



Sustainability Report | 2023

The Future in Every Move



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ABOUT THE REPORT

Since 2012, as Brisa, we have transparently shared the economic, social, and environmental impacts of our activities, along with how these impacts are managed, including related targets and performance, with our stakeholders. The 2023 Sustainability Report covers our sustainability performance for the period from January 1, 2023, to December 31, 2023.

This report has been prepared in accordance with GRI Standards. In addition, the evaluation feedback from Vigeo EIRIS and Reporting Matters received in our previous report, the Ecovadis assessment, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, the Turkish Sustainability Reporting Standard (TSRS), and the European Union Sustainability Reporting Standard (CSRD) have been reviewed within the scope of the report. Relevant indicators related to environmental, social, and governance performance priorities have also been included in this report.

The structure and content of our report are based on the sustainability priorities obtained from the Sustainability Survey conducted with the participation of our internal and external stakeholders during our first reporting process. These priorities are reviewed annually. In 2023, our prioritization analysis, updated with the participation of internal and external stakeholders, has been revised using a double materiality approach.

To continuously improve our reporting performance, you can provide your feedback on the report by contacting us at kurumsaliletisim@brisa.com.tr





Haluk Kürkçü - CEO



MESSAGE FROM THE CEO

company's total turnover reached TL 26.5 billion, our operating profit increased by 38% compared to the previous year. With all these developments, our export activities, which are spread over more than 80 countries, continued to grow stronger.

Our approach to sustainability plays an important role in the success we have achieved and the pioneering services we offer in the field of mobility. In line with our mission to become a solution provider that offers services beyond tires, we continued to expand our mobility solutions in 2023. In 2023, our sustainable and facilitating products and services reached 592, while the revenue we generated from these products and services accounted for 40.38% of our revenue at TL 10.7 billion. In this way, we responded to the evolving and diversifying needs of our customers while making a significant contribution to the circular economy.

In 2023, we expanded our Otopratik and Propratik quick maintenance points to a total of 139 points. We also launched the Otopratik Midi concept, which can also serve in smaller areas. We continued to enrich our products and service solutions for the rapidly growing use of electric vehicles, and in this context, we continued to install e-charging stations. In this way, we took the necessary steps in line with our responsibility to combat climate change by supporting efforts to reduce fossil fuel consumption.

We aim to increase our strength in this area by diversifying our solutions to respond to mobility trends with the investment of \$34 million to increase capacity at our Aksaray plant, which we announced during the reporting period. In addition, we are putting our stamp on mobility innovation with Arvento, the leading vehicle tracking system company we acquired in 2023.

2023 was a year in which our investments in sustainability paid off and we achieved significant successes. As Brisa, we are amongst the world leaders in both the Climate Change and Water Security categories of the Carbon Disclosure Project (CDP) rating. We are the first and only company in the global tire industry to achieve this. Another important development in 2023 was the signing of a \$100 million sustainable development loan agreement with the European Bank for Reconstruction and Development (EBRD). All of these achievements demonstrate our leadership and strength in sustainability.

One of the issues we focus on is expanding and growing the positive value we create in our value chain. We focus our efforts on creating value together across our entire ecosystem. Through the SUSPRO program for our suppliers, we have ensured that our suppliers, which we prioritize according to financial, climate and water risks, have science-based target commitments; by prioritizing our high environmental and social impact dealers, we have certified 25 dealers and their in-store practices under our Green Dealer program.

As Brisa, we are determined to build on this success and increase the value we create. We will continue our efforts by strengthening our contribution to the United Nations Sustainable Development Goals and taking our performance to a higher level.

I would like to express my gratitude to all our stakeholders, and in particular to all Brisa employees, for their courage and their valuable contributions, which make our success possible.

Yours sincerely,

Distinguished Stakeholders,

2023 will go down in history as a year dominated by the catastrophic earthquake of 6 February in our country and the negative events that took place on a global scale. Economic stagnation, global supply chain disruptions, high inflation, the Russia-Ukraine war and conflicts in the Middle East put serious pressure on the global economy.

As Brisa, despite all these challenges in 2023, we took firm and strong steps forward in line with our strategy. While our



ABOUT BRISA

Brisa was founded on the foundations laid by Lassa, which was established in 1974 through the initiative of Sabancı Holding and its partners. In 1988, following a partnership between Sabancı Group and the global tyre industry leader Bridgestone Corporation, the company was renamed Brisa. In 1993, Brisa won its first National Quality Award and, in 1996, it became the first Turkish company to receive the European Quality Grand Prize in recognition of its outstanding performance in business excellence.

Producing 13.5 million tyres annually with more than 3,000 employees in production facilities equipped with smart technologies in İzmit and Aksaray, Brisa is one of the largest tyre manufacturers in Europe.

The İzmit production facility, with a closed area of 361,000 m² and an annual production capacity of 11 million tyres, is one of the largest tyre factories under a single roof in the world and is considered one of Bridgestone's most important production sites globally. The İzmit facility also houses a certified R&D Center where high-performance and quality products are developed to meet future needs.

Established in 2018 with an investment of USD 300 million on a 146 thousand m² closed area in Aksaray Organized Industrial Zone, the second production facility is the sector's first factory equipped with smart technologies. The facility utilizes new generation technologies such as robotics, big data

and augmented reality, and sets the first examples in Türkiye with artificial intelligence, software-based networks, robotic technologies and smart production.

Brisa produces special tyres for automobiles, light commercial vehicles, buses, trucks, agricultural, and construction machinery under the Bridgestone, Lassa, and Dayton brands, meeting international standards for safety and quality. In addition to manufacturing, it imports Kinesis brand forklift tyres and Firestone brand agricultural tyres, offering a total of 1,800 product varieties in the market. Brisa is also active in the retreading sector with its Bandag and Veloxia brands.

In addition, Brisa leads the industry and adds value to its customers and business partners with its services including Otopratik and Propratik quick maintenance service points, Filofix roadside assistance for commercial vehicles and the Mobilfix mobile service truck providing on-site maintenance for heavy commercial vehicles under Profleet fleet services, Tyre Hotel tyre storage service, Lastiğim-branded sales points, Lastik.com.tr alternative sales channel, Arvento vehicle tracking system, and Brisa Academy training platform.

Brisa products and services are available at over 1,200 branded sales points domestically. Internationally, tyres produced under the Lassa brand are offered to consumers in nearly 90 countries through over 600 Lassa-branded stores and more than 6,000 sales points.

Services

Otopratik, Otopratik Midi
Propratik
Profleet Fleet Management Solutions (Mobilfix, Probox, Lassa Box)
Digital Fleet Services (Telematic&TPMS,TMP+, Aspects+, Filofix)
Electric / Hybrid Vehicle Maintenance and Charging Services *
Tyre Hotel
Brisa Academy
Brisa Museum

Non-Tyre Products

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

Sales Channels

Bridgestone
Lassa
Otopratik
Propratik
Bridgestone Performance Center
Lastiğim
Lastik.com.tr
Bandag

Tyre Brands

Bridgestone
Lassa
Firestone
Dayton
Kinesis

Tracking Systems - Arvento

Tracking System Packages
Solutions and Sectoral Applications
Mini Object Tracking Package

* At Otopratik and Propratik centers

Corporate Vision

We secure your journey with our high-performance products, customer-focused services and fleet solutions. Our business is beyond tyres.

2030 Sustainability Vision

Reducing our carbon footprint through collaborative and role-model practices, without leaving anyone behind.

Our Mission

We provide superior value to society through sustainable growth.

Our Motto

The Future in Every Move

Our Values

- Occupational Safety
- Innovation
- Customer Focus
- Team Spirit
- Business Excellence
- Sustainability

Our Strategy

- Adaptation to the Future of Work
- Digital Transformation and Innovation Leadership
- Advancing the Operational Excellence of Bridgestone and Sabancı



2023 IN FIGURES



3,559
Employees



1.7 billion
USD

Total investment in Türkiye since
Brisa was established

38% Operational profit
58% Net profit growth
5% EBITDA growth



1,200+ Branded domestic
sales points

6,000+ International
sales points

83 Number of countries where
Lassa brand is exported

5 Number of countries where
the Lassa brand maintains
market leadership

600+ Lassa-branded
international stores

100 million USD

Credit agreement with the
European Bank for Reconstruction
and Development (EBRD)

2,360,637
USD

Environmental protection
and investment expenditures

3,989,099
USD

Sustainability-focused R&D
and innovation investments

29.76%

Reduction in direct and indirect emissions
compared to the 2020 baseline year



45,763 tons CO₂e

Reduction in emissions due to effective
energy management





79% Decrease in well water consumption at the Izmit facility compared to 2008

63% Reduction in water consumption per ton of production at the Aksaray facility compared to 2019



97.9% Customer satisfaction level



5,675 Number of customer satisfaction surveys conducted

79,823

Number of commercial vehicle tyres retreaded under Bandag service



92.7 %

Local supplier ratio

14,500

Number of participants reached through Brisa Academy training programs

163,946

Person*hours
Total training hours

50.36

Average annual training hours per employee



AWARDS AND ACHIEVEMENTS IN 2023



CORPORATE PERFORMANCE

- » We maintained our leadership in the sector in the "Türkiye 100 – Türkiye's Most Valuable Brands" survey organized by Brand Finance.
- » We continued our leadership in the sector in the "Fortune 500 Türkiye" survey, which lists the top 500 companies in Türkiye.
- » We maintained our leadership position in the "Tyre Sector" category in the "Capital 500" survey, which features Türkiye's top 500 companies.
- » We continued our leadership in the sector in the "Türkiye's 500 Largest Industrial Companies" survey conducted by the Istanbul Chamber of Industry (ISO).
- » We were once again awarded the "Golden Export Award" at the "Export Champions" organized by the Uludağ Automotive Industry Exporters' Association.
- » We received the title of "Highest Value Creating Company" with our EBITDA evaluation at the Sabancı DNA Awards organized by Sabancı Group companies.
- » With our Lassa brand, we gained market share in 21 countries and became the market leader in 5 countries.
- » We were recognized as one of the most profitable tyre manufacturers globally by being among the top 5 companies in the 2022 Tyre Maker Rankings survey.
- » We ranked among the top 3 factories with our "Factory2 Uniformity Capacity Increase" project in the BSEMEA TQM Contest.



SUSTAINABILITY

- » We once again ranked in the "Gold" category in Ecovadis, a trusted international rating program focused on the value chain.
- » In the CDP (Carbon Disclosure Project) program, we ranked in the Global A List in the "Climate Change" and "Water Security" categories, and among "Global Leaders" in Supplier Engagement Rating, becoming the only company to achieve this success in three categories in the global tyre industry.
- » We received an "Excellent" rating from Refinitiv, operated by the London Stock Exchange (LSEG) as a result of our environmental, social, and governance (ESG) performance.
- » Our risk level was determined as "Low Risk" in the Sustainalytics ESG Risk Assessment.
- » We continued to be listed in the BIST Sustainability Index for the 9th time.
- » We signed a "sustainable development" focused credit agreement with the European Bank for Reconstruction and Development (EBRD) for the equivalent of 100 million USD. With this project, we received a "Bronze Award" in the "Environmental and Social Best Practice" category, evaluated globally by the EBRD.





R&D, INNOVATION AND DIGITALIZATION

- » Our "IoT-based Smart Factory Heating Control System" project was selected as the "Project of the Year" in the "Sustainability" category at the IDC Awards.
- » At the Sabancı DNA Awards, our "Tyre Manufacturing Machine Belt Control System" project in the "Highest Value Creating Project" category and our "Smart Waste Sorting" project in the "Jury Special Award for Sustainability" category won 1st place.
- » We received the third-place award in the "Innovation Cycle" category at the Türkiye Exporters Assembly Inovalig Awards.
- » In the "Türkiye's Top 500 IT Companies" survey, our Arvento brand was recognized as the number one company in Türkiye in the "Türkiye-based Manufacturer, IoT and M2M" and "Türkiye-based Manufacturer - Software - Mobile Applications" categories.
- » In TÜSIAD SD2, our "Early Fault Detection and Prevention System for Tyres," developed in collaboration with Signalton Technology, was awarded two achievement plaques.
- » At the 2023 Stevie Awards for Great Employers, our "Write Your Own Robot" project won a "Gold Award" in the "Success in Workforce Development and Learning" category, and our "3D Master" project received a "Bronze Award" in the "Best Use of Mobile Learning" category.



PEOPLE

- » At the 2023 Peryön Awards, we received the "Changemaker Award" in the "Learning Organization and Learning Agility" category.
- » In the "Corporate Culture 100" survey conducted by Fast Company, we ranked 28th on the list.
- » In the "Best Team to Join" event organized by Sales Network, where students and professionals cast their votes, we were listed among the "Most Desired Companies to Work For."
- » With our "Mobilfix Mobile Service Station Project," we received the "Championship Award" in the "Customer Experience" category at the Sabancı Golden Collar Awards.
- » Our Deputy General Manager of Supply Chain and OE, Yakup Demir, was included in the "Top 50 Procurement Leaders in Türkiye" and our Deputy General Manager of Marketing and International Markets, Evren Güzel, was featured in the "Top 50 CMOs" and "Digital 50 CMOs" lists.



Brisa and EBRD: Bronze Award on the Path to Sustainability

"As a long-term partner of the European Bank for Reconstruction and Development (EBRD), Brisa is committed to adhering to green principles. We are confident that our collaboration in the recent transaction in 2023 will further support the company's commitment to a sustainable future. We believe that the investments made by Brisa, a leader in its field, will not only make the company more competitive but also pave the way for transformation across the sector. We would like to note that in the annual Sustainability Awards organized by EBRD, our project with Brisa ranked third in the "Environmental and Social Best Practice" category among all projects finalized with EBRD worldwide in 2023, thus receiving a Bronze award."



Hande İşlak
Corporate Loans Portfolio Director - EBRD



Corporate Governance



Our corporate governance principles, which define our understanding of governance, are based on transparency, fairness, accountability, and responsibility. These principles form the foundation of both our business practices and the relationships we establish with our stakeholders. The greatest strength behind our successes is our corporate governance system, which has been developed to ensure these principles are applied in all our activities, informed by over 45 years of industry experience. We support this structure with nationally and internationally recognized standards and continually seek ways to improve our performance in corporate governance.

At Brisa, the governance structure consists of a two-step system with an Executive Committee and a Board of Directors, with the positions of General Manager and Chairperson of the Board held by different individuals. The Board of Directors, elected by the General Assembly, comprises 11 members, including 3 executive members and 2 independent members.

All members of the Board of Directors are responsible for the company's performance. The Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee established within the Board assist it in their respective areas of expertise. The Executive Committee, established to support the Board in planning and implementing company strategies and monitoring investments, consists of the CEO, Coordinator, Director of Technical Groups, Deputy General Manager of Finance, Deputy General Manager of Marketing and International Markets, Deputy General Manager of Sales, Deputy General Manager of Human Resources, and Deputy General Manager of Supply Chain and OE. The Committee is responsible for the company's sustainability performance in social and environmental areas.

The CEO assumes the highest management position and is responsible for overall management and management strategy, including climate-related issues. The CEO leads the Senior Leadership Team (SLT), which oversees corporate strategy, objectives, and progress. The CEO, COO, and other full-time employees participate in the Global Executive Committee (G-EXCO), which manages the operational activities of the Bridgestone Group. Since 2017, Brisa's Board of Directors, part of the Bridgestone EMEA region, has been involved in the execution of global strategic decisions.



*You can find detailed information about Brisa's corporate governance structure, members of the Board of Directors and senior executives in the **2023 Annual Report**.*





ANTI-BRIBERY AND ANTI-CORRUPTION —

At Brisa, we prioritize operating at the highest standards of integrity and consistency. In this area, in addition to the SA-Ethics Principles integrated into our activities, we reference our Brisa Anti-Bribery and Corruption Policy, developed based on comprehensive risk assessment results and feedback from key stakeholders. We also refer to the United Nations Global Compact, which we signed in 2013, and regularly review our policy against potential new risks.

Click for [SA-Etik Principles](#).

Click for [Brisa Anti-Bribery and Anti-Corruption Policy](#).

All employees provide a written commitment confirming their acceptance of the SA-Ethics Principles and the Anti-Bribery and Anti-Corruption Policy. New employees are also required to submit an acceptance statement. The Anti-Bribery and Anti-Corruption Policy and the SA-Ethics Principles are accessible to all Brisa employees, and to raise awareness among employees, the code of conduct is regularly reminded to all staff. These policies are also available on our corporate website to be shared with all stakeholders and business partners.

All of Brisa's business processes are prepared and reviewed in accordance with the fundamental principles and procedures outlined in the Anti-Bribery and Anti-Corruption Policy and the SA-Ethics Principles. The management of the Anti-Bribery and Anti-Corruption Policy and the SA-Ethics Principles within the organization is carried out by the Internal Audit Department, the Legal Unit, the Human Resources Deputy General Manager, and the Ethics Advisor. One of the main objectives of the regular audit activities conducted at Brisa is to eliminate corruption risk. All corruption-related risks are thoroughly assessed during audits, and the results are reported to the relevant units. In cases of violations of anti-corruption policies, actions are taken within the framework of internal disciplinary provisions and legal regulations. The Audit Committee is responsible for evaluating Brisa's ethical environment and reporting independently to the Board of Directors annually on the effectiveness of processes in terms of ethical compliance.

At Brisa, training programs aimed at raising awareness about anti-bribery and anti-corruption are organized by SA-Ethics within our partner Sabancı Holding for employees at all levels. Completion of these training programs is mandatory for every employee.

All Brisa employees and business partners can report any suspected cases of corruption confidentially through the Ethics Line or to the Ethics Advisor. In the event that confirmed cases of corruption are detected, administrative and legal processes are initiated promptly, and the cases are thoroughly investigated in all aspects. There have been no incidents of bribery or corruption reported during the reporting period.





During the reporting period, we took various steps to renew our ethical process. We designed a new Ethics Hotline that is accessible 24/7, which includes a phone line, website, and email, managed by an independent organization. Additionally, we established an Ethics Committee consisting of the Ethics Advisor, Internal Audit Manager, and Legal and Compliance Manager to evaluate ethical notifications. The details of all notifications received through the ethics channels and the identity of the notifier are always kept confidential and protected by the Ethics Committee.

Brisa's Anti-Bribery and Anti-Corruption Policy aims to ensure that all our business partners acting on behalf of or serving the company fully comply with anti-bribery and anti-corruption legal regulations. In this regard, we base all supplier selection activities on the Brisa Anti-Bribery and Anti-Corruption Policy and include relevant provisions in the contracts with supplier companies.

We do not allow any Brisa employee or subcontractor to be subjected to mistreatment or suffer any loss of rights for not paying bribes or facilitation payments. We do not engage in business relationships with suppliers who have been blacklisted for any reason, and we terminate our business relationship with suppliers or customers that are on the blacklist regarding corruption or bribery issues.

Brisa Ethics Hotline

Website: www.remedetikhat.com.tr/brisa

E-mail: brisa@etikhat.com

Phone: +90 212 800 01 96

INTERNAL AUDIT —

We conduct internal audit activities to ensure the effective, reliable, and uninterrupted execution of our operations and services, to enhance our risk management, control systems, and corporate governance practices, and to ensure the integrity, consistency, and reliability of the information provided by our accounting and financial reporting systems.

These internal audit activities are carried out through the Audit Committee established within the Board of Directors. The Audit Committee regularly reports its findings and recommendations to the Board. Additionally, the Internal Audit Department operates under the Board to ensure the effective functioning of the internal audit mechanism. The Audit Committee holds regular meetings with the Internal Audit Department to discuss the adequacy of the internal control system and provides updates to the Board.

Every year, risks associated with all processes are reviewed, and the processes to be audited are determined based on requests and recommendations from the company's upper management and business unit leaders. Through the established Audit Universe, auditable processes are identified, and risk scores are assigned based on natural risk factors and the status of internal control systems.

As a result, by the end of 2023, the audit of six business processes comprising a total of 34 sub-processes was completed, and the findings were reported to the Audit Committee. Additionally, the effectiveness of actions taken by company management to address internal control deficiencies identified in the Audit Reports was assessed, focusing on their impact on risk levels, and these results were also reported to the Audit Committee.



RISK MANAGEMENT

The end goal of the risk management program at Brisa is to ensure the sustainability of our products, services, operations, people, reputation, and financial strength, thereby creating the highest value for our stakeholders. Our risk management works, which occupy a significant position in our corporate strategy, are executed within a structure disseminating to all the employees from the Company Board of Directors; the efficiency of the risk management system is ensured through communication and audit mechanisms.

Our risk management works encompass financial, strategic, operational, and external environment risk areas. Brisa Board of Directors is responsible at the highest level for the implementation and maintenance of an effective risk management system within the Company. Early Detection of Risk Committee, selected from among members of the Board of Directors, supports the Board with regard to risk management. In light of the information received from the Risk Committee, the Early Detection of Risk Committee convenes at least four times a year at a location deemed appropriate by the Chairperson. It reports to the Board of Directors every two months to assess the situation for critical risks and evaluate the effectiveness of the risk management system.

You can find detailed information about Brisa's risk management processes, business continuity plans, and identified risks for the future in the **2023 Activity Report** (pp. 87-89).

The Executive Committee, functioning under the Board of Directors, acts within a risk-based decision-making systematics. The Committee evaluates risk management reports at the executive meetings regularly held with the participation of directors, proactively tackling risk management issues on the agenda.

The Risk Department is responsible for the early identification of all potential risks the company may face, managing these risks effectively, and ensuring their integration with the company's strategies and processes. Each year, the department organizes risk assessment workshops with all function managers and employees to identify strategic, financial, operational, and external environmental risks. It prioritizes these risks by assessing their potential impacts on financial, reputational, compliance, operational, and environmental factors, and develops strategies and action plans to mitigate their negative effects, while also monitoring the implementation of these actions.

In our risk management processes, we aim to ensure that all employees understand the concept of risk and the company's specific risks, fostering a collective risk awareness and ownership of risk management responsibilities. To achieve this, we support our communication efforts with effective audit mechanisms and manage all these practices based on our ISO 31000 Corporate Risk Management System certification.

Climate change, a concept that the entire business world must collectively combat, is actively monitored by Brisa, as well as by Bridgestone and Sabancı Holding, which assess potential impacts and implement necessary measures. The Brisa Board of Directors plays a role in the implementation of global strategic decisions and informs the Senior Leadership Team (SLT), which holds ultimate responsibility for climate-related activities and risk assessments within Brisa.

Click for detailed information of Bridgestone Group on climate change risks and practices.

Click for the Sabancı Holding Sustainability Report.



Production, sales and operational risks are periodically evaluated in short-medium-long terms in an integrated manner with the Brisa risk management system. The risks assessed in this context, their relevance to climate change and the actions taken are as follows:

RISKS	ACTIONS
Regulation Risks	With the regulations brought to prevent climate change, maximum limits for rolling resistance and labeling system have been introduced for tyres. After these new regulations, operating costs such as the development of tyres with low rolling resistance, measuring the rolling resistance coefficient value and printing labels have increased and the impact is significant. In this context, social trends are monitored, including current regulations. The development and introduction of low rolling resistance tyres is encouraged to contribute to CO₂ emissions reduction activities. Many countries have projections for the introduction of carbon pricing. If the carbon tax is increased gradually in the future, its impact is thought to be great. In this context, social trends are followed, including emerging regulations such as carbon tax, and activities to reduce CO₂ emissions are encouraged.
Technological Risks	Sales are likely to fall if products/production become less competitive due to delayed development of low-carbon technology that improves energy efficiency. This has a significant impact on our operations. In this context, the use of energy-efficient technologies and the provision of products and services that can contribute to reducing CO₂ emissions, such as fuel-efficient tyres, are encouraged.
Market Risks	We encourage the provision of products and services that can contribute to reducing CO₂ emissions, such as fuel-efficient tyres. However, changes in climate-related requirements in the market may affect our sales. In addition, winter tyre demand may be lower if the global temperature rises significantly and snowfall decreases. In this context, social trends are actively studied, including market requirements from customers such as automobile manufacturers.
Reputation Risks	With the growing demand for climate change response in the automotive industry, the disclosure of environmental data is also becoming more important. In this context, we transparently disclose environmental data including energy and CO₂ emission data in various media such as the Sustainability Report, CDP Report and website. However, in a crisis situation that undermines social credibility by giving false information about climate change, there is a possibility that customers and stock prices will lose confidence. It can cause a decline and adversely affect business performance and financial condition. We conduct third-party verification and review of most of the data included in sustainability reports, such as CO₂ emissions, to increase the transparency and credibility of the disclosure.
Physical Risks	Our main field of activity is tyres, the raw material of which is natural rubber. Currently, natural rubber is made entirely from the sap of the rubber tree. 90% of the growing area of the rubber tree is in Southeast Asia, and due to droughts caused by extreme weather conditions in the tropical rainforests of Southeast Asia, the defoliation period of the rubber tree is prolonged and the time to obtain sap is shortened, thus leading to a reduction in yield. As a result, it is expected that the supply-demand balance will deteriorate and the price of natural rubber, which plays a vital role as a tyre raw material, will increase. If the price of natural rubber rises and it becomes more difficult to procure, the cost of tyre production will increase. In addition, severe weather conditions such as floods and hurricanes can affect operations at production facilities and/or distribution channels. In this context, the Bridgestone Global Environment Working Group monitors social trends, including the annual climate change situation in all regions.



Management of Sustainability Risks

At Brisa, we have identified our sustainability risks by considering the mega trends and risks defined by the World Economic Forum, particularly those that fall outside our risk management framework. We detailed our sustainability risks through discussions with departments, alongside topics covered within our risk management framework. During this process, we clarified the definitions of the risks, relevant processes, and current risk control statuses, and conducted impact/likelihood assessments for each risk. Based on the evaluation results, necessary actions were defined, and existing projects and situations were reviewed. As a result, KPIs were established to effectively manage these risks.

We are planning to continue all these assessments and subsequent implementations on an annual basis. In this way, we aim to identify and manage additional sustainability risks more efficiently and to spread this culture throughout the company by ensuring the active participation of departments in follow-up and action processes. We will share information on risks and opportunities, scenario studies and related financial indicators with our stakeholders in detail within the scope of the CDP report.

You can find detailed information on climate change risks in the **“Combating Climate Change”** section of our Report.

Each year, as part of CDP reporting, we assess our climate change and water footprint-related risks and opportunities in the short, medium, and long term, and report them in CDP format. Additionally, we share detailed performance data related to climate change, such as energy consumption and emissions, along with our short, medium, and long-term targets in the sustainability report.

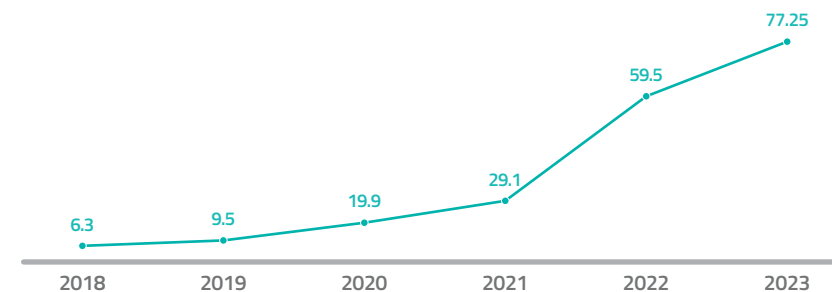
Moreover, every year audit reports are prepared by third parties for the evaluation risks such as fire hazards, natural disasters, production losses, etc. within the organization.

GENERATING AND DISTRIBUTING MORE ECONOMIC VALUE —

As a result of our responsible manufacturer understanding we create value for our shareholders in different areas and share this created value with them. One of those value creation areas is the economic value that we create. In addition to the financial value we create as a result of our operations, we further create value with our investments, projects and products.

The closing value of Brisa shares traded on Borsa Istanbul in 2023 was recorded as 77.25 TL, while the combined annual growth rate from the year-end period of 2020 to the year-end period of 2023 was realized as 57.1%. In the same period, BIST Industrial Index and BIST 100 Index showed a combined annual growth rate of 70.2% and 71.7%, respectively.

Brisa Share Close



*Combined annual growth rate from
the year end period of 2020 to the
year-end period of 2023*

57.1%



In 2023, a total of USD 34.8 million worth of capital expenditures were made at our İzmit facility, including renovations, modernization, new product developments, and investments for other units. In our Aksaray facility, an investment of \$22 million was made, bringing the total investment expenditure for Aksaray to \$337.7 million. Additionally, a further investment of \$34 million is planned for the Aksaray facility, with the aim of reaching the planned capacity in the first phase by 2024 and increasing production capacity to 4.6 million tyres annually by 2026.

We support the Tyre Manufacturers Association's process of collecting end-of-life tyres in accordance with the legislation and recycling them to the environment and economy. We act with the awareness of our responsibility in collecting the end-of-life tyres that are converted into pyrolytic oil through the pyrolysis process to generate electricity, flooring in playgrounds and artificial turf in football fields, and scrap tyres used as additional fuel in the cement sector. In the past 15 years, we have collected 2,017,949 tons of end-of-life tyres from the market, contributing 5.3 billion TL to the national economy.



"Brisa, with its successful women leaders at the top, is a company we closely monitor due to its digitalization efforts, mobility solutions, and value-added products for the future. The brand awareness created through well-taken steps and Brisa's projects in circular economy and social contribution are very promising. The company stands out among those we highlight for its sustainable growth in addition to its sustainability initiatives."

Burcu Esin
Equity Analyst- Deniz Investment



"From a 'capital markets' perspective, Brisa has a strong sustainability profile, holding a 'Excellent' rating from Refinitiv, which ranks it first among its peers in the tyre industry. The recent agreement for a \$100 million sustainability-linked loan with the European Bank for Reconstruction and Development (EBRD) aims to enhance the capacity of the Aksaray facility and modernize the İzmit facility, reinforcing the commitments made in previous years. In addition to its progress in emissions reduction and water management—surpassing its 2025 target for reducing groundwater consumption through a rainwater harvesting system—Brisa is shifting its business towards mobility services. This includes services such as telematics that help fleet owners optimize their operations, tyre retreading that extends tyre lifespan by up to 40%, and the expansion of electric vehicle charging services through Otopratik and Propratik centers. These carbon reduction initiatives are already generating revenue for Brisa, and we believe this income will continue to grow over the years. Therefore, we maintain our 'Purchase' target for Brisa based on this business potential."

Bram Buring
Equity Analyst- Wood & Company Financial Services





Sustainability Approach



SUSTAINABILITY MANAGEMENT

“The Future in Every Move” approach and our sincerity drive us forward with determination to maintain our position as a global leader in sustainability, prioritizing our 2030 journey. Within our sustainability vision, we aim to reduce our carbon footprint through collaborative practices that serve as role models for society, ensuring that no one is left behind.

