



Sustainability Report 2021



- s.1 ABOUT THE REPORT
- s.2 MESSAGE FROM THE CEO
- s.3 ABOUT BRISA
- s.4 2021 IN FIGURES
- s.6 OUR AWARDS IN 2021
- s.8 OUR SUSTAINABILITY APPROACH
- s.16 SMART MOBILITY
- s.21 DIGITALIZATION
- s.26 CORPORATE ENTREPRENEURSHIP AND OPEN INNOVATION
- s.31 ENERGY AND EMISSION MANAGEMENT
- s.34 EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE GENERATION
- s.38 RESPECTING BIODIVERSITY
- s.40 ENVIRONMENTALLY FRIENDLY PRODUCTS & SERVICES
- s.42 CONTRIBUTING TO CIRCULAR ECONOMY
- s.44 DISTRIBUTION CHANNELS MANAGEMENT
- s.48 SMART CULTURE
- s.52 EQUALITY AND DIVERSITY
- s.54 PUBLIC RELATIONS
- s.58 PERFORMANCE INDICATORS
- s.66 UN GLOBAL COMPACT PROGRESS STATEMENT
- s.66 TCFD
- s.67 GRI CONTENT INDEX
- s.69 REPORTING GUIDANCE
- s.78 ASSURANCE REPORT
- s.81 CONTACT

ABOUT THE REPORT

As Brisa, we have been transparently sharing the economic, social and environmental impacts of our operations together with how these impacts are being managed in line with related targets and performance criteria with our shareholders since 2012. The 2021 Sustainability Report covers our sustainability performance between the dates 01.01.2021 and 31.12.2021.

This report has been prepared in accordance with the GRI Standards: "Core" option.

Our sustainability priorities, which are compiled as a result of our Sustainability Questionnaire Project organized with the participation of our internal and external shareholders during our first reporting period and which are reviewed on an annual basis, constitute the framework and contents of our report. These primary topics are reevaluated and revised with a reviewing project that has been held during the reporting period.

While preparing our report, we reviewed the Vigeo EIRIS and Reporting Matters evaluation opinions, Ecovadis evaluation, Task Force on Climate-Related Financial Disclosures (TCFD) aces and MSCI (Morgan Stanley Capital International) environmental, social, governance performance priorities with the reference of our partner Sabancı Holding. We consider these evaluations for the upcoming period.

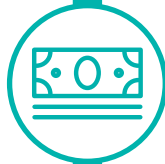
Carrying our sustainability performance forward and becoming a more accountable and transparent organization in line with our elevated sustainability performance is amongst our indispensable targets. We believe in the importance of shareholders' feedback.

You can share your feedback by communicating with us from kurumsaliletisim@brisa.com.tr address in order to help us continually increase our sustainability performance to better levels.





Haluk Kürkçü - CEO



MESSAGE FROM THE CEO

a total sales revenue of 6.6 billion TL, with a total increase of 56% in our net sales revenues. In international markets, we increased our market share in 87 countries by adding 2 new countries to our export region. We were selected as the most valuable brand in the Turkish tire industry by Brand Finance, an international brand valuation consultancy. We ranked 38th in the list of 100 most valuable brands, which is 4 places higher compared to previous year.

In the reporting period, we continued to offer new generation services in the field of Smart Mobility. We started the purchasing process of Arvento Mobile Systems, an important player in the vehicle tracking and fleet management systems market in Turkey. We expanded our OtoPratik and ProPratik fast maintenance service points and scope. As for the megatrend of electrification, we increased the number of e-charging stations we offer at OtoPratik, increasing the number of stations to 11, which was 4 in 2020. We opened our Bridgestone Performance Center premium stores in order to provide privileged service in the class where high-end tires are frequently used.

We produced innovative products that increased our competitiveness in national and international markets, and we continued to implement the best practices of digital transformation, with our R&D power, Izmit Factory and Aksaray Factory, which is the first factory of the sector equipped with smart technologies. With our work in 2021, we got 2 patents and 3 copyright-registrations. We were included in the "R&D 250" list as the sector leader, which includes the 250 companies with the highest R&D expenditures in Turkey. We started to provide an artificial intelligence-based digital assistant with high learning ability through Lassa and Bridgestone websites. As part of the 'My Business Partner Is Going Digital' project, we continued to increase the knowledge and competencies of our dealers about the digital world. With all these digitalization efforts, we increased the Digital Maturity score from 3.4 in the 2020 Digital Maturity Index to 3.7 in 2021.

We continued our cooperation with new start-ups with our 'Pioneers of Journey' and 'Start-up Pitch Perfect' applications that stand out in the entrepreneurship ecosystem, which is among the megatrends of our industry.

We position Brisa not just as a tire manufacturer, but as a 'value provider'. In this regard, we consider the social and environmental dimensions of the value we create, along with the economic dimension. With our motto 'Bri for All' that includes all our stakeholders, we continued our sustainability journey without slowing down, with our focus areas of Transition to Low Carbon Economy, Transition to Low Contact Economy and Social-Cultural Transformation.

In the field of environmental sustainability, we became the first company in our country to be approved by the Science Based Targets Initiative by calculating our emissions according to the 1.5-degree scenario until 2030. We became Turkey's Climate Change Leader for the 6th time and the Water Security Leader for the 3rd time in the CDP (Carbon Disclosure Project) program. We were also among the "Global Leaders" in the Supplier Communication Rating. We became one of the 8 companies that signed the CEO Water Mandate. In addition, we implemented the "Rainwater Collection Pond Project" at our Izmit Factory.

We consider our employees as our most valuable asset. Therefore, we implemented the project of 'The Future of Work is For You', which is a long-term, comprehensive and multidimensional transformation journey that we started in order to facilitate the adaptation of our employees to the changing ways of doing business and to improve their experience. We continued to strengthen our female employees and female engineer candidates with our 'Customer Heroes', 'Women Service Consultants Training Program' and 'If You Want to Design with Us' projects.

We will continue to be a pioneer in the sector with our sustainability efforts in the coming period as well, with the same vision and desire. I am very happy to share with you our 9th Sustainability Report, which includes social, economic, and environmental dimensions of our operations, and I would like to thank all our stakeholders, especially Brisa employees, who made possible the success we achieved in this very challenging period that we were going through.

Sincerely yours,

Distinguished Stakeholders,

The effects of the global health crisis which left its marks on 2020, continued in 2021 with new variants that emerged, despite all the measures taken and high vaccination rates. The pandemic not only has threatened human health, but also caused a sharp contraction in the world economy.

As the leading company in the tire industry in Turkey and one of the largest manufacturers in Europe, we continued our work bravely in this challenging period. Thanks to our investments in 'Smart Culture', we were able to quickly and agilely respond to the changes that were brought by the pandemic and achieved significant financial successes.

In 2021, we had a stronger performance in the tire industry, and the market itself had a better course than 2020: We achieved

ABOUT BRISA

The foundation of our Turkish tyre industry leader company goes back to the establishment of the Lassa Tyres brand in 1974 with the initiative of Sabancı Holding and its partners. The establishment of Brisa, and the start of Lassa Tires' and Bridgestone's journey goes back to the partnership agreement signed in 1988 between Sabancı Holding and World tyre industry leader, Bridgestone Corporation.

Having won the first National Quality Award in 1993, our company became the first Turkish enterprise to be awarded with the EFQM European Quality Award in 1996 as a result of its superior performance in business excellence. Today, we are among the largest tyre manufacturers of Europe.

We are manufacturing tyres especially designed for passenger vehicles, light commercial vehicles, buses, trucks, agriculture vehicles and earthmovers under Bridgestone, Lassa Tyres and Dayton brands. We are also presenting the Kinesis brand tyres, which are manufactured for industrial vehicles with high safety and quality standards in line with international standards, Firestone branded agricultural tyres and Bridgestone motorcycle tyres to the market, hence reaching a total of 1.800 different tyres in our portfolio. We lead the industry and add value to our customers and business partners together with the main brands of the Bandag retreading brand, Lastigim sign sales points, Otopratik and Propratik service points, Lastik.com.tr alternative sales channel, Arvento vehicle tracking system, Profleet fleet services, mobile maintenance service that provides on-site

maintenance to Mobilfix commercial vehicle fleets, and Tire Hotel (tire storage service) services, roadside assistance (Filofix) services for commercial vehicles and our Brisa Academy training platform.

Our products and services meet with vehicle owners through 1,300 branded sales points domestically, and Lassa Tyres, produced with Brisa employees' efforts, reach vehicle owners in 83 countries through 83 distributors, and 6,000 sales points in total, of which 600 above are branded with Lassa Tyres.

With a closed area reaching to 361.000 m², our İzmit Manufacturing Plant is one of the biggest manufacturing plants gathered under one roof globally and is one of the most important manufacturing facilities of Bridgestone in the World. Our second factory, which was established in Aksaray OSB with an investment of 300 million Dollars, on the 135,000 m² of the first stage of the 952,000 m² area, is the first factory equipped with smart applications in the sector. Our factory is equipped with more than 40 years of industry experience and competence in the tyre industry, as well as Bridgestone's advanced technology and global experience. In this way, we have made a pioneering investment in our sector with efficiency, environmentalism and product quality and performance. Among these works, there are energy saving applications, fully automatic transfer systems, digital twin applications created in virtual environment, and smart machines that we offer solutions with virtual reality and advanced data analytics.

Our Mission

Provide superior value to society with sustainable growth

Our Values

Work safety, innovation, customer orientedness, teamwork, business excellence, sustainability

Our Motto

We drive on with courage

Our Vision

Designing the future of the journey

Services

- Digital Fleet / Profleet
- Digital Fleet / TPMS&Telematic
- Digital Fleet / Filofix
- Aspects+ / Aspects Emergency
- TMP+
- Probox
- Mobilfix*
- Electric Vehicle Charging Service
- Tire Hotel
- Brisa Academy
- Brisa Museum

Non-tire Products

- Otopratik Battery Spare Parts and Auto Care Products
- Otopratik Battery
- Yuasa Battery
- Bandag (Retreading)
- Protread (Retreading)
- Cutcure (Retreading)
- Bridgestone Seismic Isolator

Sales Channels

- Bridgestone
- Lassa
- Otopratik
- Propratik
- Bridgestone Performance Center
- Lastigim
- Lastik.com.tr
- Bandag

Tire Brands

- Bridgestone
- Lassa
- Firestone
- Dayton
- Kinesis

Tracking Systems - Arvento

- Tracking System Packages
- Solutions and Sectoral Applications
- Mini Object Tracking Package

*It could not serve due to being in maintenance in 2021.

2021 IN FIGURES —



3,146
Number of employees



1,47
billion USD

Total investment of Brisa in Turkey as of the end of 2021

6,6
billion TL

net sales revenue for 2021



1.300+ sales points with signs in Turkey

87 countries where Lassa brand is exported

More than **600** Lassa-signboard stores and **6.000+** sales points in 87 countries

2,006,490
USD


Environmental protection and investment expenditures




9,68% decrease in the amount of direct and indirect absolute greenhouse gas emissions compared to 2020



47% decrease in the amount of emissions per production tonnage at the Izmit facility compared to 2005




Compared to 2020, **18%** decrease in energy consumption per production tonnage in Izmit facility and **19%** in Aksaray facility




Reduction in CO₂-e emission amount of **1,182 tons** thanks to energy efficiency projects and

24,603 tons thanks to renewable energy consumption



63% decrease in well water consumption in Izmit facility compared to 2008

46% decrease in water consumption per production tonnage at Aksaray facility compared to 2019




95,000
The number of commercial vehicle tires we cover within the scope of Bandag service



2,047
Number of local suppliers

25.36
Average annual training hours for our employees

Access to **15,400** participants with Brisa Academy training programs




79,797
person*hour training



1,123 Number of customer satisfaction surveys conducted

93.3% the level of our customer satisfaction

0 
Number of fatal accidents

AWARDS AND ACHIEVEMENTS IN 2021 —

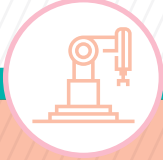


- » We were selected as the most valuable brand in the tire industry in Turkey by Brand Finance, an international brand valuation organization. We ranked 38th in the list of the 100 most valuable brands.
- » We were selected as the “Most Reputable of the Year” with our Bridgestone brand in the “Automotive Tire” category at the “The One Awards Integrated Marketing Awards” organized in cooperation with Marketing Turkey and Akademetre.
- » We received the “2020 Gold Exporter Award” by the Automotive Industry Exporters Association.



ENVIRONMENT

- » We calculated our emissions until 2030 in accordance with the 1.5-degree scenario. According to the 1.5-degree scenario, we became the first company in our country to receive approval from the Science Based Targets Initiative.
- » We became Turkey's Climate Change Leader for the 6th time and the Water Security Leader for the 3rd time in the CDP (Carbon Disclosure Project) program by saying “Bri For All” against climate change. We were also among the “Global Leaders” in the Supplier Communication Rating.
- » In the transportations we made with Ekol in 2020 on the basis of intermodal transportation; we saved 12,000 trees, equivalent to 30 hectares of green space, reduced carbon emissions by 262,000 kg and saved 199,000 liters of fuel. With this success, we were awarded the “Pale Blue Dot” plaque by our customer Ekol Logistics.



R&D, INNOVATION AND DIGITALIZATION

- » We became the industry leader in the “R&D 250” list, which includes the 250 companies with the highest R&D expenditures in Turkey. We were ranked 42nd in the general list and among the top 20 companies according to the number of projects.
- » With our work in 2021, we got 2 patents and 3 copyright-registrations.
- » With the “Mixer Capacity Increase Project”, we were among the top 3 projects in the 2021 European Bridgestone EMIA Manufacturing TQM (Total Quality Management) competition held with the participation of BSEMEA factories.
- » At the Golden Collar Award Ceremony, where the best projects, practices and business models in the Sabancı Group are awarded, we were awarded with our “Tire Manufacturing Machine Digital Transformation and Capacity Increase” project in the “Digitalization and Continuous Development” category.
- » At the Success Stories Ceremony of the TÜSİAD Digital Transformation Program in Industry, we received an award in the “Commercialization Potential” category with the “Intelligent Heating Control System” digital solution that we produced in partnership with Skysens.
- » With the Bridgestone all-season tire A005 Evo, we received the “Chooosed Product of the Year” award, which is accepted as one of the most important innovation awards in the world and determined by consumer votes.
- » Passenger car tires produced in our Brisa Aksaray factory received the “Domestic Goods Certificate”.
- » Our “Brisalyız.biz” platform, which acts as a bridge between us and our dealers, won the gold award in the “B2B Website” category at the MarCom Awards given by the USA-based Association of Marketing Communication Professionals (AMCP).
- » The Service Training Program with 3D Modeling “3D Master” was awarded in the category of “Added Value to the Customer” in the EMIA Bridgestone Group Awards honor program.



PEOPLE

- » We received the “Best Certificate Program” Silver Award in the “Excellence in Education” category, organized by Brandon Hall, a worldwide consultancy company, with our “Customer Heroes” program in which we bring female tire technicians to the tire industry.
- » We won the Bronze Stevie Award in the category of “Best Learning and Development Strategy” with our training and development program “Brisa Journey” at the Stevie Awards, which is considered one of the most prestigious awards in the world.
- » Within the scope of IDC Turkey CIO Awards, we received the first prize in the “Future of Work – Employee Experience” category with our human resources portal “Brinsan Next” project.
- » We received the highest compliance rating after being evaluated by an independent audit firm accredited by the International Institute of Internal Auditing for “Internal Audit Quality Assurance Assessment”.



Our Sustainability Approach

SUSTAINABILITY MANAGEMENT —

Sustainability is one of the most important fundamentals of how Brisa carries on its activities. We are driving on courageously in all the geographies we operate in with pioneering applications of our industry following the corporate values and governance experience guidelines of our shareholders, Bridgestone Corporation and Sabanci Holding. With the consciousness driven by being a responsible manufacturer, we are investigating further to accomplish better results, develop innovations, make investments, work harder and produce in order to carry on the value we have created for our shareholders further.

We are advancing on our roadmap that we have created to maintain our position as a leading company in the field of sustainability, with our “One for All of Us” approach and sincerity. We are increasing the number of sustainability projects in our project portfolio followed by our senior management day by day.

We Continued to Take Place in Borsa Istanbul Sustainability Index

Our company, which was entitled to be included in Borsa Istanbul's Sustainability Index in 2015, successfully passed the index criteria with its 2020 data, and was included in the list for the seventh time.

We are combining our sustainability management approach and sustainability strategies together with our core operations and competences and continue to create added value for our shareholders. We are viewing our sustainability approach as part of our corporate culture and therefore as part of all our activities. We are carrying on communication projects in order to extend our sustainability approach among our shareholders. We are executing audit activities in order to identify our improvement areas in terms of sustainability and we assure the development of our sustainability performance with action plans based on tangible targets.





We identified our priority responsibilities in social, environmental and economy fields as part of our sustainability policy, which we established in 2015. We are realizing communication activities and training sessions in order to increase the awareness of our policy both amongst our own employees and other shareholders based in our value chain.

[Click to reach Brisa Sustainability Policy.](#)



We focus our sustainability strategy on the transition to a low-carbon economy, transition to a low-contact economy, and cultural and social transformation.

We focus our sustainability strategy on the transition to a low-carbon economy, transition to a low-contact economy, and cultural and social transformation. We first foresee our risks in each focus area and support them with our strong risk management. We match our actions with the Sustainable Development Goals for which the United Nations seeks solutions, and we care about being a stakeholder in the solution of a global movement. We carry out risk management with a life-long perspective, including environmental and social issues in addition to economic parameters. We manage the effects of environmental and social risks that may occur in our supply chain, customer, dealer and service processes. In this way, our actions become more understandable for all our stakeholders, while we closely monitor developing regulations, technologies and financial opportunities for access to sustainable finance. We undertake and report our practices we

manage and the performance results we achieve within the scope of the principles of transparency, fairness, responsibility and accountability, in the light of the initiatives we are a party to, by providing national and international participation, and we strive to take our performance to higher levels with the relevant quality system practices.

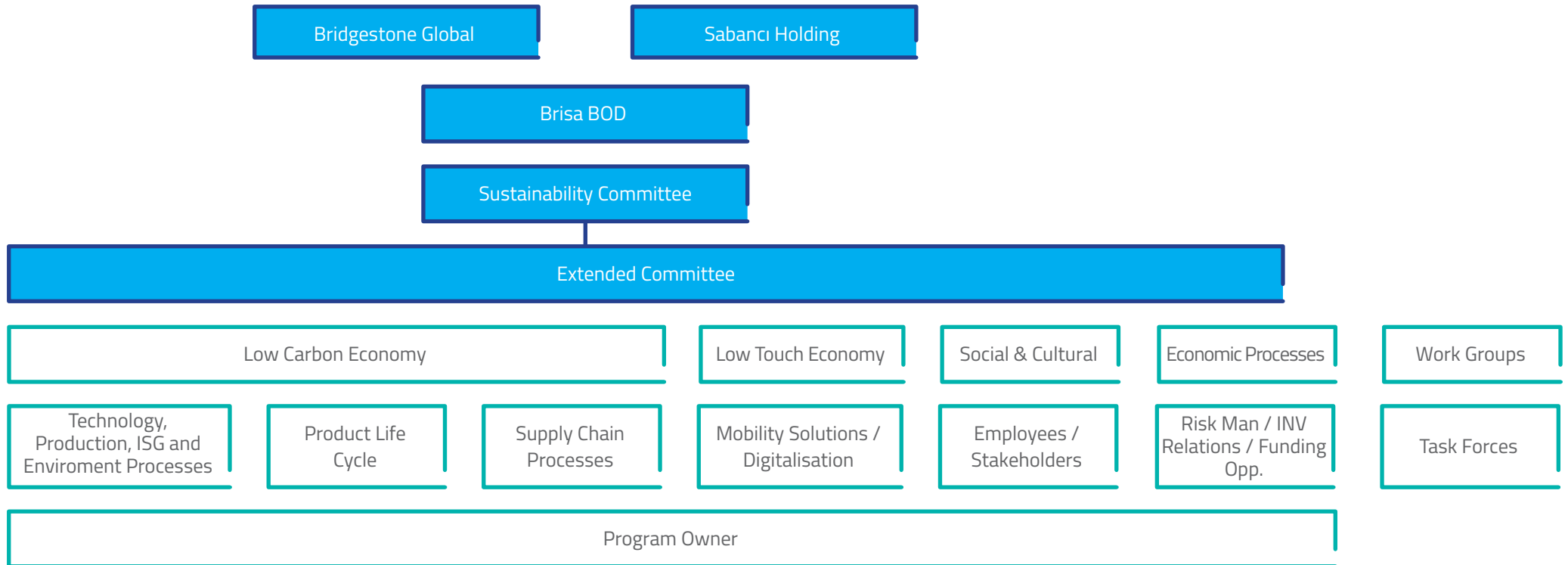
We are taking advantage of nationally and internationally accepted standards in order to assure the continuous development of our social, environmental and extensive economic performances and we periodically carry out benchmarking projects. We are moving in line with an effective sustainability management structure that stretches out from the top management level to all other levels of our company and we are ensuring the effectiveness of this structure with transparent and bidirectional communication mechanisms and extensive auditing processes.

SUSTAINABILITY MANAGEMENT STRUCTURE

We act within an effective sustainability management structure that extends from senior management to all levels of our organization; We ensure the effectiveness of this structure with transparent and two-way communication mechanisms and comprehensive audit processes.

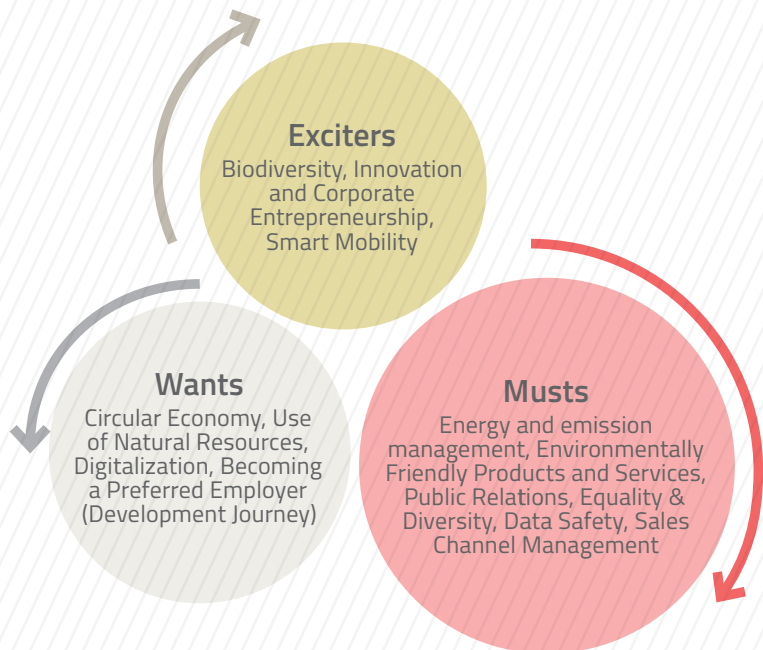
During the reporting period, we reviewed the Sustainability structure at Brisa to be similar to Bridgestone and Sabancı Holding. We defined our Sustainability Management with the 3x6 model. In the first and fundamental step of the model, we defined the Management Fundamentals by which we manage corporate governance,

risk management and financing opportunities and in the second step, we defined our Sustainable Business Model. We have identified 18 task forces under the Transition to Low Carbon Economy, Transition to Low Contact Economy, Cultural and Social Transformation working groups. Within the scope of the work of the Sustainability Committee, which represents the third and last step of the model, we review the work of the task force every three months and submit it to the evaluation of the Corporate Governance Committee under the Board of Directors. Deputy General Managers lead the task force activities of the committee chaired by our CEO.



