of Cities	Product Design and Lifecycle Management
	SDG 5.1 End Discrimination Against Women and Girls Everywhere SDG 5.2 Eliminate Violence Against Women and Girls SDG 5.5 Ensure Women's Full Participation and Equal Opportunities for Leadership	Labor Practice Indicators and Practices Diversity and Equal Opportunity (Women Empowerment)		SDG 12.1 Implement the 10-Year Framework of Sustainable Consumption and Production SDG 12.2 Sustainable Management and Efficient Use of Natural Resources SDG 12.4 Environmentally Sound Management of Chemicals and Waste SDG 12.5 Substantially Reduce Waste Generation SDG 12.7 Promote Sustainable Procurement Practices	Recycling Strategy Product Design and Lifecycle Management Climate Change Adaptation Strategy
	SDG 7.2 Increase the Share of Renewable Energy SDG 7.A Promote Investment in Clean Energy Technologies	Energy Management Climate Change Adaptation Low Carbon Strategy			
	SDG 8.2 Achieve Higher Economic Productivity Through Innovation SDG 8.4 Improve Global Resource Efficiency in Consumption and Production	Product Design and Lifecycle Management Product Quality and Recycling Management		SDG 13.1 Strengthen Resilience and Adaptive Capacity to Climate-Related Hazards	Low Carbon Strategy Climate Change Adaptation
	SDG 9.1 Develop Sustainable and Resilient Infrastructure SDG 9.4 Upgrade Infrastructure and Retrofit Industries for Clean Technologies SDG 9.5 Enhance Research and Technology Development	Energy Management Low Carbon Strategy		SDG 16.1 Reduce All Forms of Violence SDG 16.5 Substantially Reduce Corruption and Bribery SDG 16.6 Develop Effective, Accountable and Transparent Institutions	Human Rights, Social Integration and Regeneration
	SDG 10.3 Ensure Equal Opportunity and Reduce Inequalities	Corporate Governance		SDG 17.16 Enhance the Global Partnership for Sustainable Development SDG 17.17 Encourage Effective Public, Public-Private and Civil Society Partnerships	Sustainable Finance, Financial Stability & Systematic Risk Corporate Governance

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	 Energy Management	ISO 50001 Certification	2023	-	2026	Certification to be obtained	In progress		ISO 50001 certification training sessions have been planned. It is scheduled to be obtained in 2025.
		Increase in Renewable Energy Investments	2023	1.6 MW	2026	4.1 MW	In progress		Will be completed with the construction of the new factory.
	 Carbon Management	Reduction of Carbon Emissions	2023	-	2030	42%	In progress		
	 Water Management	Annual Water Consumption (m³)/Employee	2023	28.5	2024	27	29.11		Completed for 2024. Monitoring continues in 2025.
		Annual Hazardous Waste Amount (kg)/Produced Vehicle (kg)	2023	0.4	2024	0.38	0.054		Completed for 2024. Monitoring continues in 2025.

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	     Product Quality and Customer Welfare	Providing Sustainability Training to Suppliers	2023	-	2030	50%	In progress		A training presentation is planned to be prepared for 2025.
		Requiring Suppliers to Have ISO 14001 or Equivalent Certification	2023	40%	2030	>60%	In progress		Work initiated in 2025.
		Adding Sustainability-Related Goals to Supplier Onboarding Forms	2023	-	2024	-	Completed		Sustainability-related questions were added to the Supplier Audit Questionnaire. Supplier performance is evaluated accordingly.
		Vehicle Weight Reduction Target	2023	-	2026	3%	In progress		Studies are ongoing, the design department will share results.
		Increasing Digitalization Projects	2023	6	2026	8	In progress		As of 2025, the transition processes to M-files and Hana have been initiated.
		Working with Local Suppliers	2023	60%	2030	70%	In progress		

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	 Packaging Management	Increasing the Percentage of Recyclable Materials in Products	2023	55%	2030	>60%	In progress		
		Providing training on stress management methods in the workplace	2023	-	2026	50%	In progress		-
	 Occupational Health and Safety	Conducting health and well-being webinars at Bozankaya	2023	-	2025	5 sessions/year	3 sessions/year		3 webinars/on-site trainings were held.
		Discount agreement for online psychological support	2023	-	2025	Agreement to be made	Agreement made		Agreement concluded.
		Conducting annual awareness trainings on occupational diseases (for Painting, Assembly, Welding, and White-collar employees separately once a year with practical sessions)	2023	-	2026	>50%	60%		Included in the 2025 Training Plan.

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	 Occupational Health and Safety	Providing training on stress management methods in the workplace	2023	-	2026	50%	In progress		-
		Conducting health and well-being webinars at Bozankaya	2023	-	2025	5 sessions/year	3 sessions/year		3 webinars/on-site trainings were held.
		Discount agreement for online psychological support	2023	-	2025	Agreement to be made	Agreement made		Agreement concluded.
		Conducting annual awareness trainings on occupational diseases (for Painting, Assembly, Welding, and White-collar employees separately once a year with practical sessions)	2023	-	2026	>50%	60%		Included in the 2025 Training Plan.

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	 Working Conditions and Employee Engagement	Preparing a procedure for open-door meetings and ensuring requests are addressed within 15 days	2023	-	2025	System implementation	Not implemented		Not yet implemented.
		Restarting "Conversation Club" activities to help employees practice English	2023	-	2026	System implementation	In progress		-
		Providing sustainability training to employees	2023	-	2026	50%	Training provided during orientation		Included in the training plan.
		Granting birthday leave to white-collar employees	2023	-	2025	1	1 day of annual leave practice initiated		Implemented.

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
 	 Equality	Having at least one female executive on the Board of Directors	2023	-	2030	100%	In progress		-
		Increasing the ratio of employees with disabilities above 3.1%	2023	3%	2026	>3.1%	3.05%		-
	 Ethics	Providing anti-bribery, anti-corruption, and mobbing awareness trainings, and ensuring the use of the ethics hotline (external and/or internal training)	2023	-	2026	>50%	In progress		Included in the 2025 Training Plan.
	 Policy	Green Procurement Policy	2023	-	2025	Integration	Green Procurement Policy has been prepared and published.		Completed.

SUSTAINABILITY GOALS

ENVIRONMENTAL SUSTAINABILITY									
Related SDG	Topic	Metric	Base Year	Base Year Data	Target Year	Target	2024 Actual	Status	Explanation
	 Reporting	Publishing an annual sustainability report	2023	-	2024	System implementation	Annual report under preparation		Work on the 2024 report has started.
	 Sustainability Governance	Establishment of the Audit Committee	2023	-	2026	System implementation	In progress		Sustainability committee has been defined.
		Inclusion of a member from the Sustainability Committee in the Audit Committee	2023	-	2026	50%	In progress		-
	 Partnerships	Collaborating with NGOs (Protocol signed with PRF - Public Research Foundation)	2023	3	2026	5	In progress		-

CORPORATE RISK MANAGEMENT



At Bozankaya, risk management is a **fundamental component of our sustainability framework**, ensuring that potential threats and opportunities are systematically identified, assessed, and addressed across all operations.

Guided by our Risk and Opportunity Identification Procedure, we apply structured methodologies such as FMEA (Failure Modes and Effects Analysis) and HARA (Hazard and Risk Assessment) to evaluate processes, products, equipment, and systems. This approach allows us to measure the severity, likelihood, and detectability of potential risks, prioritize them through a calculated Risk Priority Number (RPN), and implement timely corrective and preventive measures. By doing so, we not only safeguard business continuity but also strengthen our resilience in the face of environmental, operational, and market challenges.

Our risk management system is deeply integrated with international standards, including ISO 9001, ISO 14001, ISO 45001, ISO 27001, and ISO/TS 22163, ensuring alignment with global best practices. Each risk analysis is carried out by cross-functional teams, ensuring that expertise and diverse perspectives inform every evaluation. Once risks are identified, they are categorized under response strategies such as avoidance, transfer, mitigation, or acceptance, with final approval overseen by senior management. In addition to risks, opportunities are also systematically assessed during these processes, allowing Bozankaya to identify areas for efficiency gains, innovation, and quality improvements. This dual perspective ensures that risk management becomes not just a protective mechanism but also a driver of growth and innovation.



The outcomes of this structured approach are evident in improved process reliability, enhanced product safety, and greater stakeholder confidence. By reducing the likelihood of errors and ensuring compliance with both regulatory and customer requirements, we protect our reputation and maintain strong market competitiveness. Continuous monitoring, periodic reviews, and internal audits guarantee that our risk analyses remain up to date with evolving business conditions and technological advancements.

In this way, Bozankaya's risk management system contributes directly to our sustainability strategy—balancing operational excellence with environmental responsibility and social accountability.

BUSINESS ETHICS AND ETHICAL CODES

Business ethics forms a cornerstone of sustainable corporate governance and is of vital importance to our company. At Bozankaya Inc., we ensure that our employees operate in a safe and sustainable working environment. We are dedicated to upholding ethical principles across all our activities and maintaining the highest standards of integrity. Accordingly, business ethics is embedded as a fundamental element of our operations. To support this commitment, the Bozankaya Business Ethics Handbook serves as a key reference, guiding the implementation of our ethical practices.

At Bozankaya, business ethics is regarded as one of the most important pillars of sustainable corporate governance.



Our ethical culture is shaped by the principles of honesty, transparency, accountability, and respect for human rights, which are reflected in both our Business Ethics Handbook and Social Responsibility Handbook. These documents define the responsibilities of all employees and managers in creating a fair, inclusive, and responsible workplace. They cover areas such as equal employment opportunities, prohibition of child and forced labor, compliance with laws and international standards, prevention of corruption and bribery, as well as environmental and social responsibility practices.

Employees are expected to embody these values in their daily conduct, ensuring integrity and fairness in all interactions with colleagues, customers, suppliers, and public authorities. To reinforce this, managers at every level are required to act as role models, fostering open communication, supporting employees in raising concerns, and promoting a workplace culture based on trust and fairness. The Business Ethics Handbook provides clear mechanisms—such as the dedicated ethics reporting line—for employees to report potential ethical violations confidentially and without fear of retaliation. This mechanism ensures that concerns are addressed swiftly, fairly, and in compliance with both company policy and legal requirements.

The Social Responsibility Handbook complements these practices by linking ethical conduct with the company's broader responsibility to society and the environment. It highlights the expectation that all employees demonstrate respect for diversity, cultural differences, and equality in the workplace. Moreover, it encourages proactive contributions to environmental protection, community development, and sustainable growth. These principles strengthen Bozankaya's role as not only a transportation solutions provider but also a socially responsible corporate citizen.

To safeguard these values, the Disciplinary Board Regulation establishes a transparent framework for addressing breaches of business ethics and company policies. The Disciplinary Board, which includes representatives of both employees and employers, operates with impartiality and fairness. It reviews reported cases, ensures employees' right to defense, and applies sanctions ranging from warnings to dismissal where necessary. This system guarantees that ethical principles are not only aspirational but also enforced through a fair and consistent process, thereby protecting workplace harmony and organizational integrity.

Together, these mechanisms create a strong ethical culture at Bozankaya, where compliance, accountability, and responsibility are embedded into daily operations. The integration of handbooks, awareness programs, and disciplinary systems ensures that ethical standards are not only communicated but also actively practiced. As a result, Bozankaya strengthens trust among employees, customers, investors, and society at large, enhancing its reputation as a responsible company. This robust ethical culture contributes directly to long-term sustainability by ensuring that growth and innovation are achieved in harmony with social values and stakeholder expectations.



STAKEHOLDER CAPITALISATION

At Bozankaya, stakeholder engagement is recognized as a vital element of our sustainability journey. We acknowledge that our long-term success depends on building strong, transparent, and trust-based relationships with employees, customers, suppliers, investors, business partners, and the wider community. By engaging stakeholders in open dialogue, we ensure that their expectations, concerns, and insights are incorporated into our decision-making processes. This approach not only enhances accountability but also strengthens our ability to create shared value across the entire value chain.**Effective stakeholder communication allows us to align our sustainability strategy with the needs of society and the environment.**

Through surveys, meetings, and collaborative initiatives, we regularly gather feedback to improve our products, processes, and social responsibility practices. By maintaining continuous and inclusive communication channels, Bozankaya ensures that stakeholder voices are heard and respected, thereby reinforcing our commitment to transparency, responsible governance, and sustainable growth.

Stakeholder Engagement Plan

Employees

Our employees are the foundation of Bozankaya’s success, and their well-being and professional growth are central to our sustainability vision. We place strong emphasis on providing a safe, equitable, and inclusive workplace while continuously advancing occupational health and safety standards. Our corporate culture is shaped by a focus on sustainability and quality, encouraging employees to actively contribute to these shared values. By supporting career development, fostering skill enhancement, and creating long-term growth opportunities, we aim to strengthen employee engagement and loyalty while ensuring their success alongside that of the company.