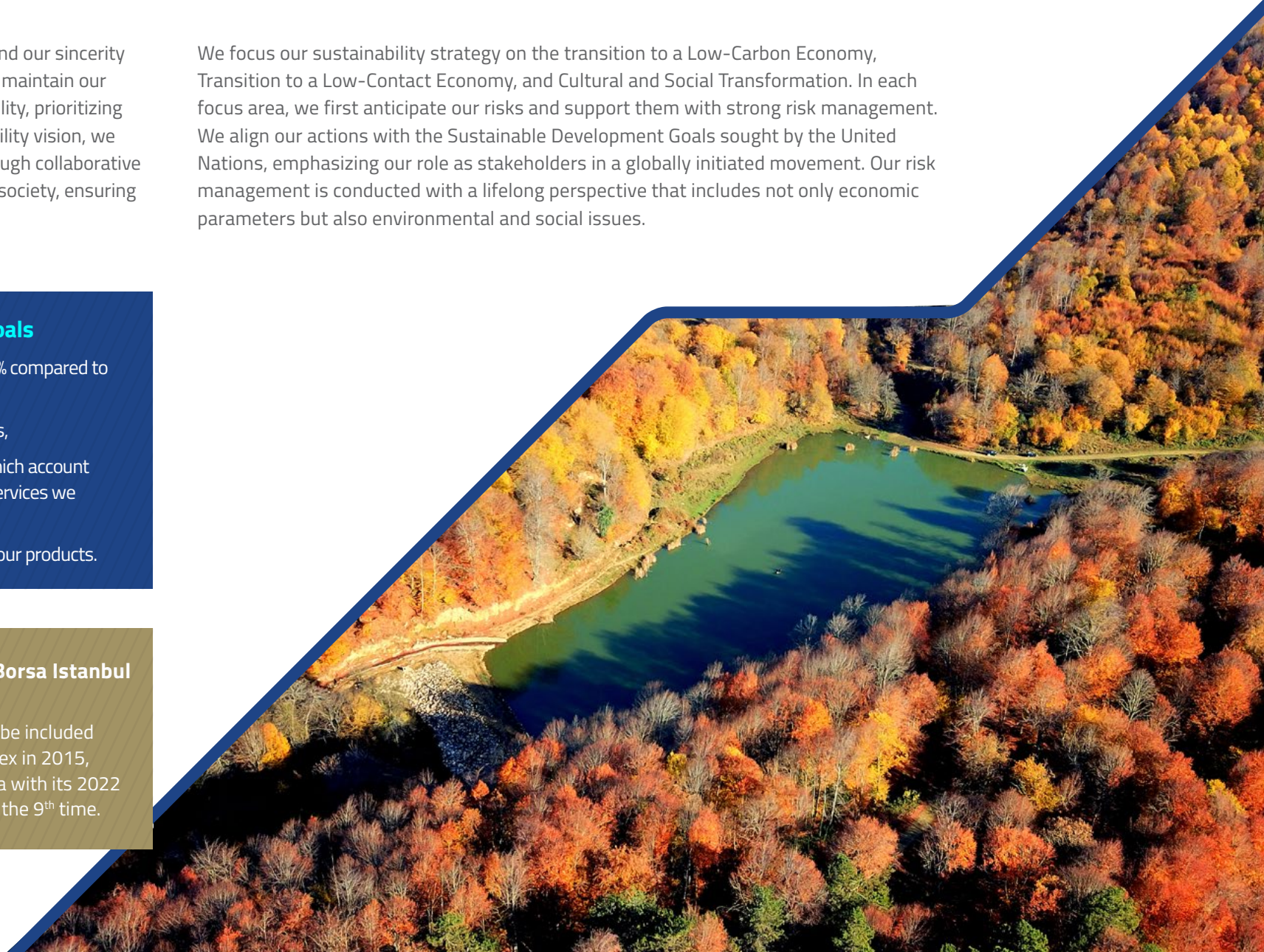
We focus our sustainability strategy on the transition to a Low-Carbon Economy, Transition to a Low-Contact Economy, and Cultural and Social Transformation. In each focus area, we first anticipate our risks and support them with strong risk management. We align our actions with the Sustainable Development Goals sought by the United Nations, emphasizing our role as stakeholders in a globally initiated movement. Our risk management is conducted with a lifelong perspective that includes not only economic parameters but also environmental and social issues.

Brisa's 2030 Sustainability Goals

- » Reduce our carbon emissions by 56% compared to 2020,
- » Use 100% renewable energy sources,
- » Ensure that 79% of our suppliers, which account for emissions from the goods and services we purchase, commit to sustainability,
- » Utilize 40% sustainable materials in our products.

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 2022 data, and was included in the list for the 9th time.





We manage the potential environmental and social risks that may arise in our supply chain, customer, dealer, and service processes. This way, our actions become clearer for all our stakeholders, while we closely monitor emerging regulations, technologies, and financial opportunities for access to sustainable finance. We commit to, report on, and strive to enhance our performance in light of the initiatives we participate in, managing our practices under the principles of transparency, fairness, responsibility, and accountability.

To ensure the continuous improvement of our social, environmental, and overall economic performance, we utilize nationally and internationally recognized standards and methods, conducting periodic benchmarking studies.

With our Sustainability Policy, we have identified our primary responsibilities in social, environmental, and economic areas. To increase the awareness of this policy among our employees and other stakeholders in our value chain, we conduct training sessions and implement communication initiatives.

[Click](#) for Brisa Sustainability Policy



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 through transparent and two-way communication mechanisms, as well as comprehensive auditing 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,

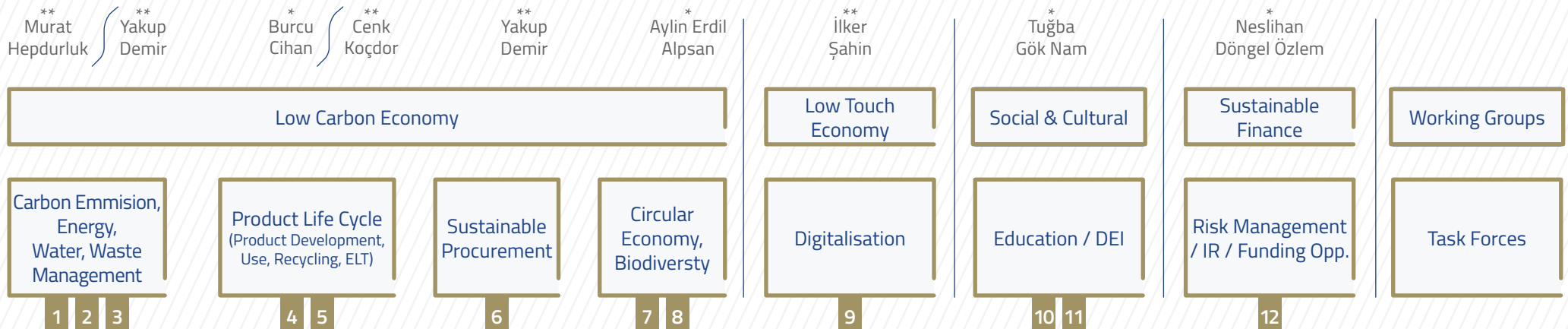
risk management and financing opportunities and in the second step, we defined our Sustainable Business Model. We have identified 13 task forces under the Transition to Low Carbon Economy, Transition to Low Contact Economy, Cultural and Social Transformation working groups. Within the scope of the work 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.

Sustainability Committee

CEO: Haluk Kürkçü

Members: SLT

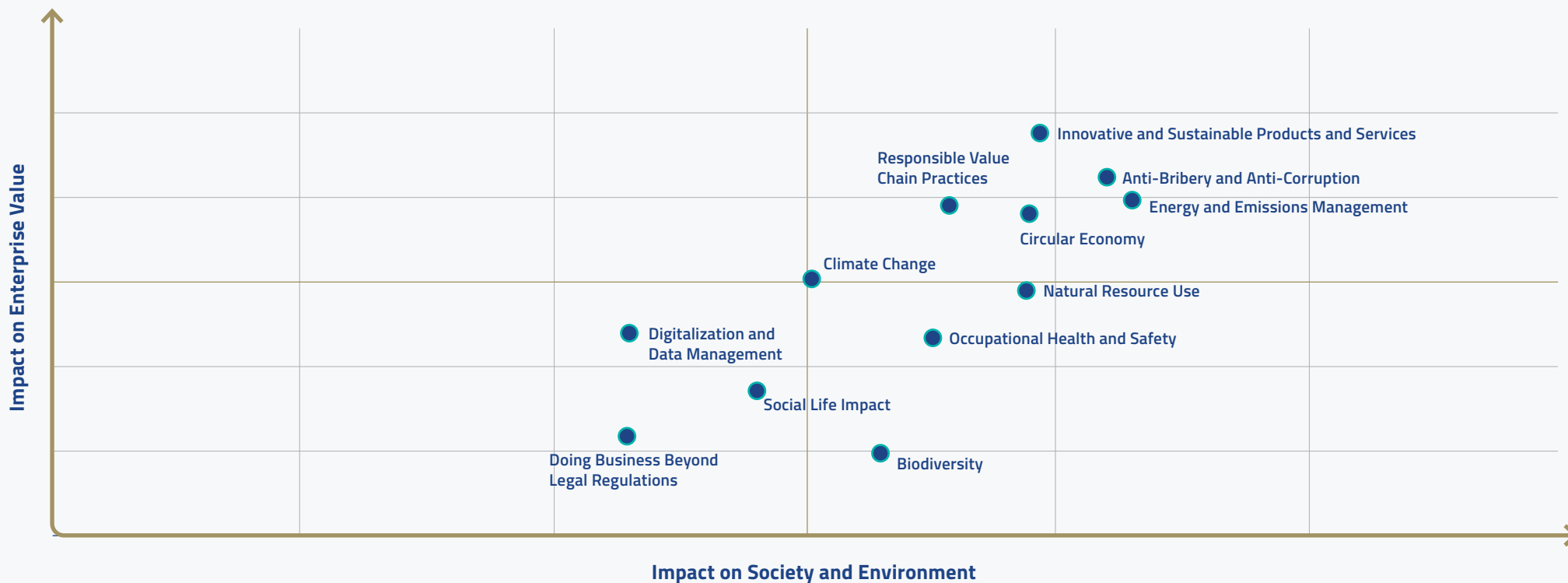
Secretary General: Aylin Erdil Alpsan





MATERIAL TOPICS

We review our sustainability priorities, which we identified as a result of the study we conducted for the first time in 2012, through workshops and communication activities in line with our company's strategies. During the reporting period, we reviewed our material topics, the expectations and feedback we received from our stakeholders, current issues, global megatrends and their impact on our sectoral sustainability priorities within the scope of Sustainability Committee activities. With this review, we presented our material issue universe, which we determined within the scope of sectoral priorities, priorities required by standards and benchmark studies, to our internal and external stakeholders. While creating our universe of material topics, we identified megatrends by taking into account the global risks defined by the World Economic Forum (WEF). Within the scope of the 2023 study, we took EFRAG's double materiality methodology as a basis. The results we obtained as a result of the study were approved by the Sustainability Committee and finalized.





We have grouped our material topics, which we assessed in line with the Megatrends, under three main dimensions: **Transition to a Low Carbon Economy**, **Social and Cultural Transformation**, and **Transition to a Low Contact Economy**, and demonstrated our contribution to the Sustainable Development Goals.

MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT GOALS (SDG)	EXEMPLARY PRACTICES
Climate Change		Approach to combat climate change (13.3)
Energy and Emissions Management		Renewable energy investments (7.2) Energy efficiency projects (7.3)
Natural Resource Use	 	Water management and related improvement targets (6.4) Waste management (12.5) Sustainability reporting (12.6)
Innovative and Sustainable Products and Services	 	Smart mobility applications (9.1) Environmentally friendly products and services (12.4)
Circular Economy		Environmental Policy and related practices (12.2)
Responsible Value Chain Practices		Sustainable Purchasing Policy and practices (12.6)
Biodiversity		Afforestation activities (15.2) Let Cranes Always Fly Project (15.5)
TRANSITION TO LOW CARBON ECONOMY		

MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT GOALS (SDG)	EXEMPLARY PRACTICES
Social Life Impact		Brisa Academy (4.4) Heroes of the Customer and Heroes of the Service (5.1 – 5.5)
		Innovation and Entrepreneurship Program (8.2)
		Human Resources Policy (8.5) Signatory to the United Nations Global Compact (8.7)
Occupational Health and Safety		Occupational health and safety practices (8.8)
SOCIAL AND CULTURAL TRANSFORMATION		

MATERIAL TOPICS	SUSTAINABLE DEVELOPMENT GOALS (SDG)	EXEMPLARY PRACTICES
Digitalization and Data Management		Digitalization practices (9.A)
Doing Business Beyond Legal Regulations		Corporate governance practices (16.5)
Anti-Ribery and Anti-Corruption		Corporate governance practices (16.5)
TRANSITION TO LOW CONTACT ECONOMY		



SUSTAINABILITY PERFORMANCE AND TARGETS

	2023 TARGETS	2023 PERFORMANCE DESCRIPTION	2024 TARGETS
GOVERNANCE	To maintain our full compliance with International Internal Audit Standards in our internal audit processes	We have maintained full compliance with International Internal Audit Standards in our internal audit processes.	To aintain full compliance with International Internal Auditing Standards in our internal audit processes
	To ensure that all of the more than 200 internal audit inquiries that were taken live in the Company ERP system are actively run and their outputs are interpreted by the process owners and periodically reported to the senior management	It was ensured that all of the more than 200 internal audit queries currently live in the Company's ERP system were actively run and their outputs were interpreted by the process owners and periodically reported to the senior management.	To ensure that all of the more than 200 internal audit queries currently live in the Company's ERP system are actively run and their outputs are interpreted by the process owners and periodically reported to senior management
			To obtain ISO 22301 Business Continuity Management System Certification (New Target)
VALUE CHAIN	To examine the action plans of suppliers under the Sustainable Procurement-101 program	Under the SUSPRO Program, 38 global suppliers were included in the Ecovadis Program and scorecards were created. Employees who will carry out the supplier evaluation process through Ecovadis have completed their training. Responsible Procurement Policy was revised and published on our website. 3 local suppliers were audited for sustainability on-site.	Evaluating ESG performance of global suppliers with Ecovadis platform To establish a Due Diligence Procedure for suppliers and to audit the domestic suppliers we prioritise. To follow the improvement actions according to the audit result To establish a Sustainability Audit Procedure for Suppliers To prioritize local suppliers, to include them in the Ecovadis platform to ensure their evaluation and monitoring of the improvement process To create sustainability e-training and assign it to suppliers
	To publish the revised Responsible Sourcing Policy		
	To start the Ecovadis program and complete employee training		
	To identify global suppliers to be included in the Ecovadis program and be asked to establish a Science Based Target (SBTi) and create scorecards for these suppliers		
	To provide sustainability training to suppliers and organize a Supplier Sustainability Day		
	To carry out 3 mystery shopper visits to 410 dealers, 100 Tyres and 100 competitor dealers within the scope of CRM Mystery Shopper Visit	Total number of mystery shopper visits: 1,830	To make 3 mystery shopper visits to 400 or more dealers, 100 Lastiğim dealers and 100 competitor dealers within the scope of Mystery Shopper Visits
	To reach 8,000 customers during the customer satisfaction survey process	During the customer satisfaction survey process, 5,675 customers were reached.*	To reach 7,000 customers during the customer satisfaction survey process
ENVIRONMENTAL FOOTPRINT	To reach 78% Customer Experience Score	stomer Experience Score was realized as 72.*	To achieving 75 points in Türkiye average in Mystery Shopper Scoring
	To be among the Global Leaders with A+ in the CDP Water Security platform	Ranked among the Global Leaders with an A on the CDP Water Security platform.	To be ranked among Global Leaders with an A on the CDP Water Security platform
	To be among the Global Leaders with A+ in the CDP Climate Change platform	We were among the Global Leaders with an A on the CDP Climate Change platform.	To be ranked among Global Leaders with an A on the CDP Climate Change platform
	To verify under ISO 14046 Water Footprint Standard and fulfill CEO Water Mandate requirements	Verification within the scope of ISO 14046 Water Footprint Standard and fulfillment of CEO Water Mandate requirements.	To verify within the scope of ISO 14046 Water Footprint Standard and fulfill the CEO Water Mandate requirements
	To reduce Scope 1 and 2 absolute greenhouse gas emissions by 22.54% compared to 2020	Scope 1 and 2 absolute greenhouse gas emissions reduced by 29.8% compared to 2020.	To reduce Scope 1 and 2 absolute greenhouse gas emissions by 33% by 2020
	To get our 2050 Net Zero emissions target approved by SBTi	The process is ongoing.	To ensure that our Net Zero emission targets are approved by SBTi by 2050 by moving in parallel with Bridgestone
	To increase our renewable energy consumption rate to 21%	We increased our renewable energy consumption rate to 24.8%.	To increase our renewable energy consumption rate to 25.5%
	To increase our renewable energy (electricity) consumption rate to 50%	Our renewable energy (electricity) consumption rate was 54% at İzmit facility and 51% at Aksaray facility.	To Increase our renewable energy (electricity) consumption rate to 54% at the İzmit facility and 60% at the Aksaray facility
	To reduce our groundwater consumption by 72% compared to 2008	79% reduction was achieved.	To reduce our well water consumption at İzmit facility by 80.7% compared to 2008 To reduce water use per production tonnage at Aksaray facility by 66% compared to 2019
	To retread 103,000 tyres	79.823 tyres were retreated.	To retread 90,000 tyres

*By analyzing our customer satisfaction results, we aimed to increase our dealers' feedback base.



	2023 TARGETS	2023 PERFORMANCE DESCRIPTION	2024 TARGETS
WORK LIFE	To continue to reach students through the Ideathon program	As part of the Republic Mobilization, an Entrepreneurship Marathon was organized with 80% participation of young people.	To support the development of university students and provide opportunities (New Target)
	To make HR Cockpit accessible for manager level and to enrich the content by adding new indicators	HR Cockpit was opened at manager level. In addition to demographic data, Turnover, Headcount and Budget numbers were presented with comparative indicators.	To ensure that HR Cockpit is constantly updated with system integrations and to continue to enrich the system with new indicators To develop HR analytics as well as data visualization and reporting in HR applications
	To continue 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	We raised awareness of our journey efforts through sharing and launch meetings on our different channels and related projects that will enhance employee experience. (Detailed information is available in the "Towards the Future" section)	To continue efforts to increase employee engagement and interaction and to raise awareness of these efforts (New Target)
	To start new groups and complete ongoing programs within the scope of Brisa Journey	Ongoing programs within the scope of Brisa Journey were completed.	With the transformation of Brisa Academy, gathering all training and development programs under the Academy, shaping the programs to serve Brisa's mobility vision and our goal of transformation into a skills-based organization, and launching them to employees.
	To enrich program designs with up-to-date content		
	To expand the Buddy-Orientation program to all functions	Initially launched as a pilot program within the CTO, the Buddy program was opened to all employees who wanted to participate voluntarily and started to be implemented company-wide.	Expanding the Buddy pool and making improvements in the onboarding journey in the new period.
			To develop programs and projects within the scope of transformation to a skills-based organization (New Target)
			To develop new programs to create new recruitment channels and attract young talent (New Target)
SOCIAL DEVELOPMENT	To continue our support to public institutions and civic initiatives	We continued our support through donations and memberships. (Detailed information is available in the "Community Relations" section.)	To collaborate with public institutions and non-governmental organizations to increase our social and environmental impact
	To continue our support to education through BMÖDD	We continued our support through BMÖDD scholarships and carried out additional awareness raising activities to increase donations. (Detailed information can be found in the Brisa Members Association for Supporting Learning section)	To continue our support for education through BMÖDD
	To continue our support to sports with the Mountain Bike (MtB) Team within Brisaspor	Our support was continued. (Detailed information can be found in the Brisa Members Association for Supporting Learning section)	To continue our support for sports with the Mountain Bike (MtB) Team within Brisaspor
			To support the development of university students and provide opportunities (New Target)
			To conduct studies to support women's mobility in society (New Target)
	Following the trainings provided under the Heroes of the Customer and Heroes of the Service programs, recruitment in 5 different provinces according to actual needs until the end of the year	Relevant trainings were provided to female employees hired by our dealers and recruitment processes were supported.	To ensure that a total of at least 15 female employees participate in the Heroes of the Customer and Heroes of the Service programs



STAKEHOLDERS

We define our stakeholders as individuals, communities and organizations that are directly and indirectly affected by our operations and have direct and indirect influence on our operations. We establish communication mechanisms, the method and frequency of which we determine according to the nature of the stakeholder groups, and we evaluate the stakeholder feedback we receive through these channels as the main inputs while formulating our sustainability strategies and targets.

Regular vision meetings, monthly meetings with our business partners, instant interactions through our digital platforms, and the practices we implement within the scope of sectoral collaborations are among the platforms where we come together with our stakeholders. We receive feedback from public institutions within the scope

of the Tire Subcommittee (LAK) of the Ministry of Industry and Technology, which we chair, and the Tire and Life Safety workshops within the Ministry of Transport, Maritime Affairs and Communications. We regularly attend ETRTO (European Tire and Wheel Technical Organization) and ETRMA (European Tire and Wheel Manufacturers Association) meetings as a full member on tire regulations.

We present our sustainability performance transparently to our stakeholders through our annual Sustainability Report. With the evaluation practice we call "External Committee Evaluation", we receive the opinions of our stakeholders on our reporting practice, identify potential areas of improvement, create action plans and ensure that they are reflected in our following report.

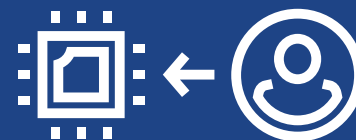
COMMUNICATION WITH STAKEHOLDERS

Sabancı Employees	Sabancı Social, Sabancı Weekly Bulletin, Media, Ortaya Çıkanlar
Employees	Corporate Website, Social Media, Brisa Academy, Digital Internal Communication Platforms, Sabancı Weekly Bulletin, Media, Corporate Social Responsibility (CSR) Activities, In-house displays, Boards, İz Birakanlar, Almanacs, Financial and Sustainability Reports, Ortaya Çıkanlar, Function Bulletins, Social Media, Vision Meeting, R&D Day, Sales&Marketing Meeting, CEO Townhall
Media	Corporate Website, CSR Activities, Advertising and Marketing Studies, Interview and Talks
Investors	Corporate Website, Corporate and Brands' Digital Communication Platforms, Corporate and Financial Communication, Financial Reports, Investor Presentations, Financial Performance Reports, Plant Visits, Social Media, Interview and Talks, Board Meeting, Public Disclosure Platform
Local Community	Media, CSR Activities, Donations and Sponsorships, Annual Reports
NGOs	Corporate Website, Various Memberships, Joint Projects
Universities	Corporate Website, Scholarships and Training Opportunities, Plant Visits, Sponsorships and Supports, Career Days Presentations, Brisa Akademi Trainings, Ideathon
Business Partners	Corporate Website, Social Media, Dealer Information System, Media, Corporate and Marketing Communication, Brisa Academy, Dealer Meetings, Digital Meetings, Brisalıyız.biz, Dealer Trips
End Users	Corporate and Brands Websites, Social Media, CSR Activities, Advertisement and Marketing Studies, Field Activities, Campaigns
Customers	Meetings, Aspects+ Reports, Profleet Consultants' Field Studies, Annual and Sustainability Reports, Digital Fleet Practices, Fairs
State Institutions	Government Audits, Annual and Sustainability Reports, Meetings, NGO Reports
Suppliers	Face to Face Meetings, Annual and Sustainability Reports, System Information, Supplier Audits, Supplier Honoring Ceremonies
Potential Members of Brisa	Corporate Website, Social Media, Conferences, Benchmark Meetings, Ideathon



Sustainability Material Topics According to Stakeholder Groups

	Top Management	Customers	Business Partners	Employees	Suppliers	Local Management/ people	Investors and Public Institutions
Energy and Emissions Management	✓	✓	✓	✓	✓	✓	✓
Natural Resources Management	✓	✓	✓	✓	✓	✓	✓
Innovative and Sustainable Products and Services	✓	✓	✓	✓	✓	✓	✓
Circular Economy	✓	✓	✓	✓	✓	✓	✓
Responsible Value Chain Practices	✓	✓	✓	✓	✓	✓	✓
Biodiversity	✓	✓	✓	✓	✓	✓	✓
Occupational Health and Safety	✓	✓	✓	✓	✓	✓	✓
Climate Change	✓	✓	✓	✓	✓	✓	✓
Social Life Impact	✓	✓	✓	✓	✓	✓	✓
Doing Business Beyond Legal Regulations	✓	✓	✓	✓	✓	✓	✓
Anti-Bribery and Anti-Corruption	✓	✓	✓	✓	✓	✓	✓
Digitalization and Data Management	✓	✓	✓	✓	✓	✓	✓



Innovative and Sustainable Products and Services



At Brisa, our understanding of product responsibility is based on a management approach that covers the entire product life cycle, from the procurement of raw materials used in production to the end user, including consumption processes outside our factory site. Accordingly, we utilize internationally recognized quality standards and management systems during the production phase, and we launch our products on the market by taking into account the environmental impacts they will create throughout their life cycle.

Informing our stakeholders about our products in an effective and transparent manner is one of the fundamental principles of our approach to both customer health and safety and responsible marketing. In order to reduce the impact of the increase in the number of vehicles on the road on climate change and accident risks, labeling on products has been mandatory in our sector since 2012 in line with the European Union. On the labeling; fuel efficiency values are given to reduce CO₂ emissions by reducing consumption in traffic, wet braking distance to increase driving safety and external noise values to reduce noise in traffic.

The first stage of our processes in the product life cycle is product development. The criteria on tire labels reflect 30% of tire performance in terms of environmental responsibility and driving safety. For this reason, we prioritize a total of 6 criteria in the areas of economy, safety and comfort in order to provide a balanced performance for both the obligation imposed by the regulation and the vehicle owners during the product development phase. We strive to provide the market with tires with lower rolling resistance, lower noise levels, lighter weight, energy-saving, recyclable materials and longer service life.

In addition to all these informative activities, we regularly inform the Ministry of Environment and Urbanization about the raw materials we use in production in accordance with legal regulations. During the reporting period, there were no incidents of non-compliance with regulations and rules regarding product and service information and labeling, environment, occupational health and safety.

*During the reporting period, our sustainable and enabling products and services reached **592**, and the revenue we generated from them amounted to **TL 10.7 billion**, accounting for **40%** of our turnover.*

Wet Ground Braking Distance

Wet braking distance is an important indicator of our performance in traffic safety. In line with our responsible marketing approach, we transparently share this parameter, which is important in terms of reducing traffic accidents that increase during winter months, on all our product labels.

We are steadily increasing the share of products with "C and above" and "A" label values in our sales portfolio. In the reporting period;

- » We realized the share of "C and above" consumer products in our sales portfolio at 94%.
- » We realized the share of our consumer products with label value "A" at 30% and the share of our commercial products at 3.3%. In 2024, we aim to realize these shares as 32.5% and 4.5% respectively.

In line with the megatrend of electric and hybrid vehicles, we are working on new concept products with lower rolling resistance, less emissions and noise, and lower weight by renewing our production technologies to meet the tire expectations of electric and hybrid vehicles with our strong R&D. With Bridgestone Enliten and Lassa Nextgen technologies, we develop tires for electric vehicles that offer the best performance in their class and contribute to sustainability.

Original Equipment Tire: Lassa Competus H/P 2

Lassa supplies Lassa Competus H/P 2 pattern 225/65R17, 225/60R18 and 235/50R19 sizes as original equipment for electric vehicles. Tire weight is improved by 21%, rolling resistance by 17% and these 3 sizes have A noise and wet label values. In addition, these sizes have "Lassa EV Logo" branding on the sidewalls, indicating their suitability for electric/hybrid vehicles.



In the reporting period;

- » With the Lassa brand, we produced Türkiye's first tire compatible with electric vehicles for Türkiye's first 100% electric domestic car. We became the official tire supplier of TOGG's T10X vehicles with our Lassa brand.
- » We became the tire supplier of Toyota's rechargeable hybrid car C-HR model with Bridgestone brand.
- » Our tires were preferred for both internal combustion and electric engine options of Ford's new generation Custom vehicles.
- » With Enliten technology, which contributes to sustainability with the Bridgestone brand and enables the production of tires specially designed for electric vehicles, we launched the passenger summer tire Turanza 6 and the light commercial summer tire Duravis Van. Turanza 6 has more mileage performance with 22% improvement compared to the previous generation tire and improved fuel consumption with 4% lower rolling resistance. Duravis Van has 21% lower rolling resistance than the previous generation tire.
- » With NextGen technology that contributes to sustainability without compromising on quality, safety and performance, we designed Lassa Revola, Türkiye's first domestic tire compatible with electric and hybrid vehicles. Offering a long tire life thanks to up to 20% reduction in tire weight and increased wear performance, Revola provides fuel and battery life efficiency and significantly reduces CO₂ emissions thanks to its low rolling resistance.



We designed "Revola", Türkiye's first domestic tire compatible with electric and hybrid vehicles

"As Brisa, we launch an average of 150 new products every year to increase our competitiveness in the market. As the new product development department, in addition to regulations, original equipment manufacturers' strategies, developments in the tire industry and technological advancements, we have also made sustainability our main focus. We designed "Revola", Türkiye's first domestic tire compatible with electric and hybrid vehicles, with "NextGen" technology that contributes to sustainability without compromising on quality, safety and performance. "Revola", Lassa's flagship product in the comfort class, has been developed using the most advanced technologies and has successfully passed rigorous tests.

With "Revola", we guarantee our indispensable driving safety at the highest level with a 11% better wet braking distance than competitors and an "A" level wet grip label in tests conducted by independent testing organizations. In addition, while offering a long tire life with increased abrasion performance, we minimize natural resource consumption by reducing tire weight by 20%. Thanks to 5% improved rolling resistance, we provide fuel savings and efficiency in battery life, while significantly reducing CO₂ emissions during use.

We aim to develop many more environmentally friendly solutions in the tire industry to achieve our "2050 Net Zero" targets."

Gürsel Çetin

Engineer, Passenger and Light Commercial Tires Development – Brisa



OUR MOBILITY SOLUTIONS and SUSTAINABLE SERVICES —

At Brisa, we position ourselves not only as a tire manufacturer but also as a mobility company that offers innovative services beyond tires. Within the scope of “Mobility Solutions”, which is at the center of our 2030 roadmap, we also adopt a sustainability approach and prepare for the electrification transformation in a comprehensive manner. We offer vehicle maintenance services for electric and hybrid vehicles at Otopratik and Propratiks, which we have transformed into “Mobility Centers”. In addition, within the scope of our vision of “e-charging station in every Otopratik”, we are increasing the accessibility of electric charging stations in our stores in cooperation with Eşarj.

In 2022, we acquired Arvento Mobile Systems, a leader in vehicle tracking and fleet telematics systems in the field of mobility transformation, and started to integrate our service network and tire products into the Arvento portfolio. We provide convenience, efficiency and productivity to our customers with fleet management services based on integrated mobile systems and data analytics. We started to offer fast maintenance services and e-charging services to vehicles in Arvento’s network with our Otopratik brand. We will continue to create value for fleets by strengthening with Arvento in areas such as tire tracking, fuel consumption, driver behavior and vehicle tracking.

Our Otopratik stores are the first quick maintenance service chain in Türkiye to offer the e-charging station service most widely.





Within the framework of our 2023 mobility transformation efforts;

- The number of Otopratik points offering electric and hybrid vehicle maintenance services reached 29.
- We increased the number of e-charging stations from 33 to 68 in 2023, and we continue to work on the installation of stations with 80% filling capacity per hour and the capacity to charge 2 vehicles at the same time.
- We collaborated with Cenntro Türkiye and started to offer vehicle delivery services, after-sales maintenance and repair services (whether under warranty or not) for electric vehicles in cities where there are no sales points.

