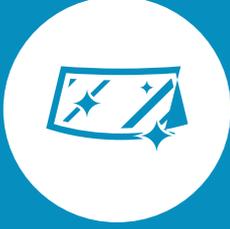


ŞİŞECAM AUTOMOTIVE



INCREASE
IN ŞİŞECAM
AUTOMOTIVE
SALES REVENUES

37%

EUROPE'S 4TH
WORLD'S 8TH
LARGEST
AUTO GLASS
MANUFACTURER

AN OVERVIEW OF 2021

2021 was a challenging year for the automotive industry. The negative impacts of declining vehicle production due to problems in the supply chain and worsening economic conditions persisted throughout the year. Meanwhile, the effects of the pandemic were constantly felt with more intensity. During this volatile year, Şişecam Automotive focused on digitalization, Industry 4.0 migration studies, new product development efforts, simplification of quality management, and supply chain improvements.

The negative impacts of the Covid-19 pandemic squeezed the automotive industry both in Turkey and Europe. In 2021, the sector turned its focus toward optimizing production fluctuations by constantly monitoring developments in the supply chain and making rapid decisions. Being able to respond quickly to changes and act with flexibility is currently the top priority for all stakeholders in the industry.

PRODUCT DEVELOPMENT

After heatable coated windshields went into mass production in 2020, development work moved forward at an accelerated rate. Mass production of HUD featured windshields, whose customer approval processes were completed in 2021, is scheduled to commence in 2022. Further development studies are underway for the HUD featured windshields and AR-HUD featured windshields.

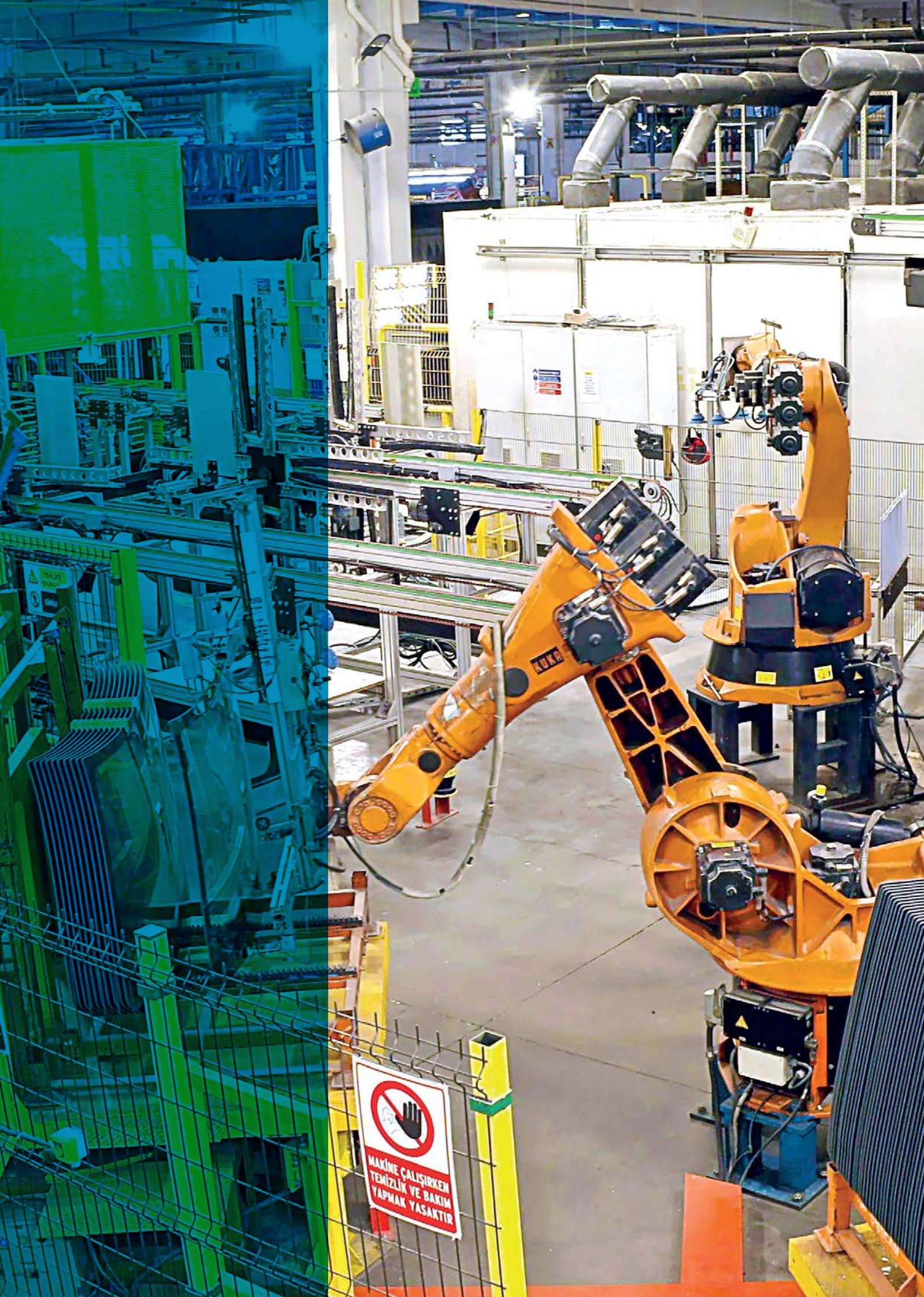
Development of antenna systems integrated into the rear glass and partnerships and feasibility studies to become a service provider gained momentum in 2021. In parallel with meetings held with customers and suppliers, Şişecam Automotive will present solutions that include emerging technologies. Serving as a service provider for identified solutions will enable automotive glass production capabilities, as well as help achieving the goal of being a technological solution partner.