Customers

Our customers are key stakeholders who directly benefit from our innovative and sustainable solutions. Through the production of electric buses and rail system vehicles, we address their demand for environmentally friendly and energy-efficient transportation options. Earning their trust, delivering superior-quality products, and ensuring the timely completion of projects remain central commitments within our operations.

Suppliers

Establishing long-term, trust-based partnerships with our suppliers is essential to ensuring the continuity and efficiency of our production processes. Our collaborations are guided by adherence to sustainability standards, a commitment to reducing environmental impacts, and the promotion of ethical business practices throughout the supply chain.



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.

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 auditing bodies are key stakeholders that confirm our production and design processes meet both national and international standards. Working with these organizations drives the continuous improvement of our quality management systems and reinforces our commitment to transparency, reliability, and accountability in all 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.



Non-Governmental Organizations (NGOs)



Our collaborations with non-governmental organizations form an important pillar of our social sustainability initiatives. Alongside delivering environmentally friendly transportation solutions, we work with NGOs that share our commitment to social and environmental responsibility. These partnerships create valuable opportunities to expand the positive 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

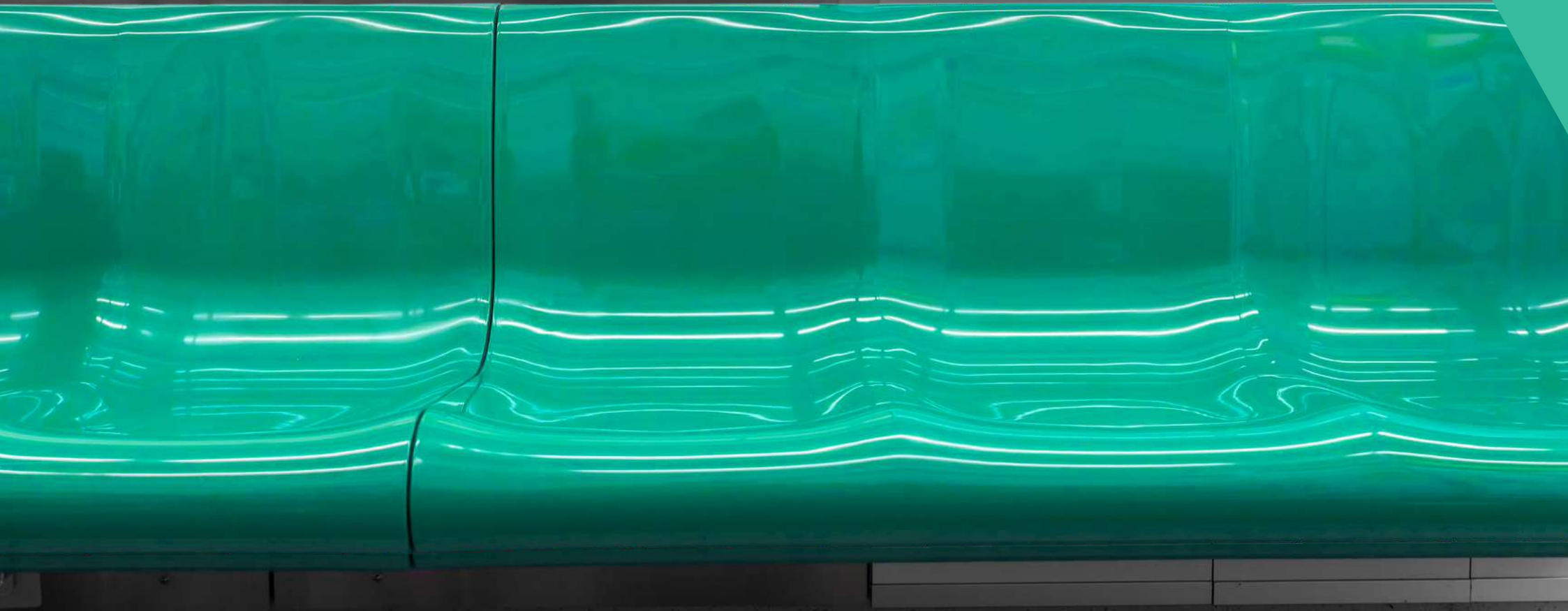
Partnerships with universities and academic institutions are integral to the success of our R&D initiatives. By leveraging scientific research, developing joint projects, and offering students internship and career opportunities, we foster innovation and promote continuous learning within our industry.



ENVIRONMENTAL SUSTAINABILITY

Guided by our commitment to sustainability, we are creating a better tomorrow.

03



ENVIRONMENTAL MANAGEMENT

At Bozankaya Inc., we recognize the critical role of natural resources in our operations and continuously monitor our environmental performance to minimize our ecological footprint. We regularly review and refine our business practices to further strengthen our environmental stewardship. By evaluating each process in detail, we place environmental responsibility at the core of our company culture. Our key focus areas in environmental sustainability include:

- Emission Management
- Energy Management
- Water and Wastewater Management
- Waste Management
- Biodiversity



Environmental Dimensions

At Bozankaya, we systematically identify and evaluate the environmental aspects of our activities, products, and services to minimize negative impacts and strengthen our sustainability performance.

In line with our Environmental Management System, we assess all potential environmental aspects—including energy and water use, material handling, packaging, transportation, product design and disposal, emissions, noise, and waste management—under both normal operating conditions and potential emergency scenarios.

By applying risk-based evaluation methods, we determine the significance of each aspect and define targeted measures to prevent pollution, reduce resource consumption, and ensure compliance with environmental legislation.

These assessments form the basis of our environmental objectives and action plans, ensuring that our strategy focuses on the most significant environmental risks and opportunities. By regularly reviewing environmental aspects in cases such as new product development, technological changes, incidents, or stakeholder feedback, we maintain a dynamic approach. This systematic evaluation not only minimizes risks like air, water, and soil pollution but also enhances resource efficiency and operational sustainability.



As a result, Bozankaya reinforces its commitment to environmental stewardship while creating long-term value for stakeholders and contributing to a cleaner, safer future.

ISO 14001 Environmental Management System

Bozankaya holds the ISO 14001 Environmental Management System certification, which demonstrates our strong commitment to systematic and responsible environmental management. This internationally recognized standard enables us to identify, monitor, and control the environmental impacts of our operations in a structured way. By integrating ISO 14001 principles into our daily practices, we ensure compliance with legal requirements, reduce risks, and strengthen our ability to prevent pollution and minimize the environmental footprint of our products and processes.

The adoption of ISO 14001 has enhanced our sustainability performance by embedding continuous improvement into our environmental management practices. It provides a framework for setting measurable objectives on emissions reduction, energy and water efficiency, waste management, and resource optimization. Moreover, it supports transparent reporting and accountability, strengthening the trust of our stakeholders. Through this certification, Bozankaya not only ensures operational excellence but also reinforces its long-term vision of delivering innovative, eco-friendly mobility solutions for future generations.



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.



EMISSION MANAGEMENT



At Bozankaya, we recognize the critical importance of monitoring and managing greenhouse gas emissions as part of our environmental responsibilities. Regular measurement of Scope 1 and Scope 2 emissions enables us to evaluate the direct impacts of our operations, including stationary and mobile combustion, as well as indirect emissions from electricity consumption. These assessments provide the foundation for our emission reduction strategy and guide us in setting realistic and science-based targets in line with international frameworks.

As part of our carbon reduction roadmap, Bozankaya selected Reduction Scenario 1 to achieve a 42% reduction in Scope 1 and Scope 2 emissions by 2030, using 2022 as the base year. This scenario requires an average annual reduction of 5.25%, positioning the company in line with the 1.5°C target ambition of the Science Based Targets initiative (SBTi). Through this roadmap, we aim not only to minimize our carbon footprint but also to ensure compliance with global climate commitments and strengthen our competitive standing in the transportation sector.

The selected pathway under Reduction Scenario includes several key actions, most notably the expansion of renewable energy use through rooftop solar power investments. By fully utilizing the existing 1.6 MW rooftop solar plant and installing an additional 2.5 MW system in 2026, Bozankaya will significantly reduce its reliance on grid electricity. In parallel, energy efficiency measures, such as replacing less efficient fan motors with higher-efficiency alternatives, will contribute additional emission savings. Together, these initiatives are projected to deliver cumulative reductions of approximately 5,816 tCO₂e by 2030 under Reduction Scenario.



The roadmap also emphasizes the role of green electricity certification (I-REC) in ensuring that our energy consumption is fully aligned with renewable sources. Combining renewable energy integration with energy efficiency upgrades allows Bozankaya to mitigate risks associated with carbon regulations, reduce operational costs in the long term, and reinforce its reputation as a sustainability leader. The outcomes of Reduction Scenario demonstrate our distinct approach to decarbonization and our commitment to meeting stakeholder expectations through measurable, transparent progress.

In addition to carbon management, Bozankaya conducts regular flue gas measurements to monitor and control air pollutant parameters. Particular attention is given to reducing emissions such as NOx, SOx, CO, and particulate matter, ensuring compliance with national and international air quality standards. **By investing in cleaner technologies and continuously improving emission control systems, we minimize our environmental footprint while protecting the health and well-being of both our employees and the communities in which we operate.**



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.



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.

ENERGY EFFICIENCY PRACTICES

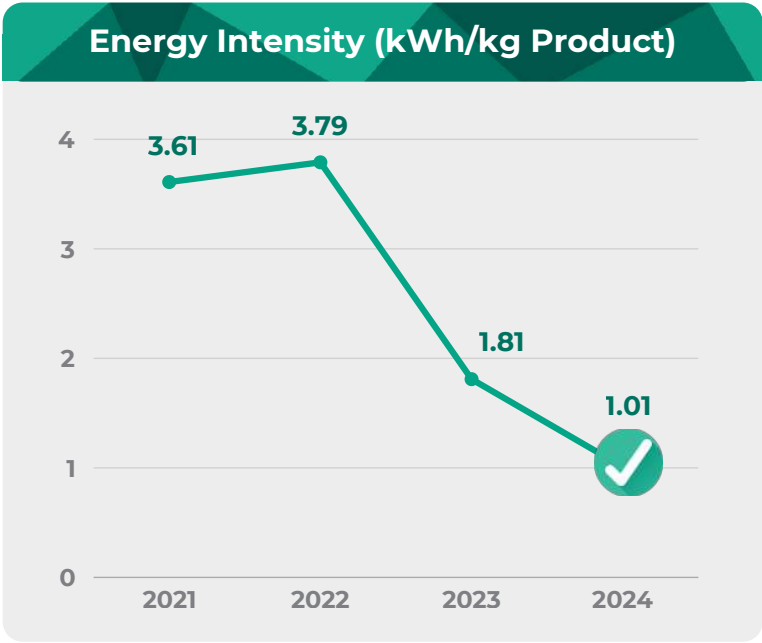
At Bozankaya, energy efficiency is a cornerstone of our sustainability strategy, directly supporting both environmental responsibility and operational excellence. We continuously monitor and optimize our energy use across all processes, focusing on reducing consumption, increasing efficiency, and integrating renewable energy sources. By adopting innovative technologies and implementing energy-saving practices, we not only lower our carbon footprint but also enhance cost efficiency, resilience, and long-term competitiveness in the transportation sector.

Energy Management System

Bozankaya is planning to establish its Energy Management System in line with ISO 50001:2018 in 2026, with the goal of using energy resources efficiently, continuously improving energy performance, and reducing environmental impacts. This policy applies to all our facilities, employees, contractors, and suppliers, ensuring that energy efficiency and sustainability principles are integrated into every stage of our operations. Through active staff participation and strong senior management leadership, the policy helps us link energy performance with our long-term sustainability goals.