With Brisa-Arvento Cross Synergy;

- Brisa products and services reached 1,900 new customers and Arvento products and services reached 350 new customers.
- We provided telematics devices for the ex-factory installation of 75 electric buses of Temsa Skoda Sabancı Ulaşım Araçları.
- By equipping the mobile service truck Mobilfix with Arvento's video telematics solutions, we started to follow the operations performed for our customers live.
- A Safe Driving with Arvento Basic Training Package was prepared and aimed to be delivered to customers via an application.

E-charging stations **68**

New Brisa mobility customers **1,900**

New Arvento mobility customers **350**

Temsa electric buses equipped with ex-factory telematics **75**

Electric vehicle maintenance services provided by Otopratik **29**





OUR INNOVATIVE SERVICES WITH FLEET MANAGEMENT

We offer smart solutions to our corporate and commercial customers with the “Profleet” fleet management model. In addition to the product and service support we provide to our customers, we ensure savings in fleet management costs and fuel efficiency throughout the life of the tire with training, consultancy, road assistance, inventory management, digital programs, central invoicing, regular tracking and reporting.

Profleet Services

Mobilfix: We offer on-site service to fleets with Mobilfix, the first mobile service truck developed for heavy commercial vehicles in the world. We save fuel and time they will spend on the way to service.

Probox: Our modular service point designed to meet the needs of all segments and garage-managed fleet vehicles for on-site tire removal-installation and service.

Propratik: It is our fast maintenance service chain that meets many needs of all segment commercial vehicles at the same time with high quality assurance.

Thanks to our “Digital Fleet” service, which is part of our Profleet fleet management solutions, fleets can track their tires throughout their lifetime with a mobile application. They can also receive instant information about field work and services such as tire inspections, retread analysis.

Digital Fleet Solutions

With **Telematics**, we report the location, breakdown, mechanical information and driver behavior of fleet vehicles, and measure tire pressure and temperature with TPMS.

With the **Aspects+** application, we provide the opportunity to touch more tires and instantly photograph the current state of the tires. In this way, we monitor tire tread depth and air pressure in fleet vehicles, ensure timely tire repair or retreading actions and match the correct pattern with the condition of use.

With **TMP+**, we provide management of tire and service expenditures, detection of lost and stolen tires, a service module that can be integrated and customized to all fleet systems, and fleet-specific projection reports.

With the **Filofix** mobile application, we provide 24/7 road assistance services in Türkiye.

In 2023; —

We touched **992,511** tires with our Digital Fleet Solution packages.

We saved **29.5 million TL** for our customers.

We retreaded **79,823** tires.

After the Kahramanmaraş earthquake, we provided more than **800** services to more than **200** vehicles in the earthquake zone with Mobilfix mobile service vehicle.



Responsible Value Chain Practices

In line with our sustainability approach, we respond to the expectations of our customers, business partners and suppliers through responsible value chain practices, while accompanying the social and economic development of the communities we are a part of.



DISTRIBUTION CHANNELS MANAGEMENT —

We are constantly expanding our sales and service points with the aim of providing our customers with an effective sales and after-sales service organization. We work to develop and expand our sales network with business partners who adopt a similar business culture. We focus on retail, wholesale and fleet distribution channels separately to make our business processes more efficient.

*We are the tire company with the largest dealer network in Türkiye with over **1,200** sales points with signboards.*

Dealer Experience and Communication

Our dealers play an important role in our business success as they constitute the most important connection point between us and vehicle owners. Through two-way communication channels, the Dealers' Confidence Index and the **Dealers' Future Expectations Index**, we monitor and statistically evaluate our dealers' current situation assessments and future expectations on a monthly basis. Thus, we shape our monthly operational agenda in line with the expectations of our dealers.

In order to better understand the needs and expectations of our dealers, we enable our dealers to evaluate Brisa twice a year through our **One in the Field** survey.

With our Genba Room platform, where we monitor field, finance, sales and marketing processes in a digital environment, we establish instant contact with our dealers and aim to increase dealer satisfaction by generating quick solutions to dealers' complaints and demands.

We further strengthen our business partnership with our dealers with **"Brisalıyız.biz"** and **"Lastiğim.biz"**, a common communication, news and information platforms for our dealers, **"Brisalıyız Card"**, the first loyalty card application with special opportunities and discounts for our dealers, and **"Lastik Para"**, an incentive program used to strengthen our retail practices.

Mastering Customer Experience at our Dealers

We strengthen the competencies of our dealers through dealer development projects, and we do not compromise on the standards offered at our sales points with a reliable training and audit system. Accordingly, we attach great importance to **"Customer Relationship Management and Warranty Practices"** trainings. With our "Customer Experience Marathon" program, we observe the customer approaches of our business partners on site, identify areas for improvement, and provide trainings to support them in increasing customer satisfaction and experience. By repeating the trainings in 3-month periods, we follow their development in customer satisfaction and recommendation scores. According to the results of the Customer Experience Marathon, we reward our dealers whose dealer scores are 85 points and above as "Recommended Point of Sale". We frequently come together with our business partners whose Customer Satisfaction Rating is below the Türkiye average and raise their awareness on customer satisfaction.

Within the scope of "on-site tire service" designed to increase our customers' access to installation services, we provide equipment support to our dealers' mobile service vehicles, and we make discounted fleet

agreements with major vehicle manufacturers for our dealers' mobile vehicle purchases.

With the first and only Chatbot application in our sector, which we offer to our customers who reach Brisa through the online channel, we accelerate the access time of our customers to our dealers, products and services.





Digital Hardware of our Dealers

We strive to increase the visibility, value and differentiation of our dealers in the eyes of the customer by ensuring their digitalization. We provide services to our dealers through a platform for data entry and analysis so that we can monitor the performance of our dealers.

We provide support to our dealers in creating websites with corporate content and interface under their own domain names. We also offer social media usage and digital development support to our dealers in cooperation with agencies.

With the web-based mobile vehicle service software implemented in our dealers, we facilitate the vehicle service process of customers without downloading any application.

Through Lastikmarkt, our closed-loop C2C platform, we facilitate the exchange of Brisa products between dealers in the sector.

Quality Employment at our Dealers

We organize programs to strengthen the professional knowledge and experience of existing female employees in our dealers. We assign incentive projects on environmental awareness and social responsibility to our experts and craftsmen graduating from the programs and follow up on them. Since 2016, we have been continuing our **"Heroes of the Customer"** program, which is a first in our sector and through which we train customer experience experts, and we provide trainings on many topics from retail to sustainability, innovation to store management. In our **"Heroes of Service"** program, female employees of our dealers complete 3 modules and graduate as experts in all tire service jobs.

We offer tire-related trainings by gamifying them with our 3D applied tire training game **"3D Master"**, which we launched under the roof of Brisa Academy in order to improve the competencies of dealer service masters and to improve the service we offer at service points and standardize it at each of our points. With this three-dimensional game that works on mobile phones, we ensure that our masters can learn all the information

in a complete way, we support each master with one-to-one advice and training support, we follow and measure the level of knowledge of our masters through the game.

We aim to meet the sector's need for competent service in mobility trends with the **PratikAkademi** that we launched in our Otopratik and Propratik centers during the reporting period. In this context, we train technicians specialized in electric vehicle maintenance with the **Electric and Hybrid Vehicle Training Program**, which lasts a total of four days, two days theoretical and two days practical. In addition to mechanical and technical trainings, PratikAkademi also offers managerial trainings such as Service Manager and Service Consultancy.

With **Brisa Academy Certification**, authorized by the Vocational Qualifications Authority of the Ministry of Family, Labor and Social Services, we offer certification services valid in 28 European Union countries within the scope of 4 national qualifications in the fields of "machine maintainer, automotive mechanic, automotive pre-regulator and tire maintenance repairer".



Our Dealers Grow by Institutionalization

We also support the rapid adaptation of our new business partners who join the Brisa family. We run a comprehensive coaching program that provides information about our customer approach, customer satisfaction standards and best practices.

We care about developing long-term relationships with our business partners based on solid foundations and mutual trust and contributing to the continuity of their business. In line with Brisa's vision of growing together with its business partners, we offer the **"New Generation at Work"** certificate program to help family businesses, which have been handed down from father to son, brother, nephew or enriched and diversified with the participation of these people, to expand their vision, increase their efficiency and contribute to their institutionalization.

Sustainability in Dealers

We aim to encourage the sustainability practices of our dealers with the "Green Dealer" program, which we launched in 2022 as a first in the sector. Within the scope of the program, we prioritize our dealers with high environmental and social impact and identify areas for improvement. At the end of the process, we reward the performance of our dealers according to the four levels we have determined as Basic, Bronze, Silver and Gold. In addition, we also support our new dealers in designing their stores with sustainable practices.

In 2023, within the scope of the Green Dealer program, we certified 25 of our dealers as a result of good practices in their stores. We aim to certify 50 dealers in 2024 and all our dealers as green dealers by 2030. In addition, with the Sustainability Incentive System that we will implement within the scope of our 2024 strategies, we aim to increase our dealers' awareness of sustainability and contribute more effectively in this area by including them in this program.

Green Dealers of Brisa	Date Started	Certificate
Prolas Otom.Nak.Hırdavat San.	2022	Bronze
Albayraklar Otom.Las.P.T.İ.Nak.San	2022	Bronze
Aksoy Otom Las.San ve Tic.Ltd.Şti.	2022	Bronze
Ali Bilir Halefleri Petrol Ürün. Turz. Otom. ve Ev Aletleri İc.Ltd.Şti.	2022	Silver
Özer Grup Otomotiv Lastikleri San. Tic. Ltd. Şti.	2022	Silver
Makro Lastik Otom.Nak.Aky.İşl.	2023	Basic
Nizamettin Sungur Mot.Araç.Las.San.	2023	Basic
Menekşe Lastik Otomotiv	2023	Basic
Mert Lastikcilik Sanayi ve Ticaret	2023	Basic
Derkuş Oto San. ve Tic.Ltd.Şti.	2023	Basic
Abdullah Özdoğan Tic.Ot.Tur.Tek	2023	Basic
Prolas Otom.Nak.Hırdavat San.	2023	Basic
Şengüller Akaryakıt Tic Ltd Şti.	2023	Bronze
Yaman Oto Lastik Tic.Ltd.Şti.	2023	Bronze
Pehlivanlar Oto.Las.	2023	Bronze
Avşaroğlu	2023	Bronze
Çağlayan Kardeşler Oto Las.Kap.Al.V	2023	Bronze
Miram Motorlu Araçlar	2023	Silver
Marmara Lastik ve Mekanik Servisleri Sanayi ve Ticaret A.Ş.	2023	Silver
Doğan-Gü Lastik Otomotiv Turizm Petrol Ürünleri Nakliyat İnşaat ve Tic. A.Ş.	2023	Silver
Çerçiler Ticaret Turizm ve Sanayi	2023	Silver
Doğan-Gü Lastik Otomotiv Turizm Petrol Ürünleri Nakliyat İnşaat ve Tic. A.Ş.	2023	Silver
Özcanlar Lastik San. ve Tic Ltd.Şti.	2023	Silver
Erdem Otom.San. ve Tic Ltd Şti.	2023	Silver



“With our participation in Brisa’s Green Dealer program in 2022, we started a new era in our sustainability efforts. By participating in the first year of this program, we aimed to expand our environmental responsibilities and take stronger steps in sustainability.

As a first step, we installed a solar energy system on the roof of our store and thus started to meet some of our electricity needs from renewable energy. We also took important steps to reduce our water consumption. By installing a rainwater harvesting system, we use the rainwater we collect instead of well water for car washes. In addition, by using a dishwasher, we prevented the waste of water caused by hand washing. In this way, we minimize our environmental impact and use our natural resources more efficiently. As a result of all these efforts, we were awarded the Silver level Green Dealer certificate.

Brisa’s Green Dealer program played a major role in achieving our sustainability goals. Thanks to this program, we have developed more environmentally friendly practices and have been able to offer more sustainable services to our customers. With the pride of being a Green Dealer, we continuously improve our business processes and fulfill our environmental responsibilities at the highest level.”

Ali Bilir

Ali Bilir Successors Petroleum Product. Turz. Autom. and Home Appliances Inc.Ltd.Sti.



“We took an important step in our sustainability journey by joining Brisa’s Green Dealer program in 2023. The opportunities and social contributions offered by this program were the factors that made us volunteer to participate in the program. In this process, in addition to evaluating our environmental aspects open to improvement, we installed a disabled ramp at the entrance of our store to take pioneering steps in OHS and emergencies. At the end of this process, our practices were evaluated and we were awarded the Silver level Green Dealer certificate.

The Green Dealer program not only increased our environmental awareness, but also enabled us to provide more sensitive services to the society. Brisa’s program has made significant contributions to our store in terms of sustainability and significantly increased our customer satisfaction. Thanks to this program, we are proud to be able to fulfill our social responsibilities while improving our business processes.”

Murat Oğuz

Doğan-Gü Tire Automotive Tourism Petroleum Products Transportation Construction and Trade. A.S.





In the reporting period;

- » We provided 61 days of on-site training to 55 dealers within the scope of Customer Relationship Management.
- » A total of 330 dealer employees at 175 dealers participated in the 3D Master program.
- » Within the scope of the Electric and Hybrid Vehicle Training Program, we provided a total of 179 hours of training to 217 people. 23 Brisa employees and 87 Otopratik technicians have been certified in our trainings to date.
- » In order to support the development of dealers, we launched Lastikmarkt closed circuit C2C platform, which enables the easy buying and selling of Brisa products among dealers in the sector.
- » With Genba Room, we reduced the time to close dealer complaints from 39 hours to 72 minutes.

In order to encourage our female dealer employees to make a sustainable contribution to the world, we organize **"Minovathon: Sustainability Idea Contest"** to encourage our female dealer employees to make a sustainable contribution to the world.

We use solar powered totems at the Bridgestone Performance Center, a premium store concept opened in Izmir. We aim to reduce our carbon footprint in dealer and service processes by expanding these practices.



"Thanks to Brisa's experience and guidance on sustainability, we are making significant progress every day. In this process, we are primarily exploring ways to reduce our energy and water consumption.

We have started our efforts to increase women's employment by creating a fair and inclusive working environment in the workplace. We are also reviewing and strengthening our emergency preparedness. Our goal is to join the ranks of Green Dealers in 2024 and set an example for the entire organization with our pioneering practices in this area. In line with this goal, we aim to fulfill our sustainability responsibilities and make a difference in the sector."



Aziz Çayircioğlu
Çayircioğlu Automotive Industry





CUSTOMER SATISFACTION —

We position Brisa not only as a tire manufacturer but also as a “value provider”. Accordingly, we strive to understand the expectations and needs of our customers and aim to continuously improve the customer experience with the services we offer by adding value to them.

Customer Communication Channels

One of the most important elements of our customer management model is customer communication channels. **Brisa Call Center** is one of the main communication mechanisms through which we obtain feedback from our customers. Through **Customer Contact Points**, we support and inform our customers throughout the product lifecycle. Without **Customer Application Management** System, we collect and prioritize our customers’ suggestions and opinions and develop appropriate solutions. We access the opinions of vehicle and tire users on issues such as brand awareness, product satisfaction, campaign awareness, and expectations from the brand. In addition, we identify improvement points for our products and services and continuously improve our performance through online surveys, focus group studies, regular interviews with randomly selected customers of our business partners, mystery shopper visits, WhatsApp Business application, “live support” service and experience maps of our websites.

Improving Customer Experience

We measure the satisfaction of our customers with our products and services and the service quality of our dealers through an annual consumer satisfaction survey. In 2023, our customer satisfaction level increased from 94.8% to 97.9% compared to the previous year.

We provide corporate identity support to our dealers in line with the **Customer Experience Store Standard** prepared to improve the experience of our customers at points of sale. In this context, in addition to signage, interior and exterior visuals, we also renovate customer waiting areas, personal work areas and hygiene areas.

At our **Otopratik** stores in Türkiye and Nicosia, Cyprus, we offer easy, high quality, economical and fast vehicle and tire maintenance services for passenger cars and light commercial vehicles, including electric vehicles, with guaranteed spare parts and workmanship. With our online vehicle maintenance quote service, which we launched on otopratik.com.tr as a first in the sector in Türkiye, we enable vehicle owners to create online appointments and receive quotes in a standardized and transparent manner.

With our **Propratik** stores, we meet the sales-service needs of all tires, batteries, spare parts and accessories

for heavy commercial vehicles with innovative solutions, as well as providing support to drivers for efficient and safe driving.

Under the roof of **Bridgestone Performance Center**, our concept store where we aim to offer our customers an experience beyond tires, we serve consumers especially in the upper segment class where ultra-high performance, run-flat and 4x4 tires are concentrated. The store has a large service area, interior and exterior customer waiting areas, sales area, e-charging point, café and private work area.

We improve the purchasing experience of our customers with image processing technology through the Artificial Intelligence-based **Digital Tire Assistant** with high learning ability via Lassa and Bridgestone WhatsApp accounts and websites. When users take a photo of the tire and upload it to the application, we enable them to access the most suitable tire recommendation for their vehicles through the digital assistant. The digital tire assistant also chats with users about purchasing and using tires, answering more than 350,000 questions in a year. Within the scope of the project, we are working to create a new generation solution that will allow drivers to make their tire choices in seconds, a first in the sector.

With our QR code-supported product catalog, which we send centrally to our dealers and which includes our Bridgestone and Lassa product range, we enable our customers to access product content in detail, while at the same time saving a significant amount of paper. We also measure customer satisfaction through the QR Code Feedback Survey available at our dealers.

You can scan the barcode for our digital product catalog.



Through our e-commerce sales channel [Lastik.com.tr](https://lastik.com.tr), we offer our customers an alternative sales channel.

We stand by our customers who use Lassa and Bridgestone brand tires for a year with the **"Tire Assurance"** campaign in case of road-related tire damage. With the application, which includes all passenger and 4x4 tires over 13 wheels in summer, winter and all-season types, we reach a very wide customer base. We also guarantee our customers' tires with a +1 year warranty.



Otopratik Midi

"Through Otopratik Midi's, we offer solutions with our expert technicians using quality and guaranteed spare parts, along with the fast maintenance service we offer to your vehicles. When you entrust your vehicles to us, we make them ready with a wide range of services such as tires, wheels, mechanical operations, all periodic maintenance, brakes, running gear, electricity and air conditioning."

Lütfi Erdil
Erdil Auto Tire



In the reporting period;

- In 2022, we increased the number of Otopratik points from 92 to 117 and Propratik points from 21 to 22.
- As a result of a comprehensive segmentation study we conducted within Otopratik, we launched the Otopratik Midi concept, which will serve in areas of 300 m² or less. We opened Otopratik Midi, which focuses on the end consumer and fast maintenance with its compact dimensions, at 8 points in 8 cities.
- With Otopratik, we launched the "On-Site Service" application in Istanbul.
- By enriching our wide product portfolio of spare parts and auto care products with new products, we increased the number of Otopratik branded products from 109 to 149 in 2022.
- We launched the Bipratik application, which enables all brands of tires sold online to be purchased from Otopratiks.
- With the Customer Experience Video Series we prepared, we informed dealership employees at dealerships on different topics such as welcome, needs assessment, product/service information, common misconceptions, waiting experience and farewell.



RESPONSIBLE SUPPLY CHAIN PRACTICES —

As Brisa, aiming to spread the sustainability approach throughout the entire value chain, we care about the social, environmental and economic performance of our suppliers; we carry out a series of communication, training and audit activities under the headings of human rights, employee rights, occupational health and safety, business ethics and environmental impacts.

Procurement

At Brisa, we establish business partnerships with suppliers that respect society and the environment, and when selecting our suppliers, we prefer organizations that are sensitive to climate change, carry out energy efficiency studies, provide a healthy and safe working environment for their employees and respect basic human rights. We lead the way in developing the social, environmental and economic performance of our suppliers who share our sustainability approach, improve our operational processes and create mutual benefits.

In 2022, we revised the “Brisa Responsible Procurement Policy”, which we established in 2015 to create cooperation with our stakeholders in our supply chain on sustainability management and to increase the sustainability awareness of our suppliers, and expanded the scope of our policy. In this direction, we expect our suppliers to adopt their contributions to the United Nations Sustainable Development Goals such as quality management, compliance with laws and regulations,

human rights, individual health and safety, environmental protection, corruption, conflicts of interest, fraud, gifts and invitations, confidentiality and SDG12 (responsible production and consumption). We communicate our policy to our suppliers through the supplier system and obtain their approval. We request a remediation plan for compliance with the policy from suppliers that we identify non-compliance. Thus ensuring our suppliers’ compliance with our policy. In addition, in line with our 2024 targets, we plan to establish a supplier audit procedure and conduct ESG (Environmental, Social and Governance) audits of the suppliers we prioritize on-site.

Click here for Brisa “Responsible Procurement Policy” .



Sustainable Procurement Program

We created our sustainable procurement roadmap with the vision of being a role model for all our suppliers in the transition to a low carbon economy. In this context, in 2023, Brisa Responsible Procurement Policy was reviewed and updated with a focus on sustainability and communicated to suppliers. The sustainability performances of 38 global suppliers were measured in cooperation with Ecovadis. In addition, on-site ESG audits were conducted for 3 local suppliers. In 2024, we aim to provide our suppliers with trainings on our updated Brisa Water Policy and to provide the necessary trainings to our employees and suppliers. We aim to obtain 40% of the raw materials we use from sustainable sources in 2030 and 100% in 2050.



In line with our local procurement policy, we carry out various localization activities for import-dependent raw materials. While contributing to the national economy with these efforts, we also improve the quality systems of our local suppliers. As a result of our localization efforts in all our purchasing activities, the ratio of our local suppliers was 93% in the reporting period. In the same period, our local supply ratio was 53%.



"As Çukurova Kimya, our customer-oriented approach based on expertise, creativity, teamwork, continuous research and development and safety principles with our half-century of history stems from the sustainable basis of our activities. As a Group, our mission is to create a better value and contribution to our customers and society by meeting the needs and expectations of the future in a more sustainable, human health sensitive and environmentally friendly manner with the actions we take today.



In the first step of our transformation journey, which we set out with the idea of "Processes that cannot be measured cannot be controlled, and systems that cannot be controlled cannot be used efficiently", the installation and operation of recipe-based and batch automation systems in reactors, including the process systems where Brisa's products are produced, were completed. With this system, it is aimed to maximize production efficiency by increasing production continuity. The automation system provides flexibility for the production of different products and allows these products to be produced quickly. In addition, the warehouse investment we made to increase our warehouse capacity and improve our product stocking processes allows us to provide a faster and more effective service to our customers.

To further increase traceability and efficiency, we are making end-to-end ERP (Enterprise Resource Planning) and WMS (Warehouse Management System) investments to strengthen our company's digital infrastructure. In this way, we make our supply chain processes more transparent and support fast decision-making processes. In addition, our digital transformation efforts on the IATF process and quality management system continue rapidly.

As Çukurova Kimya Endüstrisi, we value our commitment to the principles of sustainability and continuous improvement and the contributions we make as a supplier of Brisa. We will continue to be a safe harbor by continuing these efforts in the future."

Eray Koyuncu

Sales and Marketing Regional Manager-Çukurova Kimya



Supplier Audits

Periodic supplier audits are an important part of our responsible supply chain practices. We continuously improve the performance of our supply chain in social, environmental and economic areas and accompany the sustainable development of our suppliers with the audit practices we carry out in line with ISO 9001 and IATF 16949 quality standards.

Sustainability assessments of our global suppliers partnering with Bridgestone are conducted annually by Bridgestone. [Click here](#) for related details.

The companies that we supply more than six shipments of raw materials in a semester are evaluated by our Purchasing, Technology, Quality Assurance, Occupational Safety and Environment departments within the scope of our Supplier Management System and Supplier Quality Scoring Standards at the end of each semester. Evaluation results and development areas are shared with our suppliers and improvement actions planned by them are followed up. At the end of each year, the annual performances of our suppliers are reviewed on the basis of the half-year evaluation results and records of raw material quality problems. In this way, our suppliers with good performance, improvement needs and audit candidates are identified and an annual supplier audit plan is created. In addition, our best performing suppliers are rewarded with a "Letter of Congratulations".

The companies that we supply machinery, equipment and services are evaluated by our Internal Procurement department through questionnaires filled out by relevant Brisa employees. The scope of the evaluation covers suppliers with 0.1% of the total amount of purchases made in the calendar year and with a minimum order item number of 5 or with an order item number of 50 or more. Suppliers exceeding the number of order items are evaluated within the scope of the annual evaluation system and the top 10 successful suppliers are rewarded with a letter of appreciation. In 2023, the evaluation of 1,277 companies we work with is still ongoing.

The audits conducted during the reporting period did not identify any existing or potential negative environmental impact or non-compliance with fundamental human rights and business ethics principles in our supply chain.

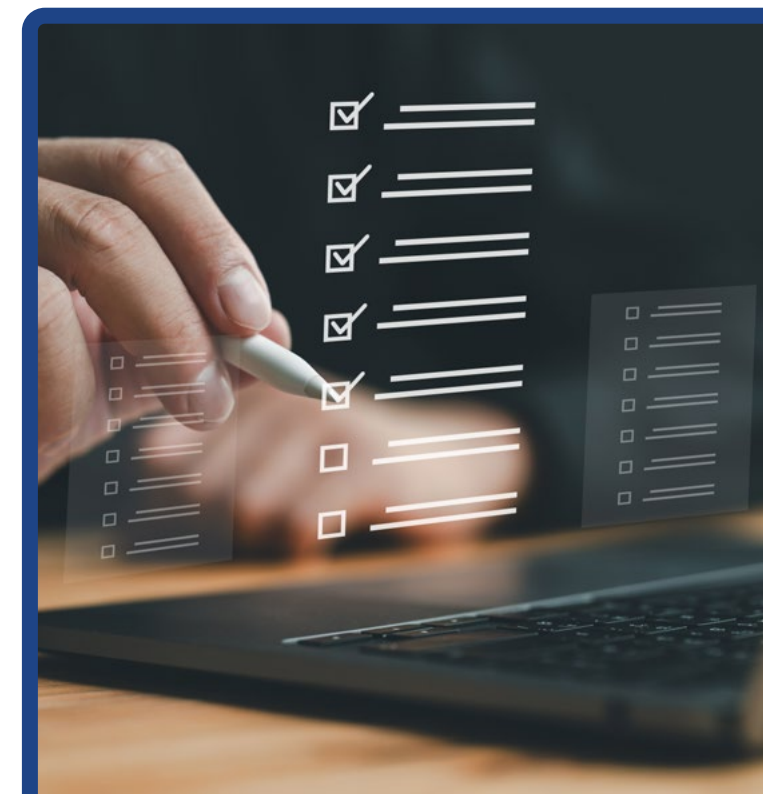
In the CDP Supplier Relations Rating category, the performance evaluation programs implemented by our company, the contributions we provide, short, medium and long term evaluations regarding environmental impacts are reported in accordance with the format. In 2023, we continued to rank among the "Global Leaders" from Türkiye with our performance.

Supplier Portal

Our Supplier Portals are the primary communication mechanism for our stakeholders in our supply chain. Created with the aim of effective and transparent communication, the portals include the SA-Ethical Principles, Brisa OHS Policy and Responsible Procurement Policy, Business Excellence Policy, Information Security Policy and Anti-Bribery and Anti-Corruption Policy documents.

Subcontractor Approach

In selecting the subcontractors with whom we work, we base our criteria on respect for fundamental human rights, compliance with law and adherence to our business ethics principles. In line with this approach, we carry out various communication, training and audit activities for our subcontractors and monitor the accident-free performance of the companies. We also provide information about our organizations and processes in accordance with the positions, duties and responsibilities of subcontractor employees.





Combating Climate Change

Climate-related issues are a fundamental part of Brisa's sustainability efforts, as part of our 2050 Net Zero and Zero Waste targets. We integrate climate change issues into all our governance mechanisms.





At the local level, the CEO and the Senior Leadership Team (SLT), chaired by the CEO, are responsible for defining climate-related policies and presenting them to the Board of Directors. Climate-related issues are on the agenda for Board meetings.

The 13 Sustainability Task Forces established to oversee the strategic sustainability goals are working to develop strategies for the transition to a low-carbon economy, a low-impact economy and cultural and social transformation, which are the main focus areas. The Group's activities are reviewed quarterly by the Brisa Sustainability Committee and presented to the Board of Directors.

The importance attached to the issue of climate change is also reinforced through participation in initiatives and the roles assumed. To this end, the company actively participates in the Climate Change and Paris Agreement Sub-Working Group, the Circular Economy and Waste Management Sub-Working Group, the Renewable Energy Task Force, the Energy Markets Task Force and the Energy Efficiency Task Force of the TÜSİAD Environment and Climate Change Round Table.

Climate change and environmental performance is reported monthly to Bridgestone Global Business Support and BS EMEIA via the INTELEX platform at a global level and is managed. Bridgestone's sustainability commitments announced in 2022 for 2050 and beyond are linked to every aspect of our business and guide our decision-making in the development and delivery of our products, services and solutions.

Climate-related risks are identified under the headings of current and changing regulations, technology, legal, marketing, reputation, acute and chronic physical risks, and are reported in detail in the annual CDP report. Key risks include carbon pricing mechanisms and changes in customer behaviour, while opportunities include changes in customer preferences. We have quantified the short, medium and long-term financial impact of these risks and opportunities and developed action plans.

Climate-related scenario analysis plays an important role in defining strategies. In this context, the RCP 6.0* and IAE NZE 2050** scenarios are used, and the 1.5 degree transition plan is actively evaluated in determining business strategy. The impact of climate change risks and opportunities on our business strategies in terms of products and services, supply/value chain, operations and R&D investments are being monitored and the necessary financial plans and practices are being put in place.

We are constructing our actions and monitoring our work in line with environmental, social and governance parameters within the scope of combating climate change. You can find our climate transition plan from the following link, which is a reflection of these actions, to our stakeholders.

Click here for Brisa "Climate Transition Plan".



In the Carbon Disclosure Programme (CDP) 2023 results, we were ranked in the Global A list in the Climate Change category.



Our CDP Success

"The Carbon Disclosure Project (CDP), one of the world's largest non-profit environmental initiatives, involves more than 21,000 companies from different sectors and regions. At Brisa, we have been responding to the CDP survey since 2011 and we see this process as an opportunity for continuous improvement. We work with more than 10 different departments in our company to share our approach to sustainability from beginning to end.

In 2023, we are the only company in the global tyre industry to be among the Global Leaders in both the 'Climate Change' and 'Water Security' categories! This success reflects Brisa's determination to be a leader in the fight against climate change and to continuously translate its plans into action.

I am happy to be a part of it, because we are doing our best today and striving to do better tomorrow!"

Peri Ulusoy
Expert, Sustainability-Brisa



*RCP 6.0 (Representative Concentration Pathways) is a scenario that predicts atmospheric carbon dioxide levels reaching approximately 6.0 W/m² by the year 2100.

**The IEA NZE 2050 scenario refers to the "Net Zero Emissions by 2050" strategy developed by the International Energy Agency (IEA). This scenario provides a roadmap aimed at achieving net-zero greenhouse gas emissions globally by the year 2050.