OUR MATERIAL ISSUES

We are annually reviewing our sustainability priorities, which were first identified in respect to the project carried out in 2012, with workshops and communication activities. During the reporting period, as part of the activities of the Sustainability Committee, we reviewed our priority issues, the expectations and feedback from our stakeholders, global megatrends, and their impact on our sectoral sustainability priorities. We placed our subject universe and material matrix, which we created as a result of the study, into the Kano Model by taking the opinions of our company's senior management. Our priorities matrix, which emerged as a result of our studies, is as follows:



While evaluating our priority issues, we also classified our sustainability priorities and gathered them in 3 main dimensions. We present the megatrends and priorities to our stakeholders' opinion in our "Sustainability Report" and the management principles in our "Management Principles Report". Our sustainability priorities, which we share within the scope of these reports, are as follows:

MEGATRENDS	MANAGEMENT FUNDAMENTALS	PRIORITIES
Comprehensiveness & Diversity Human Rights Quality of Life Climate Change Responsible Supply Chain Depletion of Resources New Mobility Trends Rapid Urbanization Demographic Changes Big Data	Work Health and Safety Campaign Against Bribery and Corruption Employee Rights Responsible Value Chain Initiatives Way of Conducting Business Beyond Legal Regulations Growing Economic Added Value Inclusion In Identification of Environmental and Social Policies	Smart Mobility Digitalization Innovation and Corporate Entrepreneurship Energy and Emission Management Use of Natural Resources Environmentally Friendly Products and Services Circular Economy Public Relations Becoming a Preferred Employer (Development Journey) Equality & Diversity Data Safety Sales Channels Management Biodiversity

You can find detailed information about which stakeholder groups prioritize our sustainability priorities and our stakeholders in our "[Management Principles](#)" report.

During the reporting period, we conducted studies and evaluations to determine the contributions of our sustainability priorities to the main focal points of our strategy and to the United Nations Sustainable Development Goals. In this direction, we have revealed our sustainability focus, priorities and contribution to the Sustainability Development Goals as follows:

PRIORITIZED TOPICS	RELATED SUSTAINABLE DEVELOPMENT GOALS (SDGs)	EXAMPLARY PRACTICES
Energy and Emission Management		Renewable energy investments (7.2) Energy efficiency projects (7.3)
Natural Resource Usage	 	Water Management and related improvement objectives (6.4) Waste management (12.5) Sustainability Reporting (12.6)
Environmental Products and Services		Environmentally Friendly Products and Services (12.4)
Circular Economy		Environmental Policy and related practices (12.2)
Sustainable Purchasing		Sustainable Purchasing Policy and Practices (12.6)
Biodiversity		Afforestation works (15.2) Let Cranes Always Fly Project (15.5)

TRANSITION TO LOW CARBON EMISSION

PRIORITIZED TOPICS	RELATED SUSTAINABLE DEVELOPMENT GOALS (SDGs)	EXAMPLARY PRACTICES
Being a Preferred Workplace	 	Brisa Academy (4.4) Human Resources Policy (8.5) Being a signatory to the United Nations Global Compact (8.7) Occupational Health and Safety Practices (8.8)
Innovation and Corporate Entrepreneurship		Innovation and Entrepreneurship Program (8.2)
Equality and Diversity		Customer Heroes and Service Heroes (5.1 - 5.5)
Increasing Economic Added Value		Seismic Isolator (11.5)

SOCIAL AND CULTURAL TRANSFORMATION

PRIORITIZED TOPICS	RELATED SUSTAINABLE DEVELOPMENT GOALS (SDGs)	EXAMPLARY PRACTICES
Smart Mobility		Smart Mobility Apps (9.1)
Digitalization		Digitization Applications (9.A)
Way of Doing Business Beyond Legal Regulations		Corporate Governance Practices (16.5)

TRANSITION TO LOW CONTACT ECONOMY

We actively evaluate the sustainability risks within the scope of our operations and implement the relevant proactive measures. In this context, you can find detailed information on the risks and actions we take regarding climate change risks, which have an active impact on today's business world, in our "Sustainability Management Principles" report.



2021 developments and 2022 targets for our goals identified in conjunction with our sustainability performance and priorities are as follows:

	2021 TARGETS	2021 PERFORMANCE DESCRIPTION	2022 TARGETS
GOVERNANCE	To ensure the continuity of our registered quality in internal audit services (The registration we received last year has a validity of 5 years.)	We ensured the continuity of our registered quality in internal audit services.	To ensure the continuity of our registered quality in internal audit services (The registration we received last year has a validity of 5 years.)
	To ensure that more than 200 internal audit inquiries, whose software and user tests we have completed, are actively run within the Company and fully adapted to the Company business processes	We adapted 30% of more than 200 internal audit inquiries, whose software and user tests we have completed, completely according to the Company's business processes, ensuring that they are actively run within the Company and reportable outputs.	To ensure that more than 200 internal audit queries that are currently live in the Company ERP system are 100% adapted to the Company's business processes, and creating business processes for actively running them within the Company and reporting their outputs.
VALUE CHAIN	To include local suppliers in the supplier evaluation system in line with the sustainability policy	We made sustainability assessments to critical local suppliers. Suppliers were asked to take action according to their scores and improvement plans were sent.	To evaluate the actions taken according to the result of the 2021 evaluation, performing the supplier evaluation for 2023 via Ecovadis (to include the suppliers in this system at the first stage and then monitor their performance through Ecovadis)
	To ensure that additional screens are designed and maintained on an annual basis that will improve the "I have read, understood, approved" confirmation system of our suppliers.	The system was put into practice in 2021. Annually, approvals are obtained from supplier portals.	N/A
	To complete 95% of our WSA project	The project is 95% complete.	To complete 97% of our WSA project
	To carry out 3 mystery shopper visits to 400 dealers, 100 Tires and 100 competitor dealers within the scope of CRM Mystery Shopper Visit	Mystery shopper visits were made to 377 Lassa and Bridgestone, 78 Otopratik and 16 Propratik, 2 Performance Centers, 100 Lastijim and 100 competitor dealers.	To conduct mystery shopper visits to 475 Brisa locations (Lassa, Bridgestone, Otopratik and Propratik), 100 Tires, and 100 competing dealers
	To reach 5,000 customers during the customer satisfaction survey process	Customers were reached with 1.123 QR code surveys	To reach 4,000 customers
	To follow the NPS-net recommendation score as a KPI and reach an NPS rate of 78%	By reaching the customer with QR code surveys, 2021 NPS, General Satisfaction and QR code survey numbers were questioned. Customer Experience Score was determined with weighted averages for these criteria. 2021 Customer Experience Score: 63 points.	2022 Customer Experience Score Target: 70
	To reduce our well water consumption by 68% in 2023 compared to 2008	In 2021, our well water consumption was reduced by 63% compared to 2008.	To reduce our well water consumption by 68% in 2023 compared to 2008
ENVIRONMENTAL FOOTPRINT	To be among the Global Leaders with A+ in the CDP Water Reliability platform	We became the Turkey Leader with A- in the CDP Water Reliability platform.	To be among the Global Leaders with A+ in the CDP Water Reliability platform
	In addition to validation work, being a CEO Water Mandate signatory	Verification work has been completed and we have become a CEO Water Mandate signatory.	To verify under ISO 14046 Water Footprint Standard and fulfill CEO Water Mandate requirements
	To reduce Scope 1 and 2 absolute greenhouse gas emissions by 5.6% compared to 2020	We managed to reduce Scope 1 and 2 absolute emissions by 9.68% compared to 2020.	To reduce scope 1 and 2 absolute greenhouse gas emissions by 15% compared to 2020 (110,000 t-CO ₂ e)
	To continue the work for a green office	Our volunteer team was formed in Izmit and they started the green office mobilization work.	To make a green office mobilization by forming a volunteer team in the Istanbul Office as well
	To be among the Global Leaders with A+ on the CDP Climate Change platform	We became the Turkey Leader with A- in the CDP Climate Change platform.	To be among the Global Leaders with A+ on the CDP Climate Change platform
	Disclosure of SBT commitments	We were the first company to have the SBT targets approved under the 1.5-degree scenario. We were able to reduce Scope 1 and 2 absolute emissions by 9.5% versus the 5.6% target.	To get our 2050 Net Zero emissions target approved by SBTi
	To maintain ISO 50001 system certifications with zero non-compliance	Audit completed with zero non-compliance.	To maintain ISO 50001 system certifications with zero non-compliance
	To reduce 110 tons of plastic waste within the scope of the Business Plastics Initiative	Compared to 2020, 127 tons of plastic waste was reduced.	To reduce the amount of plastic waste by 10% compared to 2021
	Renewable energy consumption	Our renewable energy consumption in 2021 was 12%.	To increase our renewable energy consumption rate to 17% by 2022
	To cover 100,000 tires	95,000 tires covered.	To cover 80,000 tires.

	2021 TARGETS	2021 PERFORMANCE DESCRIPTION	2022 TARGETS
WORK LIFE	To carry out studies that reach university students with the employer brand on new digital platforms and to identify areas of improvement by making social impact analysis, to detail our work in the field of our employer brand, social media, advertisements, etc. to unify our visuality and language in areas and to make them parallel with our work	"Tasarlamak IsterSEN" Ideathon program was held twice. The two programs received nearly 2,000 applications in total. 60 students were selected for the program.	To carry out studies that reach university students with the employer brand on new digital platforms, to identify areas of improvement by making social impact analysis, to detail our work in the field of our employer brand, to unify our visuality and language in areas such as social media, advertisements, and to make them parallel with our work.
	To progress with monthly outputs that will create value by creating projects and teams in 10 different areas and to follow up with pulse measurements within the scope of our Smart Culture strategy, "Future of Work"	Teams were formed within the scope of "Future of Work" and the teams started to produce their outputs. (BriFit, AbilityPool, etc.) Follow-up was carried out with Mid-Talks.	To ensure that the teams continue their output in line with Steer Co and company goals, to create an HR briefing report in Executive Summary format with HR Cockpit
	To increase awareness of our journey efforts through sharing and launching meetings that we will hold in our different channels and related projects that will increase the employee experience.	New platforms that increase the employee experience were offered to employees. Corporate well-being application and corporate volunteering platform were put into use.	To increase awareness of our journey efforts through sharing and launching meetings that we will hold in our different channels and related projects that will increase the employee experience.
	To carry out follow-up studies within the scope of Aksaray Cultural Transformation Project	Re-evaluation meetings were held with Aksaray Cultural Transformation Project groups. As of 2021, the project was closed.	N/A
	To ensure the continuation of Journey communications, to conduct a post awareness survey regarding the training and development programs, opening new groups, closing groups and studies for the manager to know which programs their teams are on.	Preparations such as the drafting of the information format about the teams and processes to be shared with the managers, and the data set were completed. Programs (Dev101, Gen101, Man101) were opened in 2021 and their modules continue.	To complete the 2023 calendars as of Q4 with the programs within the scope of Brisa Journey, to share them with the managers and their teams, to increase the frequency of communication with the managers of the teams related to the Journey
SOCIAL DEVELOPMENT	To make improvements by following the progress of the Digital Onboarding process and YeniBri application	All employees recruited in 2021 entered YeniBri and digital orientation journeys were initiated. In addition to this process, physical factory & museum tour, pit-stop events were held.	To expand the Orientation Buddy structure, which was implemented as a pilot in the CTO function, to all functions with the contributions of the FoW Talent Acquisition team.
	To continue to reach end users through the social media account "Yola Sağlam Çıkanlar"	Communication with end users continued through the "Yola Sağlam Çıkanlar" account on social media.	To reach more people by increasing the number of followers
	To continue our support to public institutions and civic initiatives	We actively shared our knowledge and experience with the initiatives of which we are members.	To continue our support to public institutions and civic initiatives
	To continue our support to education through BMÖDD	We supported 84 students in the 2020-2021 academic year. Although we could not get new registrations due to the pandemic, we continued our support.	To continue our support to education through BMÖDD
	To continue supporting the Mountain Bike (MtB) Team within Brisaspor	Our team competed in national and international competitions and won medals.	To continue supporting the Mountain Bike (MtB) Team within Brisaspor
	To communicate for raising awareness on traffic safety and to launch LASID Safe Traffic Academic Book	Safe Traffic Academic Work was published and launched within LASID.	N/A
	To conduct social impact analysis for our Pioneer 2 project	Social impact analysis was conducted for 6 of our projects.	To prepare the improvement roadmaps of the programs and to implement the relevant actions
	To continue the programs to encourage women's participation in business life in our sector and to improve them by analyzing the social impact of our programs.	The Customer Heroes Program was completed online with the support of internal and external trainers.	To ensure that a total of at least 15 female employees participate in the Customer Heroes and Service Heroes program



Smart Mobility



Safe and efficient mobility has been one of the most important contributors of cultural and economic development in human history. The advances in technology changed the transportation requirements of people; depleting resources and accelerating tempo of business-world made it necessary to flourish even smarter mobility solutions. Here at Brisa, we consider changes in requirements, contribute cities to be more sustainable and help prevent traffic accidents as a result of the importance we place in product safety while designing our products and services.

With the increasing demands for mobility, our customers demand high value-added products with low rolling resistance, high fuel efficiency, longer life, tight wet grip performance in line with trends such as autonomous driving, connectivity, and electrification, and they also expect smart services and solutions beyond tires. In this context, as Brisa, we are developing new generation services for the end consumer, where digital, on-site and end-to-end services come to the fore.

The first area we prioritize under our mobility efforts is the end-to-end services we offer to our customers. In this context, we expand the 'My Tire' points, improve the experience with our online sales website lastik.com.tr, which is the industry's first tire sales platform, and offer fast vehicle maintenance and service under one roof with our Otopratik and Propratik service points. In addition, we are opening our Bridgestone Performance Center premium stores in order to advance the comprehensive customer experience and to provide privileged service in the class of high-end tires.

With our fast maintenance store, Propratik, we provide tires, and we offer services for all the needs of the vehicles.

In addition to meeting the sales and service needs of all tires, batteries, spare parts and accessories for heavy commercial vehicles with innovative solutions, we offer support to drivers for efficient and safe driving with our Propratik stores.



As a first in the sector in Turkey, we have implemented the "online vehicle maintenance price offer" service on otopratik.com.tr"

"Otopratik, like its name, makes everything practical. Now, vehicle owners can see the maintenance and repair prices of their vehicles instantly and easily by entering their vehicle information. Thus, we prevent vehicle owners from encountering bad surprises thanks to standard, transparent prices while meeting their service needs. If they wish, customers can get a price offer by making an online appointment from Otopratiks all over Turkey, again via the module. In this context, we enrich the services we offer day by day by using our digital competencies according to the needs of the future and rising trends. Our goal is to continue our way as the leading brand of the rapid maintenance service category."

Cenk Koçdor,
Assistant General Manager for Sales/Brisa



We are offering a new generation tire purchasing experience with Otopratik

We are improving the experience of owning tires with Otopratik, our easy, high quality, fast and economical maintenance store chain. Otopratik service points, which provide spare parts and labor guarantee for all makes and models of passenger cars and light commercial vehicles, provide service and maintenance for different points in addition to the check-up service where 52 points are checked. Among these services, the main ones are; tire, rim, battery, front layout maintenance, oil change, filter change, air conditioning gas filling, brake pad and disc change, shock absorber change and periodic maintenance. In 2021, we have included the auto care category products consisting of glass water and antifreeze in this wide product range. Thus, the number of Otopratik branded products increased to 54. We also initiated informative trainings on electric vehicle technologies and services in order to increase the knowledge of Otopratik points in new vehicle technologies. In line with our efforts to expand our service points and scope, we increased Otopratik and Propratik service points to 97 in 43 provinces, while providing comprehensive customer experience with fast fit maintenance and electric vehicle charging services.



We offer mobile services to improve our customers' mobility experience, and support our dealers in their vehicle purchases

Our Company, which has the strongest dealer network in Turkey with its 1,300 business partners, ensures uninterrupted journeys by providing the roadside assistance service, on-site tire removal-installation and balancing services. We supported our dealers' mobile vehicle purchases and expanded our mobile network to provide more of these services to our customers, especially during the pandemic period. With 200 vehicles and our digitalized services, we offer more and more on-site service opportunities to our customers every day.

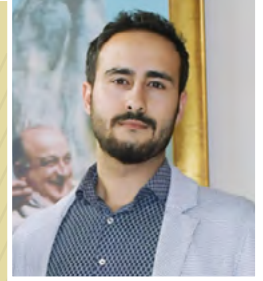
The second area we prioritize under our mobility efforts is the transformation to electric vehicles in the automotive sector. According to the studies of the International Energy Agency, it is predicted that the worldwide electric vehicle fleet will reach 245 million units in 2030, which is more than 30 times today. According to Boğaziçi University's research report; by 2022, the number of electric vehicles in Turkey will increase 56 times and reach 140 thousand, and the number of charging stations will reach 14 thousand with an increase of 35 times. In the light of these data, we are developing tires for electric vehicles and investing in the expansion of the station network in cooperation with E-Şarj (E-Charge) to provide a solution for the widespread charging service, which is critical in the development of the market. We aim to expand our e-charging services that we offer in our Otopratik stores, throughout Turkey. **Therefore, we increased the number of stations from 4 in 2020 to 11 in 2021. In the upcoming period, we aim to increase the number of stations to 40 and to launch the mobile e-charging service.**

“

“We become a solution partner for the need for charging stations, which is an important criterion for the widespread use of electric vehicles. Together with Eşarj, we offer fast charging services for electric vehicles at selected fast maintenance and service chain Otopratik stores and performance center points.

We are working to provide faster solutions to the needs of electric vehicle owners and to expand our services. We focus on field exploration and infrastructure development. We are starting the installation of stations that can fill 80% per hour. In addition, 2 vehicles can be charged at the same time at these stations. We will continue to rapidly increase our network.”

Volkan Özdemir,
Entrepreneurship Manager/Brisa



“

“Sustainability and carbon footprint issues, which are on the agenda not only of our country but also of the whole world, are of great importance for our business area. As we mentioned before, we aim to contribute 2.5 million tons of carbon emissions by 2030. We are advancing step by step towards this goal, especially with the contribution of the collaborations we have developed. Our cooperation with Brisa in this field is one of the breaking points in this sense. In fact, we think it has a multiplier effect. As the first charging station company to reach 150,000 recharges in 2021, when the effects of the pandemic are felt quite severely, we aim to increase this number exponentially with the collaborations we will make. In parallel with the mobilization of the electric vehicle market and the increase in the number of electric vehicles on the roads, we will continue to invest and work in this area.”

Murat Pinar,
Enerjisa Enerji CEO and Eşarj Chairman of the Board





Thanks to the Filofix mobile roadside assistance, we lead the transformation of mobility by producing a solution to this gap in the sector.

“Thanks to the Filofix Digital Fleet mobile application, which we have implemented, Brisa customers can reach 24/7 Turkish road assistance service with a single click of a phone in Turkey. Through Filofix, we provide fleet roadside assistance, tire disassembly, tire repair, tire rotation and new tire supply services within the borders of Turkey with Bridgestone and Lassa dealers. We urgently and on-site solve the tire-related problems of the vehicles connected to the fleets while cruising. Our biggest goal is to help our fleet customers run their operations smoothly, thanks to our detailed analysis and guidance.”

Bahtiyar Özden,
Commercial Products and Profleet Marketing Manager/Brisa



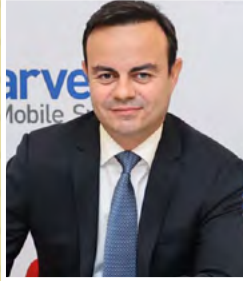
The last topic we prioritize under our mobility efforts covers the services we offer to fleets. We provide services for all operations of commercial vehicle fleets, along with their tire needs; while keeping track of the tire's journey throughout its life, we provide significant fuel savings and guarantee their efficiency, safety, reliability and profitability. In this regard:

- » We provide on-site maintenance to commercial vehicle fleets with Mobilfix, our mobile maintenance service.
- » We enable instant tracking and management of fleets with the and Profleet mobile applications.
- » We offer fleets the opportunity to access all digital fleet services via a mobile application and follow the journey of the tires throughout their lifetime, thanks to our Digital Fleet service suitable for all commercial vehicle segments, which we put into practice as part of our Profleet fleet management solutions in 2020. In addition, we ensure that they can be instantly informed about the field works carried out in areas such as fleet and plating analysis, tire inspections, scrap problems.
- » With the Aspects+ application, we clearly show the tire-related losses and gains to the fleets, and we specify the savings areas more clearly thanks to the reports.
- » With TMP+, we provide tire and service expenses management, detection of lost-stolen tires, service modules that can be integrated and customized with all fleet systems, and fleet-specific projection reports.





"I think that combining the fleet telematics solutions we have developed with Brisa's power and industry experience will create great opportunities for both Arvento and the automotive industry. I believe that with the added value that Sabancı Holding and Bridgestone will bring, Arvento will catch the next growth leap much more easily and reach its goals faster."

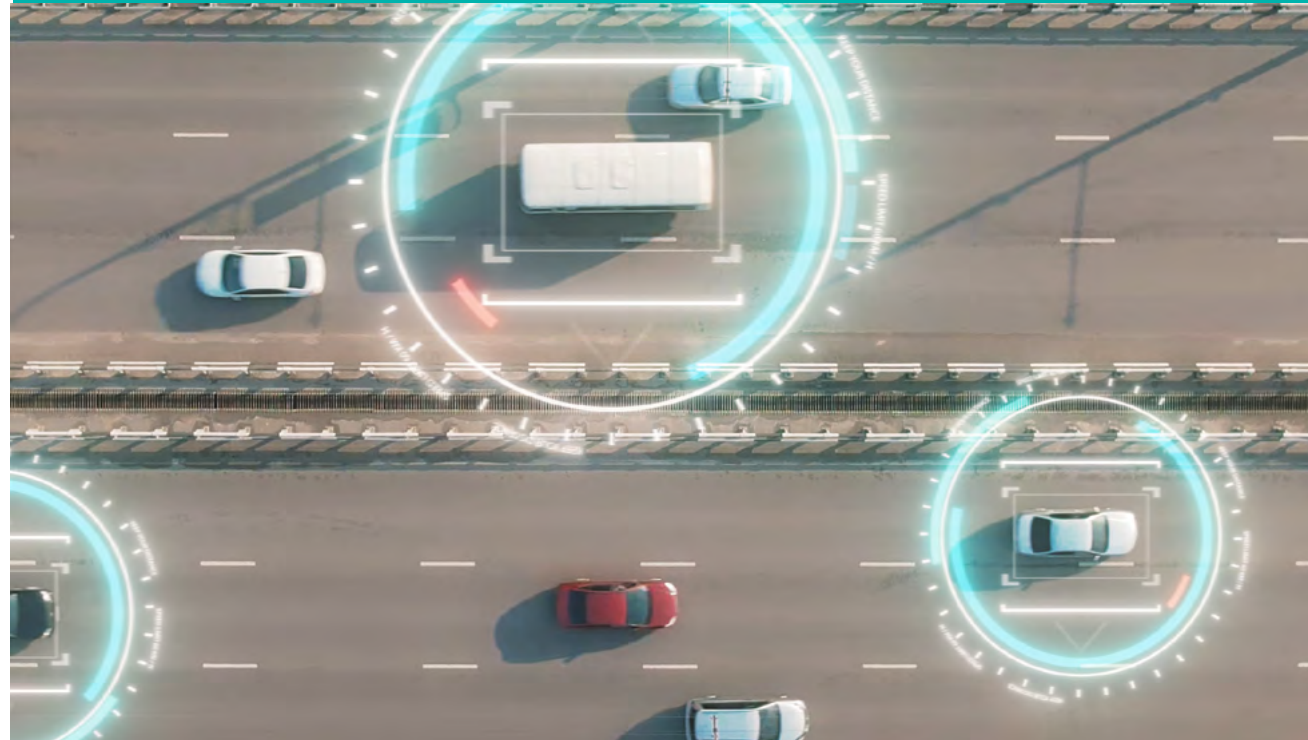


Özer Hıncal,
Arvento, Co-Founder, Board Member and CEO

Our acquisition process of Arvento Mobil Systems Company that will accelerate our sustainable mobility solutions has started.

With the strategic vision of our partners Bridgestone and Sabancı Holding, the process of purchasing 88.89% of Arvento Mobil Systems (Arvento) has started. This acquisition adds innovative and sustainable value to our goal of growing with pioneering services beyond tires and being the pioneer of mobility in Turkey.