Key Outcomes of the Policy:

- Continuous improvement of energy performance through measurable indicators and reference baselines
- Full compliance with national and international regulations, standards, and customer requirements
- Energy efficiency integrated into new facility design, equipment procurement, and process planning
- Employee awareness and participation enhanced through training and engagement programs
- Provision of necessary technical, financial, and organizational resources by senior management
- Integration of energy management with climate goals, reducing greenhouse gas emissions and carbon footprint
- Systematic analysis of energy-related risks and opportunities, embedded into strategic planning
- Promotion of sustainable procurement practices and supplier engagement in energy efficiency
- Transparent monitoring and reporting of energy performance to stakeholders



EFFECTIVE WATER USAGE

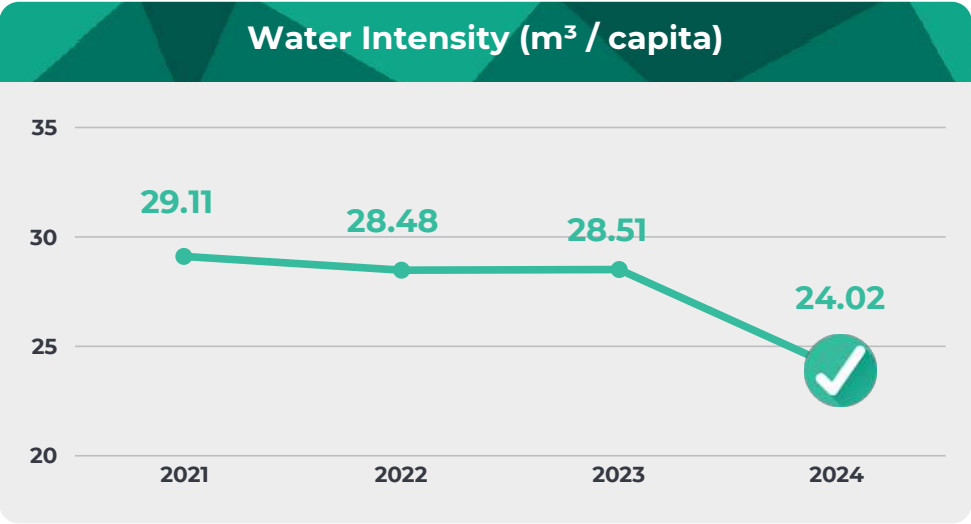
At Bozankaya Inc., water and wastewater management are among our top environmental priorities, addressed through both current initiatives and forward-looking plans. Effective management of these resources is essential to safeguarding natural water reserves and protecting environmental health. Our approach focuses on efficient water use, preventing pollution, and ensuring the safe treatment of wastewater.



Sustainable water management is central to preserving resources for future generations while maintaining a clean and healthy environment. It also supports the fair allocation of water across different sectors—including industry, agriculture, and energy—ensuring accessibility for all. By preventing overuse, contamination, and depletion, this approach helps protect ecosystems, strengthens resilience, and enhances community well-being.

Our processes relies on water consumption, and in our factory there is a water test area that tests our products' water resillience. In 2024, approximately 50% of our water consumption is generated in this area, and this consumed water is considered as wastewater and discharged according to the regulations. Our aim is to increase water efficiency and reduce the water consumption.

We acknowledge that water resources are limited and that water scarcity poses significant challenges to life. For this reason, we maintain a responsible and sustainable approach to water management, aligned with the United Nations Sustainable Development Goal 6: Clean Water and Sanitation. At Bozankaya, our objective is to keep our water intensity levels stable, even as our production capacity continues to grow year by year.



ROAD TO ZERO WASTE

At Bozankaya, waste management is considered a vital component of our environmental responsibility. We are committed to minimizing the amount of waste generated in our operations, ensuring proper segregation, recycling, and safe disposal practices in compliance with national and international standards. By continuously monitoring our waste streams, we aim to reduce environmental impacts, improve resource efficiency, and uphold our responsibility to both society and the environment.

Our approach to waste management is guided by a circular economy mindset, where waste is not viewed as an end product but as a resource to be reintegrated into the value chain. Through recycling initiatives, reuse of materials, and process optimization, we extend the lifecycle of resources and reduce dependence on raw materials. This approach not only supports our sustainability goals but also strengthens our contribution to building a low-carbon, resource-efficient economy that benefits both present and future generations.



Compliance with Regulations

As Bozankaya, we comply with the local legislations and applications for our wastes and our waste management system is integrated. Our company owns a base level Zero Waste Certificate, which is the proof of our waste management efforts.

Also, we are defining our wastes that are generated from our processes in the MOTAT system, and we are in collaboration with the local authorities to discharge our hazardous and non hazardous wastes.

In Bozankaya, we strive great importance to waste management, and our ultimate goal is to achieve the zero waste standart.



Waste Management Trainings

At Bozankaya, we provide our employees with regular waste management training, including dedicated sessions during orientation programs. These trainings are designed to ensure that every employee, from the beginning of their journey at our company, is fully aware of their responsibilities in managing waste properly and contributing to our sustainability goals. By embedding this knowledge into our organizational culture, we strengthen our collective commitment to environmental stewardship.

The outcomes of these trainings are reflected in the company's improved waste segregation practices, increased recycling rates, and reduced overall waste generation. Employees gain practical knowledge on minimizing waste at the source, reusing materials where possible, and adhering to legal and environmental standards for safe disposal. This not only enhances operational efficiency but also fosters a sense of ownership and accountability among our workforce in driving sustainable practices forward.

Through these efforts, Bozankaya demonstrates how employee awareness and active participation are essential in achieving our circular economy and waste management objectives. By investing in education and continuous improvement, we create a workplace culture where sustainability is embraced at every level, ensuring long-term positive impacts for both the company and the environment.



BIODIVERSITY

At Bozankaya Inc., we place sustainability at the center of our business strategy, and protecting biodiversity is one of the key dimensions of this responsibility. We carefully follow sustainability principles to reduce our ecological footprint, preserve natural resources, and prevent any irreversible harm to ecosystems. By conducting detailed environmental impact assessments, we evaluate how our projects and operations interact with biodiversity and implement targeted measures to mitigate potential risks. This proactive approach ensures that our activities are compatible with environmental balance and long-term ecological resilience.

Respecting and protecting the natural environment in which we operate is an integral part of our corporate culture. We design our practices to not only minimize negative impacts but also to actively support biodiversity. This includes adopting sustainable production methods, implementing habitat-friendly designs in our transport solutions, and supporting reforestation and conservation projects in collaboration with local communities and organizations. By integrating biodiversity considerations into our daily operations, we demonstrate our commitment to safeguarding ecosystems.



Our efforts go beyond compliance and are focused on generating positive outcomes for nature. We actively contribute to maintaining ecological balance by reducing pollution, conserving water and soil resources, and supporting the restoration of degraded habitats. We also work to raise awareness among our employees and stakeholders about the importance of biodiversity, encouraging them to take part in initiatives that protect natural habitats. These actions strengthen our role as a responsible company that contributes to both environmental sustainability and community well-being.

Ultimately, we understand that a healthy and thriving ecosystem is indispensable for the well-being of society, the resilience of our business, and the future of our planet. At Bozankaya, we take this responsibility seriously, recognizing that biodiversity is not only a global concern but also a local priority that directly shapes the quality of life for present and future generations. Through our biodiversity-focused initiatives, we aim to create lasting value while ensuring that our growth and innovation align with the principles of harmony with nature.

SUSTAINABLE PRODUCTS & QUALITY

Sustainable product management empowers our commitment to a better, greener world.

04



QUALITY APPROACH

At Bozankaya, we embrace a comprehensive Quality Management System (QMS) that governs all our operations, from design to production, sales, and after-sales processes for electric buses and rail system vehicles. Our QMS is built in alignment with internationally recognized standards, ensuring that every activity is carried out systematically and with a strong focus on continuous improvement. The system integrates quality objectives into all departments—including production, procurement, logistics, human resources, technical operations, finance, IT, and administration—and ensures that each unit contributes to our overall mission and vision.

Waste Management Trainings

- ISO 9001 Quality Management System
- ISO/TS 22163 (IRIS) Rail Industry Quality Management System
- ISO 14001 Environmental Management System
- ISO 45001 Occupational Health and Safety Management System
- ISO/IEC 27001 Information Security Management System
- ISO 3834 / EN 15085 Welding Quality Management System
- EN 17460 Adhesive Bonding Standard

Our quality culture is rooted in the principles of customer satisfaction, risk-based thinking, and proactive improvement. Risks and opportunities are systematically identified using methodologies such as FMEA, and performance targets are regularly reviewed and updated. Quality awareness is strengthened through orientation and internal training programs, while process performance is monitored using key performance indicators (KPIs) and evaluated in management review meetings. Lessons learned from audits, inspections, and customer feedback are incorporated back into the system to prevent the recurrence of errors and to preserve organizational knowledge.

The effectiveness of our QMS is ensured through regular internal and external audits, supported by strong senior management leadership and cross-functional collaboration. This structured approach reduces the cost of non-quality, enhances operational efficiency, and reinforces the trust of our stakeholders. By embedding quality into every stage of our value chain, Bozankaya safeguards its reputation as a reliable and innovative mobility solutions provider, while contributing to the long-term sustainability of the transportation sector.

Quality Trainings

At Bozankaya Inc., we value our Quality Management System, and we see our employees and stakeholders as a vital element of our management system. We conduct regular Quality Trainings to our employees in order to raise awareness of our quality management approach, and to increase our process quality.



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.

INNOVATION STUDIES AND DIGITALISATION

At Bozankaya Inc., innovation stands at the core of our corporate strategy, driving our transformation towards sustainable and future-ready mobility solutions. By embedding sustainability principles into our innovation agenda, we develop products and technologies that minimize environmental impact while strengthening our competitive position in the global market. Innovation enables us to create value through cleaner, smarter, and more efficient transportation systems that contribute to a low-carbon future.

We view innovation as a shared responsibility and a key enabler of sustainable mobility. Our approach combines technological advancements with digitalization to enhance operational efficiency and optimize resource use. This integration not only accelerates our progress toward sustainability goals but also allows us to adapt quickly to evolving market needs.

Bozankaya's 2030 innovation strategy is built on four pillars: technological innovation, market expansion, sustainable energy solutions, and strategic partnerships. Supported by a strong R&D culture and a forward-looking mindset, we are committed to leading the transition to greener and smarter mobility worldwide. Through these efforts, we aim to redefine the future of transportation and solidify our position as an innovation leader in our sector.

In Bozankaya, digitalisation is one of the pillars that we are planning to create more and more value, and with the transforming world and Artificial Intelligence (AI) studies, we are going to transform our processes into a digital solution manner.

We have 4 softwares that we use in our process:

- **Manager Production Tracking and Monitoring System** : The system's purpose is for our managers to directly view our current production line without requiring a report from the planning service.
- **Production Tracking Factory Billboard** : This is the software that denotes the goals of the production. In the billboard, the goals that completed week before, and current week's completed and planned target numbers.
- **Production Planning Tracking Portal** : This software helps us to recognise the planned and realised production portal.



DIGITALISATION ROADMAP

At Bozankaya Inc., we have established a comprehensive strategic approach to digital transformation that spans all critical areas of our operations—including design and product development, production and manufacturing, procurement and warehousing, human resources, Secure Shell, IT, and cybersecurity. Our 2024–2034 Digitalization Roadmap is designed to streamline processes, boost efficiency, support our sustainability objectives, and enhance customer satisfaction through innovative digital solutions. As we progress on this journey, we are committed to adopting cutting-edge technologies, reshaping the way we operate, and moving confidently toward a fully digital future.

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	Fully Integrated Product Lifecycle Management	
				AR (Augmented Reality)/ VR (Virtual Reality) Design		
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 Operations Center	
				Cybersecurity Training		
				Digital Signatures and Blockchain		Autonomous Cybersecurity

R&D STUDIES & COLLABORATIONS

International R&D Project Activities

Bozankaya's R&D Center has successfully carried its previous Horizon Europe project experience into 2024, submitting 10 new project proposals under the calls announced during the year. Actively participating in European Union framework programs, Bozankaya regularly takes part in various EU project platforms and proposal events to strengthen international collaborations, develop projects that generate high added value on a global scale, and enhance its technological competitiveness.

In addition, Bozankaya is a member of the Batteries European Partnership Association (BEPA), which brings together key stakeholders in the field of battery technologies, and consistently attends its annual general assembly meetings. This membership facilitates the company's access to strategic collaborations within the European ecosystem and enables it to contribute directly to sectoral developments.



Bozankaya's R&D Center believes that these activities not only enhance the company's international visibility but also support its inclusion in strong consortium structures under Horizon Europe programs. In 2024, the center contributed as a project partner to applications under the Horizon Europe Cluster 5 (Climate, Energy, and Mobility) calls.

These projects reflect Bozankaya's vision of fostering sustainable transportation, innovative energy solutions, and climate-friendly technologies through international collaborations that create lasting value.



Own Source R&D Projects

In line with its R&D vision, Bozankaya has taken a significant step toward implementing advanced technological solutions that will strengthen domestic production and provide high added value to Türkiye. Within this scope, on November 27, 2024, Bozankaya submitted a project proposal titled “Development of a Modular Hydrogen Fuel Cell Bus Drive System with Green Technology and Prototype Production of a Hydrogen Fuel Cell Tram” to the Technology-Oriented Industry Move Program (HAMLE) – Emerging Innovative Technologies Call, conducted by the Ministry of Industry and Technology. The proposed project has a total R&D budget of 249,108,035.25 TL.