During the year, Şişecam Automotive improved and supported its relations with public institutions in the defense industry, which it supplies, with new technologies. In addition to the existing product portfolio, Şişecam Automotive plans to further boost development in the sector with R&D studies.

Automotive Glass Sales Revenues (TRY million)

2019	2,503
2020	2,382
2021	3,252

Şişecam Automotive
boosted its sales to
TRY 3.3 billion.




MAKİNE ÇALIŞIRKEN
TEMİZLİK VE BAKIM
YAPMAK YASAKTIR



**IN ADDITION TO
ITS CAPACITY
INCREASE
INVESTMENTS,
ŞİŞECAM
AUTOMOTIVE
MOVED AHEAD
WITH ITS
AUTOMATION PLAN
SCHEDULED FOR
IMPLEMENTATION
IN ALL ITS
AUTOMOTIVE
FACILITIES IN 2021.**

DIGITALIZATION

Şişecam Automotive is developing its digital tools in order to simplify and improve its business processes. This effort also aims to enable employees in its production facilities and management centers in seven countries to work together more effectively. The digital platform where feasibility, cost and proposal studies can be carried out jointly was developed successfully. Control mechanisms were improved by simplifying processes. Thanks to developments made on the platform, Şişecam Automotive aims to further boost work efficiency and accelerate the follow-up processes by ensuring that all relevant employees are integrated into the process at the right time.

