

# SUSTAINABILITY REPORT 2015

BRI SA



G4-22, G4-23, G4-28,  
G4-29, G4-30, G4-31

# ABOUT THE REPORT

In accordance with the principles of transparency and accountability, we have been offering the social, economic and environmental impacts of our corporate activities to our stakeholders' view in line with relevant management practices, performance results and targets since the year 2012. Our sustainability report for the year 2015 involves our sustainability performance between the dates 01.01.2015 – 31.12.2015.

Our report, prepared in accordance with Comprehensive option of the GRI G4 Guidelines, was designed by taking into consideration relevant requirements. As in the previous reporting period, we have received independent external audits for our 2015 report in the issues of energy consumption, carbon dioxide emission, water consumption, training hours, employee breakdown, recruited employees, quitting employees, senior management, occupational health and safety, and total amount of waste by type.

Our priority issues, which were obtained in result of the Sustainability Survey Study realized in 2012 and are reviewed annually, constitute the mainframe of our report. In the reporting period, we have reviewed our sustainability priorities in accordance with the meetings we have realized with our department representatives, data obtained from standards and systems implemented at Brisa and feedbacks conveyed to us by our stakeholders.

We consider enhancing our sustainability performance and accordingly becoming a more accountable and transparent organization to be among our indispensable objectives. We believe in the significance of stakeholder feedbacks to achieve these objectives. You may communicate your feedbacks regarding our report to [surdurulebilirlik@brisa.com.tr](mailto:surdurulebilirlik@brisa.com.tr) in order to consistently improve our reporting performance.





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## Dear Esteemed Stakeholders,

2015 was the year that we've received the fruits of our operations carried out with sustainability we regard as an inseparable part of our corporate identity. We are happy share our achievements to our stakeholders with our fourth sustainability report.

In 2015, the global tyre market has reached to 1.7 billion pieces with a 1% increase, while Turkey tyre market reached 22.4 million with 14% growth compared to 2014. Brisa with a 2.3% increase in total sales in comparison with 2014 on item basis, 7% EBITDA growth and 6% increase with 1,802 million Turkish liras net sales revenue protected it's sector leadership Lassa brand's export increased 5% and by the end of 2015 Brisa meets with vehicle owners at over 130 sales point with a signboard.

In 2015 we've speed up the work of our new production facility will be established in Aksaray. We plan a 30% increase in our production capacity with our Aksaray plant, which will be ready to operate in 2018 with an 300 million USD initial investment. In reporting period we continue to create value with our new products. We began to serve Bridgestone seismic isolator to Turkey market as of 2015.

With our Lassa brand, we launched collaboration one of the world's most successful sports club of the world, Barcelona. As of June 2015, with the agreement signed, club's basketball, handball, futsal, roller hockey teams use "FC Barcelona Lassa" name. Thus we carry our brand to more competitive and valuable state in global scale.

In reporting period, in order to integrate sustainability to our business processes more and support sustainability to be embraced by all individuals in Brisa we published our Sustainability Policy; in order to collaborate more and increase sustainability

understanding amongst our stakeholders in our supply chain we published our "Responsible Purchasing Policy"; and as a result of our responsible business practices published our "Anti-Bribery and Corruption Policy".

Our sustainability report, which we share our performance transparently with our stakeholders, awarded as "the best B2B sustainability report" in a global organization by Ethical Corporation in UK by welling away its global competitors. Listed in İstanbul Stock Exchange's (BIST) sustainability index was another important highlight of the reporting period. We'll be included by in the index for terms November 2015- October 2016. At index, companies with superior sustainability performance are listed.

Our energy use in the reporting period showed a 12% decrease in comparison with the year 2008, while our energy savings increased thirteen fold. As Brisa, we aim to reduce our greenhouse gas emission per unit production by 25% as against 2005, in 2020. As of 2015 yearend, we have achieved this target at the rate of 22%. We reduced our well water consumption by 46% as against the year 2008. Thanks to our works on less water use and wastewater recycling we achieved 46% improvement in comparison with the year 2008, thus we achieved 75% of our 2020 target for reducing our water consumption. In consequence of the works conducted since 2009 for minimizing wastes, we have achieved an improvement of 62% for hazardous wastes.

As Brisa, we integrate our innovation and sustainability understanding with digitalization processes. By integrating our system and processes to digital platforms we provide fair, efficient and reliable use of knowledge, and we deliver analytical and mobile solutions. We were selected "Digital



Sector Leader” in the category of “Other Manufacturing” of the “Accenture Digitalization Index” realized for the first time in Turkey and were entitled for the “Digitalization Pioneers” award.

In 2015, we worked hard in order to develop healthy, safe, fair, transparent and happy workplace to our employees toward our strategies of becoming a preferred workplace. We put detailed efforts into practice inline with our strategy to reach prospective Brisa employees effectively and we find the opportunity to tell about the value we created for our employees. In 2015, in order to share our knowledge and experience with all our stakeholders, within the scope of Brisa Academy, we have provided 33,200 man-hour of training in 2015, achieving a 40% increase as against 2014. We continued the Employment and Awareness Projects, as well as the Support Projects, which we started in 2013 by becoming a signatory of the United Nations Equality at Work Declaration, by including our value.

We determine our social responsibility projects in the light of our sustainability vision and the principles of forming good relations with local communities and contributing to social, cultural and economic development. We are the official partner of Solar Impulse project in Turkey, which is realized in order to draw attention to the use of renewable energy resources. Within the scope of “**Lassa Yola Sağlam Çık**” project, which aims to increase the awareness of safe and secure driving, we visited 44 points in 32 cities in 2015. We realized the blood pressure, blood sugar and body mass index measurements of 5,501 long distance drivers. Within the scope of Bridgestone’s “**#Emniyetimiziçin2dk**” project, we realized the measurement and balancing of **tread depth** and air pressure of 30,000 cars.