This project aims to develop Türkiye's first hydrogen fuel cell tram prototype. Its primary objective is to design a hydrogen fuel cell battery-powered tram and to carry out simulation and validation tests to develop this system in a modular structure that can also be applied to Bozankaya's electric bus platforms. Through this project, Bozankaya continues to develop zero-emission, environmentally friendly transportation solutions in line with its commitments under the Paris Climate Agreement and the European Green Deal. The project is directly aligned with the theme of “Sustainable Smart Mobility” under the Priority R&D and Innovation Topics for Compliance with the European Green Deal, contributing to both “innovative practices reducing the environmental impact of the transportation sector” and “solutions aimed at reducing carbon emissions.”

The project also aims to enhance academic added value through university–industry collaborations. In this context, a 24-month R&D collaboration is planned with TÜBİTAK MAM Fuel Cell and Hydrogen Technologies Research Group. This collaboration will cover activities such as developing hydrogen refueling systems, selecting fuel cell components, conducting compliance analyses with regulations, creating 1D models of integrated powertrain systems (fuel cell, battery, motor), performing simulations aligned with duty cycles, and developing energy management algorithms.

Additionally, Prof. Dr. Selahattin Çelik from Ankara Yıldırım Beyazıt University is planned to provide 12 months of academic consultancy. This consultancy will include technical support on critical areas such as conducting up-to-date literature reviews on hydrogen fuel cell tram and bus systems, performing fuel cell requirements analyses, and designing electrical systems.

With this project, Bozankaya is not only contributing to environmentally friendly and sustainable transportation solutions but also continuing to play a pioneering role in Türkiye's technological transformation.



In House R&D Projects

Bozankaya's R&D Center continues its innovative product development activities not only through national and international grant-funded R&D project applications and the effective execution of these projects, but also through self-funded projects aligned with the company's vision.

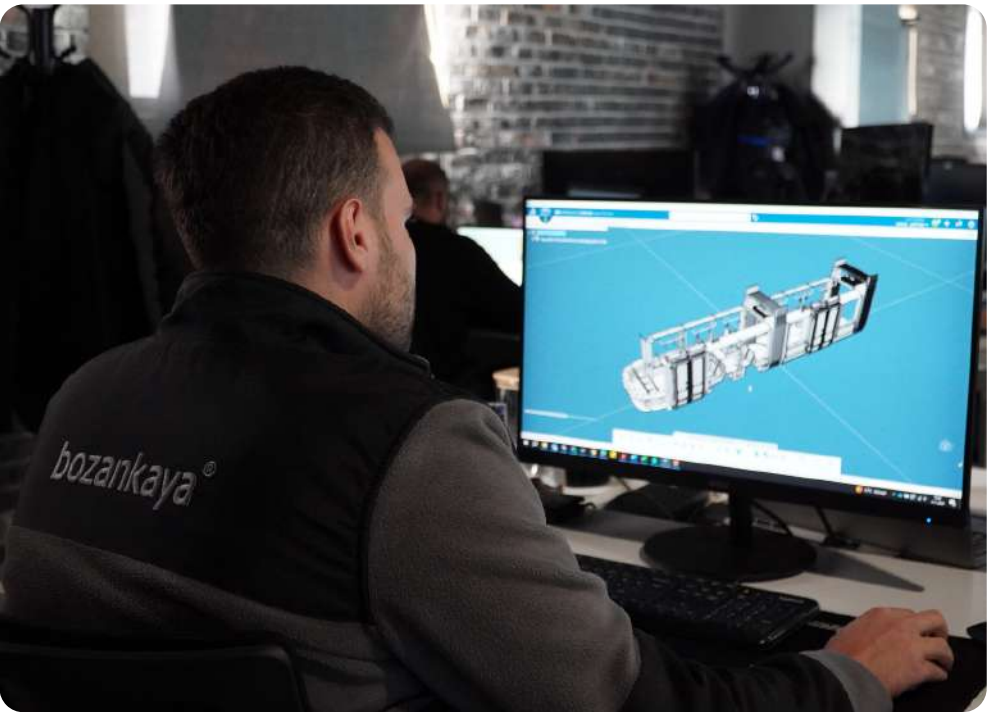
The projects developed reflect Bozankaya's vision of creating sustainable, safe, and smart transportation technologies and aim to further strengthen the company's competitiveness in international markets.

Within this scope, two new projects were launched within Bozankaya's R&D Center during the reporting period: the "Belgrade 5-Module and 6-Door Tram Development Project" and the "18 m Hybrid Trolleybus Development Project with Advanced Driver Assistance System (ADAS)."

The Belgrade 5-Module and 6-Door Tram Development Project involves the development of a modern tram platform specifically designed for the city of Belgrade, Serbia. The tram will be 30 meters long, composed of 5 modules, equipped with 6 doors (4 double and 2 single), capable of reaching speeds of up to 70 km/h, and have a minimum passenger capacity of 160. The project aims to strengthen Bozankaya's engineering capabilities in rail systems on an international scale.

The 18 m Hybrid Trolleybus Development Project with Advanced Driver Assistance System (ADAS) is being carried out for the city of Timișoara, Romania.

Within the scope of the project, an 18-meter hybrid trolleybus is being developed that is 100% low-floor and capable of operating both by drawing power from the overhead catenary line and via battery-supported autonomous driving. The vehicle will feature a multi-module traffic control computer capable of analyzing traffic data, while the integration of the ADAS will enhance driving safety and improve energy efficiency.



R&D Budget and Expenses

In line with its vision of developing innovative transportation technologies, Bozankaya allocated a significant budget of TRY 276,145,827 to R&D activities in 2024. With this investment, the company increased the ratio of R&D expenditures to total revenue to 3.5%, further strengthening its competitiveness and technological leadership in the sector.

Bozankaya's R&D strategy focuses on developing sustainable, environmentally friendly, and domestically produced transportation solutions. Investments in areas such as electric buses, rail system vehicles, and battery technologies support the company's growth in both domestic and international markets. Through projects funded by the European Commission, self-funded initiatives, collaborations with universities, and its in-house expert R&D team, Bozankaya continuously advances its innovation-driven production approach.

These investments aim not only to drive technological progress but also to enhance domestic production capacity and strengthen employment. Bozankaya plans to continue increasing its R&D investments in the coming years to maintain Türkiye's leadership position in the field of transportation technologies.



INDICATORS	2023	2024	CHANGE / NOTES
Number of Researchers	150	171	14% increase
Number of Registered Utility Models	0	1	+1 Utility Model
Total R&D Project Count	5	7	+2 projects
Horizon Europe Projects	3	3	Stable
Self-Funded Projects	2	5	150% increase – higher institutional ownership
Total R&D Expenditure (TL)	62,721,441	276,145,827	340% increase
R&D Expenditure as % of Total Revenue	1.85%	3.5%	Significant increase – goal-oriented growth

R&D Achievements

The year 2024 was marked by significant achievements and awards for Bozankaya Inc. The Turkishtime Türkiye R&D 250 Research Report, which includes companies ranked among the top 500 exporters in Türkiye, was published with the participation of our Ministry of Industry and Technology-approved R&D Center. According to this report, based on the previous fiscal year's data, our company ranked 142nd among the top 250 companies with the highest R&D expenditures.

Another commendable award was presented by the Ankara Chamber of Industry. Our company was recognized in the "Company with the Largest Increase in Export Sales" category.



Finally, at the Export Champions Award Ceremony organized by the Uludağ Automotive Industry Exporters' Association (OİB), Bozankaya A.Ş. was awarded the "Bronze Exporter Award" for its export performance in the automotive industry in 2023.



These achievements are a testament to Bozankaya's innovative vision, sustainable growth targets, and strong position in the global market.

R&D Events

Bozankaya R&D Center views the personal and professional development of its employees as a strategic priority and actively supports competency-enhancing activities accordingly. As part of the development-focused programs implemented in 2024, a total of 188 people from the R&D Center participated in 38 different events.

These participations are a concrete demonstration of Bozankaya's value of qualified human resources and its vision of integrating a culture of continuous learning into its corporate structure.

Events, Trainings, and Projects

- UDHAM & ARUS Cooperation Summit: "R&D Meeting for Railway Systems"
- Innotrans 2024
- Bus World 2024
- OSTIMTECH 4th Career Day
- USIMP Patent Fair
- HYSouthMarmara Project Workshop
- Horizon Europe Projects Experience Sharing and Business Cooperation Opportunities Event
- Intelligent Transportation Systems Workshop
- EIT Urban Mobility Innovation Call Workshop
- Clean Hydrogen Partnership 2024 Call Info Day
- Clean Hydrogen Partnership 2024 Call National Info Day and International Project Market
- R&D and Innovation Project Preparation and Implementation Training
- Horizon Europe Program – Europe's Rail 2024 Call Info Day
- Horizon Europe Cluster 5: Mobility 2024 Call National Info Day
- Cluster 5 – Energy 2024 Call National Info Day
- GREENET Horizon Europe Cluster 5 Masterclass Training (Project Writing Training)
- Digital Europe Program Info Day
- SUMMITS'24: International Smart Transportation Systems Summit
- Battery Innovation Days 2024
- CCAM 2024 Call Info Day and Networking Event
- Horizon Europe Cluster 5 University-Industry Cooperation Meeting
- Seminar on Newly Announced Green, Digital, and High-Tech Investment Support Programs
- Hydrogen Projects Workshop
- Bridging the Atlantic Europe & Canada 'Horizon Europe' Matchmaking - Greentech Edition
- ERCI Webinar | Digital Twins for the Exchange of Railway Infrastructure Data
- ERCI Webinar | AI for the Rail Sector: Travellers' Experience & Seeing Machines
- BEPA 9th General Assembly
- Li-ion Battery Europe, Brussels, Belgium
- European Hydrogen Week
- Corporate Creative Thinking and Innovation Training
- R&D Center Project Management and Innovation Methods
- HELIOS General Assembly
- EXTENDED Project General Assembly
- SAFELOOP Project General Assembly
- SAFELOOP Project Kick Off
- Controlling Anxiety at Work
- Coping with Office Pains
- Robotic Welding Usage and Programming

Events, Trainings, and Projects



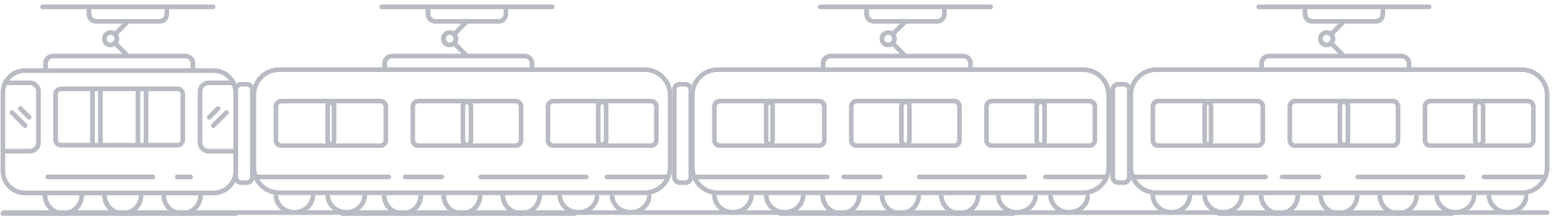
**UDHAM & ARUS Cooperation Summit:
"R&D Meeting for Rail Systems"
30.10.2024**



**Yıldırım Beyazıt University "Conference on
Project Management and Innovative
Methods in R&D Centers" - 10.12.2024**



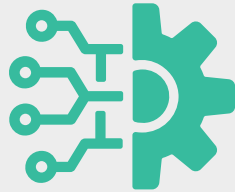
**Yıldırım Beyazıt University "Conference
Poster on Project Management and
Innovative Methods in R&D Centers" -
10.12.2024**



AUTOMATION

At Bozankaya, automation plays a crucial role in enhancing operational efficiency, product quality, and workplace safety while supporting our sustainability goals.

By integrating advanced automation systems into our production processes, we reduce resource consumption, minimize errors, and lower energy use, contributing to both environmental and economic sustainability. These efforts not only increase productivity and ensure consistency in our manufacturing operations but also create a safer and more innovative working environment for our employees.



In the welding manufacturing area, robots are used:

- Spot welding, plasma welding, and gas metal arc welding are performed with the SMC automatic robot located in Hall 2. These systems provide advantages in terms of quality and time, by automatically welding the desired quantities and in predetermined positions.
- An Integro automatic welding robot performs the gas metal arc welding processes used in the manufacturing of lower components.
- An SMC automatic plasma welding robot located in the roofing mold of Hall 1 automatically welds the subway vehicle's side walls and subbase.