Arvento is an important technology provider in the field of vehicle tracking and fleet management systems in the Turkish market, providing state-of-the-art telematics, M2M solutions and vehicle tracking systems to more than 56,000 fleet customers. We strive to make the lives of fleet owners and drivers easier by offering services beyond the tire. We will develop our existing strong tire products and service network by integrating it with the Arvento fleet management platform. We will provide convenience, efficiency and productivity to our customers with fleet management services based on integrated mobile systems and data analytics.





Digitalization



We determined our digital transformation roadmap in 2018, and we implement it with the actions we take in 5 transformation areas. With digital transformation, we are reshaping many areas from production to marketing, from sales channels to our general ways of doing business. We consider digitalization beyond projects, as a holistic cultural transformation. We have determined our focus points as smart applications in our factories, digital workplace applications that will improve the efficiency and competencies of our employees, customer experience and advanced data analytics, compliance of our business partners with digitalization and e-commerce. By taking bold steps in this direction, we are undertaking works that will lead not only our industry but also the entire business world.

We shape our digital channels according to the needs of both end consumer and commercial vehicle fleets and continue our investments in this area. Although our customers prefer to buy tires from the stores of our dealers due to the fact that tire selection is an area that requires expertise, interest in online services is also increasing.

Within the scope of the works we carried out in 2021, we started to provide an artificial intelligence-based digital assistant with high learning ability, as part of our mobile services, on the Lassa and Bridgestone websites. Thus, when users take a photo of the tire and upload it into the application, they are given the most suitable tire recommendation for their vehicle. Differentiating with its

comprehensive customer experience, the digital tire assistant also chatted with users about buying and using tires and answered more than 350 thousand questions.

Furthermore, the “Genba Room”, where we follow the field, finance, sales and marketing processes in a digital environment with our artificial intelligence-based teammate ROBI and our working capital management studies, has turned into case studies at the academy level. Our cases, which set an example for the business world, are accessible by academicians and university students at the digital case library MarkalarfisiIldiyor.com and the international Case Centre.

In 2021, the impact of digital transformation projects on EBITDA amounted to TL 14.5 million.





DIGITALIZATION IN NUMBERS

As part of Smart Culture, we provide trainings to our employees to increase their digital and analytical competencies. During the reporting period, we provided “Self-Service Business Intelligence Training” to more than 300 of our employees and “Advanced Data Analytics Training” to 20 of our employees and ensured that all our employees receive an average of 10,000 person*hours of training per month.

We measure all our digitalization efforts: Digital Maturity Index

In order to understand, monitor and continuously improve our Digital Transformation Journey, we conduct a study to measure the Digital Maturity Level of our company under the headings of customer, processes, organization, technology, innovation and governance. As part of the Digital Maturity Measurement and Evaluation studies; we determine the strengths and weaknesses, maturity level of all determined areas and overall maturity level of the company, and define actions, priorities and targets regarding the findings. In 2021, we held Digital Maturity Index Workshops with the participation of our employees and evaluated our activities in 6 basic areas from customer service to innovation, from technology to governance.

By accelerating our agile and smart digitalization efforts, which is one of our 2021 targets, we reached the “Integrated” stage, which is considered as the completion of integration. By increasing our Digital Maturity Score to 3.7, we achieved a result above the average score in Turkey. In 2023, we aim to raise our maturity level to the “optimized” level with 4.1.



** As a result of the questions and demands arising from the renewal transitions and new system launches in our digital systems, the shutdown period has increased compared to the previous year.

In the Digital Maturity Index measured by an independent consultancy firm in 2021, we increased our Digital Maturity Score from 3.4 to 3.7 and achieved a result above the average score of Turkey. While being the company with the highest score on average in the production sector, we achieved the "best" score in 4 different categories in our sector, namely innovation, technology, operations and people.

We launched Bripedia, a digital information library, for our employees to access all kinds of information they need easily and quickly when they are away from their workplaces. Brisa provides its employees with fast and easy access to information with its digital information library Bripedia. All Brisa employees, especially the teams working remotely during the pandemic process, share information and experience in this common area with more than 30 thousand contents.

We collect the information we receive from all our digital platforms in a database called the Carbon Data Lake. This platform is a valuable data source where we combine the experiences, emotions and operational data of both our end consumers and our dealers and draw meaningful results. Our work has become one of SAP's success stories.

With the "End-to-End Visibility with Logistics Control Tower (LCT)" project, which is one of the most important milestones of our digital transformation journey, we made all stages traceable, from order placement to delivery, by establishing a centralized information sharing and collaborative action platform that provides end-to-end visibility for all stakeholders in the supply chain. Thus, by obtaining real-time and accurate data, we made it possible to make critical decisions quickly. While developing this system, we also pioneered the development of the technologies of our suppliers with whom we cooperate. Thanks to the project; we achieved 75% savings in closing time for customer calls, 72% improvement in deviation from the promised date to the customer, and a total of 450 hours of labor per month. At the same time, we gained agility to adapt quickly to market

changes. By increasing visibility in the supply chain and deploying early warning systems, we prevented unnecessary operation and thus contributed to sustainability.

We implemented the NPD Portal project with the aim of digitizing the end-to-end product development process, enabling artificial intelligence methods to reach product development capacity, automating all processes, reducing product development and industrialization time, and increasing productivity and competitive advantage. With the project in which artificial intelligence played a direct role in the development of a total of 9 products so far, we were able to reduce the product development and industrialization time by 50%. In addition, we achieved an annual saving of 5,000 hours, 99% process digitalization and 99% time savings in manual tasks.

Digital Duo: ROBI&JOJO

The "Digital Duo" project, which brings together the artificial intelligence applications of two different companies and stands out with its innovative approach, is an end-to-end innovation project. ROBI and JOJO, the artificial intelligence-based digital colleagues (robots) of Brisa and Kordsa, communicate with each other without human intervention and carry out joint and automatic transactions in the purchasing and sales processes. Brisa's digital friend ROBI determines the raw material needs and ensures that purchase order entries are created on a monthly basis. It provides approval by sending a message to the relevant person via the Teams application. It sends an e-mail to Kordsa's digital friend, JOJO, to initiate sales transactions on Kordsa's side. JOJO also performs the necessary operations for the orders. Order entries of 150 items per month are made automatically by this digital duo.

Thanks to the project, in which the pre-order processes were automated with the power of artificial intelligence, 12 hours of time were saved per month, the working efficiency of the purchasing and sales operation teams increased, the risk of error was reduced, and the financial contribution was provided by keeping the raw material stocks at an optimum level.

[Click for the detailed information.](#)



"We are working on new generation technologies, integrations and data collection systems that will enable us to make smarter decisions and achieve more efficient and sustainable results in all our facilities and processes. With our Brisa cooperation, we have taken these efforts one step further and reinforced our promise to strengthen life."



Deniz Korkmaz,
CTO/Kordsa

Smart digital applications in our factories

We connect our employees in Izmit and Aksaray factories with each other in a virtual environment with augmented virtual reality applications. Our employees communicate instantly with smart glasses and provide solutions to each other with remote support.

In our Aksaray factory, we made the tire production process autonomous with robotic applications and data analytics, and we implemented smart applications. Thus, product process and quality reach the highest level with technologies that will provide high efficiency, standardized production, planning and reporting, and digitalization on a scale that will accelerate information flow and strengthen analysis and decision-making mechanisms.

With the fully automatic tire transfer system, the tires almost never touch the ground in our factory. With this technology, we produce products with zero defect. In this way, we save 30% in energy. With the digital twin created in the virtual environment of our factory, the production is monitored with remote technology and any problem can be intervened within a maximum of 2 minutes.

With advanced data analytics, we are gaining momentum on the improvement of our business. With smart machines and smart tools, 800 million data flows occur in our factory every day. By analyzing these data, we can determine the ideal conditions and production angles of the tire in the production machines.

Information Security Has Become More Important Than Ever Since Remote Work Entered Our Agenda

During the reporting period, we provided a total of 1,906 hours of training, including 1,038 hours of business ethics and 246 hours of human rights, 248 hours of competition law and 374 hours of information security training.

As part of the "My Business Partner Goes Digital" project, our digital application that makes the lives of our dealers easier, we train our dealers on topics such as Innovations in the Digital World, Consumer Habits, Google Adwords, Google Shopping Ads and support their investments in this area.



"Digital transformation is not a technology project that needs to be completed, but rather the state of being able to use agile and changing technology, always ready to evolve, no matter how much the needs change. What is transformed is not technology; technology itself is the one that transforms us, the way we do business. With this perspective, Brisa positions technology as one of the accelerators of digital transformation, but also puts its employees, innovation and governance activities, especially its customers, at the center of this transformation.

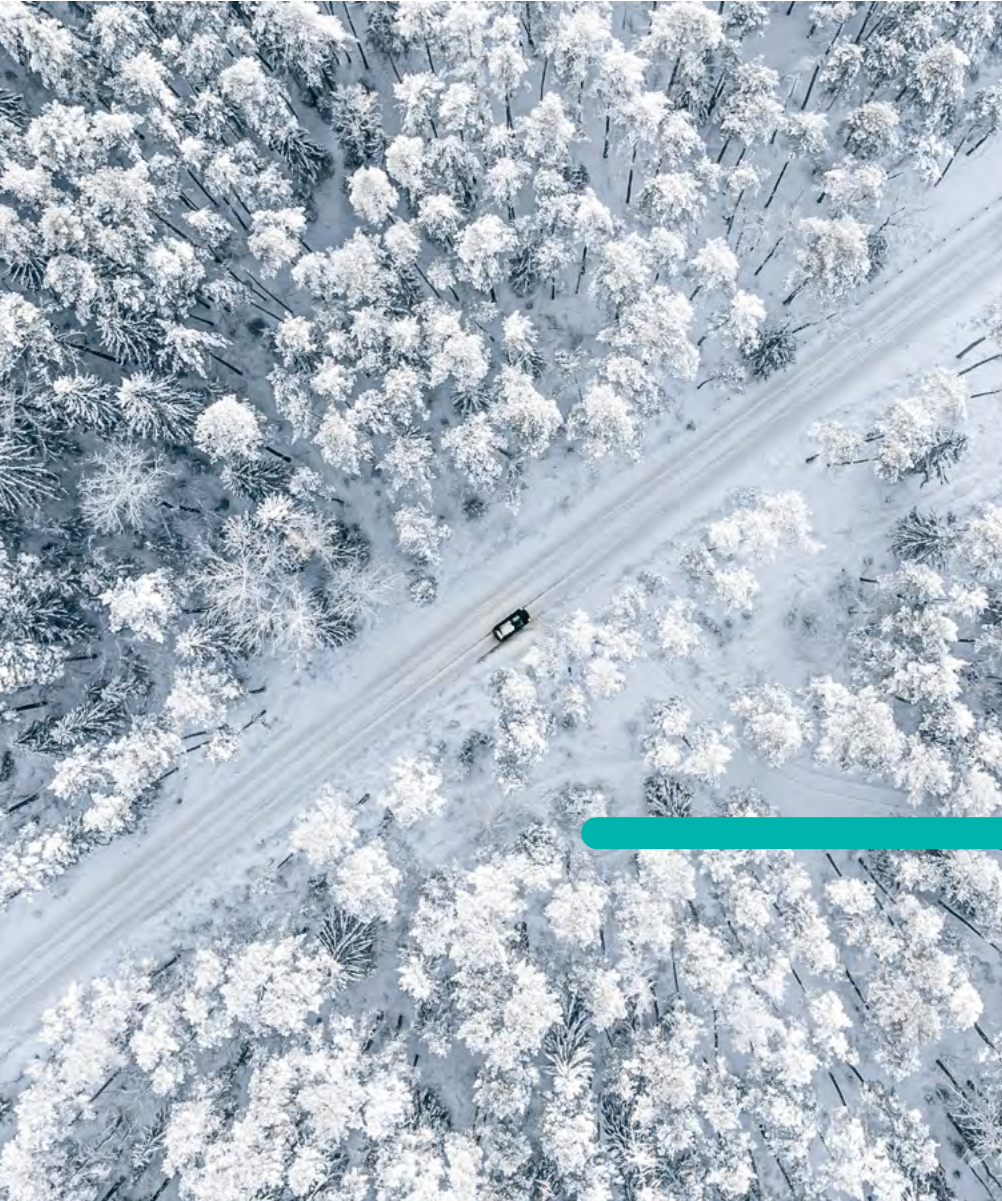


With this approach, we focused on the sustainability of the business in our projects that we implemented in 2021. In the new period, where our working models changed with the pandemic and we moved to more remote working models, we provided the access of our employees and customers with digital tools. In this context, we implemented many applications such as our BriWhere and FOW-Future of Work applications, which were awarded in the "Customer Experience" category by IDC. As part of the FOW project, we are working with a working group consisting of 95 people who are focused on understanding the business models and making these models a part of the transformation at Brisa.

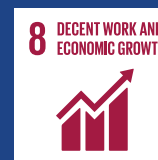
In the field of artificial intelligence, we carried out more than 50 projects with our ROBI metal collar employee, and increased employee productivity from 50% to 98%. While we continue to contribute to digitalization and productivity increase in our business processes with ROBI, we also increase the number of our projects in the field of image processing and chat bots. With the Digital Tire Assistant project, we improved the purchasing experience of our customers with image processing technology, while we added an analytical dimension to the dealer in-store experience with the Retail Analytics project. With the Advanced Data Analytics Academy (IVAA), conducted in cooperation with Sabancı University and Sabancı Holding, we focus on increasing the competencies of our employees in this field.

In order to ensure that all our services in the field of business continuity and crisis management are uninterrupted, we take the necessary actions at all locations of Brisa and continue to cover all functions and to undertake sustainable works."

İlker Şahin, Information Technologies Director/Brisa



Corporate Entrepreneurship And Open Innovation



We are working to transform Brisa from being an industry company into an innovation company. Under the leadership of our Entrepreneurship Department, which was established in 2018, we aim to make customer-oriented innovation an integral part of our corporate culture and business processes and turn creative and original ideas into commercial value.

Intrapreneurship: Brisa Rocket Program

Initiated to spread the in-house innovation culture and support the management of innovation processes, Brisa Rocket Program which is our intrapreneurship program includes Brisa Innovation Team (BIT), Rocket FOCUS, Brisa Innovation and Project Portal (BIPP) and Invention Portal.

Intrapreneurship Acceleration Program: Rocket FOCUS

With the aim of accelerating our corporate entrepreneurship approach with a focused program support, we designed and implemented the Rocket FOCUS acceleration program in 2021. We placed the areas of need of our Marketing teams in the focus of the program and embarked on an 8-week journey. Two different teams that were entitled to participate in the program, reached the prototype stage at the end of this process and had the opportunity to be tested in the market. Our Rocket FOCUS acceleration program, which is one of our good practice examples, will continue to be repeated in different focus areas in the coming years.

Brisa Innovation Team (BIT)

BIT, which was implemented to contribute to our business success by revealing multi-disciplinary, customer-focused, creative solutions and to mentor corporate initiatives within Brisa, consists of a diversified team with 15 volunteers from all departments of Brisa, with a maximum of three people from one department.

BIT works to put the ideas into practice. In this direction, a "mentor" from BIT and a "sponsor" from Brisa senior management team are assigned to each idea that passes a preliminary evaluation by BIT. The assigned mentor and sponsor take ownership of the project, give direction to the project, represent where necessary, provide budget and team.



Brisa Innovation Strategy

While developing our innovation strategy, we take into account the overall focus areas, and we build on "Intrapreneurship", which turns the employees' ideas into business models with added value, and "Open Innovation" processes in which cooperation with external resources (start-ups, technology suppliers, technoparks etc) is made.

WHY?

- Cultivating a customer-driven innovation culture within Brisa

HOW?

- Intrapreneurship Programme, redesigned with a user-centered approach
- Start-up engagement management and start-up scouting
- Local and global network building within the entrepreneurship ecosystems

WHAT?

- Encourage employees and all stakeholders to question and challenge the status-quo
- Facilitating intrapreneurship and start-up engagement experiences
- Designing methods and systems to exploit innovation and entrepreneurship

Brisa Innovation and Project Portal (BIPP)

Brisa Innovation and Project Portal is a platform where Brisa employees can enter and follow their intrapreneurship ideas and strategic projects. Ideas entering the portal are included in the Rocket program after they are pre-evaluated by BIT. In 2021, we received 35 different applications for intrapreneurship ideas with the BIPP and our intrapreneurship program, the Rocket Program. 4 units have reached the concept and prototype development stage. There are 7 active intrapreneurship projects in 2021.

Invention Portal

Invention Portal, another pillar of intrapreneurship, is a platform where invention applications are made. Like the ideas that enter the BIPP, the inventions also go through the preliminary evaluation of the BIT. As a result of the studies carried out during the reporting period, we obtained 2 patents and 3 copyright-registrations.

Brisa Innovation Project: Fast and 3D

Belts, which are one of the components of the tire and have a significant effect on the tire's road handling performance, must be produced within certain tolerances and its performance must be kept at the targeted level. We developed an artificial intelligence software that can measure at a very high resolution from a distance of 50 cm, using 3D machine vision technology, upon the demands of our OEM customers, to whom we sell tires to new vehicles, with a tighter tolerance. Software allows us to make the most accurate belt measurement in the shortest possible time during tire manufacture and to compare customer limits with 96 different measurement evaluations per tire.

Talk, Record, Win

At Brisa, most of the data obtained during the controls and tests carried out to ensure product quality and safety was used to be collected manually in the field and recorded on forms, which caused a loss of time and risked loss of data.

Therefore, we started to store all data via digital forms. Then, we developed glasses that work with voice commands so that our operators operating in the field can move hands freely and access digital forms at every point of the field. Thanks to these glasses, which can be personalized, access data in digital form and make changes when necessary; our control processes are accelerated, we saved 29,000 tires per year, equivalent to 70,000 minutes.



Open Innovation —

As Brisa, by supporting entrepreneurship we aim to contribute to the ecosystem, to lead young people, as well as to keep Brisa dynamic with a different perspective and power of competence. With the start-up collaborations we have been conducting since 2018, we conduct scoutings in cooperation with many technology parks, incubation and acceleration centers every year and meet about 150 new entrepreneurs.

We invite the entrepreneurs to develop business ideas, prototypes and initiatives that will shape the future of the journey while presenting Brisa’s innovation experience and strong resources to them. In this way, we encourage entrepreneurs to create digital solutions and innovations regarding the megatrends such as 4.0, connectivity, autonomous driving, sharing economy, water management, energy efficiency, digitalized customer experience and electrification.

“Pioneers of the Journey” and “Start-Up Pitch Perfect” applications, which we initiated to support entrepreneurs and entrepreneur candidates in the Open Innovation process, come to the fore.

In the “Pioneers of the Journey” program, which is an open innovation program in competition format and lasts for 10 weeks, we start a joint business development

process by matching the relevant business units with the entrepreneurs whose applications are accepted. We reward the prototypes that are generated at the end of the process. In 2021, the program received 90 applications.

We launched the 8-week “Start-up Pitch Perfect” program for entrepreneurs with the Brisa Entrepreneurship team, and in cooperation with Brisa Academy and support of Viveka. With this program, we aim to reach entrepreneurs with potential for cooperation and to support start-ups by developing their core competencies through Brisa Innovation Team mentorship and Brisa Academy trainings. This program is significant as it develops the mentoring and cooperation competencies of our Brisa teams, and through the program we also ensure the continuity of the existing knowledge in the sector by transferring our internal competencies to entrepreneurs.

In addition to the “Pioneers of the Journey” and “Start-Up Pitch Perfect” programs, we started to broadcast our “A Team of Terms” video series describing the terms used in the field of entrepreneurship during the reporting period. We met with Canadian start-ups working in digital industries and “cleantech”. In addition, we met with entrepreneurs working on “Electric Vehicles” and “Electric Vehicles Charging Technologies, etc. Services” within the scope of the special event organized by Keiretsu Forum Turkey for Brisa.





Bren

“As the Bren team, we had the opportunity to use our product in a different sector within the scope of the Pioneers of the Journey 21 program. We have been noticing the differences in the inter-sectoral production process and the occupational safety risks in our customers’ operations for a long time. The important feedback given to us by Brisa teams during the Proof of Concept (Prototype) process, has showed us that we can achieve more value-added results by creating a better effect from our cooperation with Brisa. The advantages of the new improvements we will make in the software, will provide significant benefits to our customers not only within Brisa but also in all sectors.”

Çınar Laloğlu, Bren



FactoryX

“Thanks to the Pioneers of the Journey 21 program, we had the opportunity to form a great collaboration with Brisa. After being accepted to the program, we were matched with the relevant team on the Brisa side regarding our solution and we embarked on a 6-week hard work journey. We analyzed the need and realized a Proof of Concept (Prototype). The Proof of Concept (Prototype) gave us the opportunity to better understand our own product. Thanks to the Brisa team’s feedback, we improved our solution and learned that the solution has different usage areas within the factory. The FactoryX instant machine stop and alarm system that we have developed now continues to work actively. We will implement the process that we started in Brisa Factory-2 in the first stage, in Brisa Factory-1 as well. We would like to thank the Brisa Pioneers of the Journey team for their unwavering support throughout the program, and Ertan Bör, Brisa Tire Manufacturing Production Manager, who worked with us like a part of our team throughout the process.”

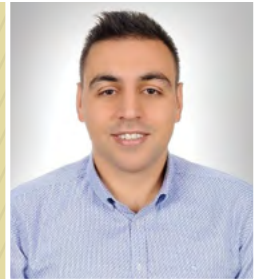
Mustafa Tulu, FactoryX



Speedy

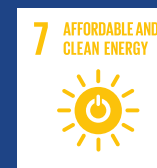
“With the Pioneers of the Journey 21 program, we had the opportunity to experience our autonomous mobile vehicle solutions by creating use-cases on the production line together with Brisa engineers. One of the most important elements for our country’s entrepreneurial ecosystem is corporate-firm collaborations. In the Pioneers of the Journey 21 program, we experienced a joint innovation and cooperation process with Brisa, a Sabancı Holding subsidiary. In the final program, we had the opportunity to present our initiative to the valuable jury members and participants. We would like to thank everyone who contributed to the organization of the program.”

Murat Ayrancı, Speedy





Energy and Emission Management



Climate change, one the most crucial problems that our world faces with, necessitates a collective combat for all business world regardless of sector and size. As Brisa, we manage our operations with the awareness of our responsibility in solving this problem.

In this manner, Bridgestone Group Environment Committee identifies global policies on climate change with the coordination of Global Management Platform. These policies are shared with strategic business units to be internalized and executed by organizations. Detailed execution plans concerning these policies developed by Bridgestone Group Environment Committee is identified on a national scale and their results are periodically reviewed and reported.

In this perspective, efficient use of energy, elimination of wasted or inefficient energy

constitute one of the roots of our way of doing business.

During the reporting period, thanks to the energy efficiency projects carried out and consumption of renewable energies, we reduced CO₂-e emissions by 1,182 tons and by 24,603 tons respectively. As a result of the energy efficiency projects that we carried out both in Izmit and Aksaray plants, we achieved financial savings of 189,297 USD.

Reducing greenhouse gas emissions resulting from our activities and their impact on global warming is among our strategic targets. Our long-term emission reduction targets have been approved by the Science Based Targets Initiative, a global initiative. We aim to reduce our direct emissions by 56% in 2030 compared to 2020 and net zero emissions in 2050, for the transition to a low carbon economy within the scope of combating climate change.

In 2021, in Izmit plant; transition to high-efficiency air compressors was carried out, resulting in a reduction of 1,087 MWh of electricity and 494 tons of CO₂-e emission reduction. In addition, with the investment of 17 diesel forklifts, the transition to electric models was conducted. With the project, we aim to reduce diesel fuel consumption by 92,371 liters per year and to reduce our scope 1 greenhouse gas emissions by 232 tons of CO₂-e.