Energy And Emissions Management

At Brisa, we focus on two main areas of energy management: Energy efficiency and the integration of renewable energy sources.



ENERGY EFFICIENCY —

We plan energy efficiency projects every year and implement them as part of the main commitment projects monitored by senior management.

The IoT-based intelligent heating control system we developed at our İzmit plant prevents 139 tonnes of CO₂ emissions by optimising temperatures in the raw material and production areas.

The Brisa Academy and Museum, a LEED Gold certified smart building concept, can generate 20-25% of its own energy needs.

During the reporting period;

- » We achieved a reduction of 1,424 tonnes of CO₂-e emissions and financial savings of USD 398,484 through the energy efficiency projects implemented.
- » We implemented the “Heat Pump Project”, which saves energy and water, at our İzmit and Aksaray plants. With the energy efficiency measures to be implemented under the Energy of My Business umbrella of Enerjisa Enerji, we plan to save a total of TL 2.4 billion over the economic life of the project.
- » The approval contracts for the project in which we expect to save approximately 640,000 kWh/year by replacing 2 compressors with 2 more efficient compressors at our İzmit plant using the ESCO (Energy Performance Contract) model in cooperation with Enerjisa have been completed. We aim to complete the project in 2024.



Heat Pump Project

“Brisa’s selection as the winner in the Energy Efficiency category at the 18th Green Transformation Awards organised by the Istanbul Chamber of Industry this year is an indication of the important steps we have taken in the field of sustainability and energy efficiency. Driven by the automotive industry’s net-zero commitment, we have significantly reduced energy consumption for both heating and cooling processes with the heat pump project we implemented at the Aksaray plant.

Thanks to this project, we have reduced our energy consumption by 8%, prevented 840 tonnes of CO₂ emissions per year and achieved a 17% reduction in natural gas consumption. This project, implemented at our Aksaray plant, not only increased energy efficiency, but also brought financial benefits to our business through cost savings.

In line with our Net-Zero commitments, these steps we have taken to reduce our energy consumption and carbon emissions are part of our goal to minimise our impact on the environment. As Brisa, we will continue to work in line with these commitments and increase energy efficiency through innovative projects.

We are very proud to have been recognised by the Istanbul Chamber of Industry and to have won first place in the Energy Efficiency category of the Green Transformation Awards. We will continue to work for a greener and more sustainable world by maintaining our leadership in energy efficiency and environmental sustainability.”

Gürhan Keçeci

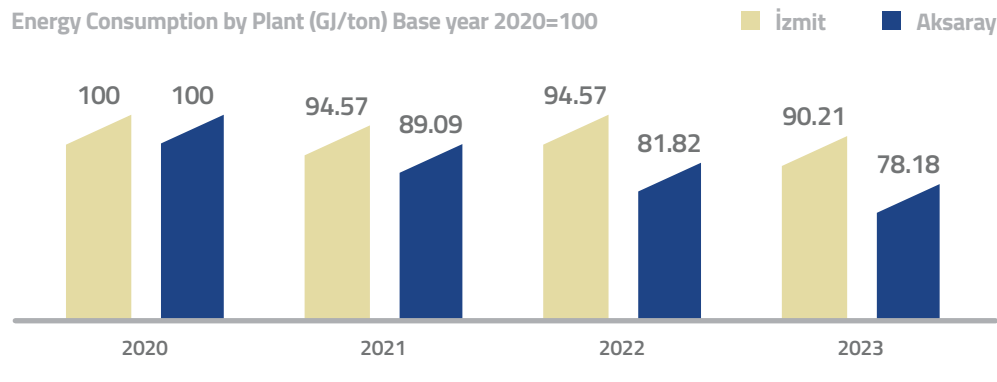
Aksaray Plant Auxiliary Operations and Construction Manager -Brisa



- » By optimising the drive settings of the air compressors at our Aksaray plant, we have ensured that two compressors are not activated during periods of low demand. This has saved us 320,000 kWh of energy per year.
- » By isolating auxiliary valves at our Aksaray plant, we saved 208,000 kWh of heating energy per year.
- » We reduced the natural gas consumption of the hot water boiler used for heating in our Aksaray plant by 10%.
- » Increased the number of electric forklift trucks from 21 to 28. We aim to contribute to sustainability efforts by replacing diesel forklifts at our sites with electric forklifts by 2028.



Energy Consumption by Plant (GJ/ton) Base year 2020=100



Green Logistics Operations

In our logistics operations, we prioritise sea and rail transport, which have a lower environmental impact, and are steadily reducing the proportion of overland transport in all our operations. By determining the best locations for our warehouses, we aim to achieve more transfers with less fuel consumption, and we are reducing our emissions by increasing the use of electric forklifts in our warehousing operations. In the reporting period, 58% of all our import and domestic logistics operations were carried out by sea and 7% by rail, while land logistics decreased by 5.4% compared to 2022.



Energy Efficiency at the İzmit Plant

"The year 2023 is an important milestone in Brisa's 2030 decarbonisation journey. We have accelerated our efforts by adding two new initiatives to our successful energy efficiency practices: waste heat recovery and renewable energy sources.

In the area of energy efficiency, in addition to the conversion of field lighting to LED, we have also completely converted the lighting systems of machines and production lines to LED. By converting some 2,500 lights, we aim to save 600,000 kWh of energy per year. We have also launched a project called 'Find and Fix' to tackle one of the biggest obstacles to energy efficiency - losses and leaks. Every three months, we find and fix air and steam leaks at 1,000 points, then check and report them again. This activity will continue over the coming years.

As of 2023, we have launched the waste heat recovery initiative, which we expect to yield significant benefits. We have launched our first pilot study in this direction, using waste heat from boiler stacks. We capture the waste heat from our boiler chimneys and use it to preheat the burner air, saving natural gas. This system, which uses recuperator technology, has so far saved 1% of natural gas.

2023 was a year in which the search for alternative sources of renewable energy accelerated. In addition to solar energy, we also conducted research into thermal heat and initiated cooperation with METU-GÜNAM to obtain steam for process heating from the sun. Field and feasibility studies were initiated to provide energy equivalent to an annual average of 1,000 tonnes of steam production. As a result of this study, which is expected to be completed in 2024, we will have taken an important step in our 2030 decarbonisation roadmap. We will continue to work for a greener and more sustainable world by maintaining our leadership."

Bülent Yılmaz

İzmit Plant Auxiliary Operations and Construction Manager – Brisa





INTEGRATION OF RENEWABLE ENERGY

The European Green Deal, which envisages a new world order in which fossil fuels are replaced by renewable and alternative energy sources, has the potential to have a major impact on international relations and trading partners. At Brisa, we are making the necessary preparations to protect our competitiveness while reducing our environmental impact in the transition to a low-carbon economy. In this context, we are closely monitoring the EU Emissions Trading Scheme (ETS), which promotes the decarbonisation of energy-intensive sectors in our country, and the Border Carbon Regulation Mechanism, which is designed to operate in parallel with the ETS, and we are carrying out detailed risk studies with specialist consultancies.

We generate one fifth of our energy needs from renewable sources with the 3.5 MW solar power plant consisting of more than 10,400 solar panels installed at our Aksaray plant. The plant, which has the capacity to meet the electricity needs of around 2,044 households, prevents 2,465 tonnes of CO₂ emissions per year. In addition, the use of renewable energy (renewable energy certificates) at our İzmit plant has reduced CO₂ emissions by 44,339 tonnes.

Since 2020, we have reduced our Scope 2 emissions every year through our renewable energy investments and certificates. We have increased our share of renewable energy (electricity) from 28% in 2021 to 54% in 2023. By 2030, we aim to source 100% of our electricity from renewable sources.

EMISSIONS MANAGEMENT

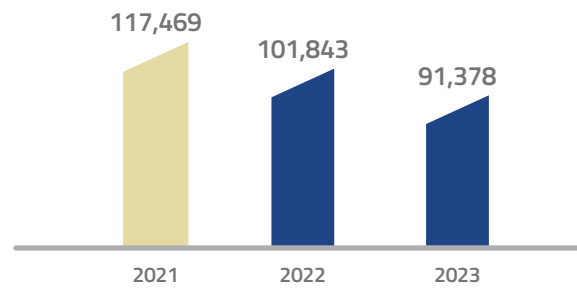
Reducing greenhouse gas emissions from our manufacturing operations is one of our strategic goals. Our 2030 emissions reduction targets were endorsed by the Science Based Targets Initiative (SBTi) in 2021. Based on 2020 and the 1.5 degree scenario, we aim to reduce our direct Scope 1 and Scope 2 emissions by 56% in 2030 and achieve net zero emissions by 2050.

During the reporting period, we also updated our targets for emissions from the goods and services we purchase in line with the Science Based Targets Initiative guidelines. We are requiring our suppliers, who account for 79% of emissions in this category, to submit science-based targets by the end of 2028.

We have been reducing carbon emissions at our İzmit and Aksaray plants since 2005. By the end of 2023, we will have reduced absolute Scope 1 and Scope 2 greenhouse gas emissions by 30.5% at the İzmit plant and 32.3% at the Aksaray plant compared to the 2020 baseline.

Since 2013, Brisa's production, service and sales points have been verified by independent auditing organisations according to the ISO 14064 Greenhouse Gas Standard. In 2022, Arvento Mobile Systems and dealers with new franchise agreements will be included. In addition, from 2021, the İzmit and Aksaray production plants are audited according to the Assurance Audit Standard (ISAE 3000).

Direct and Energy Indirect Greenhouse Gas Emissions
(Scope1& Market Based Scope2) (ton CO₂-e)



By setting our emissions reduction targets in line with the 1.5 degree scenario and having them approved by SBTi, we have broken new ground in Türkiye and in the global tyre industry.



Use of Natural Resources

At Brisa, we make efficient use of natural resources and reduce the amount of waste through our efforts to improve and raise awareness. We consider the environmental impact of the use and consumption of our products at the design stage and use raw materials that do not cause pollution or health risks.





A



In the Carbon Disclosure Programme (CDP) 2023 results, we improved our score from A- to A in the Water Security category.

WATER MANAGEMENT

At Brisa, we support international water initiatives and monitor our water footprint. We are honoured to be one of the 12 companies in Türkiye to sign the CEO Water Mandate, an initiative of the United Nations Global Compact (UNGC), and the first company in both Bridgestone Global and Europe to report and verify the ISO14046 Water Footprint Standard.

As part of the '**Rainwater Collection Pond Project**' with a water collection capacity of 9,500 m³ that we implemented at our İzmit plant, we collect and reuse approximately 200,000 m³ of roof rainwater. Similarly, with the 14,000 m³ 'Rainwater Collection Pond Project' we have implemented at our Aksaray plant, we meet our water demand of 54,000 m³/year. We are also using innovative solutions in resource efficiency. We are working with a start-up company to monitor our water management system, identify consumption trends and anomalies, and raise awareness of water conservation.

In the reporting period;

- » We exceeded the 51% target we set for 2023 in our water reduction efforts, achieving a 63% reduction.
- » We recovered 25,751 m³ of water from the rainwater collection pond at our İzmit plant.
- » We saved 24,500 tonnes/year by eliminating existing water leaks at our Aksaray plant.
- » We reduced groundwater consumption at our İzmit plant by 79% compared to 2008. This was a significant achievement, exceeding the 75% reduction target we set for 2025.
- » At our Aksaray plant, we reduced water consumption per unit of production by 63% compared to 2019. By 2030, we aim to reduce water consumption per unit of production by 70% compared to 2019.

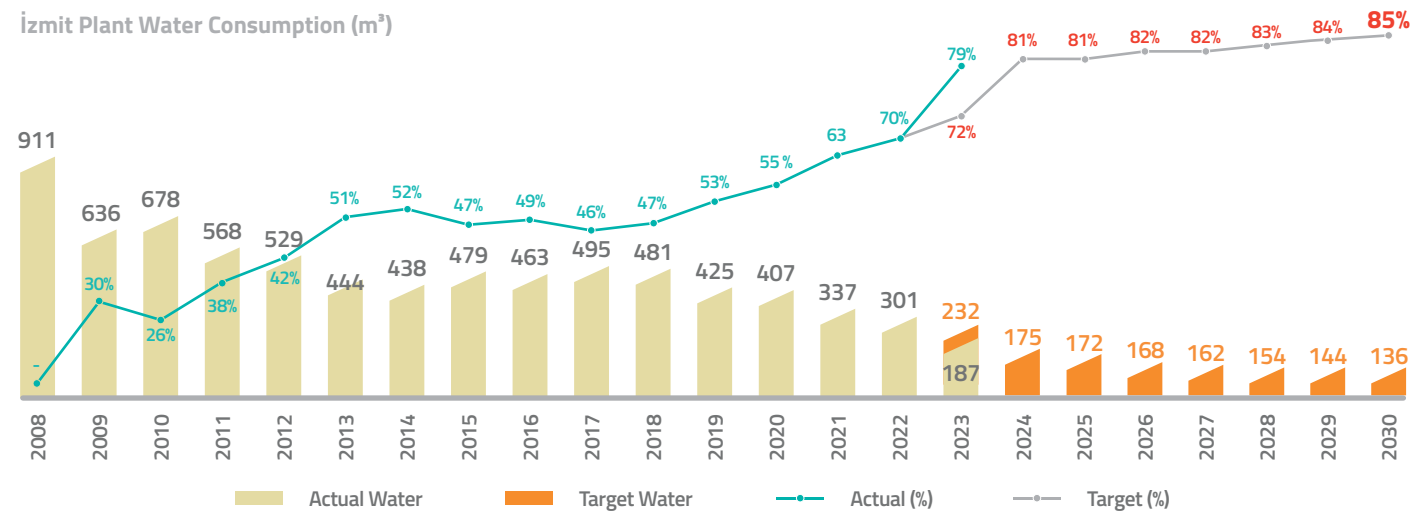


6.8 million m³



Since 2008, we have achieved water savings of 6.8 million m³ at our Izmit plant, which is equivalent to the one-year water needs of a province with a population of around 187,000.

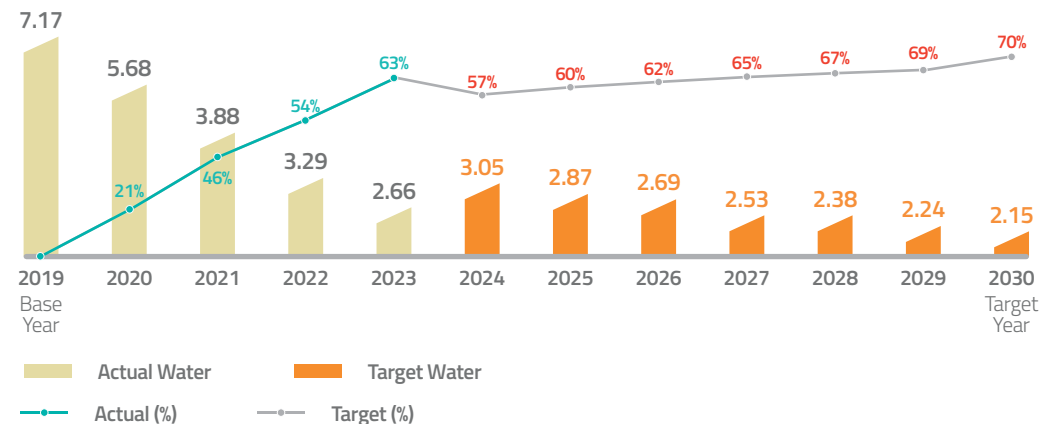
Izmit Plant Water Consumption (m³)



Brisu Scada System

In partnership with local start-up company Blue-IT, we launched the Brisu Scada System in 2023, which enables online tracking and reporting of water consumption points and monitoring of the water cycle. The system can instantly monitor all consumption points, with a total of 80 meters, and immediately report any abnormal consumption. This allows us to intervene more effectively and quickly in the event of leaks. In the second phase of the Brisu Scada system, we aim to fully automate consumption calculations using machine learning.

Aksaray Plant Water Consumption (m³/ton-production)





At our İzmit plant, we treat our domestic wastewater from our processes in the biological treatment plant and send it to our wastewater treatment plant. Here we reuse the treated water for cooling towers, boiler feed water and fire-fighting. In addition, we use MBR technology to recycle waste from the groundwater filtration system back into the water cycle with an efficiency of 95%. In addition to domestic wastewater, we treat and recycle oily water using ultrafiltration and reverse osmosis at the Oily Water Wastewater Treatment Plant.

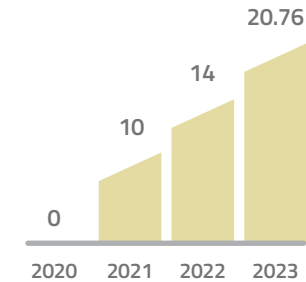
108,665 m³

We treated and recycled 108,665 m³ of oily water per year using ultrafiltration and reverse osmosis techniques with the oily water waste treatment plant installed at our İzmit plant.

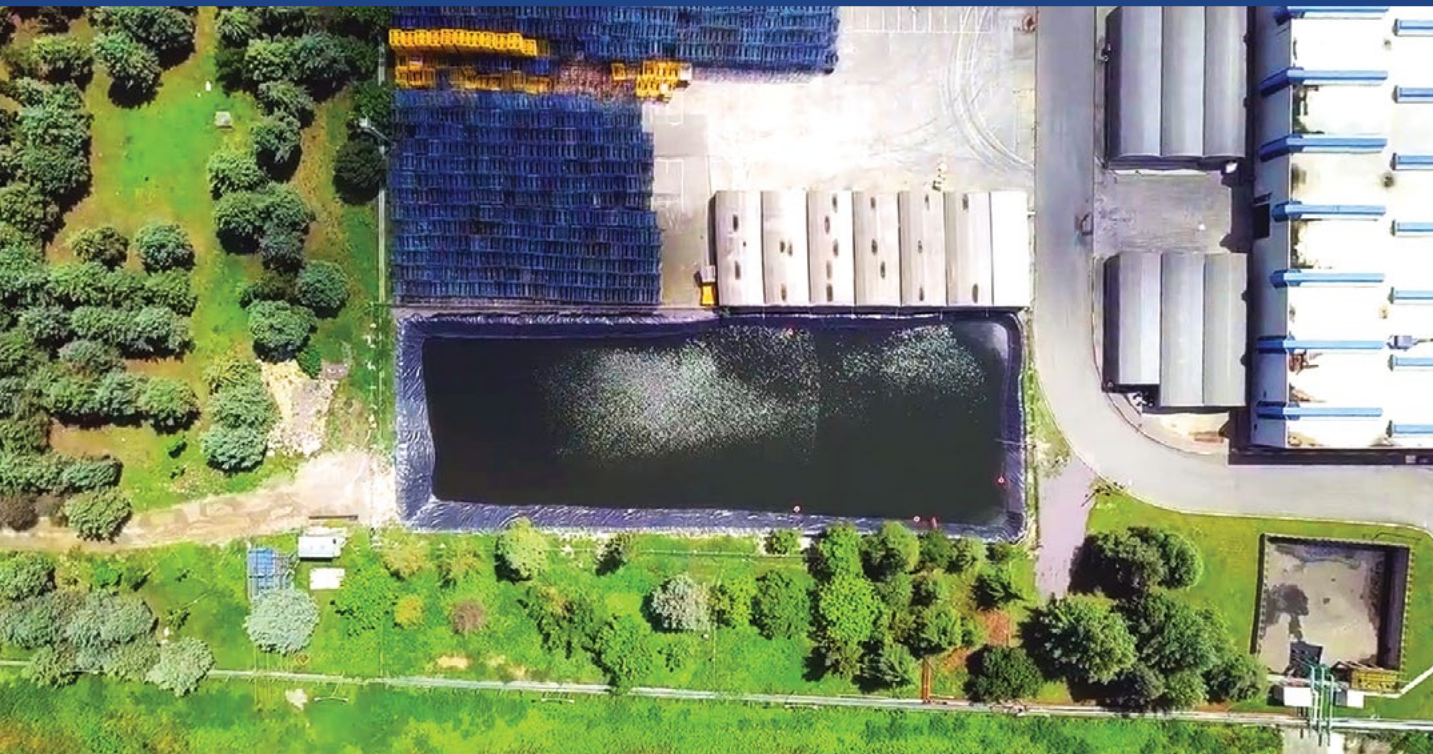
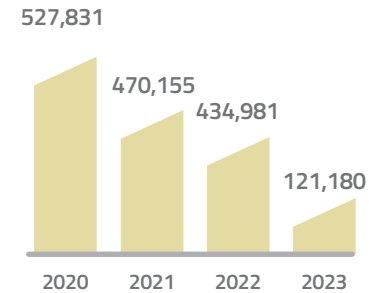


At our Aksaray plant, we use domestic wastewater for irrigation of green areas and a cooling tower with biological treatment to prevent discharge and recover 100%. We discharge industrial wastewater into the OIZ sewer after pre-treatment. As part of this process, we monitor the suitability of our facilities through regular measurements.

Ratio of Recycled Water in Total Use (%)

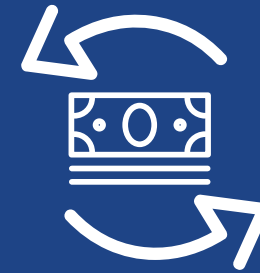


Total Wastewater Discharge (m³)



During the reporting period;

- » We participated in the Grey Water Project of Kocaeli Metropolitan Municipality. Through this project, we take ISU's grey water and treat it in advanced treatment facilities and use this treated water as an alternative source in the company's water cycle. Thanks to this practice, we have reduced the use of well water by 38% compared to 2022.
- » We treated and recycled 108,665 m³ of oily water per year using ultrafiltration and reverse osmosis techniques with the oily water waste treatment plant installed at our İzmit plant.
- » In order to treat and reuse our domestic wastewater, we installed an additional treatment plant at both our plants, which enabled us to use 69,983 m³ of recycled water.



Contribution to Circular Economy

As one of the leading players in the tyre industry, we also have an important responsibility to contribute to the circular economy. We are committed to sustainable recycling and effective waste management.



We contribute to the sustainable management of natural resources by implementing production models that support the circular economy. In this respect, we ensure that our tyre waste from production and end-of-life tyres are recycled into fuel and energy, while also contributing to their use as raw materials in other sectors.

We support the process of collecting end-of-life tyres in accordance with the law, carried out by the Tyre Industry Association (LASDER), of which we are a founding member, and recycling them for the benefit of the environment and the economy. We are aware of our responsibility in the collection of scrap tyres, which are used as granulate in children's parks, footpaths and artificial football pitches, as pyrolytic oil in power generation and as supplementary fuel in the cement industry. During the reporting period, we contributed to the collection and recycling of a total of 221,264 tonnes of ELT by supplying 161,767 tonnes of ELT to granule producers, 17,254 tonnes to pyrolysis companies and 42,243 tonnes to cement factories through LASDER operations. Our contribution to the national economy through ELT collected from the market amounted to TL 2.4 billion.

Through our "Tyre Component Recovery" project, we separate the coated steel cord scrap generated during the tyre manufacturing process at our İzmit production facilities into wire and mixture. The wire we obtain as a result of the

separation is used as a raw material in the steel industry, while the mixture is used in the flooring of playgrounds and in the production of car mats. During the reporting period, we separated and recycled 208 tonnes of tyre scrap. This prevented 262 tonnes of carbon emissions, the equivalent of 11,637 trees. By 2024, we aim to increase the amount of waste we recycle at source to 93,200 tonnes.

In line with the circular economy, our Bandag retreading service allows tyres to be retreaded and reused, tripling the life of the tyre and protecting the environment by reducing tyre waste. We also reduce carbon emissions by up to 80%, use 1/3 less raw materials and make a significant contribution to protecting natural resources and the national economy. We also enable fleets to save up to 40% on tyre costs. In 2023, we will have retreaded around 79,823 tyres as part of the Bandag service, saving 4.81 million litres of fuel, 1,000 tonnes of steel and 2,553 tonnes of rubber.

We are conducting R&D studies on the purity and quality of the resulting products, focusing on feasibility studies in tyre recycling and the development of new products with the products resulting from recycling. We also monitor our circularity performance through the CTI (Circular Transition Indicators) methodology in cooperation with the Circular Economy Platform of Türkiye.



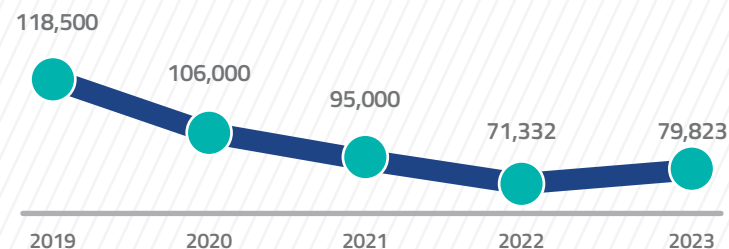
Brisa's Local Retread Brand: Veloxia

"With the vision of pioneering sustainable mobility in 2023, we have launched Veloxia, our 100% local retread brand, designed by Brisa and produced by Rekor Kauçuk. With Veloxia, we aim to produce 500 tonnes (25,000 retreads) per year. With Veloxia, which has proven its high performance and safety, we will contribute to both cost savings and the protection of natural resources by extending the life of tyres."

Velaatdin Bal
Bandag Product Manager – Brisa



Retreaded Tyres per Year



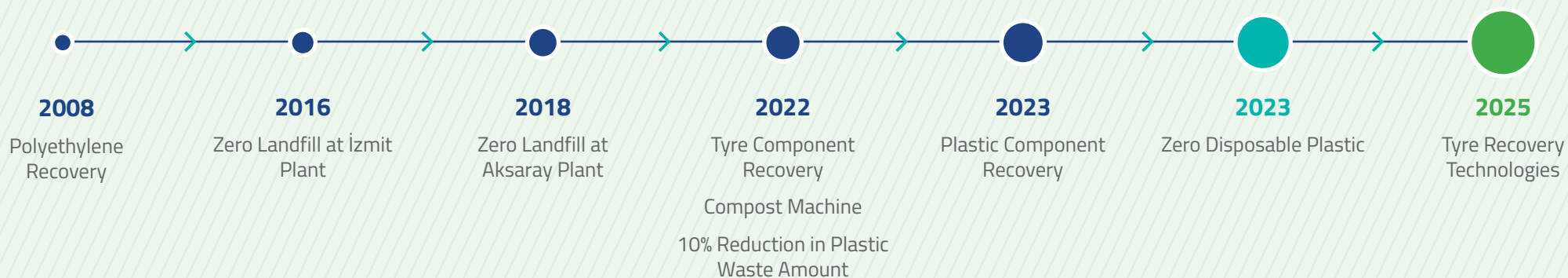
Note: The decrease in 2021 and 2022 is due to the supply problem we experienced.



WASTE MANAGEMENT —

To reduce our environmental footprint, we evaluate our production processes to prevent the generation of waste at source and ensure the recovery or recycling of waste through our waste management activities. We ensure that we use raw materials that are not harmful to the environment or human health by considering the environmental impact of our products at the design stage. We capture at source and recycle elements such as dust and gas that can be generated during production and affect indoor air quality.

OUR ROADMAP IN WASTE MANAGEMENT



During the reporting period,
**we have ended the use of single-use plastics
in our offices and cafeterias.**

In terms of waste management, we do not send any waste from our factories to landfill as part of the “Zero Landfill” practice, which we launched at the end of 2015 in İzmit and in 2017 at our Aksaray plant, and we ensure 100% recycling by reusing, recycling and recovering the solid waste generated. As a result of the systematic studies carried out, we were entitled to receive the “Zero Waste Certificate” in 2020 and 2021 at our İzmit and Aksaray plants respectively.

In accordance with the Packaging Waste Control Regulation, we ensure that a certain proportion of the packaging materials of our marketed products are recycled by collecting them through ÇEVKO. We implement WWF’s (World Wildlife Fund) Green Office Practices to ensure savings and improvements in offices. Both of our offices in İzmit and Altunizade have received the Green Office Diploma as a result of the work we have done with the support of the Green Office team.

By recycling the polyethylene material we use as an auxiliary material in production, we prevent the generation of 300 tonnes of polyethylene waste per year. Since 2018, we have recycled a total of 1,800 tonnes of polyethylene waste.

We compost about 1,000 kg of organic waste from the dining halls into 200 kg of fertiliser every day, converting 300 tonnes of organic waste into 60 tonnes of fertiliser per year. We use the fertiliser to increase the organic load of the soil in reforestation work.

We have an e-waste piggy bank in our Altunizade office for the collection and recycling of broken or unused electronic equipment. We provide scholarship opportunities for students by donating the income from the e-waste collected by the piggy bank to Brisa Members Association for Supporting Learning (Brisa Mensupları Öğrenimi Destekleme Derneği-BMÖDD).

During the reporting period;

- » We achieved a 5% improvement in the total amount of waste per production at our İzmit plant compared to 2012, and a 39% improvement in the total amount of waste per production at our Aksaray plant compared to 2019.
- » We recovered 1,250 tonnes of plastic waste per year with the plastic recovery unit we launched at our İzmit plant to reduce plastic waste.
- » We have ended the use of single-use plastics in our offices and cafeterias.
- » We prevented the unnecessary use of plastic by introducing a deposit system for plastic-packaged boiler chemicals at our İzmit plant. We also eliminated the use of stretch film by converting raw material packaging wrapped in stretch film from abroad to metal crates.





Waste Sorting Tracking Minimization Platform

"Through our sustainability initiatives, we have developed new products and services directly resulting from our waste minimization and recycling efforts. By recycling coated steel wire and plastics, we have created new product lines and revenue streams while reducing our environmental footprint. These efforts have resulted in significant revenues from recycled materials. Sharing these results across the business has fostered a culture of sustainability and encouraged teams to find new applications for recycled materials. Integrating sustainability into our business strategy has not only reduced waste but also created new business opportunities."

Yunus Düzgün
Foreman,
Waste Management – Brisa

Cemil Ceylan
Supervisor,
Occupational Safety and
Environment – Brisa



Recycling of Bronze Parts

"As part of our aim to recycle the bronze spare parts we use in our container maintenance processes, we began working with a local foundry to recycle these parts, which were previously sold at low prices at the iron and steel scrap yard. After a year of work, we obtained technical approval for new products and achieved savings of around 68%. In the second phase of the project, we aim to recycle both newly produced parts and parts that have previously been dumped. In this way, we will reduce our scrap, cut energy costs and conserve natural resources by using 1 less new part for every 4 products."

Ali Orhan
Specialist,
Purchasing – Brisa

Zafer Mandıra
Engineer,
Mold Development – Brisa





Biodiversity

In our operations we avoid processes that could have a negative impact on biodiversity, and in new investments we act in accordance with the Environmental Impact Assessment (EIA) Regulation.

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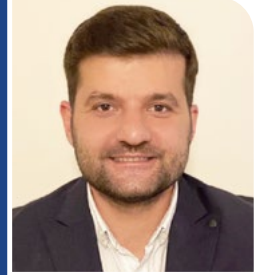
In this context, we ensure that potential risks are assessed and evaluated by accredited organisations. The studies carried out to date show that there are no protected areas in Brisa's area of activity or in its immediate surroundings where biodiversity could be damaged.

In order to create a healthy ecosystem and support biodiversity, we host different species of fish and migratory birds specific to the region in the "Rainwater Collection Pond" that we have created at our Aksaray plant in collaboration with the Faculty of Water of Aksaray University.