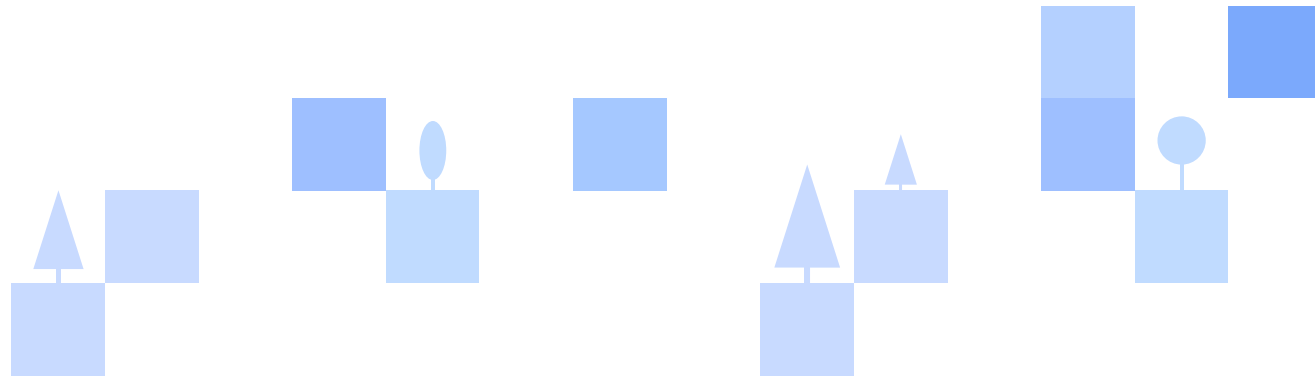
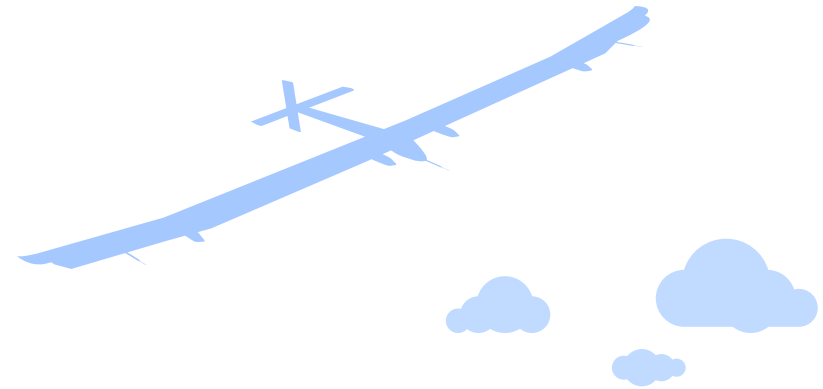
Within the scope of “**Tarım Sağlamsa Gelecek Sağlam Projesi**” we have reached out to 9,500 farmers by

travelling to 155 villages in 20 provinces. Our Lassa team, which is formed under Brisaspor, has won 184 medals in 13 national and 33 international competitions and achieved a great success as it did in the previous years.

What we achieve is possible with our stakeholders. I commit that we will put utmost effort to carry the value we create further.

### YİĞİT GÜRÇAY

General Manager





# MESSAGES FROM SUSTAINABILITY WORKING GROUPS



We create positive value for our stakeholders by bringing our sustainability approach together with our strategies, core operations and competences. Our primary aim is to **increase** our performance by increasing the integration of sustainability and our business conduct and strengthening the relation between social, environmental and economic topics.



# MESSAGES FROM SUSTAINABILITY WORKING GROUPS

## SUPPORTING FUNCTIONS' WORKING GROUP

We realize our sustainability strategies by considering stakeholders' opinions. While we manage our resources effectively in order to produce and distribute more economic value, we meticulously evaluate social, environmental and economic risks and opportunities that might arise from our strategies. We strive for providing our employees with an **honest**, fair, secure and healthy working environment, which would enable them pursue their career in a happy, safe, healthy and efficient way. We provide our employees with opportunities for self-development throughout their career and jointly create values.

## MARKETING AND SALES WORKING GROUP

We put the expectations of our stakeholders into the core of our business model. We realize social responsibility projects with our sustainability vision. Our main responsibility is driving safety, which is closely linked to our sector. In addition to these, we realize projects in sectoral development, education and sports areas.

## SUPPLY CHAIN WORKING GROUP

Creating sustainable values by including the stakeholders in our supply chain, raising the awareness of sustainability in our supply chain and pursue our activities within this framework are among our primary aims. In this line, we support our suppliers to carry out activities that parallel our sustainability strategy, and create sustainable values together.

## TECHNICAL FUNCTIONS WORKING GROUP

In line with our understanding to continuously develop our activities, we focus on reducing environmental impacts of our operations. We constantly follow up and evaluate our operations and our performance and take measures to reduce our environmental impacts. In this regard, we evaluate the environmental impacts of our products and services starting from the design phase and reduce them in all other processes.



# ABOUT BRISA

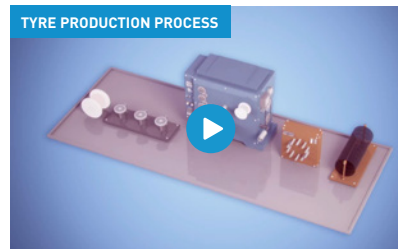
Brisa, established with the initiative of Sabancı Holding and its partners in 1974, started manufacturing tyres under the Lassa brand in 1978. In 1988, the company was named "Brisa" with an equal partnership realized between Sabancı Holding and the worldwide tyre industry leader Bridgestone Corporation. Brisa won its first National Quality Award in 1993 and it became the first Turkish company to win the European Quality Award in virtue of the outstanding performance it demonstrated in business excellence in 1996. In 2010, Brisa bought the American based rubber coating company Bandag's Turkey operations from Bridgestone's European subsidiary Bandag AG, thus diversifying its service portfolio. Brisa, who signed distributorship agreements with the worldwide leading battery brand Energizer in 2013, thereby extending its product range, developed a strategic business partnership in 2014 with Authority Group, the innovative company of Turkish automotive and service industry, expanding its business volume.