“The Science-Based Targets Initiative (SBTi) aims to encourage companies to set science-based emission reduction targets to meet the targets of the Paris Agreement and to take an active role in the fight against climate change. With the awareness of our responsibilities, we have been working in our entire organization by keeping the issue of sustainability on our agenda for the last 10 years. We are among Turkey’s Climate and Water Leader (CDP Turkey 2021) companies. With our point of view which we always aim to go further, we have created a comprehensive roadmap for our transition to a low carbon economy in the fight against the climate crisis. The fact that the goals we set until 2030, according to the 1.5-degree scenario, have been approved by the Science-Based Targets Initiative, also shows our determination on this path.”



Peri Ulusoy, Occupational Safety and Environmental Engineer/Brisa

189,297

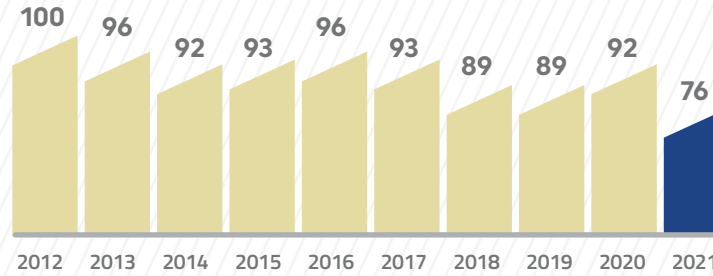
As a result of the energy efficiency projects that we carried out both in Izmit and Aksaray plants, we achieved financial savings of 189,297 USD.



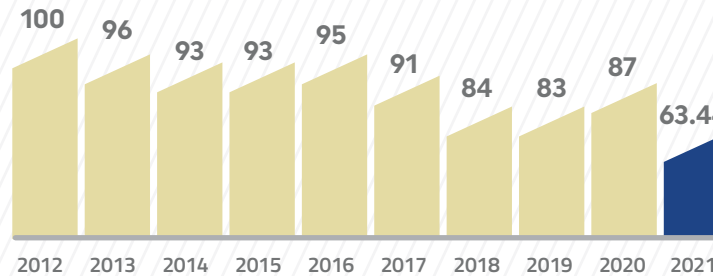
Carbon dioxide emissions resulting from the activities carried out in our Izmit plant between 2012-2021 are covered by the Assurance Audit Standard (GDS 3000) within the scope of the Sustainability Report; In Aksaray 2017-2021, in Altunizade 2014- 2021; The carbon dioxide emissions from the activities between 2014 and 2021 at Esenler Location, as Bandag franchise 2019-2021 and Profilo 2020-2021 have been verified by independent auditor organizations according to ISO 14064 Greenhouse Gas Calculation Standard. In accordance with ISO 14064 Standard, the "Greenhouse Gas Inventory Report" has been prepared annually since 2013.

We have been continuing our efforts to reduce carbon emissions at our Izmit and Aksaray plants since 2005. In the reporting period, we reduced direct and indirect absolute greenhouse gas emissions (Scope 1+Scope 2) by 9.68% compared to 2020. We reduced emissions by 9.5% at Izmit plant and 10% at Aksaray plant. In addition, the amount of emissions per production tonnage at Izmit plant decreased by 47% compared to 2005.

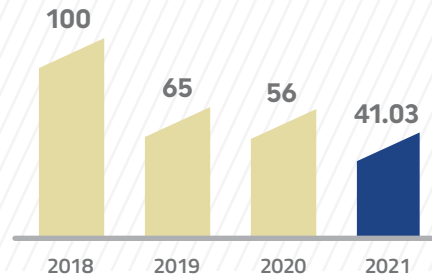
Izmit Plant Energy Consumption (GJ/ton)
(Index; Base: 2012=100)



Izmit Plant Direct and Energy Indirect Greenhouse Gas Emissions (Scope 1&Scope2) (Scope 1&Scope2) (ton CO₂-e / Production Ton)
(Index, Base: 2012 = 100)



Aksaray Plant Direct and Energy Indirect Greenhouse Gas Emissions (Scope 1&Scope2) (Scope 1&Scope2) (ton CO₂-e / Production Ton)
(Index, Base: 2018 = 100)



Our Power is from Nature

In 2021, we gave priority to projects that derive our power from nature and that cover the issues of renewable energy, water efficiency and biodiversity.

In the field of renewable energy, we have established a 3.5 MW solar power plant in our Aksaray factory. In this way, we will provide 18% of our electricity need from renewable energy sources and reduce our emissions by 19%.

In the field of water efficiency, we organized a "Water Week" in our Aksaray plant to raise awareness of water conservation. In this context, we decided to implement 9 of the 19 suggestions we collected. With all these projects, we reduced our water consumption by 32% in 2021 compared to 2020. Our goal is to increase this rate to 70% by 2030.

In the field of biodiversity, we have grown 2,500 trees and planted 1,700 saplings since the establishment of our Aksaray factory. We meet the water required for irrigation of these trees from our rainwater pond located in the factory area.

[Click for the detailed information.](#)




Efficient Use of Natural Resources and Less Waste Generation





% 63

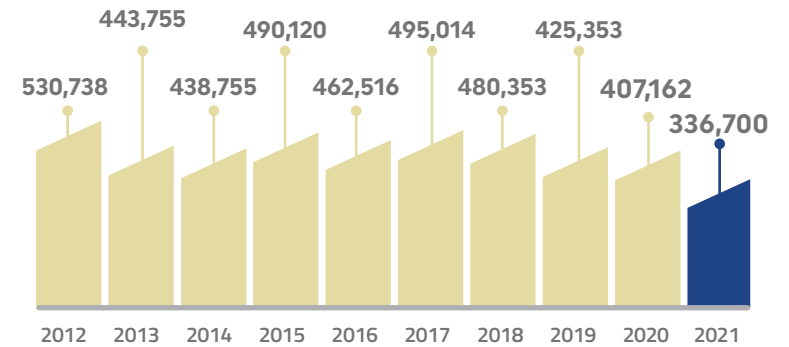


In the reporting period, as a result of our efforts to reduce water use and recycle waste water at the Izmit facility, we achieved an improvement of 63% compared to 2008.

The sustainability of our operations is directly linked with the reduction of environmental impact caused by our operations. We are putting great attention into using raw materials that do not possess health and pollution risks by taking into consideration the environmental impacts caused by the of use and consumption of our products. We are using natural resources in an effective and efficient manner in line with our improvement and awareness projects.

As Brisa, we prepared our long-term business plans in order to more efficiently use water resources that are forecasted to be depleting in the following years. In the reporting period, as a result of our efforts to reduce water use and recycle waste water at the Izmit facility, we achieved an improvement of 63% compared to 2008.

Total Artesian Water Usage (m³)



As a result of the practices carried out within the scope of reducing the amount of groundwater and municipal water withdrawn for domestic and industrial use, we achieved a 17.30% reduction compared to the previous reporting period.

75%

Our most important goal is to reduce the amount of water withdrawn from the well by 75% at our Izmit facility in 2023 compared to 2008. We achieved a 63% reduction in 2021.

Rainwater Collection Pond Project

We commissioned the "Rainwater Collection Pond Project" with a water collection capacity of 9,500 m³ in May, the construction of which started at our Izmit plant in 2021. The collected rainwater is sent to the new process treatment plant via pipelines, where it is subjected to the necessary conditioning and brought into use. The pond collects approximately 114,000 m² of roof rainwater of the Izmit plant. With the pond project, which is planned to generate 47,500 m³ of water annually, 10% of annual well water will be saved in Brisa.

[Click](#) for the detailed information.

We treat the wastewater generated as a result of our processes at the biological treatment plant and discharge them to the Water and Sewerage Administration in Izmit. In Aksaray, after the domestic wastewater is treated in the biological treatment plant, it is used in green field irrigation and no domestic wastewater discharge is made. Within the scope of this process, we monitor the compliance of our facilities by observing them through periodic measurements.

As part of the reduction of our environmental footprint, we are reviewing our production processes considering prevention of waste at the main source, regaining or recycling generated waste and we are paying great attention to using raw materials that do not possess health and pollution risks by taking into consideration the environmental impacts caused by the use and consumption of our products with our waste management projects.

We undertake important works to minimize waste, and in this context, we achieved an improvement of 7.68% compared to 2012 in the total amount of waste per production in our Izmit facility, and a 48% improvement in the total amount of waste per production in our Aksaray facility compared to 2019.

127.5 tons

With the aim of reducing the amount of plastic waste, we made a 110-ton reduction commitment to the Business Plastics Initiative. As a result of our work within this scope, in 2021, we achieved a reduction of 127.5 tons of plastic.

In line with our sustainability goals, we started to use MBR membrane filter technology to recycle the wastes of the well water filtration system. With this project, the wastes of the filtration system are recycled at a 95% efficiency rate and rejoin the water cycle.





As part of our waste management strategies, we started “Zero Landfill” implementation as of the end of 2015 at our İzmit facility and as of 2017 at our Aksaray facility. In line with this implementation, we do not send any waste to waste storage facilities. We also reuse, recycle and regain solid waste generated in our facilities. Accordingly, in 2021, we recycled 100% of our waste.

As a result of systematic studies, we were entitled to receive a “Zero Waste Certificate” for the İzmit factory in 2020.

In accordance with the Packaging Waste Control Regulation, we ensure the collection and recycling of a certain ratio of the packaging materials that put on the market through ÇEVKO. In the coming period, we will carry out studies towards the goal of zero plastic waste.

Green Office practices by WWF (Worldwide Fund for Nature) are implemented in order to provide savings and improvements in the office place. Within the scope of the Green Office Program, both our İzmit and Altunizade offices possess the Green Office Certificate as a result of our activities carried on with the support of Green Office team.

Driving to Future

In order to create a cultural transformation with our employees on our “Future of Work” journey, we put into practice a voluntary, project-based “We Drive into the Future” application. A team of 10 volunteers carried out awareness raising activities in order to reduce the consumption of cardboard cups in the office, to separate wastes through recycling boxes and to save energy. At the end of two months, cardboard cup consumption decreased by 50%. In the future, we aim to zero the consumption of cardboard cups.

[Click](#) for the detailed information.



Respecting Biodiversity



We refrain from processes that might negatively affect biodiversity while conducting our operations and carry on our activities in accordance with Environmental Impact Assessment regulations while making our new investments. Within this scope, we are enabling possible risks that may arise to be evaluated through audits by accredited organizations. Projects conducted until today reveal that there are no lands taken under preservation or harm biodiversity within or in proximity to Brisa' operational zones.

We continued the "Let Cranes Fly" project, which we started in 2013 with the cooperation of WWF-Turkey (World Wildlife Fund), in 2021 as well. We carry out activities for the preservation of the cranes in Anatolia in the Çukurova Delta, where 95% of the cranes spending winter in our country take shelter. We offer 8 different crane booklets, which we prepared in order to closely introduce cranes, which are a cultural and environmental value for our country, to the access of children and teachers on our website. We aim to raise awareness about cranes from a young age with booklets containing various games and stories according to age groups.

As a result of our work on the project, it has been decided that the crane count, which will take place in the winter period of 2022, will be carried out by the hunting guards of the 7th Regional Directorate of Nature Conservation and National Parks.

We have also started different studies to increase awareness on the conservation of the species. Accordingly, "Crane" as a species will be added to the wildlife monitoring application of WWF Turkey, "My Eyes on Nature", which is under construction. In cooperation with the Turkish Ministry of Agriculture and Forestry - General Directorate of Nature Conservation and National Parks and WWF, information signs will be placed in the breeding area of cranes and the training books to be printed will be distributed to village schools.

Our Rainwater Collection Pond in Aksaray Hosts Fish

In order to establish a healthy ecosystem and support biodiversity, we implemented the Rainwater Collection Pond Project in our Aksaray facility in cooperation with the Faculty of Water Departments of Aksaray University. With the water collected in the pond with a capacity of 14 m³, which is the largest in Turkey in the sector, we irrigate approximately 2,500 trees in the factory and meet our water needs of 54.000 m³ / year. The pond, which hosts different types of fish unique to the region, has also become a resting point for migratory birds. The project is planned to be presented as a case study at Aksaray University. [Click for the detailed information.](#)



We planted 8,494 saplings in Izmir Bademli-2 Afforestation Field.

We attach importance to raising awareness on climate change, biodiversity and protection of natural resources. In 2021, we distributed 250 environmental awareness magazines for the children of our employees. We participated in the "World Cleanup Day" organizations held in Izmit, Istanbul and Aksaray with our 50 volunteers. We implemented the "Digital Forest Project" in cooperation with the Tema Foundation. We planted 8,494 saplings in Izmir Bademli-2 Afforestation Field. As part of the October 29 Republic Day celebrations, we planted 1,700 saplings in the Aksaray facility with our employees. We distributed 3,600 environmental-themed storybooks to 1,200 students. We distributed a total of 6,000 saplings grown in our Izmit facility to local communities, NGOs and employees.

Eco-School Project

Studies are carried out so that the Şehit Salih Aksu Secondary School in Aksaray can participate in the eco-school program and ensure its continuity. The Eco-School Program is an international program implemented on a voluntary basis to provide environmental awareness and sustainable development education in pre-primary and primary education levels. The program is implemented in 74 countries, in 59,000 schools, in 1,660 schools in Turkey, and in two schools in Aksaray, one elementary school and one middle school.



Environmentally Friendly Products & Services



We are reviewing our “increasing environmentally friendly products portfolio to provide continuous mobility” strategy by following weighted rolling resistance average of the products that we sell, and environmentally friendly products portfolio ratio and we organize projects to support our strategy.

We strive to ensure that our products and services are “environmentally friendly”, considering the environmental impacts of our products throughout their life cycle, including the consumption processes outside of our factory site.

The first stage of our processes in the product lifecycle is product development. The increase in the population causes the rise of the number of vehicles; and to reduce its impact on both climate change and increased accident risk, In our sector, there is a labeling requirement on products since 2012 in accordance with the European Union. On the label, following details are required: fuel efficiency to reduce CO₂ emissions by reducing consumption in traffic, wet braking distance to increase driving safety and external noise values to reduce traffic noise. We prioritize 6 criteria in total in terms of environment, considering both the requirements of the regulation and the expectations of our customers during the product development phase. We strive to provide the market with tires with lower rolling resistance and lower noise levels, lighter, energy-saving, long-life tires that use recycled materials.

We are working to offer sustainable and facilitating products and services to the market and increase their share in our portfolio. In line with the megatrend of electric and hybrid vehicles, we are accelerating our

efforts to meet the tire expectations of electric and hybrid vehicles with our strong R&D. We are working on new concept products with lower rolling resistance, less emissions and noise, and lower weight. Accordingly, we have a rich product portfolio consisting of Lassa Ecopia and Greenways series and environmentally friendly tires with Bridgestone Driveguard and RFT technologies.

Thanks to the innovative technologies we used in Bridgestone EP150 (which we developed specifically for Toyota Corolla Hybrid in 2021) and Bridgestone Turanza T005 tires with Nanopro-Tech technology, we reduced the rolling resistance of the tire. Thus, we have contributed to the reduction of CO₂ emissions by increasing fuel efficiency.

By providing on-site service to fleets with our Mobilfix service, we save fuel and time that vehicles will spend coming to service. We create service awareness in our customers by meeting their service needs. Even though our Mobilix service took a break in 2021 due to the pandemic, it is planned to be implemented again in 2022.

2,9 Billion TL

In the reporting period, our sustainable and facilitating products and services reached 484 products, and the revenues we obtained from them reached 2.9 billion TL, consisting 45% of our turnover.





Contributing To Circular Economy



We have an important responsibility in terms of contributing to circular economy as a leading actor of the tyre industry. The use of fossil fuels during its production phase makes tyres one of the most basic waste resources. In that manner, we are adopting an effective waste and recycling management.

First of all, we are contributing to sustainable management of natural resources by implementing production models supporting circular economy. We are enabling tyre wastes generated during production to be transformed into fuel and energy. Secondly, we are providing the elimination of tyres that completed their life cycles.

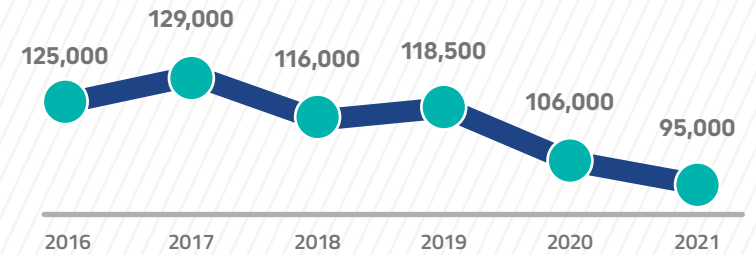
Collecting expired tires from the market and bringing them back into production is one of the most important practices that contribute to the circular economy. In this context, we support the process of the Tire Manufacturers Association, of which we are a founding member, to collect the end-of-life tires in accordance with the legislation and to bring them back to the environment and the economy. As for granul, we act with the awareness of our responsibility in collecting scrap tires used in playgrounds, walking paths, artificial turf football fields, electricity generation as pyrolytic oil and in the cement sector as additional fuel. In 2021, we contributed to the collection and recycling of 193,204 tons of end-of-life tires (ELT)

by supplying 109,341 tons of granule producer companies, 36,635 tons of pyrolysis companies and 47,228 tons of cement factories through LASDER operations. In the reporting period, 384 million TL contributed to the national economy thanks to the ELT collected from the market.

We provide retreading services and reuse of tyres with our Bandag services as part of our tyre management services. With Bandag services, which are in accordance with circular economy model, we extend the life cycle of tyres. The retreading of a truck or bus tyre allows for 55 kilograms of savings in use of raw materials, prevent 60 kilograms of waste and decrease CO₂ emissions by 30%. Moreover, the process of retreading means 70% less use of petroleum resources. In the meantime, Bandag also provides cost advantages and provides up to 40% savings in the tyre costs of fleet businesses. In 2021, we covered approximately 95,000 tires as part of Bandag service; We saved 5.7 million liters of fuel, 1,300 tons of steel and 3,000 tons of rubber. We saved approximately 400 million TL by processing over 9,000 tons of old tires.

In 2021, we focused on feasibility studies in tire recycling and developing new products with products that will result from recycling. We carried out R&D studies on the purity and quality of the products to be produced.

Number of Tyres Covered by Years



Coated Steel Cord Scrap Sorting

At our production facilities in Izmit and Aksaray, we separate the coated steel cord scrap composed during the tire making process into wire and mixture. The wire we obtain as a result of separation is used as a raw material in the steel industry, and the mixture is used on the floor of playgrounds and in the manufacture of vehicle mats. With this method, we have prevented 25 tons of carbon emissions, which is equivalent to the emission amount of 1,318 trees until now.

We reduce the use of natural resources with Bandag retreading service

As part of our tire management processes, Bandag retreading service enables us to reduce carbon emissions by up to 80%, while using 1/3 less raw materials, thus we contribute to the protection of natural resources and the national economy to a large extent. Thanks to the retreading and reuse of tires, we triple their life and protect the environment with less tire waste. In addition, we enable fleets to save up to 40% on tire costs.

[Click for the detailed information.](#)



Distribution Channels Management



OUR BUSINESS PARTNERS —

We are continuously expanding our sales and service points in order to enable our customers easy reach to our products. We are targeting to offer our customers an effective sale and after sales service organization with a extensive sales and service network. We are working to develop and grow our sales network with our business partners who have adopted a similar business culture with us. We are separately focusing on retail, wholesale and fleet distribution channels in order to utilize our business in a more effective manner.

Brisa Academy, which aims to provide qualified and experienced human resources by training the tire industry as well as the entire business world as a corporate university, was accredited by TÜRKAK as a Personnel Certification Body in accordance with TS EN ISO / IEC 17024 standard. With Brisa Academy Certification, which is authorized by the Turkish Ministry of Family, Labor and Social Services – Vocational Qualifications Authority, we provide certification services valid in 28 European Union countries within the scope of 4 national qualifications in the fields of “machine maintenance, automotive mechanic, automotive pre-arranger and tire maintenance repairer”.

We own the largest dealer network in Turkey with 1,300+ branded sales points.

Our dealers play an important role in our business success as they are the most important connection point between us and vehicle owners. We learn the expectations of our dealers from us through two-way communication channels. We monitor both the Dealers’ Confidence Index and the Dealers’ Future Expectation Index by monitoring and statistically evaluating the current situation and future expectations of Brisa and its competitor dealers on a monthly basis. Thus, we shape our monthly operational agenda within the framework of the expectations of our dealers.

With dealer development projects, we increase the competencies of our dealers and support their sustainable development. We attach great importance to “Customer Relationship Management and Warranty Practices” trainings in order to strengthen the competencies of our business partners. We implement a reliable training and inspection system to ensure that the standards offered at our sales points are not compromised. Under the leadership of Brisa Academy and Channel Management-Customer Experience teams, we provide trainings to support our business partners to increase customer satisfaction and experience by observing the customer approaches of our business partners on-site, identifying areas of improvement. By conducting the trainings in 3-month periods, we follow the developments in customer satisfaction and recommendation scores. Based on the Customer Experience Marathon results, we reward our dealers with 85 points or more as a Recommended Point of Sale. We frequently meet with our business partners whose Customer Satisfaction Evaluation score is below the Turkey average, and we increase their awareness on customer satisfaction. In 2021, we provided 31 days of on-site training on Customer Relationship Management to 20 of our dealers.

We continue to organize “Institutionalization and Sustainability Webinars for Our Business Partners”, where we focus on areas where they need to excel in order to carry

our business partners to the future, considering today’s economic and ever-changing competitive conditions.

As part of the “My Business Partner Going Digital” project, we provide training to our business partners on digitalization and changing customer expectations. Thus, we strengthen the presence of our business partners on digital platforms and aim to create customer traffic to their stores by using digital marketing tools. In this context, information on Innovations in the Digital World, Consumer Habits, Google Adwords and Google Shopping Ads were shared in 7 different trainings. A total of 250 dealer employees attended the 2-hour training sessions held online.

We monitor the business and sustainability performances of our dealers with effective control mechanisms. We care about developing long-term relationships based on mutual trust with our business partners and contributing to the continuity of their business.

We are further strengthening our partnership with our dealers through “Brisaliyiz.Biz”, a common communication, news and information platform for our dealers; “Brisaliyiz Card”, the first loyalty card application which includes special offers and discounts for our dealers; and “Lastik Money”, the incentive program used to strengthen our Brisa retail applications.

In addition, we strengthen our ties with our business partners and support the rapid adaptation of new members to the Brisa family. In this direction, instead of conducting extensive trainings due to the pandemic in 2021, we organized online corporate sustainability seminars open to the participation of all dealers. Within the scope of the program, we provided information about our customer approach, customer satisfaction standards and good



OUR CUSTOMERS —

practices, and ensured the spread of good practice examples.

In 2021;

- » We designed the “Lucky Wheel” game for dealer employees in order to access the information of dealer employees and create an effective communication network with them through our “Brisaliyiz.biz” platform. We provided important information about Brisa to dealer employees by asking educational questions about Brisa in the game. 52% of dealer employees signed up for the communication platform.
- » Similar to the “Brisaliyiz.biz” platform, we launched the “Lastiğim.biz” platform to further strengthen our business partnership with our sub-dealer points, called Lastiğim.
- » We organized the “Commercial Dealer Council” in which we discussed market assessment, mobility solutions and future goals together with 11 commercial dealers from 9 different regions. In addition, we came together with our representative dealers operating in the wholesale channel at the “Digital Wholesale Channel Dealer Council”.
- » As part of our “Customer Heroes” program, we conducted the “Customer Experience Specialist Certificate” program online, designed within Brisa Academy for the professional and individual development of female employees working in the stores of our business partners. In addition, in line with our goal of empowering women in business life, we came together with our female dealership employees at the “Image Management on the Success Journey” training.

We position Brisa not just as a tire manufacturer, but as a “value provider”. Therefore, we offer services that correctly understand the expectations and needs of our customers and respond to them by adding value. We are continuously working to improve our customers’ experiences and targeting to satisfactorily conclude their experience at our sales and service points.