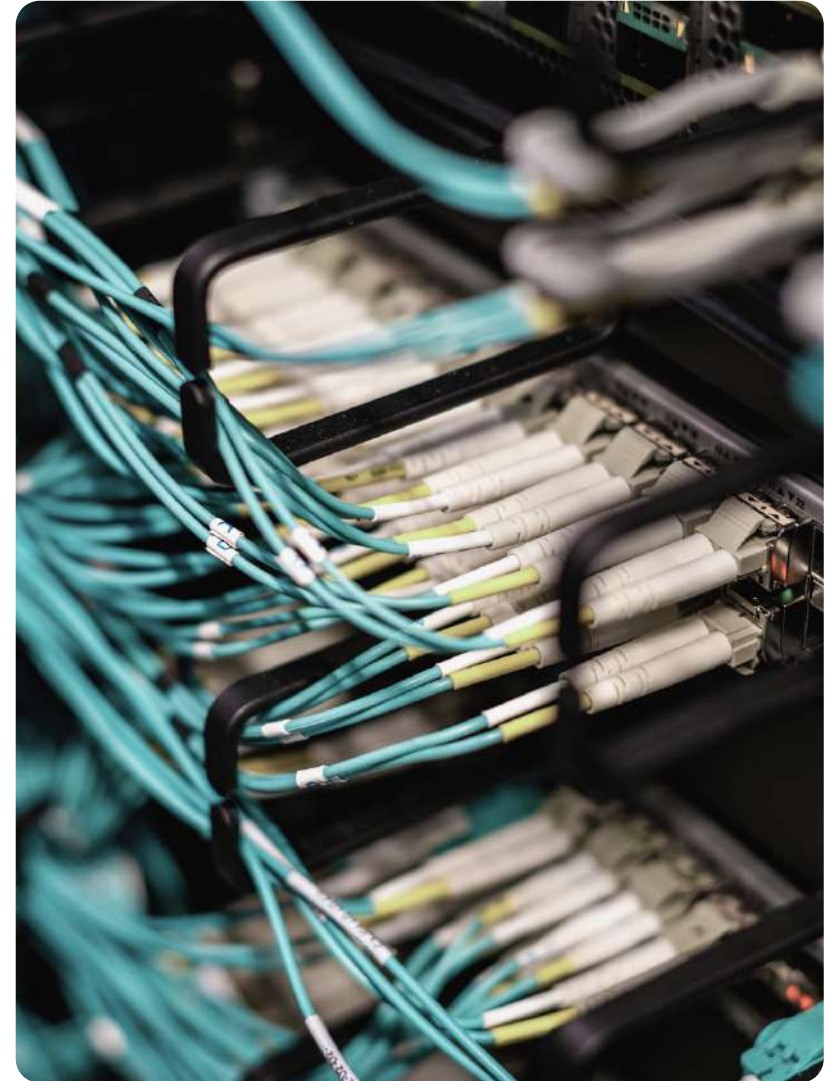


CYBERSECURITY

At Bozankaya, cybersecurity is an essential component of our sustainability and corporate governance strategy, ensuring the protection of our digital infrastructure, intellectual property, and stakeholder data.

We operate under the ISO/IEC 27001 Information Security Management System (ISMS), which provides a systematic framework for managing information security risks and safeguarding critical assets. This standard enables us to identify vulnerabilities, implement preventive controls, and ensure business continuity against potential cyber threats.

By integrating cybersecurity into all operational processes, we promote resilience, trust, and transparency across our value chain. Continuous monitoring, employee awareness trainings, regular risk assessments, and internal audits strengthen our ability to protect sensitive data and maintain secure communication channels with stakeholders. These practices not only ensure compliance with national and international data security regulations but also reinforce Bozankaya's reputation as a reliable and responsible company in the digital era.



GREEN SUPPLY CHAIN

At Bozankaya Inc., our supply chain strategy is designed to strengthen our competitive edge while embedding sustainability at every stage of operations. We prioritize close and long-term partnerships with diverse suppliers, focusing on quality, responsible resource use, and innovative technologies such as Industry 4.0 to enhance efficiency.

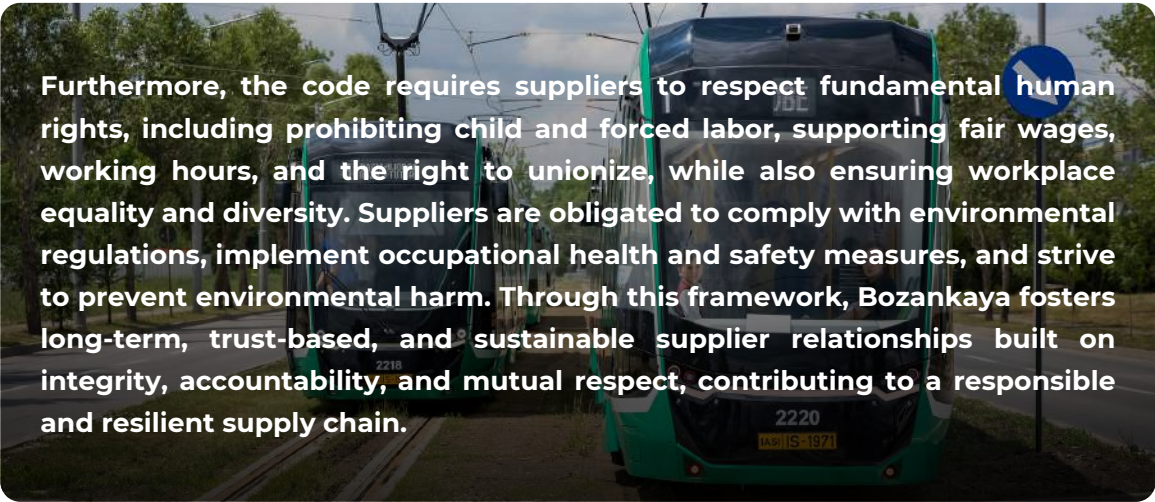
By promoting energy-efficient and environmentally friendly products and services, reducing waste, and investing in renewable energy solutions, we aim to minimize our environmental footprint and contribute to a more sustainable and resilient value chain.

We uphold the highest ethical standards across our supply chain, guided by our Sustainable Supply Chain Policy and Supplier Code of Conduct. These frameworks ensure that all suppliers comply with national and international laws, respect human rights, provide fair working conditions, and operate transparently. They also require adherence to environmental, occupational health and safety, and anti-corruption standards. Through these principles, Bozankaya fosters ethical, responsible, and sustainable supply chain practices while continuously improving collaboration and building stakeholder trust.

Supplier Code of Conduct



At Bozankaya, we expect all our suppliers to uphold the highest ethical, legal, social, and environmental standards as outlined in our Supplier Code of Conduct. This code applies to all suppliers, subcontractors, and business partners across our value chain and aims to ensure that our commercial activities are carried out responsibly and in compliance with all applicable laws and regulations. We expect suppliers to establish internal management systems to monitor their compliance, prevent corruption, bribery, and conflicts of interest, maintain accurate records, respect fair competition, and protect confidentiality in all their operations.



Green Procurement Policy

At Bozankaya, our Green Procurement Policy guides us in managing all purchasing processes with an environmentally responsible approach that supports sustainable development and combats climate change. This policy, which covers all production and administrative facilities as well as suppliers, contractors, and business partners, aims to minimize environmental impacts across the supply chain by prioritizing energy efficiency, resource conservation, and circular economy principles.

Key Outcomes of the Policy:

- Preference for energy-efficient, low-carbon, recyclable, and sustainably sourced products and services
- Evaluation of suppliers' environmental policies and encouragement of ISO 14001 and ISO 50001 certifications
- Integration of environmental performance and compliance into supplier selection criteria
- Prioritization of low-emission and renewable resource-based solutions to combat climate change
- Consideration of energy and water efficiency across product life cycles to improve resource use
- Minimization of hazardous chemicals and waste, and promotion of recyclable/reusable packaging
- Prioritization of local suppliers to reduce environmental impact and support responsible sourcing
- Training and awareness programs for employees involved in procurement processes

Full compliance with environmental legislation and international green procurement standards, aligned with the European Green Deal and circular economy goals

Supplier Selection Process

At Bozankaya, the supplier selection process begins with evaluating and choosing suppliers that best meet our identified needs. The Procurement Specialist reviews the existing supplier pool to determine if a sufficient number of suitable suppliers are available. If not, potential new suppliers are researched. Requests for quotations (RFQs) are then prepared and shared, with confidentiality agreements signed before receiving offers. The proposals are evaluated collaboratively with relevant departments, and the most suitable supplier is selected based on criteria such as cost, quality, delivery time, and social and environmental compliance.

We also actively identify and manage risks and opportunities within our supply chain processes. Potential risks include the absence of purchasing contracts, lack of alternative suppliers, and inadequate quality performance, while opportunities lie in updating the approved supplier list, optimizing logistics costs, and improving project costs. Addressing these risks and opportunities helps us strengthen our procurement system and ensure continuous improvement across operations.

Supplier approval is carried out according to defined standards. New suppliers are assessed through the Bozankaya New Supplier Commissioning Form, which evaluates their technical capabilities, quality performance, and environmental compliance. Based on the responses to critical questions and the overall assessment results, suitable suppliers are approved and added to the official supplier list. Their performance is then regularly monitored and re-evaluated as part of our ongoing supplier approval and development process.

Supplier Audits

At Bozankaya, supplier audits are a key component of our sustainable supply chain management approach. We regularly evaluate our suppliers using a structured Supplier Evaluation Form, which covers critical areas such as quality, pricing, logistics performance, and sustainability practices. These audits ensure that all suppliers align with our high standards and contribute to a responsible and efficient value chain. By maintaining consistent monitoring and assessment, we strengthen our partnerships and safeguard the reliability of our procurement processes.

The evaluation process examines suppliers' compliance with product quality requirements, timely delivery performance, cost competitiveness, and adherence to environmental and social responsibility principles and sustainability performance. This includes assessing their waste management, energy efficiency, occupational health and safety practices, and ethical business conduct. Identified gaps are addressed through improvement plans and follow-up audits, ensuring that suppliers continuously enhance their operational and sustainability performance.

Through these audits, Bozankaya not only secures high-quality inputs for its production processes but also fosters a culture of continuous improvement and shared responsibility throughout its supply network. This approach reduces operational risks, supports regulatory compliance, and strengthens Bozankaya's contribution to sustainable industrial development by promoting responsible behavior across its entire supply chain.



CUSTOMER RELATIONS

At Bozankaya, customer relations and satisfaction are considered core pillars of our long-term success and sustainability. We are committed to building trust-based relationships with our customers by providing high-quality products and responsive services. Customer feedback and complaints are viewed not as challenges, but as valuable opportunities to improve our processes, enhance our quality standards, and strengthen our reputation as a reliable partner.

Our Customer Complaints Management Procedure ensures that all nonconformities detected after vehicle delivery are systematically recorded, analyzed, corrected, and documented. The process is led by the Quality Department, with contributions from the design, production, and methods teams. Each complaint is evaluated through Non-Conformity Reports (HBR/NCR), 8D root cause analyses, and, where necessary, service bulletins, ensuring that problems are resolved at their source and similar issues are prevented in the future.

Customer satisfaction is closely monitored through structured feedback mechanisms, including the Customer Feedback Form and Customer Satisfaction Survey, which are shared after the acceptance of each vehicle or product. The results are analyzed through the Customer Satisfaction Analysis Form, and if any dissatisfaction is reported—especially from Category C or D customers—corrective actions are initiated and their outcomes are shared with the customer. This approach ensures continuous communication, transparency, and measurable improvements in customer experience.

We also integrate risk and opportunity assessments into our complaints process to strengthen its effectiveness. Risks such as delays in response or misidentifying root causes are proactively addressed, while opportunities such as using NCR-driven corrections to boost satisfaction are leveraged. Process performance is monitored through key indicators, including the number of design-related complaints, complaint resolution speed, and overall customer satisfaction rates in rail systems.

Through this structured and data-driven approach, Bozankaya demonstrates its commitment to not only resolving customer complaints effectively but also using them as a foundation for ongoing improvement and innovation. By prioritizing customer satisfaction and building strong, transparent relationships, we aim to enhance stakeholder trust and contribute to our long-term sustainable growth.

INTERACTING WITH PEOPLE

Building Stronger Communities, Creating Lasting Change: Our Social Sustainability Promise

05



APPROACH TO SOCIAL SUSTAINABILITY

At Bozankaya, social sustainability is a central pillar of our corporate responsibility strategy, guiding how we create value for people as well as for the environment. We believe that sustainable growth can only be achieved by supporting the well-being, development, and rights of all individuals who contribute to our ecosystem—including employees, suppliers, customers, and local communities. Our social sustainability vision focuses on building an inclusive, safe, and equitable working environment while contributing to the social and economic development of the regions in which we operate.