Brisa, which has one of the largest tyre factories under a single roof worldwide, its Kocaeli production facility with an indoor area of 361,000 m<sup>2</sup>, and an annual production capacity of 11 million pcs, is one of the most important production facilities of Bridgestone. Together with the facility to be built in Aksaray for the production of passenger and light commercial vehicle tyres, which is planned to be engaged in 2018, it is aimed for the total production capacity to be increased by 30%. The total amount of investment since 1988 made by Brisa, who provides direct employment approximately 2,600 employees, has reached the level of 1009 million US dollars.

Brisa, which was on the 57th place in the ISO 500 list of the largest industrial institutions of Turkey in 2015, was ranked in the 40th place in "Turkey's Most Valuable Brands Research" conducted by the International Brand Rating Institution Brand Finance, with a brand

value of 133 million US dollars. Brisa's brand Lassa, which ranked 82nd on the "Fortune 500 Turkey" list, is supported within the scope of Turquality, the brand support incentive provided by the Undersecretariat of Foreign Trade.

We continue our journey, which started as an industrial company in 1974, as an innovation company leading in its industry and "Designing the Future of Your Journey". We add value to our national economy with our new investments and limit our environmental impact in order to leave future generations with a more habitable world, we actualize sustainable practices in our value chain, we implement practices to enhance our employees' satisfaction and maintain our social investments.



[Click here to watch](#)



[Click here to watch](#)

\* 2014 data.

## Tyres

**BRIDGESTONE** **LASSA**



**Firestone**

**DAYTON**

**KINESIS**  
Solid Tyres

## Non-Tyre Products

**Energizer**

**Castrol**

**ROTAS**

## Sale Channels

**BRIDGESTONE** **LASSA**



**OtoPratik**

**ProPratik**  
"Ağır Vasıta Uzmanı"

**lastigim**

**Lastik Vs**  
En kaliteli markalar en iyi fiyatlar

**Speedy**  
EN YETKİLİ ÖZEL SERVİS\*

**lastik**  
com.tr

**BRIDGESTONE BOX**

## Services

**profleet**  
fla yönetim çözümleri

**mobilfix**  
MOBİL TIR BAKIM SERVİSİ

**BRIDGESTONE** **ALO YOL**  
0212 291 03 95



**BRISA** **akademi**

**BRISA MÜZE**

**Tripin**  
Social Travelling

**B-TAG**  
Bridgestone Intelligent Tag

G4-3, G4-4,  
G4-6, G4-8,  
G4-17

BRISA 2015  
SUSTAINABILITY  
REPORT

> ABOUT BRISA





## Our Mission

To provide superior values to society through sustainable growth

## Our Values

Safety, Innovation, Customer Orientation, Team Work, Business Excellence, Sustainability

## Our Motto

Change to Change

## Our Vision

We innovate your journey



### Supply Chain

We offer our stakeholders the best value with the lowest cost through fast and innovative supply processes.

### Marketing & Sales

We make our leadership sustainable through value creation.

### Finance

We lighten the road for the best journey ahead.

### Technical Groups

We create the best journey ahead with a sense of ownership.

### Human Resources and Labor Relations

We, Brisa Family, create the roadmap to the best journey together.

**1,802 MILLION TL**

OUR NET SALES  
REVENUE FOR  
THE YEAR 2015

**1,009 MILLION USD**



TOTAL AMOUNT OF INVESTMENT  
REALIZED BY BRISA IN TURKEY



**1,065**

NUMBER OF IDEAS COLLECTED  
THROUGH BRISA INNOVATION

**TEAM STUDIES**

**4**  
**MILLION**

NUMBER OF TYRES  
SOLD BY BRISA  
ABROAD  
DURING 2015

**70**



NUMBER OF  
COUNTRIES OUR  
LASSA BRAND IS  
EXPORTED TO:

**6.6**  
**MILLION**

NUMBER OF TYRES SOLD  
BY BRISA IN TURKEY  
DURING 2015



**1,200**

NUMBER OF SALES  
POINTS FORMED  
WITH OUR CONCEPTS

**%**  
**12**

OUR ENERGY  
CONSUMPTION SAVINGS  
RATE FOR PRODUCTION  
PER TON  
SINCE 2008



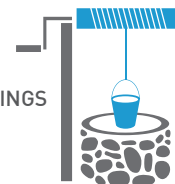
**%**  
**10**

OUR DIRECT AND INDIRECT  
CO<sub>2</sub> REDUCTION RATE  
FOR PRODUCTION  
PER TON  
SINCE 2008



**%**  
**46**

OUR WELL WATER  
CONSUMPTION SAVINGS  
RATE SINCE 2008



**NUMBER OF  
EMPLOYEES**



**2,591**

**NUMBER OF  
CUSTOMERS  
INCLUDED IN OUR  
CUSTOMER  
SATISFACTION  
SURVEY**

**45,000**

**37.35**



AVERAGE HOURS  
OF ANNUAL  
TRAINING FOR  
OUR EMPLOYEES

**NUMBER OF  
LOCAL  
SUPPLIERS**

**1,791**

**NUMBER OF  
FATAL  
ACCIDENTS**

**0**



# AWARDS WE RECEIVED IN 2015



**The second prize at “InovaLig” Innovation Strategies went to Brisa.** We were deemed worthy of the second prize in the category of Innovation Strategies with our innovation approach and corporate entrepreneurship model at “InovaLig” innovation awards organized within the scope of the Turkey Innovation Week under the initiative of Turkish Exporters’ Assembly.



**We Received the Business Continuity Grand Prize of the Year in London.** We won the grand prize in the category of “Business Continuity/Resilience Strategy of the Year”, leaving behind our global competitors at the CIR Business Continuity Awards 2015 organized for the 17<sup>th</sup> time by “CIR Magazine” in England.