One of the most important elements of our customer management model is our customer communication channel. Brisa Hot Line is one of the leading communication mechanisms with which we receive customer feedback. We support and inform our customers all along a product’s life cycle with Customer Contact Points. We collect our customers’ suggestions and opinions, prioritize this feedback and develop appropriate solutions with our Customer Application Management System. We receive the opinions of approximately 5,000 vehicle and tire users per year by conducting one-on-one interviews with approximately 420 vehicle users on issues such as brand awareness, product satisfaction, campaign awareness, expectations from the brand. In addition to these, we constantly define the improvement areas for our products and services and improve our performance through the feedbacks received from online surveys, focus group studies, regular meetings with randomly selected customers of our business partners, mystery shopper visits to our business partners’ service points, WhatsApp Business application, “live support” service and experience maps of our websites.

We measure our customers’ satisfaction rate about our products and services together with our dealer network’s service quality with our annually conducted customer satisfaction research. The result of the 2021 research revealed that our customer satisfaction ratio for the year was 93,3%.

We offer easy, economic, swift and quality vehicle and tyre maintenance services at our Otopratik points, which we designed to improve tyre purchasing experiences of our customers with a diverse product range answering customer expectations, effective sales and service processes and technological infrastructure.

First in Turkey: Performance Center, Bridgestone’s store with a privileged service concept, has been opened

With the vision of providing services to our customers beyond tires, we launched the Bridgestone Performance Center, a concept store where we mainly serve the upper segment class, in Turkey. In our Performance Center store, we serve the consumers especially in the upper segment class where ultra-high performance and 4x4 tires are concentrated. In the store, where we aim to offer customers a privileged experience, there is a large service area, customer waiting areas, sales area, e-charging point, cafe and special working area.

Virtual Assistant Service that Chooses the Right Tire Easily

Developed in cooperation with CBOT, the virtual assistant, available through Lassa and Bridgestone WhatsApp accounts and websites, answers the questions of our customers and offers suitable tire recommendations for their vehicles. Thus, it facilitates the selection of tires, which are among the most sensitive parts of vehicles, in an accurate and fast manner.



The average annual profit of a fleet of 100 vehicles that benefit from all the services we offer under the Profleet is 3.1 million TL.

We offer solutions to our fleet customers under one roof with the Profleet fleet management model. We are creating sustainable solutions with which our fleet customers can manage their businesses with minimum costs with our Profleet services. In addition to the product and service supports we offer to our clients, we also enable them to make savings on fleet management costs such as trainings, consultancy, road assistance, inventory management, digital programs, central invoicing, regular tracking and reporting processes.

With our Filofix 7/24 Commercial Road Assistance Service, we continue to offer our customers the first mobile road assistance service in our industry. By downloading the Digital Fleet application, commercial fleets can access our Filofix service with a single click whenever their car breaks down.

2021 IN NUMBERS —

100% We provided roadside assistance services to our 120 fleet customers 6,500 times with a 100% satisfaction rate.

737,808 Our Profleet field team carried out a total of 737,808 tire calculations.

16,166,810 TL With our Digital Fleet Solution packages (Aspects+ and TMP+), we provided services to 737,808 tires and saved our customers 16,166,810 TL in tire life.

93,632 We covered 93,632 tires as a result of our investments in new technology equipment in coating.



Smart Culture



In 2018, Brisa started development and transformation at workplace journey in line with its “Smart Culture” main strategy. We structured Smart Culture based on our differences and set a project and an accompanying road map with wide attendance. Our priority is to enable the favorable climate so that our employees can contribute to Brisa with their best, while Brisa is getting ever stronger in a transformation phase. We consider “Smart Culture” in two dimensions, Digital Transformation Journey and Brisa Journey.

By **Digital Transformation Journey**, we are aiming to increase digital literacy and enable the efficient use of cutting-edge technological devices within the context of our digital transformation journey. We are structuring our new generation based on data analytics and new generation technology solutions. We are differentiating as a company from the rest of the industry and Turkey with our advanced data analytics projects. As a result of our projects, our employees’ need for information system declined. They can reach the data they require on their own, interpret these data and analyze their own reports. One other step of digital transformation is the digital workplace. We integrate digital workplace applications with our systems and offer them to our employees.

Within the scope of the **Brisa Journey**, we believe that every Brisa employee has the potential to add value to the company, stakeholders, processes, teams and itself, from the beginning of their employment. We expect every Brisa leader to create future-oriented value by supporting our employees’ Brisa journey with development and leadership programs. We evaluate our

high potential and high-performance employees together with all our managers in our “Organizational Success Plan” process and plan their development. We carry out our practices with the theme of SEN (YOU), believing that all development starts from the employees themselves. We design and implement our “Brisa Journey” programs for all our employees, with a motto “You meet your potential, if YOU discover”. We update all our programs with our employees, taking into account the changing expectations and future trends of the business. Our 0-5 years experienced Brisa employees discover themselves in the DEV101 program, find the courage they need and take action. Our 0-3 years experienced Brisa managers create meaning for team management with our MAN101 program, while improving their leadership skills.

We organize the “Field Leaders Quality Competence Development Program” in order to increase the quality awareness of our field leaders and to improve their ability to respond to possible quality risks that may occur in the fields.

We believe in continuous improvement, and therefore, we organize the Suru-Raku Conference. During the term, we organized the 16th Suru-Raku Conference with 10 projects and 70 participants. “Mixer Capacity Increase Works” from Brisa Izmit Factory and “Curing Capacity Increase Works” from Brisa Aksaray Factory were entitled to receive the grand prize.

The Future of Work

Our employees are our most valuable asset. In order to facilitate the adaptation of our employees to the changing ways of doing business and to improve their experience, we started a comprehensive, multidimensional and exciting transformation journey by saying “The Future of Work is for You”. In this context, we determined the focus areas of the company and the 2023 roadmap by organizing the “Future of Work” panel with our employees. We detailed our roadmap in 7 main dimensions and 12 sub-titles: Remote Working, Physical and Mental Health, Flexible Workforce, Performance-Oriented Workforce, Talent and Skill Management, Leadership of the Future, Purpose-Oriented Organization and Culture, Digital and Data, Agile Working, by addressing the future of our ways of doing business, working environments and our workforce with a holistic and human-oriented perspective.

[Click for the detailed information.](#)

In addition, in 2021, we conducted a “Training of Trainers” in order to train internal trainers. Additionally, we set a focus on a topic every month and share briefings every week as reminders of the classroom trainings in order to further strengthen the Brisa’s sales team in the field.

As the world changes, we change our understanding of performance management and support performance management with our PerfX application with continuous feedback and milestones.

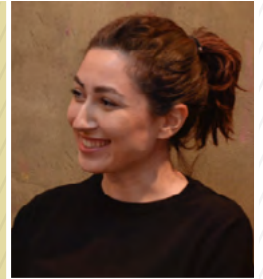
We believe that the participation of our employees in decision-making mechanisms and their satisfaction play a key role in the formation of employee loyalty; We strive to offer a participatory, transparent, open-to-communication working environment where our employees create value by freely expressing their demands, opinions and suggestions. We bring Brisa employees together under the same roof in chat and information sharing meetings with different communication platforms (MidTalks, Bi’Kahve, Executive Talks) in order to create platforms where they can share their opinions. We hold meetings that bring together our senior management and employees, where strategies and goals are conveyed, and “Year-End Meetings” where we share the results at the end of the year.

Futhermore, we carry out activities to make our employees feel that they are part of the company. We reward their success with our recognition and appreciation practices. Every month, we organize a “Leave a Mark with Your Leadership” event where Brisa employees share their different projects with senior management and all employees. In the program, which was organized online in 2021, 40 new projects were presented with a total of 510 ‘leaders who leave a mark’. 5 projects selected as “Leaders of the Year” by the Brisa management team were honored at the Year-End Meeting event.



“We are in a corporate transformation in the Future of Work. We realize this transformation with the commitment and effort of all Brisa employees. We have determined our 2023 targets and detailed our roadmap. We design the future of our ways of doing business, working environments and our workforce with a holistic and people-oriented perspective. We handle the process with the ownership of our leaders from different functions. We are moving forward with an agile working model with 95 Brisa employees, saying ‘The Future of Work is for You’. We are shaping the future together.”

Eda Erol, Employee Experience Manager /Brisa



Brisa Training Platform: Brisa Academy

- » As part of professional and personal development trainings for our employees under the umbrella of Brisa Academy, we provided a total of 13,380 person* hours of training, with 808 hours of training.
- » Brisa Academy became available for export customers.
- » Under the coordination of Brisa Academy, the “Business Social Sharing Platform: Witamin” continued to be organized online every month. Inspiring speakers from inside and outside the company participated in Witamin, which takes around 20 minutes in office hours.
- » Brisa Academy’s “Learning Break” program hosted guests who would contribute to the development of employees in different fields.
- » 1,500 university students were trained in 26 different fields.



A total of 13,380 person hours of training to our employees, with 808 hours of training.*

With our “Brikim” initiative, where we aim to offer value to the education and business world, we transform the best practices implemented by our employees into case studies at the academy level and honor our employees. In 2021, 11 case studies were implemented with the support of 2 academicians and 34 Brisa employees.

In 2021, our corporate well-being application Brifit was put into service for the employees as the new product of the physical and mental health team working within the scope of “The Future of Work”.

Based on our motto of DijitalSEN, we redesign all our Human Resources applications under the umbrella of “Brinsan” and offer them for use. We meet our newly recruited colleagues on this platform before they even start working, introduce them to Brisa with our YeniBri digital orientation application, and enable them to pass the entire orientation process easily. We carry out the management of questions and documents related to HR transactions through the Ask HR common platform.

This Kaizen is Different: Oscar Kaizen

While getting ready for the “Future of Business”, we created a new Kaizen culture, in which we make cooperation enjoyable while solving problems, form our own teams, and reward our success by adding competition to the business, in order to improve our complex product development processes and gain agility, instead of focusing only on solving problems.

By creating Oscar Kaizen teams, we started to solve problems in 4 areas with 4 teams while having fun. As a result of the two Oscar Kaizen competitions we held, approximately 40% of the 360 problems identified by our 28 employees within 6 months were solved. With the winning project in the Category of “Kaizen Practical”, we earned 900 tires a year. With our winning project in the “Atlas” category, we reduced the amount of paper we use by 5,000. Thanks to the project that won in the “Dionysos” category, we started to do what we did in 5 minutes in 10 seconds.

In order for the Kaizen culture to be internalized and sustained by the teams, we plan to organize competitions every 3 months.

Studies on Ergonomic Risks

We are taking important steps to improve ergonomic risks. In addition to the 1,025 ergonomic risk analyzes conducted in the last 4 years, we touched 750 operators and realized 450 improvements in operation processes. We continue to hold “ergonomic brainstorming” meetings with our 13 teams every week.

[Click for the detailed information.](#)



Equality and Diversity



We believe in the organizational enrichment of diverse experiences and perspectives brought by diversity and uniqueness. We are carrying on our implementations with diversity and equality in opportunity principles in all organizational and operational processes.

In this context, we meticulously follow and observe the relevant practices of Sabancı Holding, the first Turkish company to sign the United Nations' Women's Empowerment Principles Declaration (WEPEs) in 2011 and a partner of Brisa.

We believe equality in opportunity to be one of the foundations of social sustainability. We are working towards eliminating obstacles such as age, gender, social infrastructure, religion, language, physical conditions, etc. for equal participation in employment. We accept elimination of discrimination in terms of employment and placement as an ethical responsibility.

We are adopting enabling equal and efficient participation of women to business life and increasing female employment as a principle. We increase the ratio of female employees in our recruitment processes while we implement projects in order to improve the working conditions of our female employees.

We are providing the necessary support for our female employees to return to their positions following their maternity leave and to create a balance between their personal and business lives. During 2021, following our easing implementations, all our female employees returned to their positions following their maternity leaves.

As part of our diversity principle, we are working towards employing more disabled individuals in our work force and we are employing more disabled

individuals than required by legal regulations. We are organizing our workplace to according to the needs of disabled employees. As a result of our meticulous approach about this topic, as of 2021, the number of our disabled employees are 93.

We attach importance to ensuring that our dealers are seen as a point of purchase as well as an expert information point on all matters related to tires and vehicles. We aim to direct our tire sales and service points towards a scientific, socially beneficial and sustainable system in the long term. We aim to increase the power of women in society and to recruit female employees in the tire industry as manager, sales manager and service technician.

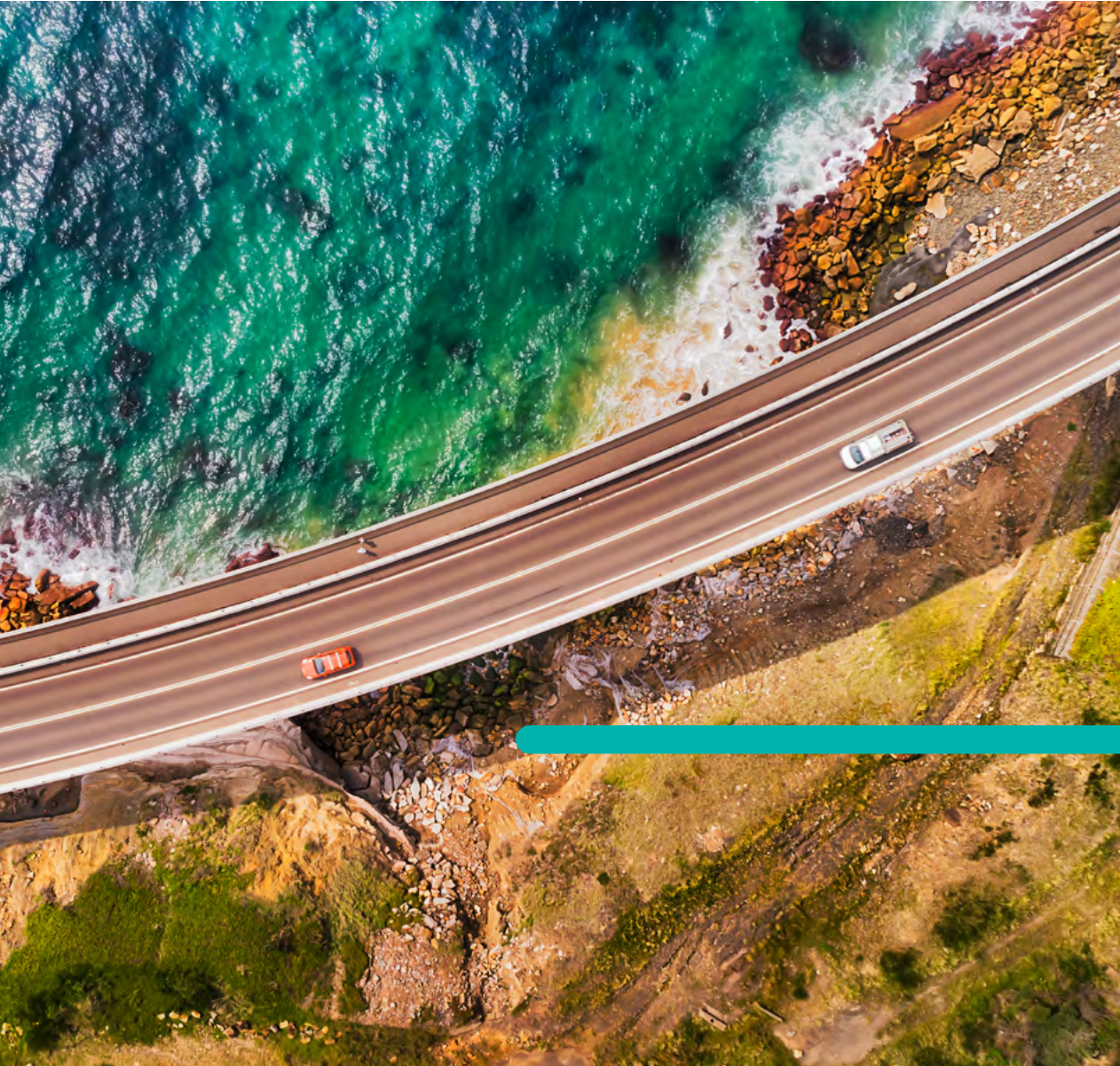
In order to create this expertise and enrich the customer experience, we organize programs that will strengthen the professional knowledge and experience of female employees at our dealers. We assign and follow up projects that encourage environmental awareness and social responsibility to our experts and masters who have graduated from the programs.

We have been continuing our Customer Heroes Program, which is a first in our sector and where we train customer experience specialists since 2016, we provide trainings on many subjects from retail to sustainability, from innovation to store management. With our program that continues online in 2021, we won the Best Practice award in the category of "Development Project Contributing to Society" at the Turkish Education Volunteers Platform (TEGEP) in 2019.

In our Female Service Advisors Training Program, female employees of our dealers complete 3 modules and graduate as specialists in all jobs in the field of tire service.

On June 23, International Women in Engineering Day, we take the responsibility of providing individuals with equipment suitable for these professions, and we run the online "If You Want to Design with Us" Ideathon program in order to meet the need for engineers who can research, find and produce new solutions. In our program, we encourage female university student engineer candidates to produce new ideas, provide them with different perspectives and contribute to their development. In the reporting period, 30 female engineer candidates from 16 different universities asked, "How should we work towards a more environmentally friendly company perception among young people?" and designed projects as an answer to the question, and the projects were evaluated in the jury presentation consisting of the Brisa team.

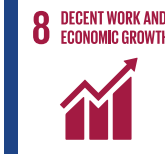
In the reporting period, we carried out our "Gender Equality and Inclusion" training under the leadership development programs of MAN 101 and LET'S CO. in cooperation with SUGENDER and Sabancı University EDU.



Public Relations



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH

We adopt contributing to social development and wealth as a principle. We are organizing social responsibility projects in order to have a positive impact on the geography where we carry on our activities. Since our establishment in line with our "Management with Social Responsibility" approach we continue to contribute towards the social, cultural, and economic development of our country with the projects that we have realized.

We move in line with our principle to establish positive relations with local societies while implementing our social responsibility projects, and we consider the expectations of our shareholders. As a leading tyre manufacturer, we perceive driving safely on traffic, which matches with our products, as our most important responsibility. In that manner, we execute pioneering practices and take place in projects that contribute industrial implementations. We create long-term projects in education, culture and sports in order to reach all members of the society and provide value in various fields. In addition to the projects we have realized as Brisa, we also cooperate with non-governmental organizations.

Within the scope of our social responsibility activities in the reporting period:

» We launched the "Abilitypool" application, a platform where our employees can be involved in volunteering projects according to their abilities and interests and can easily follow the project processes.

For Children:

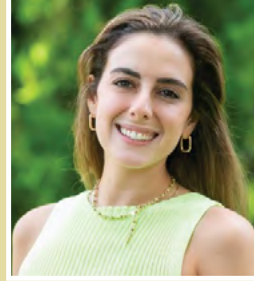
» While providing material support to schools in Aksaray and Izmit with over 500 Brisa employees and dealers within the scope of Sabancı Republican Mobilization, we also assembled bicycles for students from Darüşşafaka. [Click](#) for the detailed information.

» As part of the "What Does It Mean To Be A Father?" talk held on Father's Day, we made a donation to the TEV Corona Loyalty Fund on behalf of the participants.



As Brisa, we are sensitive to all social issues. The 17 August earthquake is also an issue that we are sensitive to and attach great importance to in raising awareness. We have assigned the e-training on "Earthquake Protection Ways" at Brisa Academy to all our white-collar employees and dealers in order to raise the earthquake awareness of all our employees at Brisa, as every year. We gave earthquake flashlights to our employees and dealers who completed the training. In order to prevent trauma that may occur during and after the earthquake, we organized a webinar called "Managing Fear and Anxiety" with Dr. Aylin İlden Koçkar. In our office and factory areas, we hung posters of earthquake awareness and actions to be taken during an earthquake. We made an announcement from our General Manager that reached all our employees. Earthquake awareness will continue to be an important issue for Brisa employees and stakeholders.

Melis Öner Akkuş,
Corporate Communications Specialist /Brisa



On Mother's Day we organized a "Self-Compassion" talk and made donations to AÇEV on behalf of each participant.

» Brisa volunteers, who wanted to bring movement and freedom to the life of a child who lost a hand or arm, prepared 3D arms and hands after the training and demo work they received.

For Women:

» Within the framework of Bridgestone's B-Olympic internal communication program, which is carried out globally to encourage employees to act, every step of the employees turned into donations. Donations were sent to the Cancer-Free Life Association.

For Nature:

» On September 18, World Cleanup Day, we participated in the Waste Collection event, an organization of Let's

Do It Turkey, with 49 volunteers from Brisa. We worked on cleaning our forests, parks and beaches from waste in Izmit, Istanbul and Aksaray.

» After the disasters that occurred in our country, we sent 3 trucks of emergency response equipment and basic supplies to the regions under the coordination of Manavgat and Kastamonu Municipalities. We built 28 barns in a village damaged by fire in the Manavgat region. In addition, we participated in the Sabancı Group's "We Are Breathing Our Future" campaign with 1 million saplings and 41 water tankers to support fire and flood areas.



In 2021, we opened the Brisa Museum to everyone in a virtual environment through Brisa Academy.

Brisa Museum

At the Brisa Museum, which is a first-time implementation in the industry, we are showcasing Brisa’s historical evolution together with its transformation process from being an industrial company to a services company with products under the “Journey” main theme. We are informing the visitors of the museum about manufacturing process and anatomy of a tyre, the importance of a tyre’s rolling resistance, pressure, balance, weight, and softness, the difference between a summer tyre and a winter tyre, and the importance of water drainage.

The fact that Brisa Museum is located in a smart and environmentally friendly building further attracts the attention of its visitors. 20% of the electricity used by the building is generated through the sun panels located at the roof of the building, while watering of the more than 90 varieties of plants planted in the garden of the building is done with water received from water treatment plant. The building is among the few buildings that hold the Leed Gold certificate in Turkey.

Sen² Program for Students from Brisa Academy

In the first dimension of the program, with the online career experience program, students receive trainings that will contribute to their personal development such as Robotic Intelligence and Big Data, as well as internship projects. In the second dimension of the program, university students have access to free training on 20 different subjects of Brisa Academy, which will make their personal development and business life more comfortable. During the reporting period, we touched 1,200 students with trainings that offered a rich variety from stress management to effective communication and presentation techniques, which were accessed through the registration on the Brisa Academy website.

We came together with university students and contributed to their academic processes

During the term, we shared our case studies of “ROBI: Digital Transformation with Artificial Intelligence” and “Genba Room: Strengthening the Sales Organization with Digital Technologies” with ITU Management Engineering students, and “Creating Competitive Advantage with Business Capital” with Marmara University Marketing Club students. All 3 of our cases were published in The Case Centre, where international case studies are collected.

Contribution to Education

We make important contributions to social development with our long-term and sustainable projects in the field of education. We view education as the primary element of social development. While we contribute to future generations with our educational activities, we also try to increase the awareness levels of our shareholders about the issue. We support students’ educational activities with a fund we created with the income coming from the online trainings of Brisa Academy and the money generated through the efforts of Brisa Members’ Education Support Association. We run the Vocational High School Coaching Program with the Private Sector Volunteers Association (OSGD) in order to improve the personal development and business life skills of vocational high school students, and we establish academic collaborations with universities.

Brisa Members Educational Support Association

The Brisa Members’ Support for Education Association (BMÖDD), which is continuing its operations based on voluntary participation of Brisa employees, is founded with the aim to support students in need to help them continue their education. Since its foundation, the association provided funds to more than 650 students until today and supported 84 students in 2021. We are proud to see that 621 students, whom we have helped in the previous years, are contributing to society today as professionals

The Brisa Members’ Support for Education Association provided funds to more than 650 students until today.

Contribution to Sports

We are contributing to spreading sports with our Brisaspor organization and Lassa Tires cycling team competing under Brisaspor, which we have always been proud to support. In addition to supporting our cycling team, we are also supporting sports and increasing both our company and brands' global awareness with sponsorship activities we realize in different branches of sports.