Our approach emphasizes respect for human rights, equal opportunities, diversity, and occupational health and safety. We are committed to providing a workplace where every employee is valued, empowered, and supported in their personal and professional growth. Through training programs, awareness initiatives, and continuous dialogue, we aim to foster a culture of fairness and participation. This people-centered approach not only strengthens our organizational resilience but also enhances employee satisfaction, loyalty, and engagement.

Beyond our internal stakeholders, we strive to generate positive social impact through our supply chain practices and community-oriented projects. We promote ethical business conduct, fair labor practices, and responsible procurement across our value chain while actively engaging in initiatives that support education, innovation, and social development. Through these efforts, Bozankaya contributes to a more equitable, inclusive, and sustainable society, reinforcing our belief that social responsibility is a shared duty and an essential driver of long-term success.



HEALTHY AND SAFE WORKPLACE

Health and Safety Management System

Bozankaya operates under the ISO 45001 Occupational Health and Safety (OHS) Management System, which forms the backbone of our approach to ensuring a safe and healthy working environment. This internationally recognized system allows us to systematically identify workplace hazards, assess risks, and implement preventive measures across all operations. Through regular risk assessments, safety audits, and continuous monitoring, we aim to eliminate occupational accidents and work-related illnesses while fostering a culture of safety and responsibility at every level of the organization.

Our OHS Management System is supported by the active participation of employees and strong leadership commitment. We provide regular occupational health and safety training, encourage employee involvement in safety committees, and integrate OHS objectives into our broader sustainability and corporate strategies. By prioritizing the well-being of our workforce, Bozankaya not only safeguards its most valuable asset—its people—but also enhances operational continuity, efficiency, and overall organizational resilience.

Our OHS Management System has been established in line with Turkish Occupational Health and Safety Law No. 6331 and is fully aligned with both national and international requirements. To ensure its effectiveness, we regularly conduct reviews and OHS management meetings to assess performance, implement improvements, and set new short-, medium-, and long-term objectives.

A core element of the ISO 45001 Management System is continuous training, which we extend not only to our employees but also to our suppliers and subcontractors. We support all stakeholders in developing emergency preparedness, self-protection, and safety awareness. In this context, we provide ongoing OHS training programs, and recordings of these sessions are made easily accessible to all stakeholders to reinforce knowledge and build a strong safety culture.



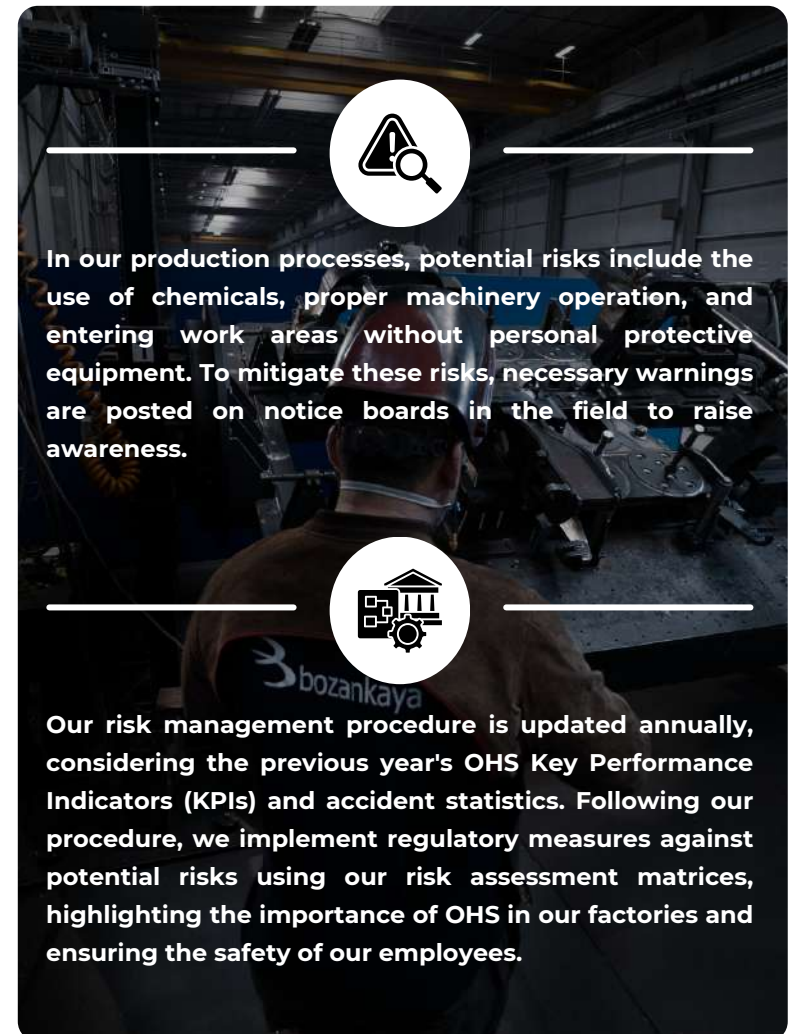
Emergency Response Plan

At Bozankaya Inc., emergency management is carried out in full compliance with Occupational Health and Safety Law No. 6331 and the ISO 45001 standard, prioritizing the health and safety of employees. The Emergency Action Plan established within this framework includes preventive, mitigating, and responsive measures for all types of emergencies such as fire, earthquake, flood, chemical spills, electric shocks, sabotage, and pandemics. The main goal of the plan is to prevent loss of life and property, minimize environmental impacts, and support rapid and effective decision-making during crises.

All employees, contractors, and visitors are required to comply with the specified emergency procedures. Emergency teams are formed in various functional areas such as fire response, first aid, rescue, technical support, and communication, and they are kept ready through regular training, drills, and equipment inspections. In the event of an emergency, the safe and swift evacuation of all employees to the designated assembly areas is ensured, and special escorts are assigned for the evacuation of employees with disabilities.

The plan also outlines detailed preventive measures against natural disasters. For earthquakes, securing all cabinets and equipment, displaying emergency exit plans in visible areas, establishing search-rescue-evacuation teams, and conducting regular drills are among the core preparations. For floods, regular training is provided to employees, emergency teams are formed, power is cut off during incidents to prevent further spread, and valuable documents are relocated to secure areas.

Clear instructions are provided regarding what employees must do during emergencies: activating the nearest alarm button to report the incident, calmly evacuating to the designated assembly areas, administering first aid to the injured if present, and notifying emergency response teams. In addition, specific response plans and schematic instructions are prepared for each type of emergency, ensuring that all employees are aware of the steps they must follow during crises.





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.

Regular Drills

At Bozankaya, we place strong emphasis on emergency preparedness to safeguard the health and safety of our employees and to minimize potential operational and environmental risks. As part of our ISO 45001-aligned Occupational Health and Safety system, we regularly conduct various emergency drills to evaluate our teams' readiness and response capabilities. In 2024, a large-scale fire drill was carried out in the electrical room to train employees in evacuation, firefighting, rescue, and first aid procedures. During the drill, the response teams acted promptly with portable fire extinguishers, and all employees evacuated the building in an orderly and timely manner, demonstrating their familiarity with the emergency protocols and assembly points.

Additionally, a chemical spill drill was organized at the paint shop's chemical storage area to test our teams' ability to contain and mitigate hazardous material incidents. The scenario involved a thinner spill, and participants successfully contained and cleaned the spill using absorbent materials and personal protective equipment. Observers confirmed that the entire response was conducted correctly, quickly, and safely. The drill also highlighted the need to maintain spill kits in the painting cabins for rapid intervention in future incidents, and procurement of these kits has been scheduled. These distinct exercises not only reinforce our emergency preparedness but also demonstrate our strong commitment to occupational safety, environmental protection, and continuous improvement.

Usage of Personal Protective Equipments



Protective equipment suitable for the nature of the work is provided to employees during the onboarding process and whenever needed. The regular use of personal protective equipment (PPE) is mandatory, and employees who fail to comply are documented through a formal non-compliance report. PPE is used in cases where collective protection measures cannot be implemented or to minimize the hazards associated with the work.

When purchasing PPE, the procurement department verifies the presence of a CE certificate, and equipment without CE compliance is not accepted. Equipment is supplied according to departmental requests, and their proper use is ensured in the field.

OHS Trainings and Medical Checks



As part of the recruitment process, employees undergo the medical examinations specified in their onboarding documents. Their health status is evaluated by the workplace physician before starting work, and they can begin their duties only if no health condition prevents them from performing their job.

All employees receive training on occupational health and safety as well as environmental management. Before training, participants complete an attendance form, and after the training, an evaluation exam is administered. New employees receive training before starting work, while existing employees receive regular refresher training. Annual training sessions are planned and tracked according to the company's annual training plan.

HUMAN RIGHTS

At Bozankaya, we are fully committed to upholding human rights, diversity, equality, and inclusivity across all our operations and value chain. Our Human Rights Policy aligns with international frameworks such as the United Nations Global Compact, the European Convention on Human Rights, the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Social Justice for a Fair Globalization. This policy reflects our dedication to creating a fair, respectful, and supportive workplace where all individuals are treated with dignity and their fundamental rights are protected.

The policy sets out clear commitments, including providing fair and lawful working conditions, paying wages above the legal minimum, ensuring compliance with legal working hours, and strictly prohibiting child labor, forced or compulsory labor, bribery, and corruption. We maintain a zero-tolerance approach to harassment and mistreatment, fully support employees' rights to unionize and engage in collective bargaining, and reject all forms of discrimination in recruitment, promotion, and compensation. These principles are designed to create an inclusive and safe working environment while fostering a culture of transparency, integrity, and accountability.

In addition, we extend our human rights expectations to our suppliers, contractors, and all business partners, encouraging them to adopt the same ethical and inclusive practices. We support this through regular training and awareness programs on human rights, diversity, equality, and inclusion for all employees. By embedding these principles throughout our organization and supply chain, Bozankaya reinforces its commitment to protecting human rights, promoting equal opportunities, and contributing to a socially sustainable future.

Say No To Violence!

Bozankaya is committed to providing its employees with a safe and respectful work environment, free from any conditions that may pose a threat to their safety or cause discomfort.

Any form of behavior—verbal, non-verbal, or through any means of communication—that violates an individual's sexual freedom, involves violence, or is of a sexual nature without consent is not tolerated under any circumstances.

All relevant legal provisions are strictly enforced at Bozankaya to ensure a secure and dignified workplace for everyone.

TALENT MANAGEMENT

At Bozankaya Inc., we view all our employees, contractors, and subcontractors as integral and valuable members of our organization. One of our primary goals is to enhance employee motivation and productivity as a means to generate lasting value. We are committed to supporting the well-being and happiness of our workforce by investing in their training, career development, and professional growth, fostering an environment where they can thrive.

Our Human Resources strategy is built around valuing our people at the highest level. We embrace an approach that recognizes individual talents, experiences, and potential, while promoting a workplace culture based on satisfaction, inclusivity, and respect for diverse perspectives. In our recruitment processes, we prioritize skills and potential over factors such as gender, age, or ethnicity, reflecting our commitment to equal opportunity and a supportive work environment.

At Bozankaya, we see the professional growth and career development of our employees as essential to achieving excellence. We empower individuals to reach their full potential by offering educational opportunities and encouraging innovative thinking. By fostering a culture of collaboration, open communication, and knowledge sharing, we create an environment where employees feel valued and engaged in the decision-making process.

Guided by our values and human-centered approach to Human Resources, we work toward building a sustainable future. We believe that every employee contributes significantly to the company's growth and success, and we are committed to advancing on this journey together.



Remuneration Processes

At Bozankaya, our compensation system is built on fairness, transparency, and alignment with the company's strategic objectives.

Salaries are determined according to ethical values, internal equity, and the strategic priorities of the organization, ensuring that employees are rewarded in proportion to their roles and responsibilities. Each position is classified into levels with defined salary ranges, which are reviewed annually based on market data, economic conditions, and the company's budget to maintain competitiveness and internal balance.

This system not only safeguards pay equity among employees performing similar work but also recognizes and rewards high performance. Employees who exceed expectations in performance evaluations are eligible for higher salary increases, reinforcing a performance-driven culture and motivating continuous improvement. Salary confidentiality is strictly maintained to protect personal data and ensure a respectful workplace.

Through this structured approach, Bozankaya aims to attract and retain qualified talent, enhance employee motivation, and promote long-term loyalty. By combining fair compensation practices with regular performance reviews and clear promotion pathways, the company strengthens its human capital while supporting sustainable business growth.

Career Development and Performance Meetings

At Bozankaya, we implement a structured career management system to support the continuous professional development of our employees and prepare them for greater responsibilities within the organization. This system aims to identify individual competencies, align them with the company's long-term strategic needs, and create personalized development pathways for each employee. Through targeted training programs, mentorship opportunities, and rotational assignments, we enable our employees to expand their skills and gain cross-functional experience, fostering a strong internal talent pipeline and enhancing organizational resilience.