**Our 2014 Sustainability Report was selected the “Best B2B Sustainability Report”.** We were deemed worthy of the “Best B2B Sustainability Report” award by the Ethical Corporation in England, surpassing our global competitors with our 2014 Sustainability Report, which we have prepared meticulously in accordance with the principle of transparency.



**“Climate Disclosure Leadership Award” in CDP-Climate Change and The highest performance range in CDP -Water.** We are the top company from industry sector in “Carbon Disclosure Programme (CDP) Turkey- Climate Change” by disclosure score of 98. We also achieved the highest performance range in Turkey with the B rate in “Carbon Disclosure Programme (CDP) Turkey - Water” programme in the first year of reporting in Turkey.



**“Digital Sector Leader” and “Digitalization Pioneer” award for Brisa.** We were selected “Digital Sector Leader” in the category of “Other Manufacturing” of the “Accenture Digitalization Index” realized for the first time in Turkey with the cooperation of Accenture, Vodafone, Turkish Informatics Foundation, Boğaziçi University and METU, and we were entitled for the “Digitalization Pioneers” award.



**“Database Transformation Project of the Year” Award.** We were considered worthy of the “Database Transformation Project of the Year” award at SAP Forum with our database transformation project in corporate resource planning.



**We received the Silver Effie Award with the “Sağlamsa Lassa” campaign .** We received the Silver Effie Award, which is the best award in the Automotive Products Category, with our “Sağlamsa Lassa” campaign that we actualized to appropriate and develop the winter tyre market at the 7<sup>th</sup> Effie Turkey Advertising Activity Competition where the best of the advertising and marketing industry compete.



**Sustainable Activity award for Bridgestone .** We won the third best activity of Europe award in the category of “Sustainable Activity” with the “Chill Out Festival” organized for the 10<sup>th</sup> time with the sponsorship of Bridgestone at the European Best Event awards organized since 2006.



**“Lassa Cycling Team” within the body of Brisaspor was riding high in 2015!** Brisaspor competed in a total of 46 competitions, of which 13 national and 33 international, in 2 different branches, namely mountain bike and racing bike, in the categories of adult men, junior men, ace men and women during the 2015 season. Our athletes won 77 gold, 66 silver and 41 bronze medals, taking the podium a total of 184 times. Our athletes played 42 times for the national team.



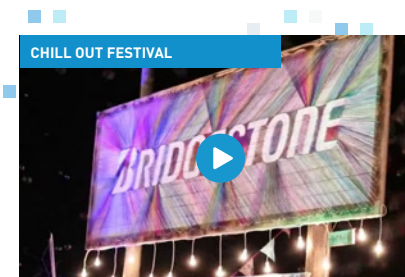
**Brisa Customer Communication Center’s service quality was registered with the EN15838:2009 Customer Communication Centers Service Certificate awarded by the Call Centers Association.** Our Brisa Customer Communication Center, which successfully underwent a series of challenging audits involving numerous business processes, was entitled to receive the EN15838:2009 Customer Communication Centers Service Certificate from the Call Centers Association certifying that services are offered at European Union standards.



**First prize in Energy Efficient Industrial Facility category.** By providing average savings at energy density by 34% between 2012 and 2014, we’ve awarded rubber and plastic products industry’s top prize in the “Energy Efficient Industrial Facilities” category of the “Energy Efficiency Project Competition in the Industry” organized by Ministry of Energy and Natural Resources.



**We won 4 Crystal Apple awards with Lassa’s viral campaign “Don Duran-Arkamiz Saglam”.** We received 4 awards, including the Crystal Apple, in the categories of Most Creative Real-time Action, Creative/Innovative Use of Social Media Platforms and Viral Movie with our movie that received 10 million views at the 26<sup>th</sup> Crystal Apple award ceremony organized by the Advertisers’ Association Board of Directors since 1989, where authentic and creative works are awarded.



[Click here to watch](#)



# OUR SUSTAINABILITY JOURNEY

We form our Sustainability Approach based on the global accumulation of Bridgestone Corporation and the national experiences of Sabancı Holding. We combine the Bridgestone CSR-22 approach and the sustainability understanding of Sabancı Holding with our own corporate policies, strategies, processes and projects based upon international standards such as EFQM, GRI.

We plan improvements aimed at consolidating the in-house integration of our sustainability approach. By means of this entire structure we update our sustainability strategies, plan our actions and continue to ensure their integration in all our processes with the contributions of all our employees in our journey, which we continue with the mission of “providing superior values to society through sustainable growth”.



We published the Brisa **Sustainability Policy.**



We have defined 1,350 processes, connections between processes, process representatives and main process basic performance indicators within our “**Brisa Process House**” practice.



We published the **Brisa Policy for Combating against Bribery and Corruption.**



We were deemed worthy of the **grand prize** in the category of Business Continuity / Resilience Strategy of the Year at the CIR Business Continuity Awards 2015.



We have audited **6 business processes** out of 61.



We organized **Brisa Risk Management** sharing meeting



We've won **12 awards** with our products and services.