Brisaspor

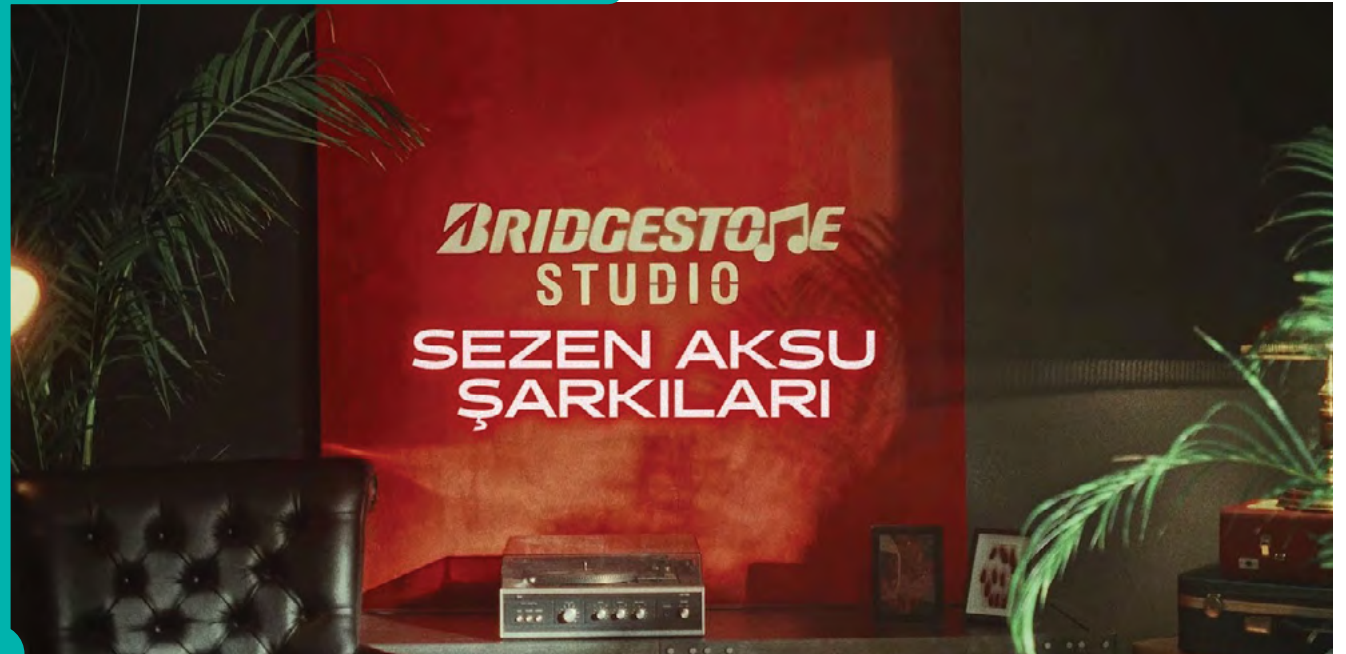
Brisaspor, first established under the Lassaspor name in 1978, became Brisaspor in 1988 following the joint venture between Bridgestone and Lassa. Brisaspor is a federate club continuing its activities in Turkey, Europe, Asia and Africa continents. Since its foundation, the club has been competing in Young, Junior, and Adult Men's Teams categories and included Female Team to the organization in 2001 and Mountain Bike Team in 2005. Brisaspor succeeded in many national and international competitions. The team not only contributes to the promotion of cycling sport, but also contributes to increasing interest in bicycle use, which is an environmentally friendly means of transport in line with Brisa's sustainability approach. Our athletes successfully represent our country in the championships in the Balkans and Europe, as well as the success they achieve in the Turkish championships every year.

Contribution to Art

We launched the Bridgestone Studio digital music platform on YouTube, in order to connect with our consumers by making use of the unifying power of music in 2020. In each section of the Bridgestone Studio digital music platform, we host artists with different music genres and they reinterpret the songs as part of the Bridgestone Studio project.


Bridgestone Studio Youtube continued with the "Bridgestone Studio x Sezen Aksu" project during the reporting period. Within the scope of the project, 41 Artists reinterpreted 7 Sezen Aksu songs in 7 different musical genres. We also carried out the carbon footprint balancing of our artists participating in the project. In addition to the digital environment, we opened our Bridgestone Studio Karaoke booth and asked our customers to sing the songs for our project. In this way, we offered the opportunity to more than 15,000 people to sing our songs.

Click for the **Bridgestone Studio** YouTube channel.



PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS

		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Raw Material Group Supply Values (%)		/	/	/	/	/	/	/	/	/	/	
Energy Consumption (GJ/ton) (Index, Base:2012=100) (Izmit Plant)												
	TOTAL	100	96	92	93	96	93	89	89	92	76	
	Direct	100	78	73	70	105	199	346	348	366	337	
	Indirect	100	99	95	97	95	75	44	44	45	30	
Energy Consumption (GJ/ton) (Index, Base:2018=100) (Aksaray Plant)												
	TOTAL							100	64	55	44.28	
	Direct							100	63	53	47.37	
	Indirect							100	66	56	40.12	
Energy Saving by Efficiency Projects (GJ/ton) (Cumulative Index, Base:2012=100) (Izmit Plant)		100	114	131	142	152	163	180	195	201	206	
Total Water Consumption by Source (m ³)												
	Total Water Consumption (m ³) - Well Water	530.738	443.755	438.486	490.120	462.516	495.014	480.671	425.353	407.162	336.700 	
	Municipal Water (Izmit+Aksaray)	13.126	19.132	17.132	21.397	17.896	70.628	115.873	127.477	117.040	103.765	
	Municipal Water (Other)	-	-	1.250	1.732	4.213	3.744	4.234	1.977	3.629	3.249	
Water recycled/reused (m ³ ,%)		/	/	/	/	/	/	/	/	/	44.792	
Total Water Discharge by Destination (m ³)	TOTAL (Izmit)	268.854	319.662	309.724	680.566	557.449	518.331	388.340	210.686	156.121,05	169.685	
Total Water Discharge by Destination (m ³)	TOTAL (Izmit,Alt. Ve Otopratik)	268.854	319.662	310.974	682.298	561.662	522.076	391.715	212.663	159.749,60	172.934	
Direct GHG Emissions (Scope 1) (ton CO ₂ -e/ Production ton) (Index, Base: 2012=100)	Direct (Scope 1) (Izmit)	100	73	66	62	90	167	284	284	297	271,09	
Direct GHG Emissions (Scope 1) (ton CO ₂ -e/ Production ton) (Index, Base: 2018=100)	Direct (Scope 1) (Aksaray)							100	63	53	47,41	
Energy Indirect GHG Emissions (Scope 2) (ton CO ₂ -e/Production ton) (Index, Base: 2012=100)	Energy Indirect (Scope 2) (Izmit)	100	99	96	97	95	81	59,3	58,7	61	37,83	
Energy Indirect GHG Emissions (Scope 2) (ton CO ₂ -e/Üretim Ton) (Index, Base:2018=100)	Energy Indirect (Scope 2) (Aksaray)							100	66	57	37,43	
Total Direct and Indirect GHG Emissions (Scope 1&Scope2) (ton CO ₂ -e/Production Ton) (İndeks, Baz:2012=100)	TOTAL (Izmit)	100	96	93	93	95	91	84	83	87	63,44	
Total Direct and Indirect GHG Emissions (Scope 1&Scope2) (ton CO ₂ -e/Production Ton) (Index, Baz:2018=100)	TOTAL (Aksaray)							100	65	56	41,03	
						35.097,29	41.320,12	255.154,92	279.369,69	3482.471,39	2.326.695	
	Goods and services bought	/	/	/	/	/	/	92,40	55,35	390.025	502.635	
	Fuel and energy related activities	/	/	/	/	20402	24898	21882	21205	20490	25885	
	Transport and distribution (raw material)	/	/	/	/	6.908,50	7.659,45	8.756,76	8.965,91	8.224,06	9.923,00	
	Wastes	/	/	/	/	149,79	166,23	179,00	163,39	375,70	464,00	
	Business travel	/	/	/	/	1.274,41	633,16	930,38	869,09	780,20	131,00	
	Employee commuting	/	/	/	/	2.044,61	3.650,18	3.645,43	3.820,97	4.561,90	5.233,00	
	Transport and distribution (product)	/	/	/	/	2.815,19	2.798,74	3.736,16	3.818,47	9.359,40	11.257,00	
	Use of products sold	/	/	/	/	/	/	214.346,32	38.472,15	339.926,34	1.762.714,00	
	Disposal of products sold	/	/	/	/	1.502,97	1.514,67	1.586,17	1.999,62	1.999,62	1.486,00	
	Franchises	/	/	/	/	/	/	/	/	7.556,00	4.126,00	
	Demirbaşlar					2.362,64	2.688,10	4.295,65	4.800,61	4.231,05	5.111,50	
	Transport and distribution (raw material)	Highway	/	/	/	/	3.833,49	4.244,28	4.148,19	3.813,57	3.542,13	4.210,00
		Sea lane	/	/	/	/	-	-	199,01	243,96	266,58	572,80
		Railway	/	/	/	/	712,37	727,07	113,91	107,77	183,50	29,03
		Airway	/	/	/	/	2.402,18	2.031,67	2.878,07	2.885,20	8.550,30	10.217,00
	Transport and distribution (product)	Highway	/	/	/	/	322,95	595,23	705,87	807,28	733,84	929,56
		Sea lane	/	/	/	/	90,06	103,62	107,16	118,24	69,72	91,25
		Railway	/	/	/	/	-	68,23	45,07	7,74	5,53	18,85
		Airway	/	/	/	/	-	68,23	45,07	7,74	5,53	18,85

ENVIRONMENTAL PERFORMANCE INDICATORS

			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Nox, Sox and Other Significant Air Emissions by Type and Weight (ton CO ₂ -e/Production ton) (Index, Base: 2012=100)	CH ₄ (İzmit, Aksaray, Altunizade, Profilo)	CH ₄	100	80	73	71	92	333	239	237	241	219
	N ₂ O (İzmit, Aksaray, Altunizade, Profilo)	N ₂ O	100	90	98	97	97	100	91	18	17	47
	CH ₄ +N ₂ O (İzmit, Aksaray, Altunizade, Profilo)	CH ₄ +N ₂ O	100	90	96	96	97	112	99	30	29	56
Total Waste Amount by Type (Ton) (İzmit, Aksaray)	Hazardous Wastes(Ton)		640*	761*	661*	672*	660	607	764	949,578	939	1019
	Non-hazardous Wastes (Ton)		6.293	6.274	6.618	7.721	6.368	6.497	6.240	6.672,45	6.161	7.601
	Total Waste (Ton/ton production)		0,053	0,052	0,050	0,055	0,049	0,046	0,050	0,045	0,044	0,043
	Hazardous Waste (Ton/ton production)		0,0049	0,0056	0,0045	0,0044	0,0046	0,0039	0,0062	0,0207	0,006	0,005
Total Waste Amount by Process Type (Ton) (İzmit, Aksaray)	Non-Hazardous Waste (Ton/ton production)		0,0479	0,0463	0,0451	0,0503	0,0447	0,0421	0,0433	0,1141	0,038	0,038
	Reuse		183	161	4	4	198	150	171	194	243	71,7
	Recycle		3.240	3.442	4.901	4.901	3.462	2.705	2.460	2.131	2.468	2.623
	Recover		2.676	2.626	3.182	3.182	3.239	3.908	4.092	5.485	4.630	5.996
	Wastes Recycled (Ton)		5.916	6.068	8.083	8.083	6.701	6.613	6.552	7.616	7.098	8.619,46
	Inceneration		234	298	4	4	128	330	0,06	0,241	0,591	0,645
Storage		602	509	303	303	1	11	0	5,701	2,107	0	
Environmental Investments (TL)			1.098.097	1.198.410	869.000	869.000	876.179	803.983	14.993.144	24.689.843	5.915.009	9.138.265
Environmental Expenditures (TL)											41.306.873	17.657.111

ECONOMIC PERFORMANCE INDICATORS

Customers	2018	2019	2020	2021
Total number of customers	247,351	225,935	10,668	22,648
Number of customers actively using online services/electronic sales platforms	266	247	1,987	2,155
Suppliers	2018	2019	2020	2021
Total number of suppliers	2,142	2,108	2,288	2,216
Total number of local suppliers	1,915	1,906	2,126	2,047
Total payments to suppliers	2,706,581,472	3,063,436,949	3,140,938,000	5,477,563,689
Total payments to local suppliers	1,291,115,579	1,521,374,424	1,508,890,130	2,571,944,744
Total number of new suppliers	483	508	219	476
Dealers and Business Partners	2018	2019	2020	2021
Total number of dealers and business partners	1,393	1,319	1,211	1,043
Total number of branches	-	-	199	195
Human capital return on investment	2018	2019	2020	2021
Total income	3,070,819,550	3,654,321,859	4,236,875,447	6,634,262,406
Total operating expenses	2,641,469,018	3,271,530,601	3,604,415,909	5,990,882,034
Investments	2018	2019	2020	2021
Amount of total environmental expenditures (TL)	3,713,948	5,022,537	23,021,851	14,563,632
Legally obligatory expenses	1,084,598	797,343	13.371.290	12,098,255
Expenditures that are not required by law	2,629,349	4,225,194	9,650,560	2,465,377



Externally assured.

ECONOMIC PERFORMANCE INDICATORS

	2018	2019	2020	2021	
Total environmental investment amount (TL)	11,279,196	19,667,306	0	9,138,265	✓
Mitigation	0	0	0	7,074,905	✓
Transition	0	0	0	2,063,359	✓
Enabler	11,279,196	19,667,306	0	0	✓
OHS budget/ investments	284,046	208,183	5,270,500	931,018	
Charitable donations	697,479	673,130	521,069	760,786	
Corporate social responsibility investments	200,000	180,000	100,000	691,000	
Environmental fines	0	0	0	0	
Sustainable Business Model					
Number of Sustainable Products and Services	2	2	576	484	✓
Mitigation	0	0	0	0	✓
Transition	2	2	228	249	✓
Enabler	0	0	5	1	✓
Creating Positive Social Impact	0	0	343	234	✓
Sum of Sustainable Product and Service Revenues (TL)	225,326,500.00	237,983,200.00	2,541,661,486.00	2,967,898,965.00	✓
Mitigation	0	0	0	0	✓
Transition	225,326,500	237,983,200	1,632,056,102	2,003,310,095	✓
Enabler	0	0	17,971,716	23,618,085	✓
Creating Positive Social Impact	0	0	891,633,668	940,970,785	✓
Ratio of Sustainable Product and Service Revenues to Total Revenue (%)	7.34	6.51	59.99	44.74	✓
R&D and Innovation Investments (TL)	17,947,614	29,467,833	45,121,007	50,539,306.47	✓
Sustainability Oriented R&D and Innovation Investments (TL)	12,292,157	19,566,167	18,285,022	30,465,647.39	✓
Ratio of Sustainability-Oriented R&D and Innovation Investment Budget to Total Revenue (%)	0.68	0.66	0.41	0.60	✓
Impact of digital transformation projects on EBITDA	0	0	20,500,000	14,500,000	
Savings and Reductions Based on Environmental Investments					
Environmental benefit (sm ³)	0	0	0	34,364	✓
Environmental benefit (kwh)	0	0	0	1.236.910	✓
Environmental benefit (tCO ₂)	103	588	102	704	✓
Other				0	✓
Financial Savings	1,307,100	4,003,520	1,066,067	994,305	✓

SOCIAL PERFORMANCE INDICATORS

Employees in Figures	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Total number of employees by gender	139	2,648	151	2,716	156	2,959	153	2,993
Number of white-collar employees	133	446	145	456	150	475	147	474
Number of blue-collar employees	6	2,202	6	2,260	6	2,484	6	2,519
Employees covered by collective bargaining agreements	6	2,202	6	2,260	6	2,484	6	2,519
Total number of employees	2,787		2,867		3,115		3,146	
Total female employee ratio	5%		5%		5%		4.86%	
Employees by Employment Type	2018		2019		2020		2021	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Employees by employment type	2,787	0	2,867	0	3,115	0	3,146	0
Number of white-collar employees	579	0	601	0	625	0	621	0
Number of blue-collar employees	2,208	0	2,266	0	2,490	0	2,525	0
Employees by Age	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	52	625	57	594	41	556	48	655
30-50 years old	84	1,985	92	2,059	113	2,303	103	2,285
50 and older	3	38	2	63	2	100	2	53
Managers by Age	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	0	0	0	0	0	0	0	0
30-50 years old	15	65	17	64	16	66	18	66
50 and older	1	11	1	12	1	12	1	13
Employees with manager title	16	76	18	76	17	78	19	79
Managers by Level	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Number of first-level managers	0	0	0	0	0	0	0	0
Number of mid-level managers	14	60	16	61	15	63	17	65
Number of upper-level managers	2	15	2	15	2	15	2	14
First-level female manager ratio	0%		0%		0%		0%	
Mid-level female manager ratio	19%		21%		19%		21%	
Upper-level female manager ratio	12%		12%		12%		13%	
Number of female managers in revenue-generating roles	3	21	3	23	3	23	4	27
%of female managers in revenue-generating roles	13%		13%		13%		13%	
Ratio of first, mid and upper level female managers	17.58		19.15		17.89		19.40	
Number of female employees in STEM (engineering, IT, etc.) roles	50	130	49	128	56	131	52	127
Ratio of female employees in STEM (engineering, IT, etc.) roles	29%		29%		29%		29%	
Employees with Disabilities and Foreign Employees	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees with disabilities by gender	6	74	5	76	5	83	5	88
Number of employees with disabilities	77		79		86		93	
Number of foreign employees	0	10	0	7	0	6	0	5

SOCIAL PERFORMANCE INDICATORS

Employee Hires by Age	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	19	141	20	110	10	247	13	335
30-50 years old	11	60	4	83	9	96	4	106
50 and older	0	0	0	0	0	1	0	0
Number of employees hired during the year	30	201	24	193	19	344	17	441
Manager Hires by Level	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
First-level	0	0	0	0	0	0	0	0
Mid-level	0	2	0	4	0	2	2	0
Upper-level	0	0	0	1	0	0	0	0
Number of managers hired during the year	2		5		2		2	
Number of R&D Employees	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees in R&D, Innovation and Digitalization departments	17	75	21	65	18	70	16	68
Employees by Tenure	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
0-5 years	92	1,028	92	907	74	913	76	868
5-10 years	27	517	37	730	56	672	48	785
10+ years	20	1,103	22	8	26	1,374	29	1,340
Total number of employees	139	2,648	151	1,645	156	2,959	153	2,993
Contractor Employees	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Contractor employees by gender	65	344	67	315	65	317	71	287
Contractor employees by employment type	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	409	0	382	0	382	0	358	0
Employees left (by age and gender)	Female	Male	Female	Male	Female	Male	Female	Male
	9	11	3	3	3	4	3	6
Number of employees leaving- 30 and younger	15	54	8	32	8	15	18	28
Number of employees leaving- 30-50 years old	1	6	0	9	0	4	0	3
Number of employees leaving- 50 and older	25	71	11	44	11	23	21	37
Total number of employees left								
Employees left (by Manager Level)	Female	Male	Female	Male	Female	Male	Female	Male
	0	0	0	0	0	0	0	0
Number of first-level managers	2	8	0	6	0	3	3	4
Number of mid-level managers	0	3	0	0	0	2	0	2
Number of upper-level managers	2	11	0	6	0	5	3	6
Total number of managers left								
Employees Voluntarily Left	2018		2019		2020		2021	
	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees left voluntarily- 30 and younger	9	11	3	2	3	4	3	5
Number of employees left voluntarily- 30-50 years old	12	38	8	17	4	11	13	25
Number of employees left voluntarily- 50 and older	0	0	0	1	0	0	0	0
Total number of employees left voluntarily	21	49	11	20	7	15	16	30

SOCIAL PERFORMANCE INDICATORS

Number of managers left voluntarily	Female	Male	Female	Male	Female	Male	Female	Male	
Number of first-level managers	0	0	0	0	0	0	0	0	
Number of mid-level managers	2	6	0	1	0	1	3	3	
Number of upper-level managers	0	0	0	0	0	1	0	1	
Total number of managers left voluntarily	2	6	0	1	0	2	3	4	
Number of positions filled with internal candidates	8	31	2	23	8	23	8	24	
Total number of open positions		133		103		125		83	
Total Employee Turnover Rate		2018		2019		2020		2021	
Turnover rate - 30 and younger		2.95		0.92		1.17		1.28	
Turnover rate - 30 and 50		3.33		1.86		0.95		1.93	
Turnover rate - 50 and older		17.07		13.85		3.92		5.45	
Turnover rate - Female employees		17.99		7.28		7.05		13.73	
Turnover rate - Male employees		2.68		1.62		0.78		1.24	
Turnover rate - First-level managers		0.00		0.00		0.00		0.00	
Turnover rate - Mid-level managers		13.51		7.79		3.85		8.54	
Turnover rate - Upeer-level managers		17.65		0.00		11.76		12.50	
Employee Turnover Rate (Voluntarily Left)		2018		2019		2020		2021	
Turnover rate - 30 and younger		2.95		0.77		1.17		1.14	
Turnover rate - 30 and 50		2.42		1.16		0.62		1.59	
Turnover rate - 50 and older		0.00		1.54		0.00		0.00	
Turnover rate - Female employees		15.11		7.28		4.49		10.46	
Turnover rate - Male employees		1.85		0.74		0.51		1.00	
Turnover rate - First-level managers		0.00		0.00		0.00		0.00	
Turnover rate - Mid-level managers		0.39		0.05		0.04		0.25	
Turnover rate - Upeer-level managers		0.00		0.00		5.88		6.25	
Turnover All		18.39%		10.31%		6.16%		10.13%	
Maternal/Parental Leave		2018		2019		2020		2021	
		Female	Male	Female	Male	Female	Male	Female	Male
Number of employees granted maternal/parental leave		10	229	9	242	5	215	8	245
Employees who returned to work after maternal/parental leave		10	229	9	242	5	215	8	245
Employees who returned to work after maternal/parental leave and continued to work for minimum 12 months		10	229	9	242	5	215	8	245
Ratio of the employees who returned to work after maternal/parental leave		100%		100%		100%		100%	
Total Training Hours (by gender)		2018		2019		2020		2021	
		Kadın	Erkek	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek
Total training hours by gender		3,609	118,054	6,000	121,085	4,615	98,558	7,115	72,682
Average annual training hours per employee		25.9670	44.7524	39.7351	44.5821	29.5833	33.3079	46.5044	24.2839