To prevent the damage caused by forest fires and contribute to reforestation, we have donated 18,000 saplings to the Tema Foundation every year since 2021. We also carry out reforestation work at our İzmit and Aksaray plants. On 29 October, Republic Day, we held a celebration at our Aksaray plant with employees and their families and planted 500 saplings in the factory garden.



"At Brisa, we attach great importance to the protection of biodiversity, in line with our sustainability priorities. To this end, we actively carry out studies in various areas. During the reporting period, we successfully continued the "Cranes Always Fly" project, which we have been running since 2013 in collaboration with WWF-Türkiye. We planted new saplings at our Aksaray plant and took important steps to support natural life.



As part of the National Sovereignty and Children's Day events on 23 April, we organised sustainability talks and activities for our employees' children. We also contributed to raising environmental awareness among our children by distributing Papuduk environmental books. We also presented Papuduk environmental books to primary school children at an event we organised at the Brisa Academy Museum.

Our İzmit and Aksaray plants received the "Bridgestone Gold Class" rating in the "Promoting Biodiversity in Harmony with Nature 2023" program. This achievement reinforces our commitment to the protection of natural life and sustainability."

Fatih Kürşat Küçükali
Engineer, Occupational Safety and Environment - Brisa

During the reporting period, in order to contribute to raising a generation that is highly aware of the environment, sensitive to animals and nature, and respectful, loving and protective of them, we distributed the Papuduk series of environmental books, prepared by Sabancı Foundation Changemaker Tolga Öztörün and creative drama teacher Lider Hepgenç for the 7-9 age group, to our employees' children during the National Sovereignty and Children's Day events on 23 April.



Digitalization and Data Management

At Brisa, we consider digital transformation and data management as a holistic cultural change; we are transforming many areas from production to marketing, from our sales channels to our general way of doing business. In particular, in order to optimise our operations, increase efficiency and competitiveness, we are using new-generation technologies such as artificial intelligence-based robotics and advanced data analytics to make business processes autonomous in a way to create added value for our employees.



DIGITAL WORKPLACE APPLICATIONS AND ADVANCED DATA ANALYTICS

Established in 2022, we shape the future of our company by using powerful data analysis and machine learning techniques to solve complex problems and create innovative solutions under the leadership of our artificial intelligence agile team 'AI Cluster', which includes employees from different functions. We direct and implement all artificial intelligence projects in line with company goals and create value with the outputs obtained.

Forecast 360 Project

At Brisa, an important part of our studies carried out every year for a five-year period involves forecasting the sales in different segments of the tyre market. Until now, forecasting studies were carried out using regression models built on Excel, with limited data sets that were far from being explainable. The version of the predictions made was not kept and could not be repeated frequently.

In 2023, we examined more than 100 indicators affecting the tyre market for 6 different segments within the scope of the "Forecast 360" project, which is a modelling based on machine learning that we implemented under the roof of "AI Cluster". The Machine Learning model established with the indicators that proved to be effective among these indicators significantly increased our forecasting capability by providing more reliable projections for the next 5 years for each segment. Next year, we will continue our work on rebuilding the existing algorithm to make quarterly forecasts.

Arvento Safe Driving Score Project

During the reporting period, we developed an artificial intelligence program called 'ArventoSafe Driving Score' to improve driving safety with our Arvento brand. The program analyses driver behavior using driving data collected from the Arvento device and develops a useful safe driving score for fleet managers and drivers. Our programme, which has achieved significant success in Horizon Europe, was also awarded the 'Above Threshold Achievement' award by TÜBİTAK and received funding. We aim to test the algorithm with drivers as part of the programme in the coming year.



Bridepth Project

"Technological developments, artificial intelligence algorithms, the use of mobile devices and data security are at the forefront of the Bridepth project. Firstly, the rapid development of mobile technology and artificial intelligence algorithms has enabled a new approach to tyre measurement and analysis. The widespread use of mobile devices and the development of their cameras have made it possible to measure tyres digitally and store the data securely. In addition, measures to ensure data security and accuracy supported the successful implementation of the project. All these factors combined to facilitate the development and deployment of the mobile application.

Various challenges were encountered throughout the project lifecycle. These included technological challenges, particularly in the development of artificial intelligence algorithms. An important milestone was the processing of a large amount of data and the accurate cylindricalisation of the 3D depth data obtained with the mobile phones in 3D space and the determination of the correct values from the point clouds obtained."

Zehra Tanhan
Information Systems Product Manager,
Project Team Member – Brisa





BilenBri Artificial Intelligence Assistant

"BilenBri is an artificial intelligence assistant that allows Brisa employees to quickly access information as if they were chatting with a human. BilenBri reads files, analyses the content of videos and searches databases. This AI assistant, which stands out for its multi-technology integration and framework application feature, allows users to access data within their authorisation without having to switch between different applications. By demonstrating the integration of BilenBri and artificial intelligence to more than 350 people in more than 20 sessions, we provided employees with easy access to data. In this way, we improved employee satisfaction while increasing the efficiency of data-based decision-making processes."

İsa Kedikoğlu
Information Systems Product Developer – Brisa



We continue to contribute to digitalization and productivity increase in our business processes through our artificial intelligence-based digital colleague **ROBi** and **Genba Room**, where we monitor field, finance, sales and marketing processes in a digital environment with our working capital management studies.

In the "**DijitalSEN, Power Automate with ROBi**" training, we provide our employees working in departments other than Information Technologies with the ability to manage project processes with Robotic Process Automation.

With the "**Write Your Own Robot**" project, which we have implemented within the framework of the strategy of gaining new generation digital competencies, we aim to reinforce the low code development skills of Brisa employees to enable them to write code at a basic level. In 2023, 28 employees from different functions were involved in the project, which includes stages such as training, final project development, certification and graduation, one-to-one IT support, joint development days and project sharing with senior management. In 2023, in the hackathon event we held at the Microsoft Technology Centre in cooperation with Microsoft, groups developed their projects in just 4 hours using the Power Automate application and using Optical Character

Recognition (OCR) and Robotic Process Automation (RPA), one of the artificial intelligence technologies, together. Then, our first group was determined with the votes of Microsoft and Brisa. Within the scope of the project, we provided our employees with a total of 784 hours of training and 120 hours of IT support. Thanks to the 19 projects developed by our employees, we saved **120** working days in 1.5 years with **2,442** transactions.

We are enriching the NPD Portal project, which we commissioned with the aim of increasing efficiency and competitive advantage by digitalising the product development process end-to-end and enabling artificial intelligence methods to access product development capacity, with continuous improvements and new module developments. With the project, in which artificial intelligence indirectly plays a role in 144 products, we reduce the industrialisation process by 50% and save 4,500 hours annually in the transformation of manual processes into digitalisation.

Within the scope of Smart Culture, we provide our employees with trainings to increase their digital and analytical competencies. With the **Advanced Data Analytics Academy (ADAA)** conducted in cooperation with Sabancı University and Sabancı Holding, we focus on increasing the competencies of our employees in this field. In the reporting period, we provided "Advanced Data Analytics Training" to 5 employees, totalling 968 person*hours of training.

With **YeniBri**, our digital orientation application, we ensure that our new colleagues at Brisa have a basic understanding of the working environment, corporate culture and expectations before they start working. In addition to HR applications, we also provide our employees with content about many applications and systems within the company.

We collect the information we receive from all our digital platforms in a data pool called **Carbon Data Lake**. We combine the experiences and operational data of both our end consumers and dealers and draw meaningful conclusions.



Elsimos

"Brisa has been using SAP systems for more than 21 years and this process has created a layered authorisation hierarchy that is complex and difficult to manage. With the growth of the business, the increasing number of users in different business lines has made the cost of managing and securing SAP licences a major concern. To address this issue, Brisa initiated a comprehensive project to optimise the SAP authorisation system. The project aims to create a sustainable system with cost effectiveness, risk reduction, lean and dynamic management."

Betül Birkan
Product Developer, Information Systems





Smart Digital Applications in Our Plants

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

At our Aksaray plant, we digitalise the tyre production process with robotic applications and data analytics, and take the product process and quality to the highest level. With smart machines and smart vehicles, 800 million data flows through our factory every day. By analysing this data, we can determine the ideal conditions and production angles of the tyre in the production machines. With the fully automatic tyre transfer system, we produce products with zero defects, with tyres almost never touching the ground, while saving 30% in energy. With the digital twin of our factory created in a virtual environment, we can monitor production with remote technology and intervene in any problem within a maximum of 2 minutes.

With the Internet of Things (IoT) projects, we develop projects on the axis of both security and sustainability in our factories.

Supply Chain and Smart Processes

Within the scope of our End-to-End Visibility with Logistics Control Tower (LCT) Project, which is part of our Supply Chain Transformation program, we provide end-to-end visibility at all stages from the receipt of the order to its delivery to the customer with the central information sharing and action platform we have established for all stakeholders in the supply chain, and make it possible to make critical decisions quickly by obtaining real-time and accurate data.

By transferring our experience gained during the project process to our logistics partners, we provide guidance on tracking system improvements. In this way, we provide real-time shipment visibility integrated with their systems.

Thanks to the project, we achieved a 79% gain in the time to close customer calls, a 76% improvement in the deviation from the date promised to the customer, and a total of 475 hours of labour gain per month during the reporting period.

Artificial Intelligence Maturity Index

As Brisa, after reaching a significant level of digital maturity by making a significant progress in our digital transformation journey, we turned our focus to measuring and improving our artificial intelligence maturity. In this direction, we conducted current situation assessment studies with the aim of measuring our artificial intelligence maturity during the reporting period. In 2024, we plan to share our artificial intelligence maturity score and set targets for the following year.

Digitalization and Data Management in Figures

Number of projects carried out with ROBI to date **75**

Gain provided by ROBI, which has worked **1,900** people/day so far: **5,710** people/day

ROBI's number of transactions in 2023 **692,178**

Increase in investment in data analytics projects **50%**

In 2023, the impact of digital transformation projects on EBITDA **45,7** TL million



INFORMATION SECURITY —

In the field of information security, which includes the measures and policies adopted to ensure the confidentiality, integrity and accessibility of information (data), Brisa implements a comprehensive information security programme based on ISO 27001 Information Security Management System to protect our information assets against cyber threats, data loss and unauthorised access. This process includes risk assessment, awareness trainings, technical controls and incident response plans.



Information Security

"In 2023, we conducted nearly 900 hours of awareness training and more than 700 risk assessments as part of our information security activities. Within the scope of Business Continuity, we certified the continuity analyses of information technology processes within the scope of ISO 22301 Business Continuity Management System. In this context, we organised more than 300 hours of workshops at 3 sites and passed the certification audit.

In information technology governance and compliance processes, we completed all internal and external party analyses by analysing the needs and expectations of 6 internal and 12 external stakeholders. As a result of these analyses, we created the governance framework by drawing up the necessary action plans. We maximised our level of compliance by spreading all necessary compliance studies within the context of 20 laws and regulations throughout the year. We started ISO 42001 Artificial Intelligence Management System studies within the scope of artificial intelligence and data governance. With the introduction of new technologies into our lives, we incorporated them in the central governance structure.

We continue our efforts to continuously develop and improve information security, business continuity governance and compliance processes in a centralised structure in coordination with all units."

Fahri Akin Polat
Information Security and Governance-Brisa





CYBER SECURITY —

Cyber security, which is included in information security, plays a critical role in ensuring business continuity and securing sustainable growth. As Brisa, we place cyber security at the centre of our way of doing business to protect our valuable assets, from our production facilities to our supply chain, from employee data to the data of all our stakeholders.

At Brisa, we keep our cyber security at the highest level by using advanced security measures and the latest technologies. We raise awareness of our employees through continuous training programmes and awareness campaigns and spread the security culture throughout our entire organisation. We also keep our security strategies up-to-date through regular IT/OT/IIoT/ICS risk assessments and audits. Thus, we are proactively prepared not only against current threats but also against potential risks that may arise in the future.

Plant Renovation- Connected Factory Project

By integrating the technologies offered by Industry 4.0 and the Connected Factory approach, we digitalise production processes and guarantee the production of the future by creating an efficient, flexible and proactive production environment. However, cyber security and operational technology (OT) security are of great importance for this digital transformation to be realised in a sustainable and safe manner.

Since all devices and systems in connected factories exchange data over the internet, the need for protection against cyber attacks becomes inevitable. As Brisa, we constantly monitor and update security protocols and measures to protect cyber security in our factories. In this way, we ensure that our production processes continue uninterrupted, our data are protected and physical damages are prevented. In the area of OT security, we integrate both Information Technology (IT) and OT security solutions to protect systems that manage factory operations, such as production machines and control systems.



Digital Europe Program: CYSEC4OT Project

"During the reporting period, we became one of the partners of the Digital Europe Project "Cyber Security for Industry 4.0 and Operational Technology", which was initiated to ensure cyber security in Industry 4.0 and digital production processes and supported by the European Union. With the project, which is coordinated by Sabancı University and will be carried out with 10 partners from 6 countries including global universities, we aim to develop training programmes that will be included in the curriculum in schools in order to train young people both in Türkiye and Europe to be equipped for the smart factories of the future, to train young cyber security experts and to create new business areas for them."

Evren Buyer

Information Technologies Infrastructure and Security Operations Manager- Brisa





Impact on Social Life



EMPLOYEE RIGHTS —

It is among our fundamental responsibilities to create a working environment that can meet the expectations of our employees, where they can be productive in line with these expectations and where they will be happy to work. As a result of this understanding, we carry out regular evaluations by taking into account the opinions and feedback of our employees on relevant issues.

Collective Labour Agreement

The 22nd Term Collective Bargaining Agreement negotiations between the Turkish Petroleum, Chemical and Rubber Industry Workers' Union (Lastik-İş) and our company, which started on 10 February 2022, concluded with an agreement on 15 April 2022 and a 24-month Collective Bargaining Agreement was signed and entered into force effective from 1 January 2022.

Labour Relations and Union Rights

We attach utmost importance to observing the rights of our employees arising from constitutional and international agreements and we take care to fulfil our responsibilities completely. In line with the importance we attach to freedom of association and labour peace, we have a transparent and continuous communication process with Lastik-İş Union, of which all our blue-collar employees are members.

In addition to the wages of the employees covered and not covered by the Collective Labour Agreement, we provide benefits such as bonuses in the amount of 4 months gross wages, BES (Individual Pension Insurance), health insurance, life insurance for employees outside the scope, fuel allowance, holiday allowance, annual leave allowance, birth allowance, death allowance, marriage allowance, education allowance, family-food allowance, shopping voucher, child allowance only for employees covered by the Collective Labour Agreement. We also provide catering and transport services to all employees.





Business Ethics Approach

Our code of business ethics is an important guideline in our decisions and activities. In line with the guidance of SA-Ethical Principles, we carry out our operations in a way that respects human rights and labour principles.

Within the framework of our principle of 'Providing Equal Opportunities to People with Equal Conditions', we provide equal opportunities to our employees in all processes throughout their working lives. In 2013, we signed the United Nations Declaration on Equality at Work and continue to carry out the Employment and Awareness Projects and Support Projects we initiated, while expanding our search for solutions in line with this understanding to include our value chain.

We fully fulfil the requirements of laws, regulations, labour legislation and initiatives of which we are a member. We expect our stakeholders in our value chain to comply with the full compliance we have achieved regarding child labour and forced/forced labour. During the reporting period, there were no complaints submitted to us on related issues.

We ensure that our employees are informed about our Code of Business Ethics by publishing the Code on the internal communication portal, distributing printed booklets to all employees and organising information trainings. Every year, we update our employees' knowledge of the Code of Business Ethics through the e-learning program and renew their commitment to the Code of Business Ethics through the "Business Ethics Compliance Declaration" they fill out.

*During the reporting period, we provided our employees with a total of **2,299** hours of training, including **532** hours of training on business ethics and **130** hours of training on personal data protection law, **916** hours of training on competition law and **721** hours of training on information security.*

As Brisa, we have made significant innovations in our ethical processes in line with our commitment to maintain all our processes and relationships within the framework of ethical principles. We have diversified our ethics reporting channels and established new Ethics Hotline channels that will be managed by an independent institution, offering 24/7 access via phone line, website and e-mail. We have also established an independent Ethics Committee for the evaluation and management of ethics reports. In order to effectively implement these innovations, we are planning comprehensive communication activities with our employees and stakeholders for 2024.





TOWARDS THE FUTURE —

In order to carry Brisa to our future vision, we have set our route “Towards the Future” in 2023. Within the scope of our strategic priority “Towards the Future”, which we will create by feeding on our differences, we have created our roadmap and projects with broad participation. At Brisa, which is moving forward in mobility transformation, we have determined our focus as a skill-based, lean and agile organisation transformation at the centre of digital and artificial intelligence. In addition, at Brisa, where our first priority has always been occupational safety, we have defined carrying our occupational safety culture even further as our other focus area.

Within the scope of the artificial intelligence and digital transformation journey, we aim to increase the skills of our employees in artificial intelligence and digital fields and at the same time ensure that they use the latest technology products effectively. We shape our new generation with data analytics and new technology solutions. We make a difference in Türkiye and in our industry with our advanced data analytics and artificial intelligence projects, and offer digital workplace applications to our employees by integrating them with our systems.

In order to facilitate the adaptation of our employees to changing ways of doing business and to improve their experiences, we continue to create value in 2023

with our “Future of Work is for You” journey, which has been continuing for three years with a holistic, multidimensional and people-oriented perspective, under 9 main dimensions and 12 sub-headings: Remote Working, Physical and Mental Health, Flexible Workforce, Performance-Oriented Workforce, Talent and Skill Management, Future Leadership, Purpose-Oriented Organisation and Culture, Digital and Data, Agile Working.

We believe that every employee has the potential to add value to the company, stakeholders, processes, teams and themselves from the moment of recruitment. We expect every Brisa leader to create future-oriented value by supporting the Brisa journey of our employees with development and leadership programs. We update all our programs with the participation of our employees, taking into account changing expectations and future business trends.

We know that we need to prepare our organisation and employees for the future with a goal-oriented, competency and skill-based transformation. For this reason, we have developed the “Askida Project” to identify the skills of Brisa’s future and help our employees acquire these skills now. With Askida Project, we open opportunities to everyone’s participation and support our employees in shaping their development paths in the way they want through the acquisition of skills and critical experience in cross-functional teams. In this context, one in every 3 Brisians has been involved in different projects such as projects for the strategic goals of the company, sustainability task force teams, volunteering, mentoring programs, artificial intelligence team (AI Cluster), One and Stronger Team, M-11 Mobility projects, and nearly 65 different skills have been gained.

In 2023, we renewed our employer branding discourse with the motto **‘#herhareketinde’** to serve Brisa’s mobility transformation. We strengthened our #herhareketinde discourse in our internal and external communication activities under 6 main headings: Leadership, Future, Development, Beside, Goodness, Together and supported it with the visual world.



Askıda Project

“With the Askıda Project application, our company has taken a new step to broaden the horizons of our employees and develop their different skills. With this innovative approach, we have encouraged our colleagues from all departments and expertise levels to contribute to our 11 Mobility projects, which we will focus on in 2024, in line with our Mobility vision. 60 of our colleagues applied for the projects via Abilitypool, and 25 of them are gaining new experiences by participating in projects that meet their development goals.

The most important feature of the Askıda Project application is that it enables our employees to go beyond their usual areas of responsibility, engage in different activities and acquire new skills. In this way, our employees increase their motivation and job satisfaction, and our company gains new perspectives and innovative solutions.

From my point of view, the Askıda Project application is an extraordinary step that aims to improve the working culture in our company and help our employees to reach their full potential. As one of the leaders of the M-11 projects, I have already experienced the benefits of this application and I believe that it will bring a wide range of benefits to our company and our employees in the coming period.”

Murat Özgen

Manager, Mobility Business Development-Brisa



We evaluate our high potential and high performance employees together with all our managers in our ‘Organisational Success Plan’ process and plan their development. While the world is changing, we change our understanding of performance management and support performance management with continuous feedback and milestones with our **PerfX** application.

Based on our ‘**DigitalSEN**’ slogan, we redesign all our Human Resources applications under the roof of “**Brinsan**” and put them into use. We welcome our newly recruited colleagues on this platform before they even start working, introduce them to Brisa through our ‘**YeniBri**’ digital orientation application and ensure that they go through the entire orientation process easily. In addition, with the “**Buddy**” program, we support new Brisa recruits in their adaptation process by accelerating their inclusion in the business environment through their volunteer Buddies in their first weeks of employment.

With our “**Brini ÖnerSEN**” program, we bring new talents to Brisa with the suggestions of our colleagues, while enabling our existing colleagues to shape their careers by applying for new positions. Through the Brini ÖnerSEN program, 31 colleagues were involved in the process in 2023 and 1 of them was appointed.

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 provide a participatory, transparent and communicative working environment where our employees create value by freely expressing their demands, ideas and suggestions. With our slogan ‘If you want to share’, we bring Brisa employees together under the same roof in chat and information sharing meetings through different communication platforms (**Executive Talks and Open Space**). We organise “**Townhall Meetings**” where quarterly performance evaluations are made and “**Year End Meetings**” where year-end closing results are shared, bringing together senior management and employees. With the “**Bri’nin Sesi**” platform, which we launched in 2023, we listen to different Brisa employees every month and contribute to the development of the working experience at Brisa in a sustainable way with feedback.



Voice of Bri (Bri'nin Sesi)

"We wanted to listen to the thoughts and voices of everyone working at Brisa. However, collecting this feedback through traditional methods was not insufficient. We developed the Bri'nin Sesi application in order to create a better working environment by continuously receiving feedback from our employees and taking quick actions in line with this feedback. Bri'nin Sesi has enabled us to take an important step forward in terms of collaboration and loyalty by allowing our employees to be heard on an ongoing basis. We conduct regular monthly surveys, completely anonymously, with automatically selected groups supported by artificial intelligence. With Bri'nin Sesi, we will continue to increase employee loyalty, strengthen collaboration and goal-oriented culture, and transform our employee experience into fast actions that will carry our employee experience to the best."

Eda Erol
Women's Empowerment Sustainability
Task Force Leader
Manager, Competence Transformation – Brisa



Employee Wellbeing

In the field of employee well-being, we continue to support the physical and mental health of each Brisa employee by providing them with the opportunity to meet with personal psychologists, dieticians and sports trainers through our Brifit program. In addition, our online employee support program, which is available 24/7 for all our employees and their first-degree relatives to receive psychological support, continues. At our İzmit and Aksaray factories, employees can utilise their work breaks in hobby rooms.

Our Employer Branding Activities

As Brisa, we cooperate with various universities and participate in career days in order to recruit young talents. In the reporting period;

- » We attended the Future Engineering Summit event organised by Bursa Technical University.
- » We participated in the Career Summit event organised by Kocaeli University.
- » We took part in the Future Engineers Summit, Design Your Route Between Departments (DART) and Career Workshops events organised by Istanbul Technical University.
- » We took part in the Youthall Engineering Career Summit event, where engineer managers from Türkiye's leading companies met with Türkiye's best engineer candidates, and shared practices and experiences in the field of engineering.
- » We took part in the Automotive Summit (H'OTO) organised by Hacettepe University, aiming to enable students to get to know automotive companies closely.



"I worked as a project assistant in the Human Resources function at Brisa for 1 year. During this period, I was a team member in 3 different projects in the field of employer branding, employee engagement and employee experience. I carried out different stages such as creating the project plan, implementation studies and reporting. In addition, as a student studying in the Department of Psychology, I was also a part of the recruitment processes that I especially wanted to take part in.

Thanks to the sincerity and support of my teammates at Brisa, I had the opportunity to learn a job easily and carry out the process on my own. In the future, as an employee of Brisa, I would love to both gain experience and apply the experiences I have gained."

İrem Baykal
Human Resources Project Assistant-Brisa



Working Models

We continued to implement our remote and hybrid working models in 2023. We introduced agile practices that shorten project durations through flexible employment and alternative ways of working. With the Project Assistant role we structured within these practices, we supported the experience and development of students studying in the 3rd or 4th year of university by creating opportunities for them to work on specific projects in different functions within Brisa.



Training and Development

Under the roof of **Brisa Academy**, we provide training and consultancy services to more than 10 thousand people every year, primarily Brisa employees and dealers, through face-to-face trainings, online training portal and digital platforms supporting trainings. We realise 90% of the trainings provided at Brisa Academy, which has TÜRKAK and MYK accreditation, with our internal resources. In 2023, more than 50 internal trainers provided 55,000 person* hours of training to all our stakeholders within the scope of professional and personal development trainings. In addition to these, we host guests who will contribute to the development of employees in different fields in Brisa Academy's **"Learn Between"** program, and we organise a 20-minute **"Social Sharing Platform Between Work"**, which we hold online once a month. At **'Witamin'** we feature inspirational speakers from inside and outside the company on many topics .

Leadership Development

Within the scope of our leadership development program in 2023, we applied our organisational climate and leadership styles inventory. After the application, we carried out group coaching activities with all our mid-level managers in 2 full-day Leadership Development meetings. In addition, we worked on our 2024 strategies and organisational climate in the 2-day Management Pit-Stop attended by our entire management team. With the "90 Days Coaching Program", we support our managers for the first three months to adapt to their new leadership positions .

Master's and PhD Support

In order to strengthen leadership or expertise development within Brisa, we launched the Master's and PhD support application in 2023. In this way, employees can benefit from financial and leave support after their evaluations in the application, which is open to the application of employees in line with their development goals.

We organise the **"Field Leaders Quality Competency Development Program"** in order to increase the quality awareness of our field leaders and improve their competence to respond to possible quality risks that may occur in our fields. With our **"Short Shares in a Narrow Space"** application, we remind our Brisa sales teams about our classroom trainings by sharing weekly posts on a topic we determine every month.

We train our volunteer internal trainers with the **"Training of Trainer"** program In the reporting period, we held the sixth Internal Trainers Summit, which we organise every year for our internal trainers.

With the philosophy of continuous improvement, we traditionally organise the **Total Quality Management (TQM)** Conference During the period, the 18th TQM Conference was held with the participation of 8 projects As a result of the jury evaluation and audience voting, the two teams that won the grand prize were entitled to represent Brisa at the Bridgestone Europe TQM Conference.

Recognition and Rewarding

We also carry out activities to make our employees feel that they are part of the organisation We reward their success with our recognition and appreciation practices Every month, we organise the "Leaving Traces" event where Brisa employees share their different projects with senior management and all employees. z. We honour Brisa employees who have obtained patent, design and software registrations with the "Patent Honouring Ceremony" event. In 2023;

- » Within the scope of the Leave Their Mark event; 50 new projects were explained with 11 Leave Their Mark meetings.
- » Celebrated the success of our project team of 54 people at the Patent Honouring Ceremony held at our Izmit plant.
- » Organised webinars on "Positive Parenting and Mindfulness Circle" on Mother's Day and "Raising Self-Confident Children" on Father's Day under the guidance of experts in their fields.
- » On 23 April National Sovereignty and Children's Day, we brought together our employees and their children with an event organised at our Izmit and Aksaray plants. Within the scope of the event, Brisa children designed sustainable products with a creative perspective.
- » On 29 October Republic Day, we organised a celebration event at our Aksaray factory with the participation of our employees and their families and planted 500 saplings in the factory garden.



EQUALITY, DIVERSITY AND INCLUSION —

As Brisa, our mobility transformation and vision expresses a people-oriented experience that covers every journey and every moment of life. In our every move, we support people to reach their potential and transform in their life journeys. We believe that different experiences and perspectives brought about by diversity and difference add corporate richness. In all corporate and operational processes, we conduct our practices in line with the principles of diversity and equal opportunity. In this context, we became the first and only signatory of the United Nations Declaration of Women's Empowerment Principles (WEPs) in our sector.



WEPs

"We have become a signatory to the United Nations Women's Empowerment Principles (WEPs), a first in our sector in Türkiye. We believe this important step is an important indicator of our commitment and leadership in supporting gender equality and promoting women's empowerment in business."

Refika Armağan Ayyıldız

2. Young Advisory Board Member

Central Anatolia Regional Sales Manager-Brisa



We believe that equal opportunities are one of the foundations of social sustainability. While designing our Human Resources Policies, we are committed to creating an ecosystem that focuses on equal opportunities and ensuring equal opportunities for all Brisa employees and candidates. We strive to remove all barriers to equal participation in employment such as age, gender, social background, religion, language and physical conditions. We consider it our ethical responsibility to ensure that there is no discrimination in recruitment and placement. In this context, we reviewed the language of our job advertisements during the reporting period and added our equality, diversity and inclusion commitment statement to our advertisements. We plan to extend the 'Inclusive Recruitment' training, which we started as a pilot for our recruitment managers, in 2024 and adapt it to our process.

We aim to further strengthen the culture of diversity, inclusion and equality within the company with the Young Advisory Board (YAB) of 6 people working in different functions. During the reporting period, while continuing our efforts in this direction, we ensured the dissemination of 'Unconscious Bias and Inclusive Language Workshops' to different teams.

In 2023, we were included in the Bloomberg Gender Equality Index (GEI), where we scored 72 points in 2022.



Young Advisory Board Activities

"As the second Young Advisory Board of our company, our task was to "contribute to the sustainability vision focused on inclusion, diversity and equity". As a first step in this process, we planned our own trainings, reviewed our recruitment processes and gave inclusive and diversity messages in our advertisements. We organised trainings on gender equality to raise awareness on gender equality, inclusive leadership and inclusive recruitment. We made a discovery in our physical working life with reference to the "Barrier-Free Office" criteria and created our report. We ensured that priority space is allocated for disabled car parks in our 3 locations. We opened the "Dialogue in the Dark" and "Dialogue in Silence" experiences to the application of our employees, and our employees were included in this experience that they could understand and empathize with. As the Young Advisory Board, we are proud to be a pioneer in inclusion, diversity and equity in our company."

Young Advisory Board

Ali Can Demirel, Production Systems Engineer

Berk Aral, Commercial Products and Profleet Marketing Product Manager

Candost Yıldırım, Maintenance Engineer

Eda Nasif Uyan, Human Resources Specialist

Melisa Altuntas Karanlık, Channel Development Specialist

Refika Armağan Ayyıldız, Central Anatolia Regional Sales Manager



We ensure women's journey in working life

We adopt the principle of ensuring equal and effective participation of women in business life and increasing women's employment. We work with a target of 50% women in our recruitment approach to increase female employment. In particular, we monitor the increase in the number of female employees in STEM roles. While increasing the ratio of female employees in recruitment, we are also working to improve the working conditions of our existing female employees. In 2023, the ratio of female white-collar employees increased from 25.5% to 25.8% and the ratio of female managers increased from 22% to 24%.

We provide the necessary support for our female employees to return to their jobs after maternity leave and to maintain a balance between their professional and private lives. With the **"BRIMOMS Mother Mentoring Program"**, which we put into practice during the reporting period, where experienced mothers mentor new mothers, we support working mothers to feel more self-confident and to achieve a balance between their work and private lives. Thanks to our facilitating practices, all female employees who went on maternity leave in 2023 returned to work.

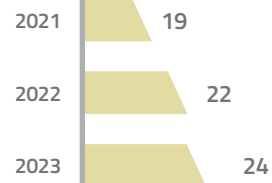


We work with equal training hour targets for our female and male employees. In 2023, the number of training hours per female employee was 73.40 and the number of training hours per male employee was 44.19.