We've repeated benchmark **study** evaluates our **corporate performance.**



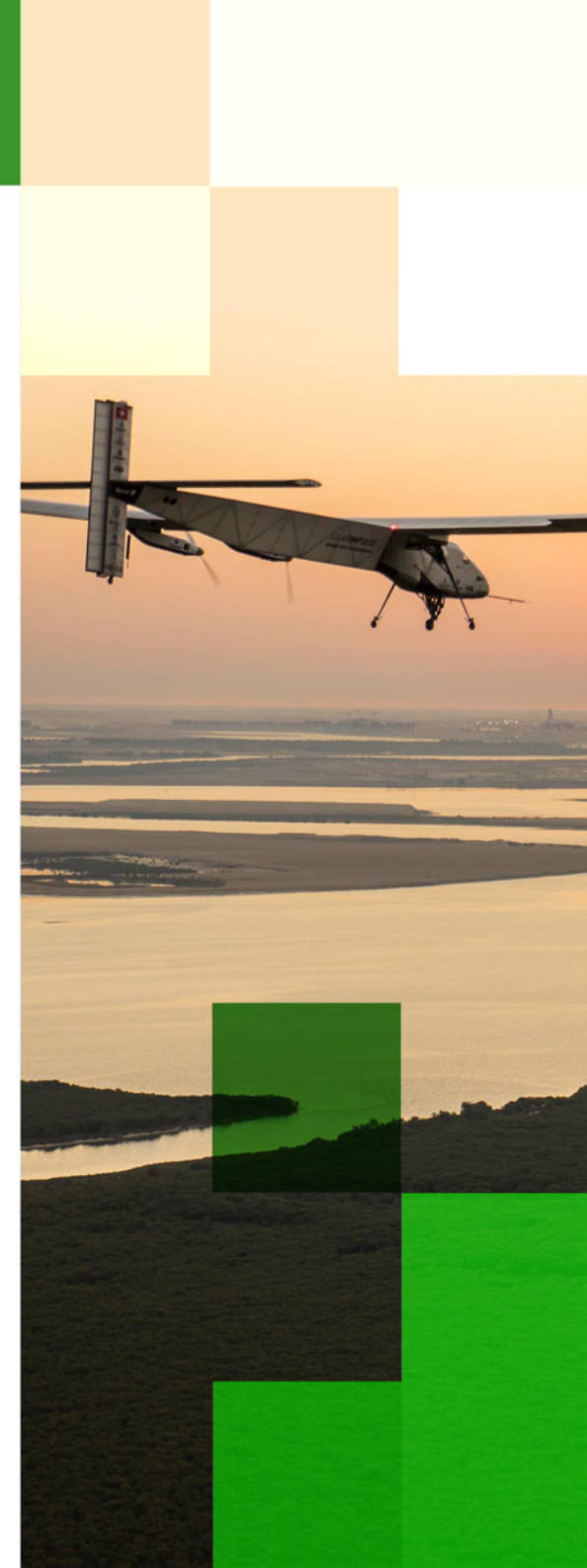
We joined **Istanbul Stock Exchange Sustainability Index.**



Our 2014 Sustainability Report was selected the “**Best B2B Sustainability Report**” at the organization held by the Ethical Corporation in England.



We've determined improvement points for our 2014 Sustainability Report as a result of **External Committee Review**







# OUR CORPORATE GOVERNANCE

## Our corporate governance Understanding;

> TRANSPARENCY

> FAIRNESS

> RESPONSIBILITY

> ACCOUNTABILITY

Corporate Governance Principles, namely transparency, fairness, accountability and responsibility, constitute the basic components of the successes we achieve in all areas as Brisa. In this regard, we observe national and international standards in our operations that we conduct with our effective management systems and we maintain our leading position in our sector through our understanding of fair competition and our business manner that goes beyond legal compliance.

The management structure of Brisa consists of a system involving a Board of Directors and an Executive Committee. At Brisa, the positions of CEO and Chairman of the Board of Directors are occupied by different individuals. Our Board of Directors, which is elected by the General Assembly, consists of 11 members, of which 4 have executive duties and 2 are independent.

All the members of our Board of Directors are responsible for the performance of the company. Within the body of the Board of Directors, there is an Audit Committee, Corporate Governance Committee, and Committee for the Early Identification of Risks. There is an Executive Committee consisting of the CEO, Executive Coordinator, Chief Technical Officer, Assistant General Manager-Consumer Products Marketing and Sales, and Financial Assistant, tasked with supporting the Board of Directors in the planning and execution of strategic orientations regarding the operations of our company and in monitoring investments. Our Executive

Board bears the responsibility for the performance of our company in economic, social and environmental fields.

You can reach detailed information regarding the corporate governance structure of Brisa, members of the Board of Directors and senior level managers under the "Corporate" tab at [www.brisa.com.tr](http://www.brisa.com.tr).

### Brisa Process Management

We are aware that Process Management is one of the most significant topics in institutionalization. We believe that defined, transparent and intra vires accessible processes contribute to the internal audit and control setting. We aim for the processes of all the work we do to be defined. In consequence of our studies over the course of two years, we have defined 1,350 processes, connections among processes, process representatives and main process basic performance indicators in our "Brisa Process House" application.

## Risk Management

Our Risk Management approach aims to ensure that all our employees focus on risks and opportunities alongside their performances while conducting their daily operations and to create value for our stakeholders by contributing to the sustainable growth of Brisa, through the integration of corporate risk management in our strategies and corporate culture. We take international standards and best practices on a local/global scale as reference within the framework of the risk management we have constituted to achieve this aim and for the efficient management of the system.

Our works within our risk management program involve financial, strategic, operational and compliance areas. We actualize our strategies aimed at all the risks we identify in these areas through our effective risk

management practices and we strive to manage them in the best possible way.

Brisa Board of Directors is responsible for the effective implementation of our risk management system at the highest level. The Committee for the Early Identification of Risk, selected from among members of the Board of Directors, makes situation assessments for critical risks in the report it gives to the Board of Directors bimonthly in light of the information received from the Risk Management Department of the company and the Risk Committee. It also evaluates the efficiency of the corporate risk management system once a year.

The Risk Management Department conducts the activities of identifying and defining the strategic, financial, operational and liability risks of the functions, measuring and prioritizing the impacts and probabilities of the financial, reputational, environmental and human loss scenarios of the risks, determining strategies and actions aimed at reducing, eliminating or transferring the negative impacts of said risks, identifying critical risk indicators and risk tolerances, and following up on existing risk management actions through risk evaluation workshops organized with all function managers and employees every year. Details of operational risk management and business continuity planning and prospective risks can be found on our annual report.

In the previous reporting period, we had analyzed and evaluated the risks and opportunities that Climate Change might create for Brisa and we had identified the areas we need to focus on as a company, as well as a roadmap. In this regard, in 2015 we shared the projects that we realized together with department managers in relation to primary sustainability areas, their results and future plans at the meeting themed "Climate Change and Sustainability" with our senior management.