SOCIAL PERFORMANCE INDICATORS

Total Training Hours (by age)	2018			2019			2020			2021		
	Below 30	30-50	Over 50	Below 30	30-50	Over 50	Below 30	30-50	Over 50	Below 30	30-50	Over 50
Total training hours by age	41,679	79,577	858	40,063	85,34	1,681	23,794	77,213	2,166	29,297 ✓	49,423 ✓	1,078 ✓
Average annual training hours per employee	61.564	38.462	20.927	61.541	39.675	25.862	39.856	31.959	21.236	41.674	20.696	19.593
Total Training Hours (by managerlevels)	2018			2019			2020			2021		
	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper
Total training hours by manager levels	-	3,784	82	-	7,123	334	-	2,652	207	-	3,942 ✓	428 ✓
Average annual training hours per employee	0.000	51.135	4.824	0.000	92.506	4.338	0.000	34.000	12.176	0.000	48.073	26.750
Training Costs (TL)	2018			2019			2020			2021		
	1,294,587			2,867,581			1,913,279			2,624,664 ✓		
Average annual training cost per employee	464.5093075			1,000			614			834 ✓		
Training Categories	2018		2019		2020		2021		2021		2021	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Toplam	2021
Ethics training	209	667	181	558	117	343	272 ✓	766 ✓	1,038 ✓			
Diversity and inclusion training	0	0	0	0	0	0	142 ✓	234 ✓	376 ✓			
Sustainability and environmental training	86	11,092	45	4,947	50	2,139	327 ✓	1,267 ✓	1,594 ✓			
Contractor Trainings (hours)	2018			2019			2020			2021		
	4,555			2,069			1,406			1,877		
Performance Appraisal	2018		2019		2020		2021		2021		2021	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of total employees subject to regular performance appraisal	133	446	145	456	139	404	139	407				
Employee Satisfaction by Gender	2018		2019		2020		2021		2021		2021	
	Female	Male	Female	Male	Kadin	Erkek	Female	Male	Female	Male	Female	Male
Number of employees participated in satisfaction survey	111	367	125	363	-	-	132	400				
Employee satisfaction score	56%	73%	66%	77%	-	-	63% ✓	64% ✓				
Number of employees participated in engagement survey	111	367	125	363	-	-	132	400				
Employee engagement score	34%	50%	47%	57%	-	-	45%	52%				
Employee Satisfaction by Age	2018			2019			2020			2021		
	Below 30	30-50	Over 50	Below 30	30-50	Over 50	Below 30	30-50	Over 50	Below 30	30-50	Over 50
Number of employees participated in satisfaction survey	298	162	18	330	141	17	-	-	-	368	154	10
Employee satisfaction score	66%	72%	100%	73%	74%	100%	-	-	-	61% ✓	69% ✓	90% ✓
Number of employees participated in engagement survey	298	162	18	330	141	17	-	-	-	368	154	10
Employee engagement score	43%	50%	83%	52%	57%	88%	-	-	-	45%	58%	90%
Employee Satisfaction by Manager Level	2018			2019			2020			2021		
	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper
Number of employees participated in satisfaction survey	394	68	16	400	71	17	-	-	-	431	89	12
Employee satisfaction score	68%	74%	94%	72%	82%	100%	-	-	-	61% ✓	71% ✓	100% ✓
Number of employees participated in engagement survey	394	68	16	400	71	17	-	-	-	431	89	12
Employee engagement score	44%	53%	75%	51%	68%	100%	-	-	-	46%	63%	92%
Employee Engagement (Total Score)	47%			55%			-			50%		

SOCIAL PERFORMANCE INDICATORS

Number of People Reached by Inclusion Programs	2018	2019	2020	2021	
Citizens aged 65+	0	0	28	0	✓
Youth	1,232	622	1,816	368	✓
Children	346	482	395	1,826	✓
Women	13	0	34	122	✓
Total	1,591	1,104	2,273	2,316	✓
Occupational Health and Safety Indicators- Employees	2018	2019	2020	2021	
Incidence Rate (IR) - İzmit	0.54	0.4	0.63	0.54	
Severity Rate (SR) - İzmit	9.95	9.45	20.24	9.95	
Incidence Rate (IR) - Aksaray	1.47	0.85	0.59	1.47	
Severity Rate (SR) - Aksaray	13.26	11.2	3.96	13.26	
Number of incidents	78	67	43	66	✓
Number of fatalities	0	0	0	0	✓
Number of occupational diseases	0	0	0	0	✓
Absenteeism	322	314	322	623	✓
Injury-related Absenteeism	322	314	322	623	
Lost Workday Rate	10.312	9.706	10.952	17.73	✓
Total Working Hours	6,245,346	6,470,050	5,880,325	7,026,676	✓
Occupational Health and Safety Indicators- Contractor Employees	2018	2019	2020	2021	
Number of incidents	11	4	7	7	
Number of fatalities	0	0	0	0	
Number of occupational diseases	0	0	0	0	
Injury-related Absenteeism	30	59	79	12	
Absenteeism	0	0	0	0	
OHS Trainings (person*hour)	2018	2019	2020	2021	
Employees	125,926	133,938	24,857	15,920	
Contractor Employees	5,855	3,044	1,868	3,050	
Total	131,781	136,982	26,725	18,970	✓

UN GLOBAL COMPACT PROGRESS STATEMENT INDICATORS TABLE

Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	p.53
Principle 2: make sure that they are not complicit in human rights abuses.	p.53
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Management Fundamentals Report p.19
Principle 4: the elimination of all forms of forced and compulsory labour;	Management Fundamentals Report p.19
Principle 5: the effective abolition of child labour; and	Management Fundamentals Report p.19
Principle 6: the elimination of discrimination in respect of employment and occupation.	p.53
Environment	
Principle 7: Businesses should support precautionary approach and environmental challenges;	pp.32-43
Principle 8: undertake initiatives to promote greater environmental responsibility; and	pp.32-43
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	pp.32-43
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Management Fundamentals Report pp.6-7

TCFD

Area	Recommendations	References
Governance	Describe the board's oversight of climate-related risks and opportunities.	BRISA CDP Report- Climate Change 2021- C1.1a, C1.1b 2021 Annual Report (Board pp.70-72) Management Fundamentals Report (Corporate Governance pp.2-5)
	Describe management's role in assessing and managing climate-related risks and opportunities.	BRISA CDP Report- Climate Change 2021- C1.2, C1.2a Management Fundamentals Report (Corporate Governance pp.2-5)
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	BRISA CDP Report - Climate Change 2021- C2.1, C2.3, C2.3a, C2.4, C2.4a Management Fundamentals Report (Corporate Governance pp.2-5)
	Describe the impact of climaterelated risks and opportunities on the organization's businesses, strategy, and financial planning.	BRISA CDP Report- Climate Change 2021- C2.3a, C2.4a, C3.1, C3.1a, C3.1d
Risk Management	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	BRISA CDP Report- Climate Change 2021- C3.1b
	Describe the organization's processes for identifying and assessing climate-related risks.	BRISA CDP Report- Climate Change 2021- C2.2 Management Fundamentals Report (Corporate Governance pp.2-5)
	Describe the organization's processes for managing climate-related risks.	BRISA CDP Report- Climate Change 2021- C2.2 Management Fundamentals Report (Corporate Governance pp.2-5)
Metrics and Targets	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	BRISA CDP Report- Climate Change 2021- C2.2
	Disclose the metrics used by the organization to assess climaterelated risks and opportunities in line with its strategy and risk management process.	
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	BRISA CDP Report- Climate Change 2021- C6.1, C6.3, C6.5 Brisa 2021 Sustainability Report - Environmental Performance Indicators
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	BRISA CDP Report- Climate Change 2021- C4.1, C4.1a, C4.1b Brisa 2021 Sustainability Report - Sustainability Management pp.13-15

GRI CONTENT INDEX

GRI LABEL

Disclosures	Descriptions and Page Numbers
GRI 101: Foundation 2016	
GRI 102: General Disclosures 2016	
Corporate Profile	
102-1	About the Report p.1
102-2	About Brisa p.3
102-3	Contact p.81
102-4	About Brisa p.3
102-5	GRI Content Index: Corporate Web Site https://www.brisa.com.tr/investor-relations/corporate-information
102-6	About Brisa p.3
102-7	2021 in Figures pp.4-5
102-8	Social Performance Indicators p.61
102-9	Management Fundamentals Report p.10
102-10	GRI Content Index: Corporate Web Site https://www.brisa.com.tr/investor-relations/corporate-information
102-11	Management Fundamentals Report pp.2-4
102-12	Management Fundamentals Report p.16
102-13	Management Fundamentals Report p.16
Strategy	
102-14	CEO Message p.2
102-15	Management Fundamentals Report pp.2-3
Ethics and Integrity	
102-16	Management Fundamentals Report pp.4-5
102-17	Management Fundamentals Report pp.4-5
Governance	
102-18	Management Fundamentals Report p.1; Sustainability Management pp.10-11
102-19	Sustainability Management pp.10-11
102-20	Sustainability Management pp.10-11
102-21	Management Fundamentals Report pp.6-7
102-29	Management Fundamentals Report p.1; Sustainability Management pp.10-11
102-30	Management Fundamentals Report pp.2-3
102-31	Management Fundamentals Report p.1; Sustainability Management pp.10-11
102-32	Sustainability Management pp.10-11
Stakeholder Engagement	
102-40	Management Fundamentals Report pp.7
102-41	Management Fundamentals Report pp.15
102-42	Management Fundamentals Report pp.6-7
102-43	Management Fundamentals Report pp.6-7
102-44	Management Fundamentals Report pp.6-7

Disclosures	Descriptions and Page Numbers
Reporting Practices	
102-45	About the Report p.1
102-46	About the Report p.1
102-47	Our Material Issues p.12
102-48	GRI Content Index: None
102-49	About the Report p.1
102-50	About the Report p.1
102-51	GRI Content Index: 01.07.2021
102-52	GRI Content Index: Annually
102-53	Contact p.81
102-54	About the Report p.1
102-55	GRI Content Index: p.67
102-56	Limited Assurance Report s.78

Material Issues		
Standards	Disclosures	Descriptions and Page Numbers
Energy and Emission Management		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Energy and Emission Management p.32-33
	103-2 The management approach and its components	Energy and Emission Management p.32-33
	103-3 Evaluation of the management approach	Energy and Emission Management p.32-33
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators p.58
	302-3 Energy intensity	Environmental Performance Indicators p.58
	302-4 Reduction of energy consumption	Environmental Performance Indicators p.58
	305-1 Direct (Scope 1) GHG emissions	Environmental Performance Indicators p.58
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance Indicators p.58
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance Indicators p.58
	305-4 GHG emissions intensity	Environmental Performance Indicators p.58
	305-5 Reduction of GHG emissions	Energy and Emission Management p.33
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Performance Indicators p.59

*For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.GRI STATEMENT: The service was performed on the English language version of the report.

Standards	Disclosures	Descriptions and Page Numbers
Use of Natural Resources		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Efficient Use of Natural Resources and Less Waste Generation p.35
	103-2 The management approach and its components	Efficient Use of Natural Resources and Less Waste Generation p.35
	103-3 Evaluation of the management approach	Efficient Use of Natural Resources and Less Waste Generation p.35
GRI 303: Water and Effluents 2018	303-4 Water discharge	Environmental Performance Indicators p.58
	303-5 Water Consumption	Environmental Performance Indicators p.59
GRI 306: Waste 2020	306-3 Waste generated	Environmental Performance Indicators p.59
Environmentally Friendly Products and Services		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Environmentally Friendly Products and Services p.41
	103-2 The management approach and its components	Environmentally Friendly Products and Services p.43
	103-3 Evaluation of the management approach	Environmentally Friendly Products and Services p.43
Circular Economy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Contributing to Circular Economy p.43
	103-2 The management approach and its components	Contributing to Circular Economy p.43
	103-3 Evaluation of the management approach	Contributing to Circular Economy p.43
Sustainable Procurement		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Management Fundamentals Report p.9-10
	103-2 The management approach and its components	Management Fundamentals Report p.9-10
	103-3 Evaluation of the management approach	Management Fundamentals Report p.9-10
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Respecting Biodiversity p.39
	103-2 The management approach and its components	Respecting Biodiversity p.39
	103-3 Evaluation of the management approach	Respecting Biodiversity p.39
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Respecting Biodiversity p.39
Becoming Preferred Workplace		

Standards	Disclosures	Descriptions and Page Numbers
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Smart Culture pp.49-51
	103-2 The management approach and its components	Smart Culture pp.49-51
	103-3 Evaluation of the management approach	Smart Culture pp.49-51
Innovation and Corporate Entrepreneurship		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Corporate Entrepreneurship and Open Innovation pp.27-30
	103-2 The management approach and its components	Corporate Entrepreneurship and Open Innovation pp.27-30
	103-3 Evaluation of the management approach	Corporate Entrepreneurship and Open Innovation pp.27-30
Equality & Diversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Equality and Diversity p.53
	103-2 The management approach and its components	Equality and Diversity p.53
	103-3 Evaluation of the management approach	Equality and Diversity p.53
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social Performance indicators p.61
	405-2 Ratio of basic salary and remuneration of women to men	Equality and Diversity p.53
Growing Economic Added Value		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Management Fundamentals Report p.11
	103-2 The management approach and its components	Management Fundamentals Report p.11
	103-3 Evaluation of the management approach	Management Fundamentals Report p.11
Smart Mobility		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Smart Mobility pp.17-20
	103-2 The management approach and its components	Smart Mobility pp.17-20
	103-3 Evaluation of the management approach	Smart Mobility pp.17-20
Digitalization		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Material Issues p.12; Digitalization pp.22-25
	103-2 The management approach and its components	Digitalization pp.22-25
	103-3 Evaluation of the management approach	Digitalization pp.22-25

Appendix-1: Brisa 2021 Sustainability Report - Reporting Guidance

This reporting guidance (the “Guidance”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.’s (the “Company”, “Brisa”) Brisa 2021 Sustainability Report (the “2021 Sustainability Report”). The indicators include social indicators, environmental indicators and economic indicators. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Guidance.

The data included in this guideline is for the FY 21 (1 January – 31 December 2021), fiscal year ended December 31, 2021, and as detailed in the “Key Definitions and Reporting Scope” section comprises only the relevant operations of listed companies below in Turkey are the responsibility of the Company by excluding information about subcontractors.

General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

Key Definitions and Reporting Scope

For the purpose of this report, the Company defines:

Type	Indicator	Scope
	Occupational Health and Safety	
	Number of Accidents	This indicator indicates total number of work accidents occurred during the reporting period.
	Number of Fatal Accidents	This indicator reflects the number of fatal accidents resulted in one or more deaths, occurred during the reporting period.
	Number of Occupational Diseases	This indicator reflects total number of occupational diseases that refer temporary or permanent illness, physical or mental disability, which occur due to the nature of the work, or the operating conditions of the business.
	Injury-related Absenteeism	This indicator refers absenteeism as a result of accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, resulting loss of working days.
Social Indicators	Total Working Hours	This indicator reflects total working hours of the reporting period.
	Lost Workday Rate (LWR)	This indicator means the rate of lost workdays due to work accidents during the reporting period.
	OHS Trainings	This indicator represents the total hours of the OHS Trainings delivered to the employees and sub-contractors during the reporting period.
	Distribution of Female Employment	
	Total Number of Employees	This indicator means the total number of employees working in the Company during the reporting period.
	Distribution of Female Employees	This indicator means the ratio of the total number of female employees of the Company to the total number of employees during the reporting period.
	Distribution of Female Managers	This indicator represents the ratio of the female managers (N-1, N-2, N-3 Levels) during the reporting period.
	Distribution of Female Managers in Revenue-Generating Roles	This indicator means the ratio of the female managers worked in the roles that have an impact on the Company’s revenue directly.

Type	Indicator	Scope	
Social Indicators	Distribution of Female Employees in STEM Roles	This indicator represents the ratio of female employees worked in STEM (engineering, IT, etc.) roles during the reporting period.	
	Total Number of Employees on Maternity Leave	This indicator means the number of employees on maternity leave during the reporting period.	
	Total Number of Employees on Paternity Leave	This indicator means the number of employees on paternity leave during the reporting period.	
	Distribution of the Employees Returning to Work After Maternity Leave	This indicator represents the ratio of the employees left and returned to work after maternity leave during the reporting period.	
	Trainings		
	Total Hours of Trainings by Gender	This indicator reflects the total hours of training provided to female and male employees during the reporting period.	
	Total Hours of Trainings by Age	This indicator reflects the total hours of training provided to the employees by age under 30, between 30 and 50, and over 50 during the reporting period.	
	Total Hours of Trainings by Managerial Level	This indicator reflects the total hours of training provided to the managers with levels N-1, N-2 and N-3 during the reporting period.	
	Total Hours of Trainings by Training Categories	This indicator reflects the total hours of trainings by their categories as “Ethics”, “Fighting against Bribery and Corruption”, “Sustainability and Environment” during the reporting period.	
	Total Cost of Trainings	This indicator reflects the total costs of the trainings during the reporting period.	
	Training Costs per Employee	This indicator reflects the training costs per employee during the reporting period.	
	Total Number of Employees Hired		
	Number of Employees Hired by Gender	This indicator reflects the total number of female and male employees hired during the reporting period.	
	Number of Employees Hired by Age	This indicator reflects the total number of employees hired by age under 30, between 30 and 50, and over 50 during the reporting period.	
	Number of Employees Hired by Managerial Level	This indicator reflects the total number of managers hired with levels as N-1, N-2 and N-3 during the reporting period.	
	Total Number of Employees Left		
	Number of Employees Left by Gender	This indicator reflects the total number of female and male employees left during the reporting period.	
	Number of Employees Left by Age	This indicator reflects the total number of employees hired by age under 30, between 30 and 50, and over 50 during the reporting period.	
	Number of Employees Left by Managerial Level	This indicator reflects the total number of managers hired with levels as N-1, N-2 and N-3 during the reporting period.	

Type	Indicator	Scope
Social Indicators	Turnover Rates	
	Turnover Rates by Gender	This indicator means the turnover rates of female and male employees during the reporting period.
	Turnover Rates by Age	This indicator means the turnover rates of employees by age under 30, between 30 and 50, and over 50 during the reporting period.
	Turnover Rates by Managerial Level	This indicator means the turnover rates of managers with levels as N-1, N-2 and N-3 during the reporting period.
	Employee Satisfaction Survey Results	
	Employee Satisfaction Survey Results by Gender	This indicator indicates the "Employee Satisfaction Survey Results" by gender (female and male) during the reporting period.
	Employee Satisfaction Survey Results by Age	This indicator indicates the "Employee Satisfaction Survey Results" by age during the reporting period.
	Employee Satisfaction Survey Results by Managerial Level	This indicator indicates the "Employee Satisfaction Survey Results" by managerial level (N-1, N-2 and N-3) during the reporting period.
	Results of human rights assessment studies	This indicator reflects the results of "Human Rights Assessments Studies" during the reporting period.
Ratio of Starting Salary to Minimum Wage	This indicator reflects the ratio of starting salary to minimum current wage in Turkey.	
Environmental Indicators	Energy Consumption by Fuel Type	
	Natural Gas Consumption (m ³)	This indicator reflects the total purchased natural gas (volume – m ³) consumption used for heating, cooking and other business operations that require natural gas, at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.
	Diesel Consumption (L)	This indicator reflects the total purchased diesel (volume – l) consumption used for generators and company-owned cars at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.
	Coal (tones)	This indicator reflects the total purchased coal (by weight – tones) consumption used for heating at the relevant locations of the Companies during the reporting period.
	Fuel-Oil (tones)	This indicator reflects the total purchased fuel-oil (by weight – tones) consumption used for heating at the relevant locations of the Companies during the reporting period.
	Gasoline Consumption (L)	This indicator reflects the total purchased gasoline (volume – l) consumption used for company-owned cars at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.
	LPG (L)	This indicator reflects the total purchased LPG consumption used for company-owned cars at the relevant locations of the Companies during the reporting period. It is reported in MWh on a consolidated basis.
LNG (L)	This indicator reflects the total purchased liquified natural gas (volume – l) consumption used for heating, cooking and other business operations that require natural gas, at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.	

Type	Indicator	Scope
Environmental Indicators	CNG (L)	This indicator reflects the total purchased compressed natural gas (volume – l) consumption used for heating, cooking and other business operations that require natural gas, at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.
	Petroleum Coke (tones)	This indicator refers the petroleum coke (by weight – tones) consumption used for business operations at the relevant locations of the Companies during the reporting period. It is reported in MWh on a consolidated basis.
	Alternative Fuels (tones)	This indicator refers the alternative fuels such as waste oil, waste tire, waste-driven fuel and waste sludge (by weight – tones) consumption used for business operations at the relevant locations of the Companies during the reporting period. It is reported in MWh on a consolidated basis.
	Electricity Consumption (kWh)	This indicator reflects the total purchased electricity consumption used for air conditioning, lighting, electrical equipment uses and other business operations that require electricity, at the relevant locations of the Company during the reporting period. It is reported in MWh on a consolidated basis.
	Renewable Energy Consumption (MWh)	This represents the Company's renewable energy consumption figures by the end of the reporting period.
	Purchased Heat/Steam/Cooling Gas (kg)	Purchased in the reporting period means the amount of R22 purchased by the Company and the amount of refrigerant gas consumed for cooling purposes.
	Sold Heat/Steam/Cooling Gas/ Electricity	This indicator represents the amount of steam, cooling gases, heat, electricity sold by the Company during the reporting period. Sold energy is reported in MWh on a consolidated basis.
	Greenhouse Gas and Energy Density	It means greenhouse gas emissions per TL within the reporting period.
	Share of Renewable Energy Consumption in Total Energy Consumption	It represents the ratio of the Company's electricity consumption from renewable energy sources purchased during the reporting period to the total electricity consumption.
	Renewable Energy Generation (MWh)	It represents the total of renewable energy sourced electricity produced by the Company during the reporting period.
	Renewable Energy Consumption (MWh)	This represents the Company's renewable energy consumption figures by the end of the reporting period.
	Purchased Renewable Energy (MWh)	It represents the total purchased renewable energy (by I-REC, YEK-G certificates etc.) during the reporting period.
	Total Annual Kilometers of Air Travel Made for the purpose of Business (km)	It means the total kilometers of air travels made by the Company employees during the reporting period.
Total Annual Kilometers of Personnel Services (km)	It means the total kilometers covered by the services provided for the Company employees during the reporting period.	

Type	Indicator	Scope
Environmental Indicators	Scope 1, 2 and 3 Emissions	
	Direct (Scope 1) Greenhouse Gas Emissions (tCO ₂ e)	This indicator reflects the emissions of greenhouse gases due to the use of natural gas, diesel, gasoline consumption, SF6 and refrigerant gases and fire extinguishing devices at the relevant locations of the Company during the reporting period.
	Energy-related Indirect (Scope 2) Greenhouse Gas Emissions (tCO ₂ e)	This indicator reflects the emissions of greenhouse gases due to the use of purchased electricity at the relevant locations of the Company during the reporting period.
	Other Indirect (Scope 3) Greenhouse Gas Emissions (tCO ₂ e)	This indicator reflects the emissions of greenhouse gases due to business travel(flights), personnel commuting, Upstream transportation and distribution, waste generated in operations, downstream transportation and distribution, purchased goods and services during the reporting period.
	Water Consumption	
	Total Water Consumption- Well Water (m ³)	This indicator reflects the total water withdrawal by source (volume – m ³) well water at the relevant locations of the Company during the reporting period.
	Total Water Consumption- Municipal Water (m ³)	This indicator reflects the total water withdrawal by source (volume – m ³) municipal water at the relevant locations of the Company during the reporting period.
	Total Water Discharge (m ³)	This indicator reflects the total water discharge by source (volume – m ³) at the relevant locations of the Company during the reporting period.
	Waste Management	
	Reused / recycled waste rate (%)	It represents the ratio of the amount of waste recycled in the reporting period to the total amount of hazardous and non-hazardous waste.
Total Hazardous Waste	It means the amount of hazardous waste where the Company's operations take place during the reporting period.	
Total Non-Hazardous Waste	It means the amount of non-hazardous waste where the Company's operations take place during the reporting period.	
Amount of recycled waste (ton)	It means the amount of waste recycled at the locations where the Company's operations take place during the reporting period.	
Total plastic consumption (ton)	It means the total plastic consumption in the reporting period.	
Economic Indicators	Sustainable Business Model	
	Number of Sustainable Products and Services (#)	It refers to the number of mitigation (Products that directly reduce resource use or carbon emissions. Includes activities that are considered unquestionably sustainable.), transition (Products and services that are not considered entirely environmentally friendly in nature, but can be considered as a transition to more sustainable technologies, such as cement and rubber products produced using alternative raw materials and/or fuels.) and enabler (Products that are not considered as direct source/carbon emission reduction activities, but facilitate the dissemination of related technologies.) products and services offered by the Company during the reporting period that provide environmental and social benefits.
	Sum of Sustainable Product and Service Revenues (TL)	It refers to the income obtained from the products and services offered by the Company during the reporting period, which provide environmental and social benefits, and have a mitigation, transitional and facilitating nature.
	Ratio of Sustainable Product and Service Revenues to Total Revenue (%)	It refers to the ratio of the income obtained by the Company from the sustainable products and services realized in the reporting period to the total income.