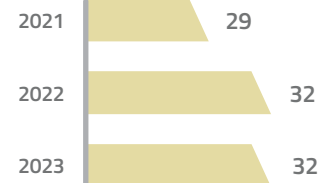
Within the scope of the **“Female Sales Executive Candidate Program”**, a pioneering initiative in the sector designed to increase the representation of women in sales functions, we include newly graduated female candidates in a structured 6-month orientation programme that includes a rigorous selection process and field experience. During the process, we also provide mentoring and coaching support to the candidates through our experienced sales managers. In the reporting period, 5 candidates who successfully completed the programme started their duties as sales managers.

Within the scope of the **“Sahada Biriz Kadın Platformu”** programme, which we launched in 2023, we employed 47 female field operators at our Aksaray and İzmit plants and aimed to support the orientation processes of female operators in the field in the following 7 months. In line with

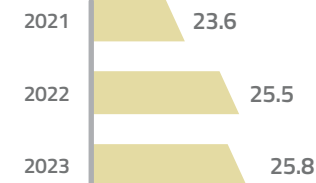
Female Employees at Primary, Middle and Senior Levels by Years (%)



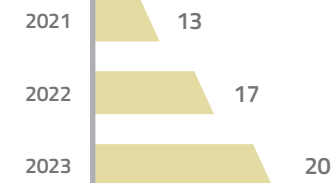
Female Employees in STEM Roles (%)



White-Collar Female Employees (%)



Female Managers Working in Income Generating Functions (%)



this goal, we created a sisterhood circle between volunteer female engineers and female operators in our company and organized ‘Sahada Biriz Kadın Platform Meetings’. Thanks to these meetings, our female engineers provided one-to-one mentoring to newly recruited female operators and developed improvement suggestions by listening to their needs. A total of 280 hours of meetings were held.

[Click here](#) to watch the video about the program .

For Sabancı Foundation’s **“Young Women Building Their Future”** project for NEET (Not in Education, Employment or Training) young women between the ages of 18-29, we support the project by preparing three separate training sets

covering many topics from artificial intelligence to big data, digital efficiency to creative thinking.

As part of our understanding of diversity, we endeavour to employ more disabled individuals in business life. We employ more disabled employees than the legal requirements. We organise the office environment to facilitate the working conditions of our disabled employees. In 2023;

- » The number of disabled employees reached 104.
- » Within the scope of the Disability Week, we organized a webinar for our employees with the Dem Association, which creates dialogue areas between the ‘hearing society’ and the ‘hearing impaired society’.





COMMUNITY RELATIONS

In line with our “socially responsible management” approach, we have been implementing many social contribution projects that contribute to the social, cultural and economic development of our country since our establishment. While implementing social responsibility projects, we take into consideration the expectations of our stakeholders and cooperate with non-governmental organisations.

As a leading tyre manufacturer, we see contributing to driving safety in traffic as our top priority responsibility. In this context, we implement pioneering practices and support projects that will contribute to industry practices. Our priorities include reaching out to all segments of the society outside the areas related to our production and products, and adding value in many areas ranging from education to culture, from sports to sharing knowledge.

We encourage our employees to participate in volunteering projects according to their talents and interests. Through our internal “Abilitypool” in-house volunteering application, we enable our white-collar employees to easily follow the projects they can volunteer for. In 2023, 644 volunteers volunteered for 47,040 minutes with our Abilitypool application.

In 2023, we made donations amounting to TL 11,285,755.

Within the scope of our 2023 social responsibility activities;

- » We continued to work on the Brisa Goodness Codes platform, which we launched in cooperation with the İyilik Kazansın Social Initiative. 2% of the shopping amount made with Brisa Goodness Codes were donated to the Koruncuk Foundation and turned into goodness for children.
- » Brisa volunteers ran in the 45th Istanbul Marathon to support education and development as part of the Sabancı Republic Mobilisation. They also participated in the 18th Istanbul Half Marathon and collected donations on behalf of the non-governmental organisations they support.
- » Within the scope of the “Promise the Future” event organised by Sabancı University, we provided support to university students affected by the earthquake together with dealers and suppliers.
- » On 29 October Republic Day, we planted 500 saplings in the garden of our Aksaray plant with the participation of our employees and their families.

“We Stop Firmly at Pedestrian Crossings”

In 2023, we launched a new awareness campaign called “We Stop Firmly at Pedestrian Crossings” with the Lassa brand to raise awareness about the importance of using pedestrian crossings and obeying traffic rules, and encouraged vehicle owners to give priority to pedestrians by inviting them to stop at pedestrian crossings.



Brisa supports the education of young people together with all its stakeholders.

“Brisa is one of the most important supporters of Sabancı University “Promise the Future” scholarship fund. By supporting the education of students in need, Brisa sheds light on the future and supports the development of our country. For the last two years, Brisa has invited both its dealers and suppliers to support our scholarship fund, thus making a significant contribution to the education of 200 students.

We are a huge family joining forces for a common cause. We are very proud and happy about this journey, which was just an idea, but has touched hundreds of students today. We would like to extend our sincere thanks to Brisa and all stakeholders who contributed.”

Promise the Future Team





6 FEBRUARY EARTHQUAKE AIDS

On 6 February 2023, following the earthquake disaster centred in Kahramanmaraş and affecting 11 provinces, we took immediate action to heal the wounds. Firstly, under the coordination of authorised institutions, we supported the region with our Brisa Volunteers in the fields of energy, bank financing, search and rescue, shelter, food and basic needs distribution. Afterwards, we focused on supporting redevelopment in the field of education, which is the greatest need of the region.

- » We supported search and rescue operations with **13** Brisa employees in the earthquake zone.
- » We delivered 44 containers and 45 tents to the region for sheltering needs.
- » In order to ensure the business continuity of the dealers in the region, we launched special financial payment packages, and we delivered more than 20 mobile stores specially designed for our dealers whose stores were damaged and unable to operate.
- » Through Mobilfix, the Mobile Truck Maintenance service, we provided support for tyre services as well as mechanical services for heavy trucks carrying aid and support packages to the disaster area.
- » By positioning 18 mobile service vehicles in the region, we provided tyre support to vehicles delivering aid such as ambulances.

- » We supported the “Young Employment Mobilisation #Seninleyiz” program initiated by Youthall, which supports the employment of young people living in the earthquake region. We hired two people from the earthquake region as Mould and Maintenance Engineers at our Aksaray plant, and included one person in a long-term internship program at our Aksaray plant.
- » On 8 March International Women’s Day, we donated to Darüşşafaka Earthquake Scholarship Fund on behalf of all female employees.
- » In the 18th Istanbul Half Marathon, 90 Brisa employees took action for the future of children affected by the earthquake and collected donations through the NGO of their choice.

Contribution to the Redevelopment of the Earthquake Region

Sabancı Lassa Secondary School

As part of the Sabancı Foundation’s “3 Schools in 3 Months in Hatay” pledge, we participated in the project to bring children and teachers together in a school environment and to continue education from where it left off. On 19 May Commemoration of Atatürk, Youth and Sports Day, we brought the Sabancı Lassa Secondary School, whose construction was completed in record time with the contributions of Bridgestone, to Hatay with volunteer employees and students.

Sabancı Hatay Incubation Centre

Within the scope of the Sabancı Republican Mobilisation, we launched the Sabancı Hatay Incubation Centre in cooperation with Habitat Association and with the contributions of Sabancı Group companies Kordsa, Teknosa and Temsa. Within the scope of the activities of our centre, which aims to prevent migration from the region and to reintegrate young people and women into economic and social life, we supported more than 1,000 people in Hatay and Adana with a total of 10 trainings, including Basic Entrepreneurship for entrepreneurs, entrepreneur candidates and young people, Digital Marketing and Financial Risk Management for women and women’s cooperatives.

We also organised an Entrepreneurship Marathon with the theme “Technological Solutions to Local Problems After Disasters”. The projects “Guideverse”, which aims to create safe roads for visually impaired individuals; “Hatay’ı Yaşat”, a mobile application that aims to announce the new locations of tradesmen who join the economy in Hatay; “Circular Trade”, which aims to recycle plastic waste in disaster areas; “Makarnaapp”, which enables digital management of the finances of student houses; and “Koza”, which designs a system for rapid evacuation from home during an earthquake, were entitled to participate in the acceleration program, the second phase of the program, and three teams with successful ideas were awarded a total of 120 thousand TL at the Demo Day.

[Click here](#) to watch the video about Sabancı Hatay Incubation Centre.



CONTRIBUTION TO EDUCATION

We make significant contributions to social development with our long-term and sustainable projects in the field of education. While contributing to future generations with our educational activities, we increase the awareness of our stakeholders on this issue. We support the education of students with the income generated from Brisa Academy virtual trainings and the fund we have established with the Brisa Members Association for Supporting Learning (Brisa Mensupları Öğrenimi Destekleme Derneği-BMÖDD). We realise academic collaborations with universities, come together with university students at various events and share our industry experience.

With Brisa Academy, we touched 1,421 people with our internal resources and provided 6,000 person*hours of training support under the roof of "Contribution to Society" in 2023.

Brisa Members Association for Supporting Learning

Brisa Members Association for Supporting Learning (BMÖDD), which was established to support students in need to continue their education, continues its activities with the voluntary participation of Brisa employees. The income generated by Brisa through its circular projects in waste management is also donated to BMÖDD. The association, which has provided scholarship support to more than 725 students since its establishment, supported 97 students in 2023. Today, we are proud to see that a total of 661 students have a profession and contribute to society.



"Thanks to our waste management practices, we have provided an important fund for BMÖDD with the revenues generated from the products we bring into the circular economy. With this process, we both support sustainability and provide social benefit. The fund transferred to BMÖDD will be used to raise future leaders with environmental and sustainability awareness. We are proud to contribute to nature, society and economy with this success, which is a good proof that waste can be transformed into valuable resources."

Kaan Şimşek
Expert, Logistics-Brisa



Basic Tyre and Safe Driving Training Program

In cooperation with LASID, we provide safe driving training to police school students and tyre usage training to various public institutions. During the period, a total of 550 hours of training was provided to the Police Academy.

Qualified Education

In the Qualified Training project, which we have implemented under the school-industry cooperation model and under the roof of Brisa Academy in order to increase the competencies of vocational high school students, we provide students with training on topics such as electric & hybrid vehicles training, service management training, service consultancy training and tyre-rot-balance training, and offer long-term internship opportunities at Otopratik and Propratik points. We employ students who successfully complete their internship after an intensive and comprehensive training. Within the scope of the project, trainings have been given in vocational high schools in Istanbul, İzmir, Ankara, Bursa, Bursa, Eskişehir, Kocaeli and Ordu so far, and many students have had the opportunity to do internships at Otopratik and Propratik points.

1:7

Our SROI value for the
Qualified Education Project: 1:7

Vocational High School Coaching Program

We carry out 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. In 2023, we provided mentoring support to 18 students with 12 volunteer mentors through the Vocational High School Coaches (ÖSGD) program.

Brisa Academy's You? Program for University Students

In the first dimension of the program, university students receive trainings that will contribute to their personal development such as Robotic Intelligence and Big Data as well as internship projects through the online career experience program. In the second dimension of the program, they have free access to trainings offered by Brisa Academy on 25 different topics such as stress management, effective communication and presentation techniques. In the reporting period, we touched 1,150 students with our project.

1:6.5

Our SROI value for Sen?
Program: 1:6.5



CONTRIBUTION TO SPORTS

We contribute to the popularisation of sports with Brisaspor, a sports club we are proud to support, and our Lassa cycling team. In addition to our cycling team, we also support sports through sponsorship practices in different sports branches and increase the global recognition of both our company and our brands.

As Brisa, we became the name sponsor of Darüşşafaka Basketball Team for the 2022-23 and 2023-24 seasons.

Brisaspor

Founded in 1978 under the name of Lassaspor, Brisaspor, which continued its journey under its new name in parallel with the name of the company after the merger of Bridgestone and Lassa in 1988, is a federated club operating in Türkiye, Europe, Asia and Africa. With our club, which has been competing in the categories of Star, Junior and Senior Men since its establishment, we have been participating in competitions with the Women's Cycling Team since 2001 and the Mountain Bike (MtB) Team since 2005. Brisaspor, which has achieved many successes at national and international level, both contributes to the spread of cycling sports and contributes to increasing interest in cycling as an environmentally friendly means of transport in line with Brisa's sustainability approach. Our athletes represent our country successfully in the championships in the Balkans and Europe, in addition to the successes they achieve in the Turkish championships every year.

CONTRIBUTION TO ART

As Brisa, we consider enriching cultural life as one of the activities that add value to society, and we continue to support art and artists.

Brisa Museum

In the Brisa Museum, which is a first in the sector and whose main theme is "Journey", we explain the historical development of Brisa and its transformation process from an industrial company to an innovation company

that offers a whole set of services along with products. We inform visitors about the construction and anatomy of tyres, the importance of rolling resistance, pressure, balance, weight and softness, the differences between winter and summer tyres and the importance of water drainage. While 20% of the electricity used in the Brisa Museum, which is one of the few buildings in Türkiye to have Leed Gold certification, is provided by the solar panels on the roof, the irrigation of the garden with more than 90 plant varieties is done with purified water method.





CORPORATE ENTREPRENEURSHIP AND OPEN INNOVATION

We are working to transform Brisa from an industrial company into an innovation company. We aim to make innovation an integral part of our corporate culture and business processes and transform creative and original ideas into commercial value.

Brisa Innovation Team (ICT)

Brisa Innovation Team (BIT), which was established to cultivate the innovation culture within the organisation in a sustainable way and to mentor in-house entrepreneurs, tries to ensure that the process turns from idea to practice. Adding the mission of "Problem Identification", which is one of the first steps of the entrepreneurial adventure, to its responsibilities, BIT actively supports the determination of the "pains" of all departments within Brisa. The team mentors each idea that passes the preliminary evaluation and takes part in the team of some of them personally. The sponsor appointed from Brisa senior management team directs the project, represents it where necessary, provides budget and team. ICT plays an active role both in Sabancı Holding programs and in the ecosystem. In 2023, BIT was restructured and continued its activities with 29 members in total. In addition, one of Brisa's astronauts from Brisa Innovation Team and Brisa Intrapreneurship Program Rocket FOCUS was included in Sabancı ARF, where Sabancı Holding brings startups to life.

Brisa Innovation and Project Portal (BIPP)

Brisa Innovation and Project Portal is a platform where Brisa employees can enter and follow their in-house entrepreneurship ideas and strategic projects. The ideas entered into the portal are included in the Rocket program, which is an intrapreneurship program, after being pre-evaluated by ICT.

Intrapreneurship Program "Rocket FOCUS"

Brisa Rocket FOCUS Program, which is our Intrapreneurship practice in order to spread the culture of intrapreneurship and develop new business ideas and models, is open to the participation of all Brisa employees who volunteer to have new ideas or take part in teams. In the program, our new ICT participants enrich their experience by receiving support from both senior ICT participants and business mentors. In 2023, the Rocket FOCUS program was organised with a focus on sustainability. During the program, which lasted 7 weeks in total, 5 physical work camps and 10+ hour online mentoring sessions were held. At the end of the process, the final presentations of 6 teams were evaluated by the senior management and one team qualified to move to the next stage and started the adventure of commercialising their ideas.

[Click](#) here to listen to our Brisa innovation team and intrapreneurship journey.





Bridepth

"Bridepth is a mobile application that enables the measurement of tyre tread depth, one of the most important parameters affecting driving safety, with the camera of mobile phones.

All measurement processes are carried out on the mobile phone with artificial intelligence algorithms without the need for any internet connection. By providing tyre health analysis to the user with tread depth measurements taken by the user at certain times and kms, it enables the user to take the road safely and use their tyres for the optimum period of time.

Bridepth aims to enable the user to measure tyre tread depth without technical knowledge and extra equipment, to digitise the manual tyre tread depth measurement process, to shorten the long measurement time and provide 80% improvement in measurement time, to determine the optimum tyre change time by estimating the tyre change time with artificial intelligence algorithms and thus to guarantee driving safety in terms of tread depth. It also diagnoses balance problems in case of regional irregular wear in the tread depth. In case of detected problems, it directs the user to the nearest service points."

Ersin Uçkun
Project Leader, Blend and Process Development
Engineer-Brisa



Open Innovation

As Brisa, by supporting entrepreneurship, we aim to contribute to the ecosystem, pave the way for young people and keep Brisa dynamic with a different perspective and competence power. Since 2018, we have been collaborating with many technology parks, incubation and acceleration centres every year, and carrying out start-up screening activities. We offer Brisa's innovation experience and strong resources to entrepreneurs and encourage them to develop business ideas, prototypes and initiatives in the fields of smart production, smart mobility and sustainability.

Thanks to our cooperation with Sabancı ARF, we have the opportunity to closely examine

innovative initiatives, mentor them and create new cooperation opportunities.

We closely follow the TÜSiAD SD2 - Digital Transformation in Industry Program to find solutions that can make our business processes more efficient and sustainable.

During the reporting period, we took our place in Here2Next, a new generation platform where corporate companies that want to improve their cooperation processes with startups come together.

Please click here to listen to our entrepreneurship journey from our employees and the entrepreneurs we have collaborated with so far.





Occupational Health and Safety

As Brisa, we operate with the objectives of “zero occupational accidents”, “zero occupational diseases” and “zero fires” in the area of occupational health and safety (OHS), and we organise our processes in accordance with the ISO 45001 Occupational Health and Safety Management System and the Occupational Health and Safety Roadmap 2024-2027, which we have drawn up through our Occupational Health and Safety Board and the Occupational Health and Environment Committee.



In order to achieve the zero accident target at Brisa, we focus on improving everyone's level of ownership of the safety culture and making safety everyone's responsibility. We continuously improve our systems and practices to prevent serious injuries and reduce exposure to high-risk incidents. We take proactive measures by conducting risk assessments and hazard analyses. In order to prevent the recurrence of work accidents, we analyse all work accidents, near-miss incidents and other Bridgestone accidents experienced globally, prepare action plans for each detected finding and inform all our employees. In addition, we organise trainings and provide information to raise OHS awareness.

We do not limit our occupational health and safety practices only to Brisa employees. We act with a similar responsible approach for subcontractors/suppliers, visitors and interns operating at our site. Since 2015, most of the subcontractor employees have become Brisa employees. These works, which were previously carried out by subcontractor companies, started to be carried out under the roof of Brisa after the said date.

By digitalising the processes of occupational safety and environmental management systems, including subcontractor and supplier management processes, we create effective monitoring and management, thus contributing to the creation of a safe and healthy working environment.

In the Disaster Preparedness Plan we have created in the field of disaster and emergency management, we discuss in detail the measures we take against disasters, the training and drills we implement, our risk assessment processes and emergency management strategies.

2024-2027 Occupational Health and Safety Roadmap Targets

- » Improving safety culture by focusing on behavioural changes,
- » Focus on occupational safety activities based on the Bridgestone Safety Mission Statement as the main guide,
- » To advance fire, explosion and disaster prevention activities.





"At Brisa, the health and safety of our employees is our top priority. For this reason, we focus on developing an occupational safety culture and achieving our goal of zero accidents at work. Occupational safety culture is an attitude and behaviour that ensures that our employees, managers and business partners are conscious, sensitive and responsible about occupational safety. In order to develop this culture, we continue our efforts through our occupational safety strategy, focusing on proactive risk management, the integration of innovative technologies and the development of our training programs.

In 2023, we focused on reinforcing this perspective with diverse and varied practices. We are undertaking a comprehensive transformation process to ensure that the occupational safety culture is adopted at the best practice level throughout the entire company, as in production functions. The aim is to integrate safety awareness into all our departments and business processes and to instil this awareness in all areas.

In this context, our Leadership in Occupational Safety program is designed to enable our managers to act as role models in occupational safety, to guide their employees and to spread the culture of occupational safety. As part of this program, our managers receive training, participate in audits and are closely monitored.

Our Behavioural Observation Program is designed for our employees to make observations about safety, identify positive or negative behaviours and provide feedback. This raises awareness, reinforces positive behaviour and corrects negative behaviour.

With the KY (Kiken Yochi (Danger Prediction)) system, we work to identify, analyse, evaluate and take precautions against occupational safety risks in non-routine, abnormal situation management. Thanks to this system, risks are identified in advance and necessary measures are taken.

Our "Anzen Sennin" occupational safety field team is at the centre of occupational safety activities throughout the year. In order to keep occupational safety standards at the highest level, they provide guidance, support CG processes, carry out instant risk assessments and provide necessary trainings to employees.

As Brisa, we are pleased to see the results of our efforts to improve occupational safety culture. With the co-operation of our employees, managers and business partners, we are confidently moving towards the goal of zero occupational accidents by continuously improving our performance."

Taner Bahtiyar

Director, Occupational Safety, Health and Environment-Brisa



Bridgestone Safety Mission Statement

Within the scope of the Bridgestone Safety Mission Statement, we carry out awareness-raising activities, systemic and engineering approaches and work to prevent occupational accidents at Brisa.





Genba 3S

We aim to create an accident-free, fire-free workplace, reduce waste and ensure error-free production with our Genba 3S program, which forms the basis of our accident-free and efficient production activities and is implemented in all our production sites. Apart from our 3S program, we develop measures by identifying and evaluating the hazards that may arise from our activities within the scope of our risk analysis practices.

In the reporting period;

- » In the reporting period, we launched the Behaviour Focused Observation Program with the aim of increasing the awareness of our employees on safety and encouraging them to report nonconformities or good practices. Within the scope of the program, we trained all employees at senior management and manager level, as well as more than 300 employees in total at our Aksaray and İzmit plants.
- » We established the second Anzen Sennin Team at Brisa, an OHS expert team established only in Japan among all Bridgestone plants on a global scale. The Anzen Sennin Team inspects planned maintenance activities by organising regular field tours, monitors EKED practices and contributes to the prevention of new occupational accidents and injuries by reporting unsafe situations and behaviours detected.
- » We successfully completed the renewal audit of ISO 45001 Certificate, which is the occupational health and safety management system standard we have in our İzmit and Aksaray production facilities.
- » We provided 39,840 hours of OHS training to 2,490 employees and 3,699 hours of OHS training to 2,120 subcontractor employees.
- » We conducted 302 machine-focused and 218 activity-focused risk analyses.
- » We revised 97 standards.
- » We conducted 246 root cause analyses.
- » We conducted 47 Genba 3S audits.
- » We started warehouse management of aid materials to be used in case of disaster.
- » We conducted earthquake and evacuation drills with 346 employees at our Aksaray plant, 1,549 employees at our İzmit plant and 103 employees at our Altunizade head office.
- » We carried out fire first aid intervention and communication drills with 541 employees at our Aksaray and İzmit plants on a regular weekly basis.

Lean & Agile Transformation Office Trainings

We provide trainings by the Lean & Agile Transformation Office to develop and implement training programs to increase the basic skill levels and awareness of our Technical Group employees. In addition to these trainings, we train field leaders within the scope of the Team Leader Training Program in cooperation with the Lean & Agile Transformation Office and Human Resources.

In order to ensure that our blue-collar employees work safely, quality and efficiently; we provide applied “Occupational Safety Simulation” training to increase occupational safety risk awareness, “Sururaku Problem Solving” to develop their working and problem solving muscles within the framework of standards, “Skill Trainer” to train new recruits within the scope of competency management, and “Monozukuri” training to encourage them to do their job consciously and fondly. In this context, in 2023, we provided “Occupational Safety Simulation” training to 483 blue-collar employees, “Monozukuri” training to 314 blue-collar employees, “Skill Trainer” training to 91 blue-collar employees, and “Sururaku Problem Solving” training to 40 blue-collar employees.

Within the scope of the Team Leader Training Program, we provided 73 employees with training on “Relationship Management Based on Trust / Cooperation”, “Conflict and Emotion Management in Business Life”, “Problem Solving in System Dimension and Effective Time Management”, “Value Oriented Leadership”, “Effective Meeting Management and Presentation Skills”, “Leadership with Coaching Style” and “Team Management and Motivation”. 51 employees graduated from this program in 2023.



Appendices



CORPORATE MEMBERSHIPS

MEMBERSHIPS

European Tyre and Rim Technical Organization	ETRTO
European Tyre and Rubber Manufacturers Association / European Tyre Industry Coordination Activity	ETRMA / ETICA
UN Global Compact Türkiye	GCTR
World Wildlife Fund Türkiye	WWF Türkiye
World Business Council for Sustainable Development	WBCSD
Ethics & Reputation Society	TEİD
Istanbul Chamber of Industry	İSO
Construction Equipment Distributors & Manufacturers Association of Türkiye	İSDER
Business World and Sustainable Development Foundation	SKD
Rubber Association	
Kocaeli Chamber of Commerce	KTO
Kocaeli Chamber of Industry	KSO
Tyre Subcommittee	LAK
Tyre Industrials' Association	LASDER
Tyre Industrials' and Importers' Association	LASİD
Corporate Volunteer Association	ÖSGD
Association of Advertisers	RVD

MEMBERSHIPS

Construction Equipment Distributors & Manufacturers Association of Türkiye	İMDER
Turkish Exporters Assembly (Istanbul Mineral Metal Exporters Association Electrical and Electronics Service Exporter)	TİM
Türkiye Personnel Management Association	PERYÖN
Türkiye Quality Association	KALDER
Corporate Governance Association of Türkiye	TKYD
The Union of Chambers & Commodity Exchanges of Türkiye	TOBB
Turkish Industry and Business Association	TUSIAD
Turkish Association for Seismic Isolation	DİD
Technology Development Foundation of Türkiye	TTGV
Uludağ Exporters' Association	ÜİB
International Investors Association	YASED
Istanbul Chamber of Commerce	İTO
Authorized Economic Operator Association	YYSD
Türkiye Artificial Intelligence Initiative	TRAI
Sales Network	
Sustainable Brands, Brands For Good	

SYSTEM CERTIFICATIONS

As Brisa, we closely follow both national and international standards and fulfil the requirements with a performance beyond expectations. As a result of this proactive approach, we have been awarded the ISO 14001: Environmental Management System Certification, the first in Türkiye and the second in Europe. In addition, we prepare and verify water and greenhouse gas inventories at our production facilities, head office and sales points under our ownership in accordance with ISO 14064-1:2006 Carbon Footprint and ISO 14046:2014 Water Footprint standards.

	ISO 9001:2015	ISO 27001:2013	ISO 14001:2015	ISO 50001:2018	ISO 45001:2018	IATF 16949:2016	ISO/IEC 17025:2017	ISO 31000:2018
Head Office		✓				✓		✓
İzmit Tyre Testing Laboratory							✓	
İzmit Production Facility	✓	✓	✓	✓	✓	✓		
Aksaray Production Facility	✓	✓	✓	✓	✓	✓		



SUSTAINABILITY PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS

			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Raw Material Group Supply Values (%)			/	/	/	/	/	/	/	/	/	/	/	/
Energy Consumption (GJ/ton) (Index, Base:2012=100) (İzmit Plant)	TOTAL		100	96	92	93	96	93	89	89	92	87	87	83
	Direct		100	78	73	70	105	199	346	348	366	337	335	332
	Indirect		100	99	95	97	95	75	44	44	45	43	43	41
Energy Consumption (GJ/ton) (Index, Base:2018=100) (Aksaray Plant)	TOTAL		/	/	/	/	/	/	100	64	55	49	45	43
	Direct		/	/	/	/	/	/	100	63	53	47	43	41
	Indirect		/	/	/	/	/	/	100	66	56	50	49	46
Energy Saving (kWh)			/	/	/	/	/	/	/	/	/	/	7,967,621	7,621,000 ✓
Renewable Energy Ratio (%) (Share of Renewable Electricity Consumption in Total Electricity Consumption)			/	/	/	/	/	/	/	/	/	/	44	54 ✓
Water Withdrawal by Sources (m³)	Underground Water		530,738	443,755	438,486	490,120	462,516	495,014	480,671	425,353	407,162	336,700	301,455	186,943 ✓
	Municipality Water (İzmit+Aksaray)		13,126	19,132	17,132	21,397	17,896	70,628	115,873	127,477	117,040	103,765	101,909	94,084 ✓
	Municipality Water (Other)		-	-	1,250	1,732	4,213	3,744	4,234	1,977	3,629	3,249	5,130	3,769
	Greywater		/	/	/	/	/	/	/	/	/	/	/	135,271 ✓
	Rainwater		/	/	/	/	/	/	/	/	/	/	34,557	43,344 ✓
Total Water Consumption (m³) (Total Withdrawal - Discharge)			/	/	/	/	/	/	569,387	554,807	527,831	470,155	443,050	341,964 ✓
Water recycled/reused (m³)			/	/	/	/	/	/	/	/	/	44,792	36,523	87,143 ✓
Total Discharge by Destination (m³)	TOTAL (İzmit, Altunizade, Otopratik)		268,854	319,662	310,974	682,298	561,662	522,076	391,716	212,663	159,750	146,651	202,761	121,446 ✓
Scope 1 GHG Emissions (ton CO ₂ -e) Total	(Scope 1)*		100	73	66	62	90	167	284	284	297	271	259	50,962 ✓
	(Scope 1)**								100	63	53	47	44	
Scope 2 GHG Emissions Market and Location-Based (ton CO ₂ -e) Total	(Scope 2) *		100	99	96	97	95	81	59	59	61	38	31	Market-based: 40,416 ✓
	(Scope 2) **								100	66	57	37	17	Location-based: 84,755
Scope 1+2 GHG Emissions Market and Location-Based (ton CO ₂ -e) Total	(Scope 1+2) *		100	96	93	93	95	91	84	83	87	63	56	Market-based: 91,378 ✓
	(Scope 1+2) **								100	65	56	41	27	Location-based: 135,717

✓ Externally assured.

*As of 2023, the parameter has changed. The parameter for years prior to 2023: Direct and Energy-Related Greenhouse Gas Emissions (ton CO₂-e/Production Ton) (Index, Base: 2012=100) (İzmit Plant).