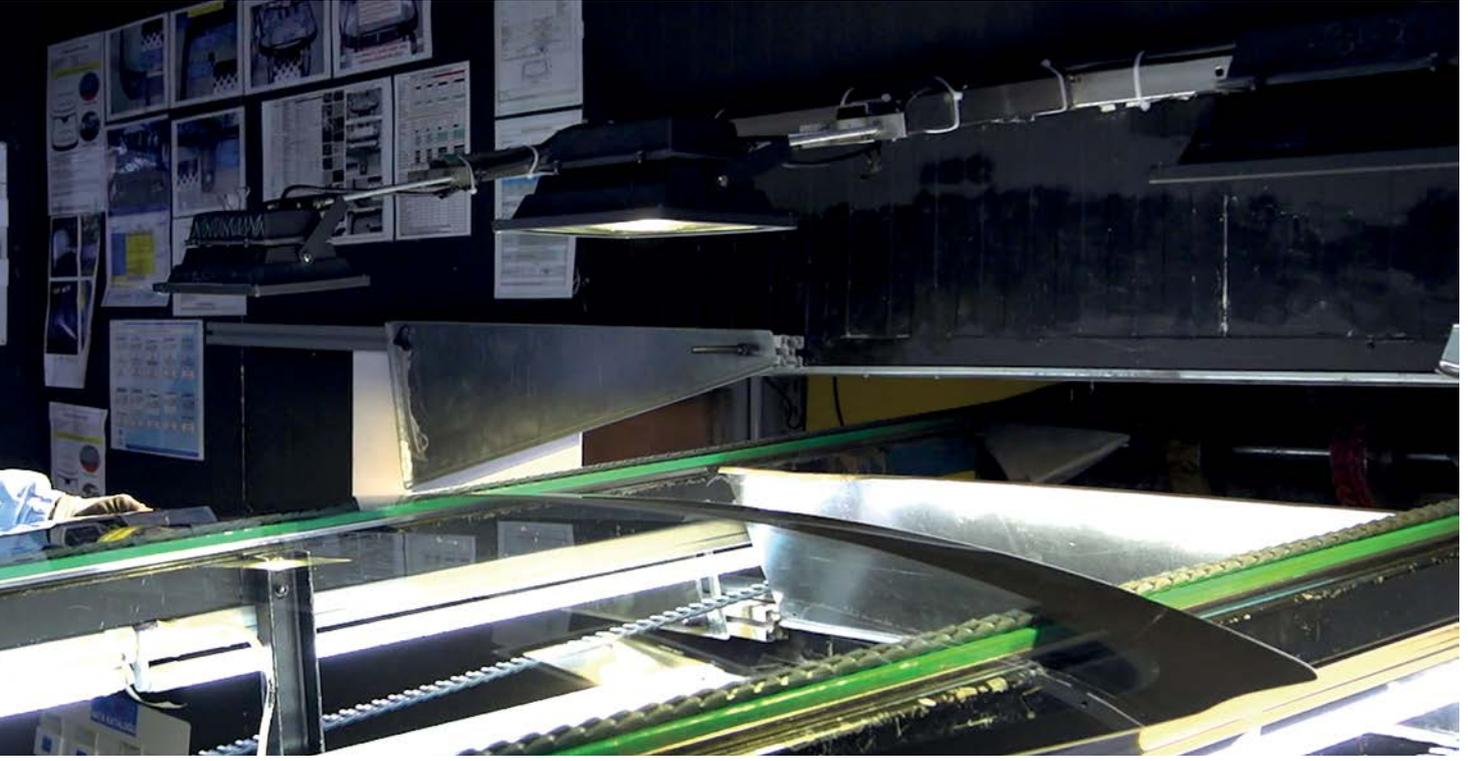
**INVESTMENT AND ROBOTIC
AUTOMATION**

Şişecam Automotive produces high quality auto glass for the world's leading automotive manufacturers. In addition to its capacity increase investments, Şişecam Automotive moved ahead with its automation plan scheduled for implementation at all its automotive facilities in 2021. With full implementation

of the automation plan, Şişecam Automotive aims to boost efficiency in its line development investments. In addition, this effort introduces high-level robotic applications in its auto glass, secondary processing and encapsulation operations. Şişecam believes in the importance of systems and production plants that communicate with each other in a digitalizing and transforming world. Şişecam aims to create highly automated facilities where data can be accessed instantly with its investment plan for online production tracking systems and digitalization technologies.

QUALITY MANAGEMENT

The main strategic priorities at Şişecam Automotive include maintaining quality and supplier management operations while preserving the level of automotive Tier-1 supplier standards and strengthening resource management by optimizing all process and quality activities. As part of its business quality operations, Şişecam Automotive carries out automation-based control systems, digital quality management, single product monitoring, Lean Six Sigma projects, and fault mode impact



ŞİŞECAM AUTOMOTIVE INTERNATIONAL SALES

2.5 TRY billion

ŞİŞECAM
AUTOMOTIVE'S
SIMPLIFIED AND
DIGITALIZED
PROCESSES
WILL IMPROVE
ITS AGILITY
IN DECISION-
MAKING AND
ENABLE OPTIMAL
MANAGEMENT OF
THE PREPARATION
PERIOD FOR NEW
PROJECTS.

analysis studies. In 2021, efforts to expand the use of digital applications in customer quality operations, prepare customer-based action plans, and studies for instant feedback mechanisms and customer sites moved forward according to schedule. As part of the One Şişecam transformation, quality management systems were integrated. Major steps were also taken in standardizing quality control practices together with all process architecture efforts.

EXPECTATIONS AND OBJECTIVES FOR 2022

In 2022, Şişecam Automotive plans to boost the share of sales to automotive manufacturers as the impacts of the Covid-19 pandemic on the automotive industry are expected to subside. Other priority objectives for the coming year include optimizing costs, strengthening the supply chain, and increasing the agility of responding to customer demands. In 2022, Şişecam Automotive also aims to maintain sales growth in the Automotive Replacement Glass (ARG) market, which it entered in 2019.

Searching for new markets will continue to ensure profitable growth. Feasibility studies are planned for new projects to commence mass production in coming years by stepping up relations with customers. Şişecam Automotive's simplified and digitalized processes will improve its agility in decision-making and enable optimal management of the preparation period for new projects.