Type	Indicator	Scope	
Economic Indicators	R&D and Innovation Investments (TL)	It refers to the R&D and innovation investments of the Company made during the reporting period.	
	Ratio of R&D and Innovation Investment Budget to Total Revenue (%)	It refers to the ratio of R&D and innovation investments in the Company's investment budget to total revenue realized during the reporting period.	
	Sustainability Oriented R&D and Innovation Investments (TL)	It refers to the sustainability-oriented R&D and innovation investments of the Company made during the reporting period.	
	Ratio of Sustainability-Oriented R&D and Innovation Investment Budget to Total Revenue (%)	It refers to the ratio of sustainability-oriented R&D and innovation investments in the Company's investment budget to total revenue realized during the reporting period.	
	Sustainable Investments/ Financial Savings and Environmental/Social Benefit Through Operations	It refers to the financial savings and environmental/social benefits through sustainable investments and/or operations during the reporting period.	
	Environmental Investments & Expenditures		
	Environmental Investments (TL)	It refers to the mitigation (Products that directly reduce resource use or carbon emissions. Includes activities that are considered unquestionably sustainable.), transition (Products and services that are not considered entirely environmentally friendly in nature, but can be considered as a transition to more sustainable technologies, such as cement and rubber products produced using alternative raw materials and/or fuels.) and enabler (Products that are not considered as direct source/carbon emission reduction activities, but facilitate the dissemination of related technologies.) environmental investments carried out by the Company during the reporting period that provide environmental and social benefits.	
	Environmental Expenditures (TL)	It refers to expenditures that are legally required and not legally required in the reporting period.	
	Sensitive Groups Reached Through Inclusion Programs	It refers to the number of people of the sensitive groups (youth, women and disabled people, etc.) reached by the Company through inclusion programs during the reporting period.	

Data Preparation

Social Indicators

Occupational Health and Safety (OHS) Indicators

The number of accidents and the number of fatal cases are followed by the tables that list the SGK declarations.

No occupational disease and fatal accident were encountered during the relevant period.

The following definitions and formulas are used in the calculation of occupational health and safety indicators.

Formulas:

Lost Working Days Rate = $\text{Accidental Absence} \times 200,000 / \text{Total Working Hours}$

Distribution of Female Employees Data

The total number of employees represents the total number of employees that the companies have as of the end of the reporting year and that are based on the information included in human resources systems published as of 31 December 2021.

The following definitions and formulas are used in the calculation of female employee distribution indicators.



Formulas:

Ratio of Female Employees = Number of Female Employees / Total Number of Employees

Ratio of Starting Salary to Minimum Wage

The minimum wage represents the Turkey's minimum wage.

Formulas:

Ratio of Starting Salary to Minimum Wage= Starting Salary / Minimum Wage

Environmental Indicators

Energy Consumption by Fuel Type

Within the scope of energy consumption data for Company natural gas, diesel and electricity primary fuel sources are reported.

Electricity consumption is obtained with the meter, invoice of the service providers. Diesel consumption for generator is obtained with invoice of the service providers.

Diesel consumption is derived from service providers' invoices for generators, fire pumps and company-owned vehicles. Gasoline and LPG consumption is obtained from the invoices of the service providers for the vehicles belonging to the company. For natural gas consumption;

- For the Izmit, Aksaray and Esenler locations, the m³ value on the invoice is considered.
- Since the natural gas consumption for the Altunizade location is billed jointly with Temsa, consumption values are obtained by denominator according to the usage areas. The usage share for Brisa is 41%.

Company use the following conversion factors in their energy consumption calculations:

- Since the electricity supply unit is billed in kWh, a conversion factor of 1 kWh=0.0036 GJ is used for conversion to GJ;
- Since the natural gas supply unit is billed in m³, a conversion factor [1m³ * (34.52) MJ/m³]/1000 is used;
- Since the diesel supply unit is billed in liters, the conversion factor [1l * (35,42) MJ/l] /1000 is used for conversion to GJ;
- Since the gasoline supply unit is billed in liters, the conversion factor [1l * (31,98) MJ/l] /1000 is used for conversion to GJ;
- Since the unit of all fuel consumption is reported as MWh, a conversion factor of 1GJ=0.277777 MWh is used for conversion to GJ.

Purchased Heat/Steam/Cool

The amount of refrigerant consumed for cooling purposes is reported within the scope of purchased heat/steam/cooling indicator. For this indicator, the total consumption amount of R410-A gases and other gases such as SF6, R407C, R134A and CO₂ gases has been calculated based on maintenance/repair forms and related invoices.

Greenhouse Gas and Energy Intensity (tCO₂-e / TL)

Greenhouse gas intensity was calculated by dividing the sum of scope 1, 2 and 3 emissions by the total TL revenues in the reporting period.

Total TL income refers to the total income figures of the companies as of the end of the reporting year and stated in the independently audited activity and financial reports published as of 31 December 2021.

Formulas:

Greenhouse Gas and Energy Intensity = tCO₂-e / Revenues in TL

Total Annual Kilometers of Air Travels for the purpose of Business

Total Annual Kilometers of Air Travels for the purpose of Business

It represents the total kilometers of air travels made by the Company's employees during the reporting period. Companies are followed up with the information provided by the tourism agency they work for.

Total Annual Kilometers of Personnel Services

It represents the total kilometers covered by the services provided for the Company employees during the reporting period. These data are followed in line with the information shared by the tourism agency with which the Company works.

Scope 1, 2 and 3 Emissions

Scope 1, Scope 2 and Scope 3 emissions have been calculated in accordance with ISO 14064-1, with the principle of operational control within the framework of the “Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard”.

In the calculations, CO₂ equivalent factors consisting of CO₂, CH₄, N₂O, HFCs (SF6 and refrigerant gas) CO₂ equivalent emission factors were used. The emission factors used are detailed in the table below. Global Warming Potential (GWP) coefficients are from 5th Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) and Greenhouse Gas Protocol (<https://www.gov.uk/government/publications/greenhouse-gasreporting-conversion-factors-2020>) and the resultant ton CO₂-e value is calculated by multiplying with the appropriate coefficients.

Emission Factors – Scope 1	Total Carbon Factor (ton CO ₂ -e)
Natural Gas (m ³)	0.00194
Diesel (company vehicles) (l)	0.00267
Diesel (generators) (l)	0.00264
Fuel-Oil (l)	0.00294
Gasoline (l)	0.00227
Refrigerant Gas – R410A (kg)	1.92
Refrigerant Gas – R407C (kg)	1.62
CO ₂ Gas(kg)	0.001

Emission Factors – Scope 2	ton CO ₂ -e/MWh
Turkey Electricity (from grid)	0.457

Emission Factors – Scope 3	kgCO ₂ -e/km
Business Travels (Domestic Flights) (km)	0,00015
Business Travels (International Flights - Europe) (km)	0,00015
Business Travels (International Flights – Overseas) (km)	0,00015
Personnel Services (km)	0,0017
Waste (ton)	0,021294

Water Management

Consumption data for the total water withdrawal and water discharge indicators are obtained by dividing the unit price over the TL amount of the service providers' invoices. Within the scope of this criterion, the total consumption used as mains water is evaluated as discharged water.

Waste Management

Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment. The total amount of hazardous waste and non-hazardous waste is tracked through the waste declaration forms shared by the suppliers. The amount of recycled waste refers to the amount of recycled by itself or another organization, recovered for energy purposes and reused. It is followed through the waste declaration forms shared by the providers.

Formulas:

Reused / recycled waste ratio = Amount of Recycled Waste / (Total Hazardous Waste + Total Non-Hazardous Waste)

Economic Indicators

The following definitions and formulas are used in the calculation of economic indicators.

Sustainable Business Model

The number of sustainable products and services consists of 484 products and services that are considered as transition, enabler and positive social impact products.

Products that are not considered as sustainable by their nature are tire products designed with Aspects+ mobilfix and product improvements. In the enabler product group, e-charging points for electric vehicles and manufactured tire products were evaluated. In the category of products with positive social impact, wet braking distance (All groups A value & Sound All groups PBN wave-1 value), wet ground braking distance (All groups A value & Sound All groups different from PBN wave-1 value) and wet ground braking distance (All groups different from A value & Sound All groups PBN wave-1 value) products were evaluated.

Within the scope of the ratio of sustainable product and service revenues to total revenues, total TL revenues represent the total revenues of the companies as of the end of the reporting year.

The projects included within the scope of R&D and innovation investments are the projects carried out at Brisa R&D Center, the reported balance includes R&D projects capitalized in the 2021 financial year.

Total amounts reported within the scope of sustainability-oriented R&D and innovation investments consist of expenditures made within the approved budget of the Company. The projects carried out at the Brisa R&D Center are the projects carried out under the headings of rolling resistance, reducing noise and raw material use, energy saving, localization projects, recycled material usage and improvement of abrasion life, within the scope of environmental investment.

Formulas:

Ratio of Sustainable Product and Service Revenues to Total Revenue = Sustainable Product and Service Revenues / Total Revenue

Sustainable Investments/ Financial Savings and Environmental/Social Benefit Through Operations

Within the scope of the financial savings and environmental and social benefit indicators realized through sustainable investments and/or operations, the Company's electricity CO₂ savings in tonnes and savings in TL are reported. The financial and environmental benefits of energy saving projects realized in Izmit and Aksaray locations were evaluated.

Environmental Investments and Expenditures

It covers legally mandatory environmental expenditures and non-legal environmental expenditures including Izmit electric forklift investment, Izmit energy efficiency CAPEX, Aksaray energy efficiency CAPEX expenditures. The total amount reported in these indicators is composed of the expenditures made within the approved budget of the Company and reported to TUIK.

Sensitive Groups Reached Through Inclusion Programs

Sensitive groups reached in 2021 include youth, children and women. It represents the number of young people and children reached through activities and donations within the scope of the Sustainability Week and "Cumhuriyet Seferberliği" Project. The number of women reached represents the number of people reached by the ideathon program.


Restatement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

**Limited Assurance Report
to the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.**

We have been engaged by the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (the “Company” or “Brisa”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Brisa 2021 Sustainability Report (the “2021 Sustainability Report”) for the year ended 31 December 2021 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2021, which is subject to our limited assurance work, set out in the pages 58, 59, 60, 61, 62, 63, 64 and 65 of the 2021 Sustainability Report with the sign  is summarised below:

Social Performance Indicators

- Occupational Health and Safety Indicators (Employees)
 - Number of incidents (#)
 - Number of fatalities (#)
 - Number of occupational diseases (#)
 - Injury-related Absenteeism (#)
 - Total working hours (h)
 - Lost Day Rate (LDR) (%)
 - OHS Training Hours (h)
- Total number of employees
 - Female (#)
 - Male (#)
- Distribution of Female Employees
 - Female employees' rate (%)
 - Distribution of Female Managers (%)
 - Distribution of Female Managers in Revenue-Generating Roles (%)
 - Distribution of Female Employees in STEM Roles (%)
 - Total Number of Employees on Maternity Leave (#)
 - Total Number of Employees on Paternity Leave (#)
 - Ratio of the Employees that Returned to Work in the Reporting Period After Parental Leave Ended (%)
- Trainings
 - Total Hours of Trainings by Gender, Age, Managerial Level (h)
 - Total Cost of Trainings in the Reporting Period (TL)
 - Average Training Costs per Employee (TL)


- Total Number of Employees Hired
 - Number of Employees Hired by Gender, Age, Managerial Level (#)
- Total Number of Employees Left
 - Number of the Employees Left by Gender, Age, Managerial Level (#)
- Turnover Rates
 - Turnover Rates by Gender, Age, Managerial Level (%)
- Ratio of Starting Salary to Minimum Wage (%)

Environmental Performance Indicators

- Energy Consumption by Fuel Type
 - Total energy consumption (MWh)
 - Renewable Energy Consumption (MWh)
 - Purchased heat/steam/cooling (kg)
 - Sold heat/steam/cooling (kg)
- Share of Renewable Energy Consumption in Total Energy Consumption
 - Renewable Energy Generation (MWh)
 - Renewable Energy Consumption (MWh)
 - Purchased Renewable Energy (MWh)
- Intensity Indicators
 - Energy intensity (MWh/ million TL)
 - Greenhouse gas emission intensity (ton CO₂e/ million TL)
- Total Yearly Business Air Travel in Kilometers (km)
- Total Yearly Employee Commuting in Kilometers (km)
- Total Yearly Greenhouse Gas Emissions (ton CO₂e)
 - Scope 1
 - Scope 2
 - Scope 3
- Water Consumption
 - Total Amount of Water Consumption (m³)-Well Water
 - Total Amount of Water Consumption (m³)- Municipal Water
 - Total Amount of Discharged Water (m³)
 - Water Recycled & Reused (m³)
- Waste
 - Reused / Recycled Waste Rate (%)
 - Total Hazardous Waste (ton)
 - Total Non-Hazardous Waste (ton)

Economic Performance Indicators

- Sustainable Business Model
 - Number of Sustainable Products and Services (#)
 - Total Amount of Sustainable Product and Service Revenues (TL)
 - R&D and Innovation Expenditures (TL)
 - SDG Linked R&D and Innovation Investments (TL)
 - Ratio of SDG Linked R&D and Innovation Activities (%)
- Environmental Investments and Expenditures
 - Environmental Investments by Type (TL)
 - Savings and Reduction Based on Environmental Investments (TL)
 - Environmental Expenditures by Type (TL)
- People Reached Through Inclusion Programs in Reporting Period (#)

Our assurance was with respect to the year ended 31 December 2021 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with  in the 2021 Sustainability Report and, any other elements included in the 2021 Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section “Brisa 2021 Sustainability Report-Reporting Guidance” (the “Reporting Guidance”) on pages 69-77 of the 2021 Sustainability Report.

The Company’s Responsibility

The Company is responsible for the content of the 2021 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Guidance. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Guidance.

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Guidance. Our assurance work has not included examination of the derivation of those factors and other third-party information.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Guidance. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.



The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and
- undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's Selected Information for the year ended 31 December 2021, is not properly prepared, in all material respects, in accordance with the Reporting Guidance.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2021 Sustainability Report for the year ended 31 December 2021, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. as a body and Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Mehmet Cenk Uslu, SMMM
Partner

Istanbul, 31 August 2022



CONTACT

İzmit Factory Plant

Alikahya Fatih Mahallesi, Sanayi Caddesi, No:98,
41220 İzmit-Kocaeli

Phone : (262) 316 40 00

Fax: (262) 316 40 40

Web Address

www.brisa.com.tr

Corporate e-mail Address

brisa.info@brisa.com.tr

Aksaray Factory Plant

Erenler OSB Mahallesi, Recep Tayyip Erdoğan
Bulvarı, No:21/1, Taşpınar-Merkez-Aksaray

Marketing and Sales Office

Küçük Çamlıca Mahallesi, Şehit İsmail
Moray Sokak No: 2/1 34662 Altunizade,
Üsküdar, İstanbul

Phone : (216) 544 35 00

Fax: (216) 544 35 35

Legal Disclaimer

All information and opinions expressed in this report, which are not of a complete nature, were provided by Brisa Bridgestone Sabancı Lastik San. ve Tic. A.Ş. The report is solely prepared for informative purposes and does not aim to constitute a basis for investment decisions. No information expressed in this report forms a proposal or part of a proposal regarding the sale of Brisa Bridgestone Sabancı Lastik San. ve Tic. A.Ş. shares, or an invitation to this kind of process. The publishing of this report does not mean that a legal relationship of this kind has been established. All featured information and related documents are believed to be accurate at the time of this report's preparation and all information has been provided in good faith and relies on trustworthy sources. However, Brisa Bridgestone Sabancı Lastik San. ve Tic. A.Ş. does not make any kind of declaration, guarantee or promise in relation to this information. Accordingly, no company belonging to Brisa Bridgestone Sabancı Lastik San. ve Tic. A.Ş., nor their Board Committee members, advisors or employees are responsible for any loss or damage in curred directly or indirectly by a person as a result of any information or communication provided within this report, or any information based on or not included in this report.

SUSTAINABILITY PERFORMANCE INDICATORS ADDITIONAL EXPLANATIONS

In this section, data under the headings of Governance, Environmental and Social are provided for additional sustainability indicators of initiatives we are involved in.

GOVERNANCE

1. The main objectives of our remuneration policy are; Remuneration by emphasizing the concepts of job size, performance, contribution to the job, knowledge/skills and competencies, motivating and increasing the loyalty of the employees by ensuring the wage balance within and between the companies and competitiveness in the market, and bringing in the workforce with the appropriate competence to achieve the goals of our company. The Job Family Model that we apply within our company defines the roles in the organization, basic responsibility examples, performance indicators, knowledge/skills/experience and competencies, and our remuneration policy is based on an objective system based on our Job Family Model. Performance indicators used in remuneration also cover social, environmental and governance issues, so performance in these areas is evaluated and used as a part of remuneration.

	2021	
Number of Board of Directors Meetings	26	
Attendance	100%	
	2021	Participation Status
Audit Committee	4	100%
Corporate Governance Committee	4	100%
Early Detection of Risk Committee	6	100%
Sustainability Committee	3	100%

SOCIAL

2. The number and rates of female managers by years are as follows:

2018		2019		2020		2021	
Female	Male	Female	Male	Female	Male	Female	Male
16 (17,39%)	76 (82,61%)	18 (19,14%)	76 (80,86%)	17 (17,90%)	78 (82,10%)	19 (19,39%)	79 (80,61%)

3. Internal promotion is considered for all new positions opened at Brisa. In this direction, position backup studies are carried out throughout the year, thus paving the way for our employees to improve themselves.

4. Employee training expenses (TL) by years are as follows:

2018	2019	2020	2021
1,294,587	2,867,581	1,913,279	2,624,664

5. Our employee satisfaction scores (%) are as follows. No satisfaction survey was conducted in 2020.

2018		2019		2020		2021	
Female	Male	Female	Male	Female	Male	Female	Male
56%	73%	66%	77%	/	/	63%	64%

6. Our lost workday rates (%) by years are as follows:

2018	2019	2020	2021
10.3116785	9.70626193	10.9517756	17.73242426

7. Our occupational disease rate is "0".

8. Training information on Occupational Health and Safety is as follows:

	Blue-collar	White-collar	Director and Above
Person*Hour OHS Training-2020	30,762	1,379	2.16
Person*Hour OHS Training-2021	14,271	1,648	3

9. As Brisa, we carry out projects focusing on Quality Education (SDG 4) and Gender Equality (SDG 5) in order to contribute to the UN Sustainable Development Goals. In 2021, with the aim of evaluating the social impact created by Brisa, we conducted SROI (Social Return on Investments) analyzes for Brisa's SDG 4 projects (Sen², New Generation at Work, Vocational High School) and SDG 5 projects Customer Heroes, Service Heroes, If You Want to Design with Us).

10. As Brisa, while fulfilling the requirements of all laws and regulations that we are obliged to ensure the rights of our employees, we also observe the international agreements, principles and declarations to which we are a party. The Universal Declaration of Human Rights, OECD Guidelines for Multinational Companies, International Labor Organization Fundamental Conventions and International Labor Organization Fundamental Principles and Rights at Work Declaration are the main examples by which we manage our activities in this context.

11. All of our operation locations (100%) have ISO 14001 Environmental Management System certificate.

12. The Code of Business Ethics covers corporate policies, primarily the fight against bribery and corruption, human resources and environmental policies, and compliance with operating principles and legal obligations. To ensure compliance with legal regulations, contracts, company policies and procedures and ethical rules; to prevent errors and irregularities; to protect assets; to ensure effectiveness of the risk management and internal control environment, accuracy and integrity of operational and financial information and to identify opportunities for improvement; periodic or on-demand custom audits are carried out by the respective Audit Departments under the control of the Audit Committee in accordance with the International Internal Auditing Standards and Ethical Rules. Scope of the audits include all group companies entering within the scope of the Sustainability Report and the business units to be audited are prioritized from a risk point of view. In addition, the Internal Audit Units of Group companies also carries out regular audits for the same purpose under the supervision of Audit Committees at least once every three years. The scope of the audit covers all Group companies and the units to be audited within the relevant year are prioritized from a risk perspective. Audit activity covers notification and complaints submitted through ethics hotline or other channels, and special examinations about violation against legal regulations, our code of ethics and the other company regulations.

ENVIRONMENTAL

1. The amount of recycled/reused water verified by 3rd parties in our operations in 2021 is 44,792 m³.
2. It is aimed to reduce 1% of the energy we consume through energy efficiency projects.
3. The total energy use data by year is shared in our sustainability report by indexing and specifying the base year due to the confidentiality in the production figures.
4. Our total emissions for 2021:
Scope 1: 54,069.98 ✓
Scope 2 (based on location and market): 63,430 ✓
Scope 3: 2,326,695 tCO₂ -e. ✓
5. All electronic wastes are recycled within the scope of our operations. In addition, an electronic waste collection point has been determined in our factories in order to ensure the recycling of electronic waste generated in the homes of our employees. The amount of e-waste recycled in this context in 2021 is 13 tons.
6. In 2021, water pollutant emissions (BOD, COD, SS, T-N, T-P) were realized as 470,155 tons in total.
7. There is no environmental penalty in 2021.
8. Route optimization was made in the shuttles in order to reduce the environmental impact caused by personnel transportation. A bicycle path was built inside the factory for employees to use their bicycles on their way to and from work; Instead of going out of the city for business meetings, an online meeting system has been set up for conference calls.

Additional Indicators of Gender Equality

1. The rate of female representation in our Board of Directors is 9.09%. The same rate is 14.29 in our Executive Board.
2. In line with our Brisa Talent Management Approach, we believe that every Brisa employee has the potential to add value to the company, stakeholders, processes, teams and him/herself, starting from his recruitment. In this context, every Brisa employee is considered a talent; We expect every Brisa leader to create value by improving himself, his work, his team and the climate. We evaluate our High Potential and High Performance employees together with all our managers in our "Organizational Success Plan" process and plan their development.
3. 44.74% of entry-level positions are female employees.
4. 27.27% of the employees promoted during the fiscal year are female employees.
5. In line with Sabancı Holding's commitment to increase the number of female leaders to 50% by 2030, Brisa aims to increase the ratio of its Total Female Employees to 5.4% in 2022 - The ratio of White-Collar Female Employees to 24% - The Ratio of Female Managers to 18%.

6. In our company, the rate of female employees in the 10% highest pay category is 20.97%. In the highest paid quarter this ratio is 12.5%. The rates in the upper-middle, lower-middle and low quartiles are 27.58%, 14.71% and 6.45%, respectively.
7. In order to support wage management with additional benefits, "fringe benefits" are considered as an important part of total reward management. The short-term and long-term (covering 3 years) fringe benefits we provide as a company include the principles of being competitive and fair, in line with market conditions.
8. Brisa implements a balanced and effectively managed compensation system that provides competitive total compensation opportunities in order to attract, retain, motivate and reward employees. At Brisa, remuneration is carried out in accordance with current legal and regulatory requirements and developments in the market. Remuneration Model for all employees, including managerial positions, consists of base wage, employee benefits, fixed remuneration consisting of allowances and variable remuneration consisting of short and long-term incentive rewards. Gender equality is one of the key criteria of our remuneration model. In our company, men and women receive equal wages, with a male-female wage ratio of 1.0. In addition, there is no raw wage difference among female employees at Brisa. Sabancı Holding is committed to carrying out equal pay work for equal work and advancing equality through an annual gender pay gap analysis.
9. A minimum of 16 weeks of fully paid primary parental leave is 1 week for secondary parents. Child support is provided to blue-collar employees. Employees are given paid leave for bereavement.
10. "Destek İsterSEN Online Employee Support Program" was launched during the COVID-19 period. In this context, Brisa employees were provided with psychological counseling and guidance support from clinical psychologists who are experts in their fields. In 2021, our employee welfare application Brifit, shaped by the work of the Physical and Mental Health Team, was put into service for our employees.
11. Man 101 and Let's Co. Diversity and Inclusion and Gender Equality trainings within the scope of our programs provide information on combating implicit bias related to discrimination. In this context, 40% of our managers have received this training.
12. Trainings within the scope of the Human Rights Policy include information on preventing sexual harassment.
13. Advertising and marketing contents are reviewed in a way that considers gender biases before they are published.
14. We provide the necessary support for our female employees to return to their jobs after maternity leave and to balance their private and business lives. With the "Sen Yokken" program, we aim to inform employees returning from maternity leave about changes in the company, to be informed about the process and to facilitate their adaptation.

BRiSA