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BRISA 2015  
SUSTAINABILITY  
REPORT

> OUR SUSTAINABILITY  
JOURNEY

> OUR CORPORATE  
GOVERNANCE  
STRUCTURE

> Risk Management  
- Internal Auditing and  
Internal Control  
- SUSTAINABILITY  
MANAGEMENT  
- Our Stakeholders  
- Our Priority Issues  
- PROGRESS REPORT





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G4-DMA

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> OUR SUSTAINABILITY  
JOURNEY

- OUR CORPORATE  
GOVERNANCE  
STRUCTURE  
- Risk Management  
> Internal Auditing  
and Internal Control  
- SUSTAINABILITY  
MANAGEMENT  
- Our Stakeholders  
- Our Priority Issues  
- PROGRESS REPORT



### Brisa Risk Management Sharing Meeting

We organized Brisa Risk Management sharing meeting in 2015, in order to enhance the awareness of Brisa employees about being equipped and prepared against risks.



### 2015 Business Continuity Awards Grand Prize

Brisa was deemed worthy of the grand prize in the category of “Business Continuity / Resilience Strategy of the Year” at CIR Business Continuity Awards 2015. The independent jury, among which senior managers globally responsible for the business continuity and risk management of companies such as BP, General Motors, GE Capital and Deutsche Bank, honored Brisa with the grand prize from amongst nine candidates.

## Internal Auditing & Internal Control

Internal audits and internal controls are conducted for the effective, reliable and uninterrupted execution of corporate activities and services, the development of risk management, control system and corporate governance applications of the Company, contributing to the attainment of the corporate and economic targets of the Company, and ensuring the integrity, consistency and reliability of the information provided by the accounting and financial reporting system.

At Brisa, internal auditing and internal control activities are executed through the agency of the Audit Committee within the body of the Board of Directors. The findings and suggestions obtained in result of the works conducted by the committee are presented to the Board of Directors. Another structure influential for the efficient working of the Internal Auditing and control mechanism is the Internal Auditing Department. The committee and the Internal Auditing department evaluate the internal auditing system through periodically held meetings and present their findings to the Board of Directors.

The processes to be audited throughout the year are identified by reviewing relevant risks on an annual basis. In 2015, we carried out the auditing of another our 6 business processes out of 61, reaching the level of 43% in total since 2012. Human rights issues were also addressed in the process audits being executed and the relevant works were completed. Our target for the forthcoming reporting period is to complete the auditing of another 11% of our business processes, reaching the level of 54% in total.

In accordance with our understanding of responsible business, we rigorously control all our business processes in order to oppose corruption and bribery. Herein, Sabancı Group SA-ETİK guidelines and Brisa Policy for Combating against Bribery and Corruption are our most important advisors.

We published Brisa Policy for Combating against Bribery and Corruption in 2015. Hereby we present the policies, which are already practiced at Brisa and included in Sabancı Holding Business Ethics Guidelines, for combating against bribery and corruption.

You can access Anti-Bribery and Anti-Corruption Policy online at 

You can reach detailed information regarding SA-ETİK Business Ethics Guidelines at [www.sabanci.com.tr](http://www.sabanci.com.tr)

The risk of irregularity constitutes one of our criteria within the scope of the auditing system. During the reporting period, we have reviewed processes against the risk of irregularity and bribery and we have not encountered any relevant cases.



**ERDAL TEKER**  
Accounting Manager

### Anti-Bribery and Anti-Corruption Policy

We regard combating against corruption and bribery as one of the basic responsibilities of Brisa before the society and humanity, as the rest of the business world. “Taking measures against corruption and bribery” and a “business manner beyond legal regulations” are among our prioritized issues. We have shaped the approach we are implementing according to Sabancı Holding Business Ethics Guidelines, which is among the most significant advisors of our responsible business manner, specifically for Brisa and we put it on paper by publishing our “Anti-Bribery and Anti-Corruption Policy” in 2015. In this way, we have emphasized the importance we attribute to the issue of opposing corruption and bribery on a different level.