**As of 2023, the parameter has changed. The parameter for years prior to 2023:



ENVIRONMENTAL PERFORMANCE INDICATORS

			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Other Indirect (Scope 3) Emissions (ton CO ₂ -e)	Goods and services purchased		/	/	/	/	/	/	92	55	390,025	502,635	442,601	453,375
	Fixture		/	/	/	/	/	/	/	/	7,556	4,126	4,050	2,975
	Fuel and energy related activities (Not included in Scope 1 and 2)		/	/	/	/	20,402	24,898	21,882	21,205	20,490	38,889	34,100	23,235
	Transport and distribution (raw material)		/	/	/	/	6,908	7,659	8,757	8,966	8,224	9,923	28,358	26,948
	Transport and distribution (product)		/	/	/	/	2,815	2,799	3,736	3,818	9,359	11,257	11,805	13,983
	Operational Waste		/	/	/	/	150	166	179	163	376	464	316	283
	Business travel		/	/	/	/	1,274	633	930	869	780	131	482	382
	Employee commuting		/	/	/	/	2,045	3,650	3,645	3,821	4,562	5,233	6,075	4,622
	Use of Sold Products		/	/	/	/	/	/	214,346	238,472	3,339,926	3,648,694	3,491,640	3,769,851
	Disposal of Sold Products		/	/	/	/	/	/	/	/	2,000	1,486	1,768	3,509
	Franchies/Bandag		/	/	/	/	1,503	1,515	1,586	2,000	3,092	2,842	6,251	3,545
NOx, SOx and Other Significant Air Emissions by Type and Weight (kg/hour) *	CH ₄ (İzmit, Aksaray, Altunizade, Profilo)		100	80	73	71	92	333	293	237	241	219	257	NOx:24.88 SOx: 0
	N ₂ O (İzmit, Aksaray, Altunizade, Profilo)		100	90	98	97	97	100	91	18	17	47	19	POP: 0 VOC: 4.72
	CH ₄ +N ₂ O (İzmit, Aksaray, Altunizade, Profilo)		100	90	96	96	97	112	99	30	29	56	32	HAP: 0 PM: 0
Total Waste Amount by Type (ton) (İzmit+ Aksaray)	Hazardous wastes (ton)		640	761	672	672	660	607	764	950	939	1,019	1,234	1,115
	Non-Hazardous wastes (ton)		6,293	6,274	7,721	7,721	6,368	6,497	6,240	6,672	6,161	7,601	8,753	10,657
	Total Waste (ton/ton production)		0.053	0.052	0.055	0.055	0.049	0.046	0.050	0.045	0.044	0.043	0.050	0.058
	Hazardous wastes (ton/ton production)		0.0049	0.0056	0.0044	0.0044	0.0046	0.0039	0.0062	0.0207	0.006	0.005	0.006	0.006
	Non-Hazardous wastes (ton/ton production)		0.0479	0.0463	0.0503	0.0503	0.0447	0.0421	0.0433	0.1141	0.038	0.038	0.043	0.052
Total Waste Amount by Process Type (ton) (İzmit+ Aksaray)	Wastes recycled	TOTAL	5,916	6,068	8,083	8,083	6,701	6,613	6,552	7,616	7,098	8,619	9,986	11,700
		Waste Recovered for Energy Purposes	2,676	2,626	3,182	3,182	3,239	3,908	4,092	5,485	4,630	5,996	735	1,573
		Reused and Recycled Waste	3,240	3,442	4,901	4,901	3,462	2,705	2,460	2,131	2,468	2,623	9,251	10,127
	Other Recycled Plastics		183	161	4	4	198	150	171	194	243	72	300	1,288
	Incineration		234	298	4	4	128	330	0.1	0.2	0.6	0.7	1	0
	Landfill		602	509	303	303	1	11	0	6	2	0	0	0



Externally assured.

*As of 2023, the parameter has changed. The parameter for years prior to 2023: NOx, SOx, and Other Significant Air Emissions by Type and Weight, (ton CO₂-e/Production Ton) (Index, Base:2012=100)

ECONOMIC PERFORMANCE INDICATORS

	2018	2019	2020	2021	2022	2023	2023 (IAS 29)
Customers							
Total number of customers	247.351	225.935	10.668	22.648	26.000	72.975	-
Total number of customers actively using online services/electronic sales platforms	266	247	1.978	2.155	1.739	1.291	-
Suppliers							-
Total number of suppliers	2.142	2.108	2.288	2.216	2.483	2.481	-
Total number of local suppliers	1.915	1.906	2.126	2.047	2.309	2.301	-
Total payments to suppliers (TL)	2.706.581.472	3.063.436.949	3.140.938.000	5.477.563.689	13.480.598.643	17.235.964.725	-
Total payments to local suppliers (TL)	1.291.115.579	1.521.374.424	1.508.890.130	2.571.944.744	7.423.126.392	9.153.302.326	-
Total number of new suppliers	483	508	219	476	267	6	-
Dealers and Business Partners							-
Total number of dealers and business partners	1.393	1.319	1.211	1.043	1.012	1.057	-
Total number of branches	-	-	199	195	196	197	-
Human Capital Return on Investment (TL)							-
Total income	3.070.819.550	3.654.321.859	4.236.875.447	6.634.262.406	14.080.500.153	26.498.269.397	-
Total operating expenses	2.641.469.018	3.271.530.601	3.604.415.909	5.990.882.034	11.451.083.825	23.743.000.000	-
Investments (TL)							
Amount of total environmental expenditures	3.713.948	5.022.537	23.021.851	14.563.633	36.679.361	10.310.721	12.876.028
Legally obligatory expenses	1.084.598	797.343	13.371.290	12.098.256	26.704.406	5.560.178	6.943.550
Expenses not required legally	2.629.350	4.225.194	9.650.560	2.465.377	9.974.955	4.750.543	5.932.478
Amount of total environmental investments	11.279.196	19.667.306	0	9.138.265	72.599.885	28.595.556	35.710.130
Mitigation	0	0	0	7.074.906	14.132.200	28.595.556	35.710.130
Transition	0	0	0	2.062.720	55.746.000	N/A	N/A
Enabler	11.279.196	19.667.306	0	0	2.721.685	N/A	N/A



Externally assured.



ECONOMIC PERFORMANCE INDICATORS

	2018	2019	2020	2021	2022	2023	2023 (IAS 29)
Savings and reductions based on environmental investments							
Environmental benefit (sm ³)	0	0	0	150.297	131.924	729.194	729.194
Environmental benefit (kWh)	0	0	0	1.449.821	6.627.098	1.125.315	1.125.315
Environmental benefit (tCO ₂)	103	588	102	950	3.277	1.425	1.425
Financial savings (TL)	1.307.100	4.003.520	1.066.067	1.228.385	4.451.162	11.227.810	11.227.810
OHS budget/investments	284.046	208.183	5.270.500	931.019	9.136.277	26.829.525	-
Corporate social responsibility investments	200.000	180.000	100.000	691.000	1.060.000	10.600.755,00	-
Environmental Fines (TL)	0	0	0	0	0	0	-
Sustainable Business Model							
Number of sustainable products and services	2	2	576	612	522	592	592
Mitigation	0	0	0	0	0	0	0
Transition	2	2	228	251	278	330	330
Enabler	0	0	5	3	1	6	6
Creating positive social impact	0	0	343	358	243	256	256
Total of sustainable product and service revenues (TL)	225,326,500	237,983,200	2,541,661,486	3,325,666,254	6,244,530,150	10,701,227,054	13,363,692,346
Mitigation	0	0	0	0	0	N/A	N/A
Transition	225,326,500	237,983,200	1,632,056,102	1,630,778,288	4,360,682,663	6,737,219,655	8,413,439,905
Enabler	0	0	17,971,716	40,033,751	43,136,538	817,882,654	1,021,371,858
Creating positive social impact	0	0	891,633,668	1,654,854,215	1,840,710,949	3,146,124,746	3,928,880,583
Ratio of sustainable product and service revenues to total revenue (%)	7.3	6.5	60	50.1	44.35	50	50
R&D and innovation investments (TL)	17,947,614	29,467,833	45,121,007	53,300,457	96,631,774	162,164,200	202,510,652
Sustainability-oriented R&D and innovation investments (TL)	12,292,157	19,566,167	18,285,022	31,474,451	48,469,464	94,661,388	118,213,141
Ratio of sustainability-oriented R&D and innovation investment budget to total revenue (%)	68	66	41	59	50	58,4	58.4
Impact of digital transformation projects on EBITDA (TL)	0	0	20,500,000	14,500,000	29,180,000	45,780,000	-





BRISA 2023 SUSTAINABILITY REPORT

SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEMOGRAPHICS

Employees by Category	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total number of employees by category	139	2,648	151	2,716	156	2,959	153	2,993	187	3,097	229	3,330
White-collar	133	446	145	456	150	475	147	474	177	517	200	573
Blue-collar	6	2,202	6	2,260	6	2,484	6	2,519	10	2,580	29	2,757
Employees covered by collective bargaining agreement	6	2,202	6	2,260	6	2,484	6	2,519	10	2,580	29	2,757
Total number of employees	2,787		2,867		3,115		3,146		3,284		3,559	
Total female employee ratio (%)	5		5		5		5		6		6,4	
Employees by Age Group	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	52	625	57	594	41	556	48	655	68	679	85	956
30-50	84	1,985	92	2,059	113	2,303	103	2,285	117	2,360	143	2,316
50 and older	3	38	2	63	2	100	2	53	2	58	1	58
Total	139	2,648	151	2,716	156	2,959	153	2,993	187	3,097	229	3,330
Managers by Age Group	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	0	0	0	0	0	0	0	0	0	0	0	0
30-50	15	65	17	64	16	66	18	66	23	71	27	73
50 and older	1	11	1	12	1	12	1	13	0	12	0	11
Total	16	76	18	76	17	78	19	79	23	83	27	84
Managers by Level	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A
Mid-Level	14	60	16	61	15	63	17	65	19	69	22	66
Upper-level	2	15	2	15	2	15	2	14	4	14	5	18
First-level female manager ratio (%)	0		0		0		0		0		N/A	
Mid-level female manager ratio (%)	19		21		19		21		22		25	
Upper-level female manager ratio (%)	12		12		12		13		22		22	
Ratio of first, mid and upper-level female managers (%)	18		19		18		19		22		24	
Number of female managers in revenue-generating roles	3	21	3	23	3	23	4	27	5	25	6	24
Ratio of female managers in revenue-generating roles (%)	13		12		12		13		17		20	
Number of female employees in STEM roles	50	130	49	128	56	131	52	127	63	137	78	164
Ratio of female employees in STEM roles (%)	28		28		30		29		32		32	
Employees with Disabilities and Foreign Employees	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees with disabilities	6	74	5	76	5	83	5	88	5	96	4	100
Minimum number of disabled employees legally required to be employed	77		79		86		93		101		104	
Number of foreign employees	0	10	0	7	0	6	0	5	0	6	0	0



Externally assured.



SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEMOGRAPHICS												
R&D Employees	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	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	19	74	22	73
Employees by Seniority	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0-5 years	92	1,028	92	907	74	913	76	868	114	954	151	1,407
5-10 years	27	517	37	730	56	672	48	785	44	833	49	780
10+ years	20	1,103	22	8	26	1,374	29	1,340	29	1,310	29	1,143
Total	139	2,648	151	1,645	156	2,959	153	2,993	187	3,097	229	3,330
Contractor Employees (By Employment Type)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Full-time	65	344	67	315	65	317	71	287	71	267	49	105
Part-time	0	0	0	0	0	0	0	0	0	0	0	0
Total	409		382		382		358		338		154	
EMPLOYEE TURNOVER												
Newly Hired Employees (By Age)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	19	141	20	110	10	247	13	335	39	230	38	452
30-50	11	60	4	83	9	96	4	106	24	116	26	220
50 and older	0	0	0	0	0	1	0	0	0	1	0	1
Total	30	201	24	193	19	344	17	441	63	347	64	673
Newly Hired Employees (By Manager Level)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A
Mid-Level	0	2	0	4	0	2	2	0	0	0	2	3
Upper-level	0	0	0	1	0	0	0	0	2	0	N/A	N/A
Total	0	2	0	5	0	2	2	0	2	0	2	3
Employees Left (By Age)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	9	11	3	3	3	4	3	6	11	13	7	6
30-50	15	54	8	32	8	15	18	28	17	34	14	39
50 and older	1	6	0	9	0	4	0	3	0	10	1	5
Total	25	71	11	44	11	23	21	37	28	57	22	50
Employees Left (By Manager Level)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A
Mid-Level	2	8	0	6	0	3	3	4	1	4	3	7
Upper-level	0	3	0	0	0	2	0	2	0	3	1	0
Total	2	11	0	6	0	5	3	6	1	7	4	7
Employees Voluntarily Left (By Age)	2018		2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	9	11	3	2	3	4	3	5	11	11	6	5
30-50	12	38	8	17	4	11	13	25	15	30	10	17
50 and older	0	0	0	1	0	0	0	0	0	0	1	0
Total	21	49	11	20	7	15	16	30	26	41	17	22



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SOCIAL PERFORMANCE INDICATORS

EMPLOYEE TURNOVER													
Employees Voluntarily Left (By Manager Level)	2018		2019		2020		2021		2022		2023		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
First Level	0	0	0	0	0	0	0	0	0	0	0	0	
Mid-Level	2	6	0	1	0	1	3	3	1	1	1	2	
Upper-level	0	0	0	0	0	1	0	1	0	3	0	0	
Total	2	6	0	1	0	2	3	4	1	4	1	2	
Open Positions Filled by Internal Candidates	2018		2019		2020		2021		2022		2023		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Number of positions filled by internal candidates	8	31	2	23	8	23	8	24	9	57	13	69	
Number of all open positions	133		103		125		83		219		208		
Ratio of positions filled by internal candidates (%)	29		24		25		39		30		39		
Employee Turnover Rate (%)	2018		2019		2020		2021		2022		2023		
30 and younger	3		1		1		1		3		1.25		✔
30-50	3		2		1		2		2		2.16		✔
50 and older	17		14		4		5		17		10.17		✔
Female	18		7		7		14		15		9.61		✔
Male	3		2		1		1		2		1.50		✔
First Level managers	0		0		0		0		0		N/A		
Mid-Level managers	14		8		4		9		6		11.36		✔
Upper-level managers	18		0		12		13		17		4.35		✔
Turnover Rate of Employees Voluntarily Left (%)	2018		2019		2020		2021		2022		2023		
30 and younger	3		1		1		1		3		1.06		
30-50	2		1		1		2		2		1.10		
50 and older	0		2		0		0		0		1.69		
Female	15		7		4		10		14		7.42		
Male	2		1		1		1		1		0.66		
First Level managers	0		0		0		0		0		N/A		
Mid-Level managers	0		0		0		0		2		3.41		
Upper-level managers	0		0		6		6		17		N/A		
Maternal/Parental Leave	2018		2019		2020		2021		2022		2023		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Number of employees on maternal/paternal leave	10	229	9	242	5	215	8	245	7	209	3	183	✔
Number of employees returning from maternal/paternal leave	10	229	9	242	5	215	8	245	9	213	4	183	✔
Number of employees returning from maternal/paternal leave and continuing to work for minimum 12 months	10	229	9	242	5	215	8	245	9	213	4	183	
Ratio of employees returning from maternal/paternal leave (%)	100		100		100		100		100		100		✔
EMPLOYEE DEVELOPMENT AND SATISFACTION													
Training Hours (By Gender)	2018		2019		2020		2021		2022		2023		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Total training hours	3,609	118,504	6,000	121,085	4,615	98,558	7,115	72,682	7,653	121,860	16,808	147,137	✔
Average annual training hours per employee	26	45	40	45	30	33	47	24	41	39	73	44	✔





BRISA 2023 SUSTAINABILITY REPORT

SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEVELOPMENT AND SATISFACTION																		
Training Hours (By Age)	2018			2019			2020			2021			2022			2023		
	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older
Total training hours	41,679	79,577	858	40,063	85,340	1,681	23,794	77,213	2,166	29,297	49,423	1,078	43,450	83,908	2,155	57,941	101,619	4,843
Average annual training hours per employee	62	38	21	62	40	26	40	32	21	42	21	20	58	34	36	54	42	54
Training Hours (By Manager Level)	2018			2019			2020			2021			2022			2023		
	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper
Total training hours	-	3,784	82	0	7,123	334	0	2,652	207	-	3,942	428	-	3,975	498	-	4,430	624
Average annual training hours per employee	0	51	5	0	93	4	0	34	12	0	48	27	0	45	28	0	50	27
Training Costs (TL)	2018			2019			2020			2021			2022			2023		
Total training costs	1,294,587			2,867,581			1,913,279			2,624,664			7,855,144			15,038,745		
Average annual training cost per employee	465			1,000			614			834			2,352			4,225		
Training Categories (Hours)	2018			2019			2020			2021			2022			2023		
	Female	Male		Female	Male		Female	Male		Female	Male		Female	Male		Female	Male	
Ethics	209	667		181	558		117	343		272	766		281	845		155	377	
Anti-corruption and bribery	-	-		-	-		-	-		-	-		-	-		0	0	
Equality, diversity and inclusion	0	0		0	0		0	0		142	234		62	75		0	0	
Sustainability and environmental	86	11,092		45	4,947		50	2,139		327	1,267		186	3,838		478	6,208	
Contractor Trainings (Hours)	2018			2019			2020			2021			2022			2023		
Contractor trainings	4,555			2,069			1,406			1,877			417			4,240		
Performance Evaluation	2018			2019			2020			2021			2022			2023		
	Female	Male		Female	Male		Female	Male		Female	Male		Female	Male		Female	Male	
Number of employees subject to regular performance evaluation	133	446		145	456		139	404		139	407		168	449		196	495	
Employee Satisfaction (By Gender)	2018			2019			2020			2021			2022			2023		
	Female	Male		Female	Male		Female	Male		Female	Male		Female	Male		Female	Male	
Number of employees participated in satisfaction survey	111	367		125	363		-	-		132	400		-	-		171	440	
Employee satisfaction score (%)	56	73		66	77		-	-		63	64		-	-		54	66	
Number of employees participated in engagement survey	111	367		125	363		-	-		132	400		-	-		171	440	
Employee engagement score (%)	34	50		47	57		-	-		45	52		-	-		38	49	
Employee Satisfaction (By Age)	2018			2019			2020			2021			2022			2023		
	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	25-34	35-44	45-54
Number of employees participated in satisfaction survey	298	162	18	330	141	17	-	-	-	368	154	10	-	-	-	262	222	108
Employee satisfaction score (%)	66	72	100	73	74	100	-	-	-	61	69	90	-	-	-	57	59	79
Number of employees participated in engagement survey	298	162	18	330	141	17	-	-	-	368	154	10	-	-	-	262	222	108
Employee engagement score (%)	43	50	83	52	57	88	-	-	-	45	58	90	-	-	-	42	44	56
Employee Satisfaction (By Manager Level)	2018			2019			2020			2021			2022			2023		
	First	Mid	Upper	First	Mid	Upper	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	-	-	-	-	75	21
Employee satisfaction score (%)	68	74	94	72	82	100	-	-	-	61	71	100	-	-	-	-	64	95
Number of employees participated in engagement survey	394	68	16	400	71	17	-	-	-	431	89	12	-	-	-	-	75	21
Employee engagement score (%)	44	53	75	51	68	100	-	-	-	46	63	92	-	-	-	-	53	71



Externally assured.



SOCIAL PERFORMANCE INDICATORS

INCLUSION						
Number of People Reached by Inclusion Programs	2018	2019	2020	2021	2022	2023
Citizens aged 65+	0	0	28	0	0	0
Youth	1,232	622	1,816	368	549	816
Children	346	482	395	1,826	1,413	123
Women	13	0	34	122	27	970
Total	1,591	1,104	2,273	2,316	1,989	1,909
OCCUPATIONAL HEALTH AND SAFETY						
Employees	2018	2019	2020	2021	2022	2023
Accident Frequency Rate (İzmit+Aksaray) *	0.54	0.4	0.63	0.54	0.51	0.73
	1.47	0.85	0.59	1.47	0.36	
Accident Severity Rate (İzmit + Aksaray) *	9.95	9.45	20.24	9.95	20.37	198.61
	13.26	11.2	3.96	13.26	2.36	
Number of accidents	78	67	43	66	78	126**
Number of fatalities	0	0	0	0	0	1
Number of occupational diseases	0	0	0	0	0	0
Injury-related absenteeism (number of days)	322	314	322	623	650	374***
Absenteeism (number of days)	322	314	322	623	650	374***
Lost workday rate (%)	10.31	9.71	10.95	17.73	17.66	9.43***
Total working hours	6,245,346	6,470,050	5,880,325	7,026,676	7,357,445	7,928,942
Contractor Employees	2018	2019	2020	2021	2022	2023
Number of accidents	11	4	7	7	10	19
Number of fatalities	0	0	0	0	0	0
Number of occupational diseases	0	0	0	0	0	0
Injury-related absenteeism (number of days)	30	59	79	12	38	32
Absenteeism (number of days)	0	0	0	0	0	32
OHS Trainings (person*hours)	2018	2019	2020	2021	2022	2023
Employees	125,926	133,938	24,857	15,920	42,400	54,364
Contractor Employees	5,855	3,044	1,868	3,050	3,480	4,240
Total	131,781	136,982	26,725	18,970	45,880	58,604

✓ Externally assured.

*As of 2023, the data has been shared in a consolidated manner.

** Fatality is not included.

*** Lost days due to fatality are deducted.



SUSTAINABILITY PERFORMANCE INDICATORS ADDITIONAL EXPLANATIONS

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 engagement 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.

2023	Number of Meetings	Attendance
Board of Directors	27	100%
Audit Committee	4	100%
Corporate Governance Committee	4	100%
Early Detection of Risk Committee	4	100%
Sustainability Committee	4	100%

SOCIAL

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

2020		2021		2022		2023	
Female	Male	Female	Male	Female	Male	Female	Male
17 (17.90%)	78 (82.10%)	19 (19.39%)	79 (80.61%)	23 (21.7%)	83 (78.3%)	27 (24.32%)	84 (75.68%)

2. 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.

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

2020	2021	2022	2023
1,913,279	2,624,664	7,722,987	15,038,745

4. Our employee satisfaction scores (%) are as follows. No satisfaction survey was conducted in 2020 and in 2022.

2020		2021		2022		2023	
Female	Male	Female	Male	Female	Male	Female	Male
/	/	63%	64%	/	/	54%	66%

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

2020	2021	2022	2023
10.951	17.732	17.669	20.156

6. Our occupational disease rate is "0".

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

	Blue-collar	White-collar
Person*Hour OHS Training- 2023	43,272	10,160
Person*Hour OHS Training-2022	49,815	2,309

8. 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.

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

10. 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 carry 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 2023 is 87,144 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 2023:

Scope 1: 50,962 tCO₂-e

Scope 2 (Market-based): 40,416 tCO₂-e

Scope 2 (Location-based): 84,755 tCO₂-e

Scope 3: 4,316,490.83 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 2023 is 14 tons.

6. In 2023, water pollutant emissions (BOD, COD, SS, T-N, T-P) were realized as 41,117 tons in total.

7. There is no environmental penalty in 2023.

8. Bicycle paths have been constructed within the factory to encourage employees to use bicycles for commuting. Instead of traveling out of town for job interviews, an online meeting system has been established for conference calls. In 2022, a material recycling machine for process waste was installed at the Izmit facility.

GENDER EQUALITY

1. The rate of female representation in our Board of Directors is 9.09%. The same rate is 37.5% in our Executive Board.

2. According to Brisa's Talent Management Approach, we believe that every Brisa employee has the potential to add value to the company, stakeholders, processes, teams, and themselves from the moment they are hired. In this context, every Brisa employee is considered a talent, and we expect each Brisa leader to create value by developing themselves, their work, their team, and the work environment. We evaluate and plan the development of our High Potential and High Performing employees together with all our managers in our "Organizational Success Plan" process.

3. 52,8% of entry-level positions are female employees.

4. 31% of the employees promoted during the fiscal year are female employees.

5. Aligned with Sabancı Holding's commitment to increase the number of women leaders to 50% by 2030, the total percentage of female employees was 5.7%, the percentage of female white-collar employees was 25.5%, and the percentage of female managers was 21.7% in 2022. By the end of 2023, the total percentage of female employees has risen to 6.4%, the percentage of female white-collar employees to 25.9%, and the percentage of female managers to 24.3%.

6. The percentage of female employees in the top 10% salary bracket of our company is 20.8%. In the highest-paid quartile, this percentage is 21.7%. The percentages in the upper-middle, lower-middle, and lowest quartiles are 30.2%, 17.4%, and 4.9%, 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. The minimum paid primary parental leave is 16 weeks, while for secondary parents, this period is 1 week. Child support is provided for blue-collar employees. Employees are granted paid bereavement leave.

10. Under the "Destek İsterSEN Çevrim İçi Çalışan Destek Programı" initiated during the Covid-19 period, Brisa employees can receive psychological counseling and guidance support from expert clinical psychologists. Additionally, our Brifit employee well-being program, shaped by the efforts of the Body and Mind Health Team in 2021, continues.

11. Our "Diversity, Inclusion, and Gender Equality" training, focused on equality and inclusion, provides information on combating implicit biases related to discrimination. In this context, we conducted Inclusive Leadership training with the participation of our entire senior management team.

12. Training under the Human Rights Policy includes information aimed at preventing sexual harassment.

13. Advertising and marketing content is reviewed before publication to account for gender biases.

14. We provide the necessary support for our female employees to return to their roles after maternity leave and to balance their personal and professional lives. With the "Bri Moms Mentoring Program", we aim to facilitate the adaptation of employees returning from maternity leave."



TCFD

Area	Recommendations	References
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	Brisa CDP Report- Climate Change 2024- C4 Brisa 2023 Sustainability Report p:44
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	Brisa CDP Report- Climate Change 2024- C4 Brisa 2023 Sustainability Report p:44
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Brisa CDP Report- Climate Change 2024- C2.1, Brisa 2023 Sustainability Report p:44
	b. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Brisa CDP Report- Climate Change 2024- C3.1, C3.2, C3.3, C3.6
	c. 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 2024- C5.1

Area	Recommendations	References
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	Brisa CDP Report- Climate Change 2024- C2.1 - C2.2 Brisa 2023 Sustainability Report p:44
	b. Describe the organization's processes for managing climate-related risks.	Brisa CDP Report- Climate Change 2024- C2.2 Brisa 2023 Sustainability Report p:44
	c. 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 2024- C2.1
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Brisa CDP Report- Climate Change 2024- C2.2.2
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Brisa CDP Report- Climate Change 2024- C7.6, C7.7, C7.8 Brisa 2023 Sustainability Report p:98
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Brisa CDP Report- Climate Change 2024- C7.53, C7.54 Brisa 2023 Sustainability Report p:22-23



GRI CONTENT INDEX

Statement of Use:

GRI 1 Used:

Applicable GRI Sector Standard(s):

Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. has reported in accordance with the GRI Standards for the period 01 January 2023-31 December 2023

GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	About Brisa, p:3-5			
	2-2 Entities included in the organization’s sustainability reporting	About the Report, p:1			
	2-3 Reporting period, frequency and contact point	About the Report, p:1 ; Contact, p:116			
	2-4 Restatements of information	About the Report, p:1			
	2-5 External assurance	Limited Assurance Report, p:113-115			
	2-6 Activities, value chain and other business relationships	About Brisa, p: 3-5			
	2-7 Employees	Equality, Diversity and Inclusion, p:75 ; Social Performance Indicators, p:93-94			
	2-8 Workers who are not employees	Social Performance Indicators, p:94			
	2-9 Governance structure and composition	Brisa 2023 Annual Report, p: 120-125			
	2-10 Nomination and selection of the highest governance body	Brisa 2023 Annual Report, p:120			
	2-11 Chair of the highest governance body	https://www.brisa.com.tr/about-us/management/board-of-directors/			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, p: ; Sustainability Management, p:17-19			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, p: ; Sustainability Management, p:17-19			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, p:17-19			
	2-15 Conflicts of interest	Anti-Bribery and Anti-Corruption, p:10-11			
	2-16 Communication of critical concerns	Anti-Bribery and Anti-Corruption, p:10-11			
	2-17 Collective knowledge of the highest governance body	https://www.brisa.com.tr/about-us/management/board-of-directors/			
	2-18 Evaluation of the performance of the highest governance body	Brisa 2023 Annual Report, p:122-123			
	2-19 Remuneration policies	Sustainability Performance Indicators Additional Explanations, p:98			
	2-20 Process to determine remuneration	Sustainability Performance Indicators Additional Explanations, p:98			

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report.



GRI STANDARD	DISCLOSURE	LOCATION	Requirement(S) Omitted	OMISSION	
				Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	GRI Content Index: This information is not disclosed for confidentiality reasons.	2-21 a; 2-21 b; 2-21 c	Confidentiality constraints	This disclosure contains sensitive and confidential information related to Brisa's business affairs, operations and/or operating information and is not to be disclosed.
	2-22 Statement on sustainable development strategy	Sustainability Approach, p:17			
	2-23 Policy commitments	Sustainability Performance and Targets, p:22-23			
	2-24 Embedding policy commitments	Sustainability Performance and Targets, p:22-23			
	2-25 Processes to remediate negative impacts	Sustainability Management, p:17-19 ; Risk Management, p:12-14			
	2-26 Mechanisms for seeking advice and raising concerns	Anti-Bribery and Anti-Corruption, p:10-11			
	2-27 Compliance with laws and regulations	GRI Content Index: During the reporting period, no non-compliance with laws and regulations was penalized.			
	2-28 Membership associations	Corporate Memberships, p:87			
	2-29 Approach to stakeholder engagement	Stakeholders, p:24			
	2-30 Collective bargaining agreements	Social Performance Indicators, p:93			
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics, p:20			
	3-2 List of material topics	Material Topics, p:20			
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Combating Climate Change, p:44			
Energy and Emissions Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Energy Efficiency, p:46-47 ; Integration of Renewable Energy Sources, p:48 ; Emissions Management, p:48			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency, p:47 ; Environmental Performance Indicators, p:89			
	302-4 Reduction of energy consumption	Energy Efficiency, p:46-47 ; Integration of Renewable Energy Sources, p:48			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Performance Indicators, p:89			
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance Indicators, p:89			
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance Indicators, p:90			
	305-5 Reduction of GHG emissions	Emissions Management, s:48			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Performance Indicators, s:90			



Material Topics

Natural Resources Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Water Management, p:50-52			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p:50-52			
	303-2 Management of water discharge-related impacts	Water Management, p:52			
	303-3 Water withdrawal	Environmental Performance Indicators, p:89			
	303-4 Water discharge	Environmental Performance Indicators, p:89			
	303-5 Water consumption	Water Management, p:51 ; Environmental Performance Indicators, p:89			

Circular Economy

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics,p:20 ; Contribution to Circular Economy, p:54 ; Waste Management, p:55-57			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, p:55-57			
	306-2 Management of significant waste-related impacts	Waste Management, p:55-57			
	306-3 Waste generated	Waste Management, p:57; Environmental Performance Indicators, p:90			
	306-5 Waste directed to disposal	Waste Management, p:57; Environmental Performance Indicators, p:90			

Biodiversity

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Biodiversity, p:59			
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	Biodiversity, p:59			

Innovative and Sustainable Products and Services

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics,p:20 ; Innovative and Sustainable Products and Services, p:27-31			
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Responsible Value Chain Practices

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Distribution Channels Management, p:33-37 ; Customer Satisfaction, p:38-39 ; Responsible Supply Chain Practices, p:40-42			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Economic Performance Indicators, p:91			
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain Practices, p:42			
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain Practices, p:42			

Anti-Bribery and Anti-Corruption

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Anti-Bribery and Anti-Corruption, p:10-11			
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Business Practices Beyond Legal Regulations

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Corporate Governance, p:9-11			
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Material Topics

Social Life Impact

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Employee Rights, p:67-68 ; Towards the Future, p:69-72 ; Equality, Diversity and Inclusion, p:73-75 ; Community Relations, p:76-79 ; Corporate Entrepreneurship and Open Innovation, p:80-81			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, p:94-95			
	401-3 Parental leave	Social Performance Indicators, p:95			
GRI 401: İstihdam 2016	401-1 Yeni çalışan alımları ve çalışan değişim oranı	Sosyal Performans Göstergeleri, s:94-95			
	401-3 Doğum izni	Sosyal Performans Göstergeleri, s:95			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, p:95			
	404-2 Programs for upgrading employee skills and transition assistance programs	Towards the Future, p: 69-72			
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators, p:96			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equality, Diversity and Inclusion, p:75 ; Social Performance Indicators, p:93-94			
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Performance Indicators Additional Explanations, p:98			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content Index: There were no incidents of discrimination during the reporting period.			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	GRI Content Index: None.			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI Content Index: None.			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI Content Index: None.			