As part of this system, we conduct formal performance review meetings with all employees every six months. During these sessions, managers and employees evaluate individual performance, discuss strengths and areas for improvement, and jointly set measurable KPIs and future targets. These meetings create a transparent feedback culture, helping employees understand their contribution to the company's success while motivating them to reach higher performance levels. The outcomes of these reviews directly inform promotion decisions, career advancement plans, and reward mechanisms, ensuring fair recognition of high performance and sustained employee engagement.



Continuous Training

At Bozankaya, we consider the continuous development of our employees as one of the most important elements of our sustainability strategy. We believe that qualified, informed, and motivated employees are essential to the success and long-term resilience of our company. Through a structured annual training plan, we provide our teams with the knowledge and skills they need to adapt to technological advancements, comply with legal requirements, and support our organizational growth.

Our training programs are designed to enhance technical expertise, strengthen occupational health and safety awareness, and foster a culture of quality, innovation, and sustainability across all departments. Each training session is tailored to the specific roles and responsibilities of employees, ensuring relevance and effectiveness. Participation in these programs also helps our employees progress in their careers, build new competencies, and increase their overall engagement and job satisfaction.

We systematically monitor and evaluate training outcomes through attendance records, assessment exams, and feedback surveys to continuously improve the effectiveness of our programs. By investing in the development of our workforce, Bozankaya not only strengthens its internal capabilities but also contributes to a sustainable, safe, and innovative working environment.



Also, we formed “Bozankaya Academy”, this Academy provides our employees to move forward to their career, by applying into more than 16 thousand program. This initiative is expected to significantly enhance employees’ technical expertise, leadership capabilities, and personal development, fostering a culture of continuous learning and innovation. By equipping our teams with up-to-date knowledge and future-oriented skills, the program supports career advancement, strengthens employee engagement, and ultimately contributes to Bozankaya’s long-term competitiveness and sustainable growth.

- Occupational Health and Safety (OHS) Training
- Environmental Management and Awareness Training
- Fire Safety and Emergency Response Training
- First Aid Training
- Quality Management System Training
- Information Security and Cybersecurity Training
- Technical and Vocational Skill Development Training
- Customer Relations and Communication Training
- Ethics, Anti-Corruption, and Business Conduct Training
- Sustainability and Corporate Social Responsibility Training

Recruitment Process

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.

After completing the recruitment process, all new employees at Bozankaya undergo the required health examinations and administrative procedures before starting work. Their career journey begins with comprehensive orientation and onboarding programs designed to familiarize them with our company culture, policies, and operational practices.

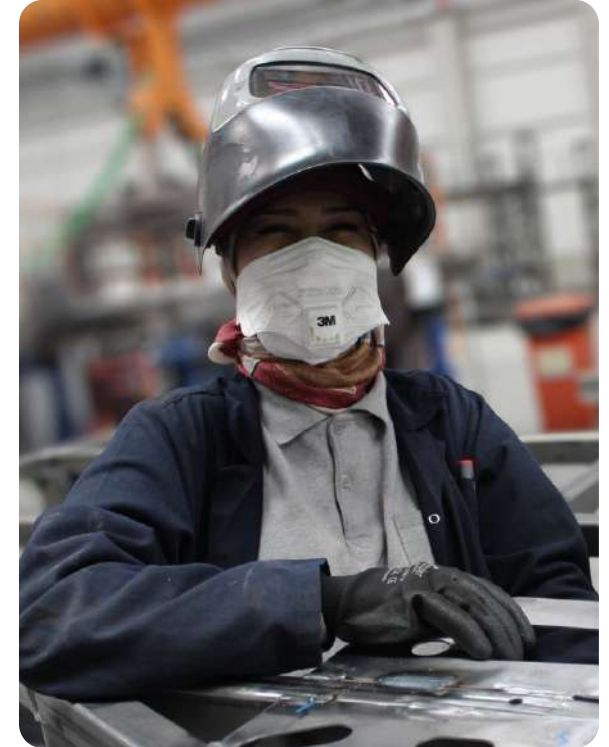
We also place strong emphasis on the employment and inclusion of individuals with disabilities. In line with legal regulations, we collaborate with public institutions to recruit disabled individuals, integrating their unique talents into our business operations while ensuring their specific needs are respected and supported.

In addition, we highly value the curiosity, energy, and innovative ideas of young talent. Our goal is to build a dynamic and skilled new generation by providing opportunities for growth and development. As a leading company in Türkiye's rail systems industry, we help young people take their first steps in their careers by turning the theoretical knowledge gained during their education into real-world experience through structured internship programs.

Women Empowerment

At Bozankaya, we are committed to fostering gender equality and empowering women across all levels of our organization. We actively support equal opportunities in recruitment, promotion, and career development processes, ensuring that gender is never a barrier to professional growth. As part of this commitment, we implement tailored leadership and development programs specifically designed for our female employees, aiming to strengthen their leadership skills, enhance their visibility in decision-making positions, and support their long-term career advancement.

These initiatives contribute to building a more inclusive and diverse workplace culture, where different perspectives and talents are valued equally. By increasing the representation of women in managerial and technical roles, we not only create a fair and balanced working environment but also enrich our organizational capacity for innovation and sustainable growth. Through continuous monitoring and awareness activities, we strive to maintain gender balance as a key element of our corporate sustainability vision.



EMPLOYEE ENGAGEMENT

We take pride in sustaining low employee turnover and strong loyalty across our workforce. To support this, we place great importance on fostering motivation and engagement among our employees. We believe that motivated and satisfied employees are not only more productive but also more innovative and creative. To reinforce this culture, our Human Resources Department regularly organizes various activities and events aimed at boosting morale and creating a positive, healthy, and enjoyable workplace environment.

- Table Tennis Cup
- Performance Interviews
- Birthday Leave
- Mothers Day Celebration
- 8 March Women's Day
- Barbecue Day
- Employees' Social Communities
- Concept Lunch Days



Performance Interviews



Birthday Leave



Table Tennis



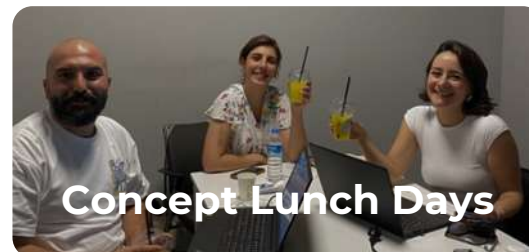
Mother's Day Celebration



Women's Day



Barbecue Day



Concept Lunch Days



Employees' Social Communities

CORPORATE SOCIAL RESPONSIBILITY

At Bozankaya, our Corporate Social Responsibility (CSR) approach is rooted in creating long-term value for society while conducting our business in an ethical, transparent, and responsible manner. We focus on generating positive impacts in the communities where we operate by supporting initiatives in education, social development, environmental protection, and local economic growth. Our CSR strategy is aligned with national and international sustainability standards, aiming to integrate social responsibility into every level of our operations and decision-making processes.

Through our CSR programs, we prioritize stakeholder engagement and actively respond to the needs and expectations of local communities, customers, suppliers, and employees. We aim to contribute to social welfare by implementing projects that enhance quality of life, promote equal opportunities, and support a healthier and safer environment. By fostering collaboration with public institutions, NGOs, and academic partners, Bozankaya strengthens its role as a responsible corporate citizen and advances its vision of sustainable development.

Throughout the year, we organized numerous events aimed at both delighting our customers and contributing to society. At Bozankaya Inc., we place great importance on maintaining strong relationships with the communities around us and operate in full compliance with national and international standards to protect public health and safety. We are committed to improving the environmental, social, and economic conditions of the local communities near our facilities and take corrective and supportive actions based on the feedback, suggestions, and concerns shared with us.

- Kızılay Blood Donation
- Lösev Shop
- Lösev Visit
- Nihat Başarar Primary School Cloth Donation
- Child Protection Agency Visit



KEY PERFORMANCE INDICATORS

Measuring Impact, Advancing Excellence: KPI's at the Core of Our Sustainability Vision

06



KEY PERFORMANCE INDICATORS

Emissions

SCOPE 1 GREENHOUSE GAS EMISSIONS (TCO ₂ E)				GRI 305-1
Year	2021	2022	2023	2024
Emissions (tCO ₂ e)	1,802	1,882	1,830	1,450
SCOPE 2 GREENHOUSE GAS EMISSIONS (TCO ₂ E)				GRI 305-2
Year	2021	2022	2023	2024
Emissions (tCO ₂ e)	1,308	1,323	1,246	1,692
GREENHOUSE GAS EMISSION REDUCTION (TCO ₂ E)				GRI 305-5
Year	2021	2022	2023	2024
Emission Reduction (tCO ₂ e)	3,110	3,204	3,076	3,142

Energy

ENERGY CONSUMPTION WITHIN THE ORGANISATION (kWh)					GRI 302-1
		2021	2022	2023	2024
Non-Renewable Sources	Coal	2,822,203	2,725,991	3,207,049	7,705,724
	Total	2,822,203	2,725,991	3,207,049	7,705,724
Renewable Sources	Solar	2,066,177	2,165,871	2,196,130	105,805
	Total	2,066,177	2,165,871	2,196,130	105,805

ENERGY CONSUMPTION WITHIN THE ORGANISATION (kWh)				GRI 302-1
Category	2021	2022	2023	2024
Electricity Consumption (kWh)	3,003,837	3,669,103	3,533,926	3,828,838
Total Energy Consumption (GJ)	3,003,837	3,669,103	3,533,926	3,828,838
ENERGY INTENSITY (kWh / product (kg))				GRI 302-3
	2021	2022	2023	2024
	3.61	3.79	1.81	1.01

Water and Wastewater

WATER WITHDRAWAL BY SOURCE (M³)				GRI 303-3
Source	2021	2022	2023	2024
Other (Municipal Network)	20,232	20,481	21,983	24,744
Total Water Withdrawn	20,232	20,481	21,983	24,744
WATER DISCHARGE BY DISCHARGE POINTS (M³)				GRI 303-4
Discharge Point	2021	2022	2023	2024
Third-party Water	20,232	20,481	21,983	24,744
Total Discharge Amount	20,232	20,481	21,983	24,744

RECOVERED/REUSED WATER AMOUNT AND WATER CONSUMPTION PER EMPLOYEE				
Indicator	2021	2022	2023	2024
Recovered/Reused Water Amount (m ³)	20,232	20,481	21,983	24,744
Number of Employees (person)	695	719	771	1,030
Water Consumption per Employee (m ³ /person)	29.11	28.49	28.51	24.02

Raw Material

RECYCLED PACKAGING MATERIALS (KG)				GRI 301-3
	2021	2022	2023	2024
Plastic	930	475	2,140	22,350
Cardboard	4,260	7,860	14,100	
Wood	-	29,780	109,940	
Fiber	42,369	38,748	77,080	

Plastic and paper/cardboard from recyclable waste are delivered together to the recycling company.

Air Polluting Emissions

Emission measurements will be conducted in July–August 2025.