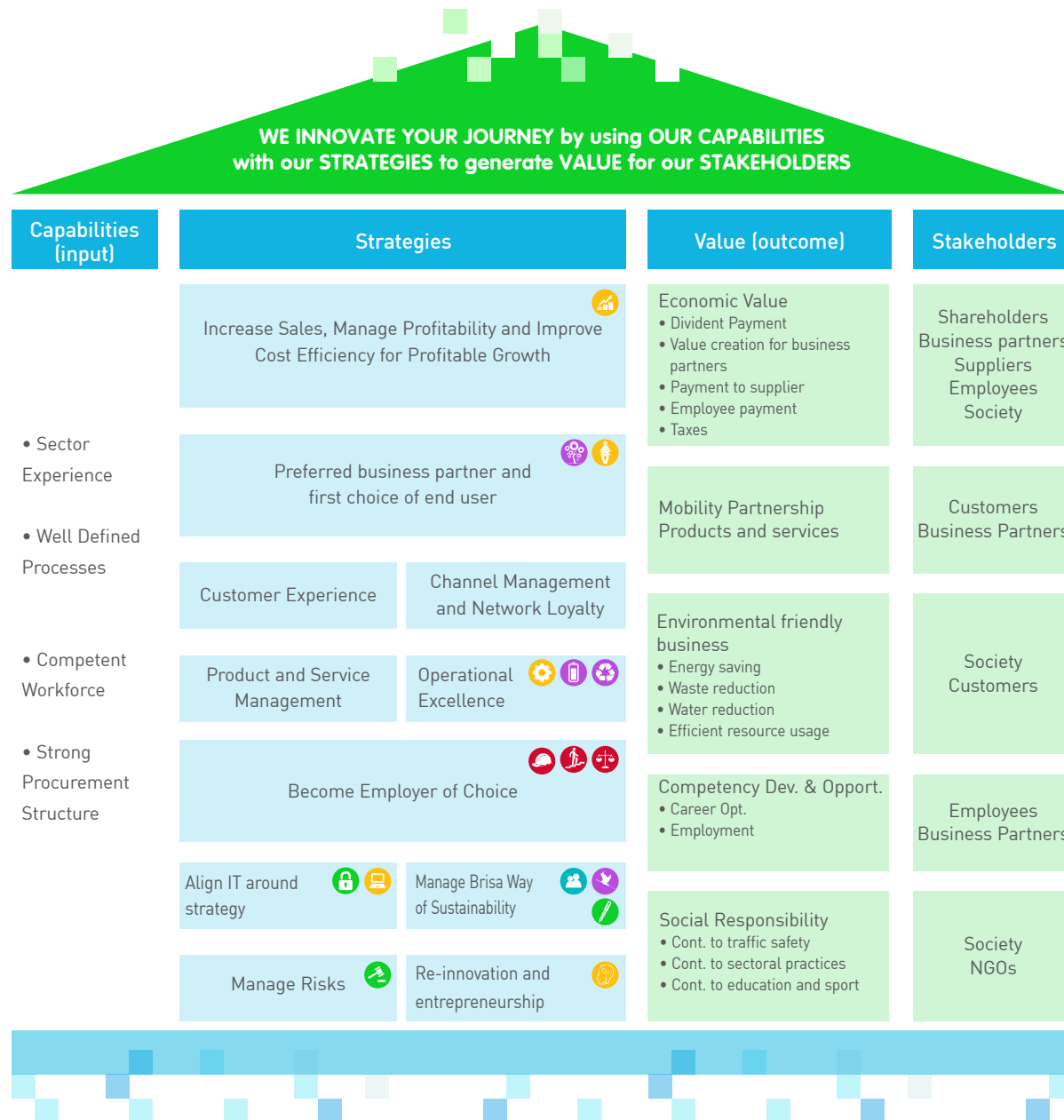
# SUSTAINABILITY MANAGEMENT

We consider sustainability to be an inextricable part of our primary business processes. In parallel with this understanding, we evaluate all our processes from the perspective of sustainability, starting with the planning stage. We constitute action plans by identifying potential development points. We design our sustainability journey based on the accumulation we acquire from the experiences of Bridgestone Corporation and Sabanci Holding.

We bring together our strategies with our fundamental operations and competences through our sustainable business model approach, creating positive values for our stakeholders.

We use our sector experience, well-defined processes, competent workforce and strong procurement structure

- Toward our strategies of becoming a preferred business partner and the first choice of the end user, profitability and sales increase, creating sustainable value for our customers, shareholders, business partners, suppliers, employees and the society;
- Toward our strategies of customer experience, operational excellence, product and service management and channel management, creating sustainable value for our customers and business partners;
- Toward our strategies of becoming a preferred workplace creating sustainable value for our employees business partners and society;
- Toward our strategies of sustainability, information technologies, risk management and innovation, creating sustainable value for our customers, business partners, society and NGOs.



G4-18, G4-48,  
G4-49, G4-50

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We closely follow national and international standards in order to preserve and enhance the value we create for our stakeholders. Our fundamental approach is to execute our performance with a business manner that goes beyond legal responsibilities. For this reason, we have evaluated our sustainability performance in line with benchmarking studies during this reporting period, as in previous periods, and we identified our actions.

We include sustainability increasingly in business processes every passing day through practices that we implement in accordance with the works of our sustainability groups. Alongside structural transformation, we have published our sustainability policy in order to enhance its dissemination and manifest its appropriation by the senior management..

You can reach Brisa Sustainability Policy online.

We are disseminating our primary responsibilities regarding social, environmental and economic issues with our sustainability policy that we have published in 2015. We share social issues under the headings of human rights, occupational health and safety, customer health and safety during product and service lifecycle, opposing corruption and bribery, business manner beyond legal requirements, information security, employee rights, journey of development, relations with stakeholders and the society. We disseminate environment related issues under the headings of efficient use of natural resources and less waste, energy and carbon management, environment friendly products and services, respect for biodiversity. Responsible value chain practices and our innovation and corporate entrepreneurship approach figure amongst the issues we prioritize in the field of economy.

Policies and related documents are put into practice by divisional heads employing sub-units. These functions are responsible for the communication of the policy, related trainings and other processes. Efficacy of the performance obtained by managers and reported to Board on a regular basis.

## Sustainability Management Structure



### Brisa joined Istanbul Stock Exchange Sustainability Index.

As Brisa, we are now being listed in the Istanbul Stock Exchange Sustainability Index, which includes shares of companies traded at the exchange with high level corporate sustainability performances. Brisa will be included in the index during the period between November 2015 and September 2016.



Click here to watch

We were elected the “Best 2B Sustainability Report” with our sustainability report, where we present our sustainability performance and the value we create for our stakeholders transparently, leaving behind our global competitors at the organization held by the Ethical Corporation in England, in 2015.

G4-48  
G4-49  
G4-50

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G4-24, G4-25,  
G4-26, G4-27,  
G4-37

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## Our Stakeholders

The expectations and views of our stakeholders, who evaluate our sustainability performance from different perspectives, identify varying points of improvement and provide feedbacks, are valuable facts for Brisa. As required by the importance and value we ascribe to our stakeholders, we strive to come together with them through different communication channels. We regularly evaluate the expectations and views we receive from our stakeholders through the vision meeting and business partner meetings we regularly organize.

We have presented our sustainability performance, which we share transparently within the scope of the reporting, to the views of our stakeholders in order to further our performance. We have improved our 2015 Sustainability Report in accordance with the shareholder feedbacks we received.



### External Committee Evaluation

We offered our 2014 sustainability report for the evaluation of our stakeholders, received their opinions and identified points of improvement.

As part of sectoral collaborations, we have the chance to come together with our stakeholders on various platforms. During the 2015 reporting period, we participated in activities organized by platforms of which we are a member, receiving the expectations and feedbacks of our stakeholders.