Occupational Health and Safety

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Occupational Health and Safety, p:83-85			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p:83			
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p:83-85			
	403-3 Occupational health services	Occupational Health and Safety, p:83-85			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p:83-85			
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p:85 ; Social Performance Indicators, p:97			
	403-6 Promotion of worker health	Occupational Health and Safety, p:83-85			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p:83-85			
	403-9 Work-related injuries	Social Performance Indicators, p:97 ; Sustainability Performance Indicators Additional Explanations, p:98			
	403-10 Work-related ill health	Social Performance Indicators, p:97			

Digitalization and Data Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:20 ; Digitalization and Data Management, p:61-65			
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REPORTING GUIDANCE —

Brisa Sustainability Report 2023 – Reporting Principles

This reporting principles ('Principles') provide information on the methodologies for the preparation, calculation and reporting of data for the indicators of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. ('Brisa', 'the Company') within the scope of limited assurance included in the Brisa Bridgestone Sustainability Report 2023 ('Sustainability Report 2023').

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 Principles.

The data included in this guideline is for the FY 23 (1 January – 31 December 2023), fiscal year ended December 31, 2023, and as detailed in the "Key Definitions and Reporting Scope" section comprises only the relevant operations of the Company in Türkiye that are the responsibility of the Company by excluding information about subcontractors. The social indicators in this manual do not include data from Arvento.

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, Brisa defines:

Type	Indicator	Scope
Social Indicators	Occupational Health and Safety	
	Accident Frequency Rate (%)	In the reporting period, the total number of lost work days, including lost-time injuries, limited incapacity for work and medical treatment practices, followed by notifications made to the Social Security Institution, that happened to directly employed female and male employees during a work-related activity. It represents the ratio found by multiplying the ratio to the total actual working time in the reporting period with the value of two hundred thousand.
	Accident Severity Rate (%)	In the reporting period, the loss of time injury, limited incapacity of the employees, which happened to the directly employed female and male employees during a work-related activity and prevented them from coming to the workplace on the next shift or the next working day, followed by the notifications made to the Social Security Institution. It refers the ratio found by multiplying the ratio of the total loss of working days, including medical treatment practices, to the total actual working time in the reporting period, by the value of two hundred thousand.
	Number of Accidents (#)	This indicator indicates the total number of accidents which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Fatalities (#)	This indicator reflects the number of fatal accidents which fall under the definition of "fatal accidents" within the scope of the Occupational Health and Safety Law No.6331, resulted in deaths which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Occupational Diseases (#)	This indicator reflects the total number of occupational diseases that refer to temporary or permanent illness, physical or mental disability, which occur due to the nature of the work, or the operating conditions of the business. This is followed up through notifications made to the Social Security Institution during the reporting period.
	Injury-related Absenteeism (day)	In the reporting period, it refers to the number of days lost due to slips, falls, pinches and cuts caused by equipment, tools, vehicles and materials. The number of days resulting from fatal accidents is not included.
	Lost Workday Rate (%)	This indicator means the rate of lost workdays due to work 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, and monitored through notifications made to the Social Security Institution during the reporting period.
	Total OHS Trainings (h)	This indicator represents the total hours of the OHS trainings, delivered to the employees and sub-contractors, that is tracked monitored through the training tracking platform of Human Resources of the Companies during the reporting period.



Type	Indicator	Scope
Social Indicators	Total Number of Employees	
	Total Number of Employees by Gender (#)	In reporting period, it refers to the total number of employees who were monitored through the Brisa Human Resources data platform and whose Employment Entry Declaration was made to the Social Security Institution. Intern employees are not included in the total number of employees.
	Distribution of Female Employment	
	Total Female Employee Ratio (%)	This indicator refers to the rate of female employees among the total number of employees in the reporting period, who were followed up with the Company's Human Resources data platform and whose Employment Statement was made to the Social Security Institution.
	Managers by Level (#)	This indicator refers the number of female employees working in upper-level, mid-level and first-level managerial roles, followed by the Company's Human Resources data platform, and made a Recruitment Statement to the Social Security Institution during the reporting period.
	Female Managers Ratio by Level (%)	This indicator means the ratio of female employees working in upper, middle and first level managerial roles to the total number of upper, middle and first level managers, who are followed up with the Company's Human Resources data platform, and whose Employment Statement is made to the Social Security Institution during the reporting period.
	Number of Managers in Revenue Generating Roles by Gender (#)	In the reporting period, the breakdown of the Company's employees in revenue generating managerial roles according to gender.
	Ratio of Female Managers in Revenue-Generating Roles (%)	This indicator means the proportion of female executives working in the Company's income generating managerial roles during the reporting period. The number of female managers working in income generating roles; Women executives involved in Sales, Purchasing, Terminal and Logistics are included.
	Number of Employees in STEM (IT, engineering, etc.) Roles by Gender (#)	In the reporting period, it refers to the total number of employees working in STEM roles of the Company according to gender breakdown. Employees in STEM roles include employees working in the IT team and engineering graduates.
	Ratio of Female Employees in STEM (IT, engineering, etc.) Roles (%)	This indicator means the ratio of female employees working in STEM roles of the Company during the reporting period. Number of female employees working in STEM roles; Female employees who work in the IT team and have engineering degrees are included.
	Number of Employees on Maternal / Paternal Leave (#)	In the reporting period, it represents the number of female employees who took maternity leave within the scope of the Company's Regulation on Maternity Leave or Part-Time Work After Unpaid Leave, and the number of male employees who took paternity leave within the scope of the Company's Labor Law No. 4857.
	Number of employees returning from maternal/paternal leave (#)	In the reporting period, within the scope of the Regulation on Part-Time Work to be Performed After Maternity Leave or Unpaid Leave and within the scope of the Labour Law No. 4857, it refers to the number of employees who return to work after the expiry of the maternity/paternity leave of the Company within the periods specified in the regulation and monitored by the Human Resources platform.
	Ratio of the Employees Returning From Maternal/Paternal Leave (%)	This indicator represents the ratio of the number of employees who took maternity leave of the Company to the number of employees who did not return to work after taking maternity leave during the reporting period.
	Trainings	
	Total Training Hours by Gender, Age and Manager Levels (hours)	In the reporting period, it refers to the total number of training hours given to employees broken down by gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior) and training categories (ethical principles, equality, equal opportunities, inclusiveness, sustainability and environment), which were monitored and recorded on the training platform of Brisa Human Resources.
	Average Annual Training Hours per Employee by Gender, Age and Manager Level (hours)	In the reporting period, it refers to the ratio of total training hours given to employees broken down by gender (female, male), age (under 30, between 30-50, over 50) and management level (primary, middle, senior) to the total number of employees, which is monitored and recorded on the training platform of Brisa Human Resources.
	Training Hours by Category (hours)	In the reporting period, this indicator refers to the breakdown of total training hours given to the Company employees and monitored through the Company's Human Resources Training Tracking Platform according to the type of training (Sustainability and Environment, Ethical Principles).
	Total Training Cost (TL)	This indicator the reporting period, it refers to the expenditures of the Company followed up with invoices as training expenditures in the accounting record system.
	Average Annual Training Cost Per Employee (TL)	This indicator means the ratio of the total cost of the trainings given in the reporting period to the total number of employees.



Type	Indicator	Scope
Social Indicators	Recruitments	
	Newly Hired Employees (by Age, Gender and Manager Level) (#)	In the reporting period, it refers to the total number of employees recruited by the Company and declared to the Social Security Institution with the Declaration of Employment within the reporting year, monitored through the Human Resources data platform, and reported in terms of gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior).
	Resignations	
	Number of Employees Left (by Age, Gender and Managerial Level) (#)	In the reporting period, it refers to the total number of white-collar employees who left their jobs during the reporting year, which was declared to the Social Security Institution of the Company with the Leaving Work Declaration within the reporting year, monitored through the Human Resources data platform, and reported in terms of gender (female, male), age (under 30, between 30-50, over 50), management level (first, middle, senior).
	Employee Turnover Rate by Gender, Age and Manager Level (%)	In the reporting period; it refers to the ratio of the number of white-collar employees who left their jobs to the total number of employees reported by gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior).
Environmental Indicators	Number of People Reached by Inclusion Programs (#)	In the reporting period, it refers to the number of vulnerable groups (65+ citizens, youth, children, women) reached within the scope of the inclusion programme.
	Energy Management	
	Natural Gas Consumption (m ³)	This indicator measn 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.
	Diesel Consumption (lt)	This indicator means the amount of diesel fuel (volume – l) purchased during the reporting period, used in generator fuel, forklift fuel, boilers and vehicles at the relevant locations, and followed by invoices received from service providers. It is reported in MWh.
	Gasoline (lt)	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.
	Electricity Consumption (MWh)	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.
	Energy Consumption from Renewable Energy Sources (MWh)	This indicator means the energy consumption of the Company from renewable energy sources such as HEPP, RES, GES, Geothermal in the reporting period. It is reported in MWh.
	Renewable Energy Generation (MWh)	This indicator means the total of renewable energy produced by the Company in the reporting period.
	Renewable Energy Consumption (MWh)	This indicator means the total of renewable energy consumed by the Company during the reporting period.
	Energy Savings (KWh)	This indicator refers to the KWh energy equivalent of natural gas, electricity and diesel savings achieved through energy saving projects carried out by the Company during the reporting period.
	Renewable Energy Ratio (%) (Share of Renewable Electricity Consumption in Total Electricity Consumption)	This indicator refers to the ratio of the amount of electricity purchased by the Company, certified by I-REC and YEK-G certificates, and the amount of electricity produced and consumed by the Company with solar energy (SPP) panels to the total amount of electricity purchased and produced and consumed during the reporting period.
	Greenhouse Gas Emissions (ton CO₂e)	
	Scope 1 Greenhouse Gas Emissions (tCO ₂ e)	This indicator refers to the greenhouse gas emissions caused by the consumption of natural gas, diesel, petrol and the use of cooling gases and fire extinguishers at the relevant locations of the Company during the reporting period.
	Scope 2 Greenhouse Gas Emissions (Location Based) (tCO ₂ e)	This indicator refers to the greenhouse gas emissions arising from the consumption of electricity purchased at the relevant locations of the Company during the Reporting period.
	Scope 2 Greenhouse Gas Emissions (Market Based) (tCO ₂ e)	This indicator refers to the greenhouse gas emissions arising from electricity consumption from non-renewable sources that are not certified with I-REC or YEK-G and purchased from non-renewable sources at the relevant locations of the Company during the reporting period.
	Other Indirect (Scope 3) Emissions – Category 6: Business Travel (tonnesCO ₂ e.)	This indicator represents the indirect emissions from all air travel and hotel accommodation for business purposes during the reporting period.
	Other Indirect (Scope 3) Emissions – Category 7: Employee Commuting (tonnesCO ₂ e.)	This indicator refers to the indirect greenhouse gas emissions caused by the commuting of the Company's employees to and from work by employee shuttles during the reporting period, calculated by using fuel information obtained from the shuttle service providers.



Type	Indicator	Scope
Environmental Indicators	Total Water Usage by Source (m³)	
	Underground Water Withdrawal(m³)	This indicator means the underground water withdrawal (in volume – m³) at the relevant locations, followed by the invoices of the Company's service providers.
	Municipal Water Withdrawal (m³)	In the reporting period, this indicator refers to the amount of mains water withdrawal by the Company, followed by the invoices of the service providers of the Company.
	Grey Water Withdrawal (m³)	In the reporting period, it refers to the Company's grey water withdrawal, which is monitored by the Company's meters and monthly water meter forms.
	Rainwater Withdrawal (m³)	This indicator refers to the amount of rainwater consumed by the Company during the reporting period, followed by the Company's meters and monthly water meter forms.
	Total Water Withdrawal (m³)	This indicator refers to the total amount of well water, municipal water, rainwater and grey water withdrawal of the Company during the reporting period.
	Waste Water Discharge by Destination (m³)	This indicator refers to the amount of wastewater discharged as a result of the Company's consumption of municipal water, well water and rainwater, which are monitored by meters and used in the process and kitchen, during the reporting period.
	Total Water Consumption (m³) (Total Withdrawal - Discharge)	This indicator refers to the total amount of water consumption calculated by subtracting the total amount of water discharged from the total amount of water withdrawn by the Company during the reporting period.
	Water Recycled and Reused (m³)	This indicator refers to the amount of water recovered and used from process and domestic wastewater during the reporting period, which is monitored by the Company's meters and treatment system monitoring forms.
	Total Waste Amount by Type (tonnes) (İzmit+Aksaray)	
	Wastes Recycled (ton)	It refers the total amount of hazardous and non-hazardous waste generated and recycled by the Company, which is tracked by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System) during the reporting period.
	Hazardous Waste (tonnes)	In the reporting period, it refers to the amount of hazardous waste at the locations where the Company's operations take place. Total hazardous waste is the sum of waste recycled/reused at the facility (including plastics and electronic waste), waste recycled/reused by a third party (including plastics and electronic waste), waste disposed in landfills, landfill/solid waste, waste incinerated with energy recovery and waste incinerated without energy recovery.
	Non-hazardous Waste (tonnes)	In the reporting period, non-hazardous waste means the amount of non-hazardous waste at the locations where the Company's operations take place. Total non-hazardous waste is the sum of waste recycled/reused by a third party (including plastic and electronic waste), waste going to landfill/solid waste, waste incinerated with energy recovery and waste incinerated without energy recovery.
	Other Recycled Plastics (ton)	In the reporting period, it refers to the amount of other plastic waste generated and recycled by the Company, which is tracked by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System).
	Landfill (ton)	It refers the total amount of hazardous and non-hazardous waste generated by the Company and sent to the landfill/solid waste site during the reporting period, followed by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System). it does.
	Incineration (ton)	It refers to the total amount of hazardous and non-hazardous waste generated by the Company and sent to the incineration plant, followed by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System) during 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.), enabler (Products that are not considered as direct source/carbon emission reduction activities, but facilitate the dissemination of related technologies.) and enhancing positive social impact products and services offered by the Company during the reporting period that provide environmental and social benefits.
	Sustainable Products and Services Revenue (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. It is reported as TL on a consolidated basis.
	Ratio of sustainable product and service revenues to total revenue (%)	In the reporting period, this indicator represents the ratio of the Company's revenue from the sale of sustainable products to the total revenue in the Company's financial statements for 2023.
	R&D and innovation investments (TL)	In the reporting period, this refers to the Company's R&D and innovation investments.
	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. It is reported as TL on a consolidated basis.
	Ratio of sustainability-oriented R&D and innovation investment budget to total revenue (%)	It refers to the ratio of sustainability linked R&D and innovation investments in the Company's investment budget to total R&D and innovation investment during the reporting period.



Type	Indicator	Scope
Economic Indicators	Environmental Investments and Expenditures	
	Amount of Environmental Investment (TL)	This indicator means the investments made by the Company in terms of mitigation (products and activities that reduce direct carbon emissions), transition (products that are not sustainable in nature but produced with sustainable methods) and enabler (does not directly contribute to carbon emission reduction but has the effect of accelerating the product's sustainable quality) in the reporting period.
	Amount of Total Environmental Expenditures (TL)	In the reporting period, it means the legally obligatory expenditures of the Company including the expenditures such as emission measurement, CDP consultancy, GEKAP, and expenditures that are not required by law such as tire component crushing line, plastic crushing plant, dust collector improvement.
	Environmental Benefit (sm ³)	In the reporting period, this indicator refers to the volume equivalent of the amount of natural gas savings achieved by the Company through waste heat reduction and recovery and steam optimisation projects.
	Environmental Benefit (KWh)	In the reporting period, this indicator refers to the KWh equivalent of the amount of electricity savings achieved by the Company through projects such as green energy, lighting optimisation and ventilation system optimisation.
	Environmental Benefit (tonnesCO ₂ e., TL)	In the reporting period, this indicator refers to the emission equivalent of all natural gas, electricity and diesel saved through energy saving projects carried out by the Company in tonnes of carbon dioxide equivalent and the financial equivalent of these savings (TL).

Data Preparation

Social Indicators

Occupational Health and Safety Data

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:

Incidence Rate = Number of Lost Working Days x 200,000 / Total Actual Working Hours

Severity Rate = Loss of Working Days x 200,000 / Total Actual Working Hours

*Lost Workday Rate = Accidental Absence / Total Working Hours * 200,000*

Distribution of Women Employees Data

The total number of employees represents the total number of employees of the companies as of the end of the reporting year, based on the information contained in the human resources systems as of 31 December 2023. There are no first level managers in the organisational structure. Mid-level managers refer to managers working in the position of manager, and senior managers refer to managers working in director and higher positions.

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

Formulas:

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

Ratio of First, Middle and Senior Female Managers = Number of First, Middle and Senior Female Managers / Total Number of Primary, Middle and Senior Managers

Ratio of Female Employees in STEM (IT, engineering, etc.) Roles = Number of Female Employees in STEM (IT, engineering, etc.) Roles / Total Number of Employees in STEM (IT, engineering, etc.) Roles

Ratio of Female Managers in Income Generating Roles = Number of Female Managers in Income Generating Roles / Total Number of Managers in Income Generating Roles

Return to Work Rate After Maternity Leave = Number of Employees Taking Maternity Leave / Number of Employees Returning from Maternity Leave

Employee Turnover Rate = Number of Employees Left / Total Number of Employees



Trainings:

It represents the trainings provided to the employees during the reporting period. Total training hours is divided into four sub-categories. Total training hours by gender (female and male), by age (under 30, between 30 and 50, over 50), by training types ("ethics", "diversity and inclusion", "sustainability and environment" and "anti-bribery and corruption").

Total cost of the trainings represents the total cost of all the trainings provided by the Companies to their employees.

Formulas:

Average Training Costs per Employee = Total cost of all the trainings / the number of employees

Total Number of Employees Hired

The number of employees hired during the reporting period is divided into three categories as gender (female and male), age (under 30, between 30 and 50, over 50).

Total Number of Employees Left

The number of employees left during the reporting period is divided into three categories as gender (female and male), age (under 30, between 30 and 50, over 50).

Turnover Rates

Formulas:

Turnover rates by gender:

Number of female employees left / total number of female employees

Number of male employees left / total number of male employees

It refers to the number of people of the sensitive groups (old, youth, women, and disabled people, etc.) reached by the Group through inclusion programs.

Sensitive groups reached in 2023 include youth, children, and women. It represents the number of young people and children reached through activities and donations within the scope of the "Brisa Mensupları Öğrenim Destekleme Derneği (BMÖDD)" and "Sabancı Lassa Mid-School". The number of women reached represents the number of people reached by the Ideathon and "Hatay Kuluçka Merkezi" program.

Environmental Indicators

Energy Consumption by Fuel Type

Within the scope of energy consumption data for Brisa natural gas, diesel, fuel-oil, gasoline, LPG and electricity have been consumed. The data is obtained with the meter, invoice, receipt, and maintenance-repair forms of the service providers.

Diesel consumption is obtained from invoices issued by service providers for generators, fire pumps and company vehicles. Gasoline and LPG consumption is obtained from the invoices issued by service providers for company vehicles. For natural gas consumption, the m³ value in the invoice was taken into consideration for İzmit, Aksaray, Altunizade, Esenler and Arvento locations. Purchased electricity consumption at all locations is monitored through invoices received from service providers. In addition, renewable energy production consumed by the Organisation is monitored through contracts/invoices made with the Company.

Brisa uses 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 * (Calorific Value) MJ/m³]/1000 is used;
- Since the diesel supply unit is billed in liters, the conversion factor [1 ltr * (Calorific Value) MJ/l] /1000 is used for conversion to GJ;
- Since the gasoline supply unit is billed in liters, the conversion factor [1l * (Calorific Value) 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.

In addition, relevant MSDS (Material Safety Data Sheet) given by the service providers have been used for density values in Brisa for LPG consumption conversions.

Share of Renewable Energy Consumption in Total Energy Consumption

Renewable energy consumption refers to the renewable energy sourced electricity consumption by the Company.

It contains the sum of electricity consumptions certificated with the I-REC (Renewable Energy Certificate), YEK-G (Renewable Energy Resource Guarantee System) and solar electricity generation by the entity.

Renewable energy generation, on the other hand, refers to the total electricity produced by the Company from renewable energy sources. It is followed by reports received on the system.

Formulas:

*Share of Renewable Energy Consumption in Total Energy Consumption (%) = (Renewable Energy Consumption / Total Energy Consumption) * 100*



Scope 1, 2 and 3 Emissions

Scope 1 and Scope 2 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 sources are detailed in the table below. Global Warming Potential (GWP) coefficients are from 5th and 6th Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) (https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf) and global warming values Department for Environment, Food and Rural Affairs of United Kingdom (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>) and the resultant ton CO₂-e value is calculated by multiplying with the appropriate coefficients.

Emission Sources - Scope 1	Emission Calculation Methodology
Stationary	Emission factors are taken from IPCC 2006 guidelines, fuel NCV and density values are taken from regulations published by Ministry of Energy, IPCC 2006. IPCC GWP coefficients are taken from the 6th assessment reports.
Mobile	Emission factors are taken from IPCC 2006 guidelines, fuel NCV and density values are taken from regulations published by Ministry of Energy, IPCC 2006. IPCC GWP coefficients are taken from the 6th assessment reports.
Fugitive	Global Warming Potential (GWP) values are taken from IPCC 6th Assessment Report.
Emission Source - Scope 2	Ton CO ₂ -e/MWh
Türkiye Electricity (Grid-sourced)	TEİAŞ 2022 emission factors for electricity generation were used.
Emission Factors - Scope 3	Ton CO ₂ -e/MWh
Category 6: Business Travel	Emission factors by flight categorisation (business/economy, domestic/international) are taken from DEFRA 2023.
Category 7: Employee Commuting	For services, DEFRA 2023 emission factors were used.

Water Consumption

The water withdrawals and discharges are monitored through the inlet and outlet meters located within the facilities, monthly activity reports of the Ministry of Environment, Urbanization, and Climate Change of the Republic of Türkiye and payment invoices. Water consumption consists of the amount of water withdrawn from nature by the facilities and not discharged (into the product, evaporation, or leakage) to directly.

Formulas:

Water consumption (m³) = Water Withdrawal by Source – Total Amount of Water Discharge

Waste

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. 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 (Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation - Article 4). According to the disposal methods, the total amount of hazardous and non-hazardous waste which is landfilled, recycled in the facility/outside the facility, incinerated for energy recovery and incinerated without energy recovery are reported.

The total amount of hazardous and non-hazardous waste is monitored through official documentation including Waste Declaration Forms, Mass Balance System (MOTAT, KDS etc.) of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change and disposal delivery notes/records, etc.

The amount of recycled waste refers to the amount of waste that goes to the Company's landfill/solid waste site or is recycled by itself or another organization, recovered for energy purposes and reused. Recycled wastes contain on wastes which are disposed as emphasized in “R” code in Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation Annex-1: Waste Code Determination Hierarchy and Waste Code Explanations.

Formulas:

Amount of Recycled Waste = Waste Recycled/Reused at the Facility + Recycled/Reused by a Third-Party + Landfilled + Incinerated with Energy Recovery

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

Products and services identified as sustainable are;

- Products and services that provide benefits related to the direct reduction of environmental resources / carbon emissions (mitigation),
- Products and services related to the reduction of environmental resource use / carbon emissions in technologies and activities that are not considered sustainable in nature (transition),
- Products and services that are not considered as direct source / carbon emission reduction activities, but facilitate the dissemination of related technologies (enabler)
- Grouped as products and services that create positive social impact.

Revenues from products and services are obtained through product-based sales lists, and total revenues from related product types are reported within the scope of this indicator. Within the scope of the ratio of SDG-related product and service revenues to total TL revenues, total TL revenues refer to the total revenues generated by the companies as of the end of the reporting year as stated in their annual reports or audited financial reports published as of 31 December 2023.

The total amount reported within the scope of R&D and innovation investments consists of investments made within the approved budget of the Company. The amounts reported within the scope of R&D and innovation investments represent the total revenue figures stated in the Company's annual reports or audited financial reports published as of 31 December 2023. The total amount reported within the scope of sustainability-focused R&D and innovation investment represents sustainability-focused investments included in the Company's approved R&D and innovation investment budget.

The number of SDG-related products and services consists of 592 products and services that are considered transitional, enabling and positive social impact products. Products that are not considered inherently sustainable are tyre products and product improvements designed with Aspects+mobilfix.

Products that are not completely environmentally friendly in nature, such as PSR A&B, LVR A&B&C labels, TBR A&B&C tire models, but can be considered as a transition to more SDG-linked technologies are included in the transition product group. In the enabler product group, manufactured tire products for electric vehicles 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 groundbreaking distance (All groups A value & Sound All groups different from PBN wave-1 value) and wet ground breaking distance (All groups different from A value & Sound All groups PBN wave-1 value) products were evaluated.

The projects included in the scope of R&D and innovation investments are the projects carried out at Brisa R&D Centre and the reported balance includes the R&D projects capitalised in the fiscal year 2023.

Total amounts reported within the scope of SDG related 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 Centre are the projects carried out under the headings of rolling resistance, reduction of noise and raw material usage, energy saving, localisation projects, use of recycled materials and improvement of wear life within the scope of environmental investment.

Formulas:

Ratio of SDG-linked Product and Service Revenues to Total Revenue = SDG-linked Product and Service Revenues / Total Revenue

*Ratio of SDG-linked R&D and Innovation Investment to Total Revenue (%) = (SDG-linked R&D and Innovation Investment / Total Revenue) * 100*

Savings and Reduction Based on Environmental Investments

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

Environmental Investments and Expenditures

Environmental expenditures that are not required by law are process improvements, consultancy and technical assistance service procurement; environmental expenditures that are required by law are expenditures such as waste treatment, emission measurement costs and GEKAP expenditures. The total amount reported in these indicators consists of the expenditures made within the approved budget of the Company. In addition, environmental investments refers to the amount of investments made for the execution of energy saving projects in Izmit and Aksaray plants.

Reconsideration Statement

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



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

We have been engaged by the Board of Directors of Brisa Bridgestone Sabanci 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 Sustainability Report 2023 (the “Sustainability Report 2023”) for the year ended 31 December 2023 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2023, which is subject to our limited assurance work, set out in the pages 89, 90, 91, 92, 93, 94, 95, 96 and 97 of the Sustainability Report 2023 with the sign  is summarised below:

Social Indicators

- Incidence Rate (İzmit, Aksaray) (Employees) (%)
- Severity Rate (İzmit, Aksaray) (Employees) (%)
- Total Working Hours (Employees) (h)
- Number of Incidents (Employees) (#)
- Number of Fatalities (Employees) (#)
- Number of Occupational Diseases (Employees) (#)
- Injury-related Absenteeism (Employees) (#)
- Lost Workday Rate (Employees) (%)
- Total OHS Trainings (Employees) (h)
- Total Number of Employees by Category (#)
- Total Number of Employees (#)
- Total Female Employee Ratio (%)
- Managers by Level (#)
- Female Managers Ratio by Level (%)
- Number of female managers in revenue-generating roles (#)
- Ratio of Female Managers in Revenue-Generating Roles (%)
- Number of female employees in STEM roles (#)
- Ratio of Female Employees in STEM (IT, engineering, etc.) Roles (%)
- Number of Employees on Maternal /Paternal Leave (#)
- Number of Employees Returning from Maternal/Paternal Leave (#)
- Ratio of the Employees Returning from Maternal/Paternal Leave (%)
- Total Training Hours (By Age, Gender and Manager Level) (h)
- Average Annual Training Hours per Employee (By Age, Gender and Manager Level) (h)
- Total Training Cost (TL)
- Average Annual Training Cost Per Employee (TL)

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- Ethics (h)
- Sustainability and Environmental (h)
- Newly Hired Employees (By Age, Gender and Manager Level) (#)
- Employees Left (By Age, Gender and Manager Level) (#)
- Employee Turnover Rate (%)
- Number of People Reached by the Inclusion Programs (#)

Environmental Indicators

- Natural Gas Consumption (m3)
- Diesel Consumption (lt)
- Gasoline (lt)
- Electricity Consumption (kWh)
- Energy Consumption from Renewable Energy Sources (MWh)
- Renewable Energy Generation (MWh)
- Renewable Energy Consumption (MWh)
- Greenhouse Gas and Energy Intensity
- Energy Saving (kWh)
- Renewable Energy Ratio (Share of Renewable Electricity Consumption in Total Electricity Consumption) (%)
- Scope 1 GHG Emissions (tCO₂e)
- Scope 2 GHG Emissions - Market-based (tCO₂e)
- Scope 2 GHG Emissions - Location-based (tCO₂e)
- Scope 1+2 GHG Emissions - Market-based (tCO₂e)
- Scope 1+2 GHG Emissions - Location-based (tCO₂e)
- Other Indirect (Scope 3) Emissions – Business Travels (tCO₂e)
- Other Indirect (Scope 3) Emissions – Employee Commuting (tCO₂e)
- Underground Water (m3)
- Municipal Water (İzmit+Aksaray) (m3)
- Greywater (m³)
- Rainwater Use (m3)
- Total Water Withdrawal (m³)
- Water Recycled/Reused (m3)
- Total Discharge by Destination (m3)
- Total Water Consumption (Total Withdrawal – Discharge) (m³)
- Hazardous Wastes (ton)
- Non-Hazardous Wastes (ton)
- Wastes Recycled (ton)
- Other Recycled Plastics (ton)



Economic Indicators

- Amount of Total Environmental Expenditures (TL)
- Amount of Environmental Investment (TL)
- Number of Sustainable Products and Services (#)
- Sum of Sustainable Product and Service Revenues (TL)
- Ratio of Sustainable Product and Service Revenues to Total Revenues (%)
- R&D and Innovation Investments (TL)
- Sustainable Oriented R&D and Innovation Investments (TL)
- Ratio of Sustainable Oriented R&D and Innovation Investment Budget to Total Revenue (%)
- Savings and Reductions Based on Environmental Investments

Our assurance was with respect to the year ended 31 December 2023 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 Sustainability Report 2023 and, any other elements included in the Sustainability Report 2023 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 Sustainability Report 2023 –Reporting Principles" (the "Reporting Principles") on pages 105, 106, 107, 108, 109, 110, 111 and 112 of the Sustainability Report 2023.

The Company's Responsibility

The Company is responsible for the content of the Sustainability Report 2023 and the preparation of the Selected Information in accordance with the Reporting Principles. 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 Principles.

In particular, the conversion of different energy measures to 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 Principles. Our assurance work has not included examination of the derivation of those factors and other third-party information.



Our Independence and Quality Management

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 Management 1, which requires the firm to design, implement and operate a system of quality management including policies or 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 Principles. 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 2023, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

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 Sabanci Lastik Sanayi ve Ticaret A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Sustainability Report 2023 for the year ended 31 December 2023, 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 Sabanci Lastik Sanayi ve Ticaret A.Ş. as a body and Brisa Bridgestone Sabanci 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.

Ali Yörük, SMMM
Independent Auditor

Istanbul, 2 October 2024



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Legal Disclaimer

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