Waste Management

HAZARDOUS WASTE AMOUNTS (TON)				GRI 306-3
Method	2021	2022	2023	2024
Other* (Recycling)	104,820	131,380	136,520	204,211
Total (ton)	104,820	131,380	136,520	204,211

Employee Number With Respect to Categories

PERCENTAGE OF EMPLOYEES WITHIN THE ORGANIZATION'S GOVERNANCE BODIES BY GENDERS (%)				GRI 405-1
	2021	2022	2023	2024
Women	10%	18%	11%	12,5%
Men	90%	82%	89%	87,5%

PERCENTAGES OF EMPLOYEES WITHIN THE ORGANIZATION'S GOVERNANCE BODIES BY AGE GROUPS (%)				GRI 405-1
	2021	2022	2023	2024
Age <30	0	0%	0%	0%
Age 30-50	90%	82%	78%	87,5%
Age > 50	10%	18%	22%	12,5%

PERCENTAGE OF EMPLOYEES BY GENDERS (%)				GRI 405-1
	2021	2022	2023	2024
Women	7%	7%	9%	7%
Men	93%	93%	91%	93%

PERCENTAGE OF EMPLOYEES BY AGE GROUPS (%)				GRI 405-1
	2021	2022	2023	2024
Age <30	23%	23%	26%	29%
Age 30-50	69%	66%	63%	60%
Age > 50	9%	11%	10%	11%

Employment Types of Employees

PERCENTAGE OF PERSONNEL IN THE EMPLOYEE CATEGORY BY EMPLOYMENT TYPE (%)					GRI 401-1
		2021	2022	2023	2024
Total	Full Timer	100%	100%	100%	100%
	Part Timer	0%	0%	0%	0%
Executive	Full Timer	99%	100%	100%	100%
	Part Timer	1%	0	0%	0%
Operational Level	Full Timer	100%	100%	100%	100%
	Part Timer	%0	%0	%0	%0

Number Of Contractors (Subcontractor) Employees

THE PERCENTAGE (%) OF PERSONNEL IN THE EMPLOYEE CATEGORY BY TYPE OF EMPLOYMENT					GRI 403-8
		2021	2022	2023	2024
Covered under occupational health and safety	Personnel	651	557	523	646
	Subcontractor	29	31	34	187

Newly Hired Employees Within The Year By Gender And Age

NUMBER AND PERCENTAGE (%) OF EMPLOYEES HIRED BY AGE AND GENDER										GRI 401-1
		2021		2022		2023		2024		
		Head Count	Ratio	Head Count	Ratio	Head Count	Ratio	Head Count	Ratio	
Age <30	Women	19	70%	14	78%	9	56%	11	44%	
	Men	148	46%	38	55%	55	57%	119	52%	
Age 30-50	Women	8	30%	4	22%	7	44%	14	56%	
	Men	168	52%	27	39%	37	39%	94	41%	
Age >50	Women	0	0%	0	0%	0	0%	0	0%	
	Men	8	2%	4	6%	4	4%	14	6%	
Total	Women	27	70%	18		16		25		
	Men	324		69		96		227		

Number Of Employees Who Left The Work By Gender And Age

NUMBER AND PERCENTAGE (%) OF EMPLOYEES LEAVING BY AGE AND GENDER									GRI 401-1
		2021		2022		2023		2024	
		Head Count	Ratio	Head Count	Ratio	Head Count	Ratio	Head Count	Ratio
Age <30	Women	9	69%	13	65%	4	44%	12	10%
	Men	58	43%	56	41%	59	47%	108	90%
Age 30-50	Women	4	31%	7	35%	5	56%	0	0%
	Men	75	55%	79	57%	60	48%	26	100%
Age >50	Women	0	0%	0	0%	0	0%	11	8%
	Men	3	2%	3	2%	7	6%	124	92%
Total	Women	13	69%	20		9		23	
	Men	136		138		126		258	

NUMBER AND PERCENTAGE (%) OF EMPLOYEES LEAVING BY AGE AND GENDER									GRI 401-1
		2021		2022		2023		2024	
		Head Count	Ratio	Head Count	Ratio	Head Count	Ratio	Head Count	Ratio
Voluntary separations (employee turnover rate)	Women	12	10%	14	13%	7	9%	19	15%
	Men	107	90%	90	87%	75	91%	110	85%

Number Of Employees By Years Of Service

NUMBER OF EMPLOYEES BY YEARS OF SERVICE					GRI 403-1
		2021	2022	2023	2024
0-5 years	Women	41	36	36	66
	Men	515	407	306	671
5-10 years	Women	1	3	9	16
	Men	77	105	150	294
10 years +	Women	2	2	2	7
	Men	5	9	24	141

Parental Leave

PARENTAL LEAVE					GRI 403-1
		2021	2022	2023	2024
Employee Number Who Used Parental Leave	Women	3	1	1	0
	Men	29	24	33	25
Employees Returned to Job After Parental Leave	Women	3	1	1	0
	Men	29	24	33	25

Personnel Trainings

AVERAGE HOURS OF TRAINING THAT THE EMPLOYEES HAVE UNDERTAKEN				GRI 404-1, 412-2, 403-8
	2021	2022	2023	2024
Average (Hour/Employee)	441.8	451.05	398.2	464.15
Total (Hours)	14,578	13,532	11,149	16,245

Occupational Health and Safety Performance

THE NUMBER AND RATIO OF FATALITIES AS A RESULT OF WORK RELATED INJURY								GRI 403-8, GRI 403-9
	2021		2022		2023		2024	
	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)
Personnel	0	0	0	0	0	0	0	0
Subcontractor	0	0	0	0	0	0	0	0

THE NUMBER AND RATIO OF WORK RELATED SERIOUS INJURIES								GRI 403-8, GRI 403-9
	2021		2022		2023		2024	
	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)
Personnel	0	0	0	0	0	0	0	0
Subcontractor	0	0	0	0	0	0	0	0

RATE OF RECORDABLE WORK RELATED INJURIES (%) (TRC)

GRI 403-8, GRI 403-9

	2021		2022		2023		2024	
	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)	Head Count	Ratio (200.000 hours)
Personnel	90		63		52		51	
Subcontractor	3		1		2		4	

Occupational Health and Safety Performance

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

THE NUMBER OF FATALITES OF WORK RELATED INJURIES

GRI 403-8, GRI 403-9

	2021	2022	2023	2024
Personnel	0	0	0	0

NUMBER OF RECORDABLE WORK-RELATED ILLNESS CASES

GRI 403-8, GRI 403-9

	2021	2022	2023	2024
Personnel	0	0	0	0
Subcontractor	0	0	0	0

Occupational Health and Safety Performance

NUMBER OF RECORDABLE WORK-RELATED ACCIDENTS CASES				GRI 403-8, GRI 403-9
	2021	2022	2023	2024
Accident Number	90	63	52	51
Fatality Number	-	-	-	-
Absence (Lost Days)	-	-	-	-
Lost Days Due to Work Related Injuries (LTI)	179	47	86	129
Accident Frequency Ratio (LTIF)	33.11	56.89	44.43	33.77
Accident Seriousness Ratio				
Occupational disease rate (ODR)	0.01	-	0.19	0.12
Lost Days Ratio (LDR)	-	-	-	-
Absent Ratio (AR)	447	58	57	15.65



GRI CONTENT INDEX

Transparency at Work: Our GRI Index Reflects Our
Dedication to Sustainability Reporting

07



GRI CONTENT INDEX

Bozankaya has reported in accordance with the GRI Standards for the period of January 1 2024 to December 31 2024.



CONTENT INDEX
ESSENTIALS SERVICE

2025

“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.”

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
GRI 1 : FOUNDATION 2021		
GRI 2: GENERAL DISCLOSURES 2021		
GRI 2: General Disclosures 2021	2-1 Organisational details	About Bozankaya p.1
	2-2 Entities included in the organization's sustainability reporting	About Bozankaya p.1
	2-3 Reporting period, frequency and contact point	About Bozankaya p.1
	2-4 Restatements of information	Materiality Studies p.24
	2-5 External assurance	This report is not externally assured.
	2-6 Activities, value chain and other business relationships	About Bozankaya p.1 Bozankaya E-Transport Solutions p.6
	2-7 Employees	Talent Management p.74 Employee Engagement p.78
	2-8 Workers who are not employees	Healthy and Safe Workplace .70 Talent Management p.74
	2-9 Governance structure and composition	Integrated Management System p. 17 Governance Mechanism p. 18-23
	2-10 Nomination and selection of the highest governance body	Integrated Management System p. 17 Governance Mechanism p. 18-23
	2-11 Chair of the highest governance body	Integrated Management System p. 17 Governance Mechanism p. 18-23
	2-12 Role of the highest governance body in overseeing the management of impacts	Integrated Management System p. 17 Governance Mechanism p. 18-23
	2-13 Delegation of responsibility for managing impacts	Integrated Management System p. 17 Governance Mechanism p. 18-23



COMPANY
OVERVIEW

BOZANKAYA'S
GOVERNANCE MODEL

ENVIRONMENTAL
SUSTAINABILITY

SUSTAINABLE
PRODUCTS & QUALITY

INTERACTING
WITH PEOPLE

KEY PERFORMANCE
INDICATORS

GRI CONTENT
INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
GRI 2: GENERAL DISCLOSURES 2021		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Governance Mechanism p. 18-23
	2-15 Conflicts of interest	Business Ethics and Ethical Codes p.36
	2-16 Communication of critical concerns	Governance Mechanism p. 18-23
	2-17 Collective knowledge of the highest governance body	Governance Mechanism p. 18-23
	2-18 Evaluation of the performance of the highest governance body	Governance Mechanism p. 18-23
	2-19 Remuneration policies	Talent Management p.74
	2-20 Process to determine remuneration	Talent Management p.74
	2-21 Annual total compensation ratio	Confidentiality Constraints: The data in question is not disclosed for confidentiality reasons as it contains indicators that may affect competition in the market.
	2-22 Statement on sustainable development strategy	Governance Mechanism p. 18-23 Quality Approach p.52
	2-23 Policy commitments	Business Ethics and Ethical Codes p.36
	2-24 Embedding policy commitments	Business Ethics and Ethical Codes p.36
	2-25 Processes to remediate negative impacts	Business Ethics and Ethical Codes p.36
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Ethical Codes p.36

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
GRI 2: GENERAL DISCLOSURES 2021		
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	There were no unlawful developments during the reporting period, and no administrative penalties were imposed for non-compliance with laws and regulations.
	2-28 Membership associations	Memberships and Partnerships p.14
	2-29 Approach to stakeholder engagement	Stakeholders Capitalisation p.38
	2-30 Collective bargaining agreements	Talent Management p.74
GRI 3 : MATERIAL TOPICS 2021		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Studies p.24
	3-2 List of material topics	Materiality Studies p.24
Sustainable Finance, Financial Stability & Systemic Risk		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24
GRI 201 : Economic Performance 2016	201-1 Direct economic value produced and distributed	Bozankaya In 2024 p. 5 Bozankaya E-Transport Solutions p.7
GRI 203 : Indirect Economic Impacts 2016	203-2 Significant Indirect Economic Impacts	Bozankaya In 2024 p. 5 Bozankaya E-Transport Solutions p.7 Memberships and Partnerships p.14

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
Product Quality & Recall Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Green Supply Chain p.64
GRI 417 : Marketing and Labeling 2016	417-1 Requirements fo product service information and labeling	Quality Approach p.52
Low Carbon Strategy (Emission)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Emission Management p.44
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Key Performance Indicators p.81
	305-2 Energy indirect (Scope 2) GHG emissions	Key Performance Indicators p.81
	305-5 Reduction of GHG emissions	Key Performance Indicators p.81
Recycling Strategy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Road to Zero Waste p.48-49
GRI 306: Waste 2020	306-1 Waste Generation and significant waste-related impacts	Road to Zero Waste p.48-49
	306-2 Management of significant waste-related impacts	Road to Zero Waste p.48-49
	306-3 Waste generated	Key Performance Indicators p.84

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
Climate Change Adaptation Strategy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Energy Efficiency Practices p.46
Innovation Management (Automation)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Innovation Studies and Digitalisation p.53 R&D Studies & Collaborations p.55 Automation p.62
Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Governance Mechanism p. 18-23
Diversity and Equal Opportunity (Women Empowerment)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Human Rights p.73 Talent Management p.74
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance Mechanism p.18 Key Performance Indicators p.84
GRI 406: Non Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Ethical Codes p.36 Human Rights p.73
Operational Eco-Efficiency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Road to Zero Waste p.48-49
GRI 301 : Materials 2016	301-3 Reclaimed products and their packaging materials	Road to Zero Waste p.48-49 Performance Indicators p.83

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
Labor Practice Indicators and Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Talent Management p.74 Employee Engagement p.78
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Key Performance Indicators p.86
	401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees	Talent Management p.74
	401-3 Parental leave	Key Performance Indicators p.88
Occupational Health & Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Health and Safe Workplace p.70-72
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safe Workplaces p.70-72
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safe Workplaces p.70-72
	403-3 Occupational health services	Health and Safe Workplaces p.70-72
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safe Workplaces p.70-72
	403-5 Worker training on occupational health and safety	Health and Safe Workplaces p.70-72
	403-6 Promotion of worker health	Health and Safe Workplaces p.70-72
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safe Workplaces p.70-72

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Key Performance Indicators p.89-91
	403-9 Work-related injuries	Key Performance Indicators p.89-91
	403-10 Work-related ill health	Key Performance Indicators p.89-91
Product Design & Lifecycle Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 R&D Studies & Collaborations p.55
Energy Management (Energy Consumption, Electricity Generation)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Energy Efficiency Practices p.46
GRI 302 : Energy 2016	302-1 Energy consumption within the organisation	Energy Efficiency Practices p.46 Key Performance Indicators p.81-82
	302-3 Energy Intensity	Energy Efficiency Practices p.46 Key Performance Indicators p.81-82

GRI STANDARD	DISCLOSURE	PAGE NUMBER, REFERENCE AND/OR DIRECT ANSWERS
Human Rights, Social Integration & Regeneration		
GRI 3 : Material Topics 2021	3-3 Management of material topics	Materiality Studies p.24 Human Rights p.73 Talent Management p.74
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	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	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	There are no operations and suppliers at significant risk for incidents of forced or compulsory labor.



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