We answer demands conveyed by public institutions and participate in technical workshops within the scope of the Tyre Subcommittee (LAK) that operates within the body of the Ministry of Science, Industry and Technology, of which we execute the presidency. Besides, we also participate in Tyre and Life Safety workshops within the body of the Ministry of Transportation, Maritime Affairs and Communication. We regularly attend European Tyre and Rim Technical Organization (ETRT0) and European Tyre and Rim Manufacturers' Association meetings concerning tyre regulations as a full member.

## Communication with our stakeholders



### Sabancı Employees

Sabancı Extranet, Media, Brisa Blog



### Employees

Corporate Website, Social Media, Brisa Academy, Mailing List, Sabancı Extranet, Media, Brisa Blog, Corporate Social Responsibility (CSR) Activities, Corporate and Financial Communication, E-Newsletter



### Media

Corporate Website, Corporate Social Responsibility (CSR) Activities, Advertising and Marketing Studies, Interviews and Talks



### Investors

Corporate Website, Corporate and Financial Communication, Financial Reports, Investor Presentations, Financial Performance Reports



### Local Community

Corporate Social Responsibility (CSR) Activities, Donations and Sponsorships, Annual Reports



### NGOs

Corporate Website, Various Memberships, Joint Projects



### Universities

Corporate Website, Scholarships and Training Opportunities, Sponsorships and Supports



### Business Partners

Corporate Website, Social Media, E-Academy, Media, Brisa Blog, Corporate and Marketing Communication, Performance Magazine, Brisa Academy, Dealer Meetings



### End Users

Corporate Website, Social Media, Sabancı Extranet, Media, Brisa Blog, Corporate Social Responsibility (CSR) Activities, Advertisement and Marketing Studies



### Customers

Meetings and Conferences, Annual Reports



### State Institutions

Government Audits, Annual Reports, Meetings and Conferences



### Suppliers

Face to Face Meetings, Annual Reports, Suppliers Audits



### Potential Members of Brisa

Corporate Website, Social Media

## External Committee Review



**BAHAR ÖZAY**

UN SDSN TURKEY DIRECTOR

### 1- CONTENT and VISUALITY

The visuality and readability of the report is quite good. Visuals contribute positively to the readability of the content and appear to be used appropriately. Messages being conveyed are clear and understandable. The most important message I received from the report: "Brisa is carrying out significant works in order to improve sustainability in Turkey and is performing the statistical assessments of these works. It identifies targets and works to achieve them." The works that are accomplished and the criteria being satisfied are naturally relatively long. A separate abstract, such as an executive summary, could be useful for sharing the experiences of Brisa with those who wish to be informed. Visuals pertaining to policies and declarations can be shared in a more readable format.

### BRISA SUSTAINABILITY ACTION

We have carefully considered this feedback we received and we are simplifying our report content. Following our 2015 report, we are planning to prepare an "Executive Summary". We have addressed policies and declarations directly to links on our website and improved the design to render them more legible and detailed.

### 2- TRANSPARENCY AND BALANCE

The information included in the report seems transparent and balanced. Works to be accomplished toward targets could be expressed more quantitatively. In such a detailed report, the steps of the works toward targets and numerical data can figure more extensively.

### BRISA SUSTAINABILITY ACTION

We have included subject-specific performance realizations within the scope of our report as transparently as possible. In order to ensure the reliability of the data, we received external auditing services as in the previous years. We shared numerical realization and targets in relation to our projects and materiality issues in detail.

### 3- STAKEHOLDER VIEWS

Including everyone's messages separately gives the impression that the same things are being mentioned repeatedly. The notes and messages from individuals can be presented by combining them in a better way. In this regard, reducing the perspective of the company on the issue of sustainability and the whole of the report to a single sentence slogan can contribute positively to memorability.

### BRISA SUSTAINABILITY ACTION

We gathered messages from stakeholders on issues that are more specific and collected their feedbacks in relation to projects or processes of which they are direct stakeholders.



**KONCA ÇALKIVİK**

SKD Genel Sekreter

### 1- CONTENT and VISUALITY

The design format facilitates reading. Infographics, videos that can easily be opened and watched, messages conveyed through icons are expressed clearly. Thanks to the development report presented at chapter ends, the achievement of targets can easily be followed. Industry-specific benchmarking studies could be further detailed; particularly achieved gains can be mentioned.

### BRISA SUSTAINABILITY ACTION

We continued sharing our realizations and our targets for the forthcoming years through development reports. For the data shared to be simple and comprehensible is among our significant priorities regarding the report. Sharing studies devoted to industry-specific benchmarking is in our agenda as a point of development for the forthcoming reporting periods.

### 2- TRANSPARENCY AND BALANCE

I believe the report to be focused, transparent and balanced. Performing a materiality analysis and putting the focus of the strategy on these priority issues are positive sides. As an improvement area, mid and long term strategy can also be included in the report based on the areas of focus. Social risks can also be measured alongside environmental risks and the results could be reflected to the report.

### BRISA SUSTAINABILITY ACTION

We reviewed our materiality study together with our department representatives and ensured the necessary revisions. In addition, we tried to further include our mid and long term targets in the reporting content. As part of the report, we presented our social, economic and environmental impact and we shared management models used to manage risks in relevant areas, as well as realizations transparently. We evaluated sustainability primary issues within the scope of risk management and presented our findings to the senior management.

### 3- STAKEHOLDER VIEWS

The views of the society concerning Brisa, particularly those of customers and farmers included in projects, could be included among stakeholder views. Also, the views of collaborated NGOs could be included. Periodical evaluation meetings could be organized with stakeholders to come up with new ideas to use in the sustainability journey of Brisa.

### BRISA SUSTAINABILITY ACTION

In our report, we reached out to our stakeholder groups within the scope of different projects and practices, receiving their feedbacks. In this regard, ensuring the representation of diverse stakeholder groups was among our priorities. Working on increasing the number of communication mediums within the scope of our operations, specifically in the area of sustainability, we have reached various stakeholder groups in the reporting period. With our 2015 reporting study, we have included expert external stakeholder opinions regarding our reporting practice in our reporting study.

G4-37

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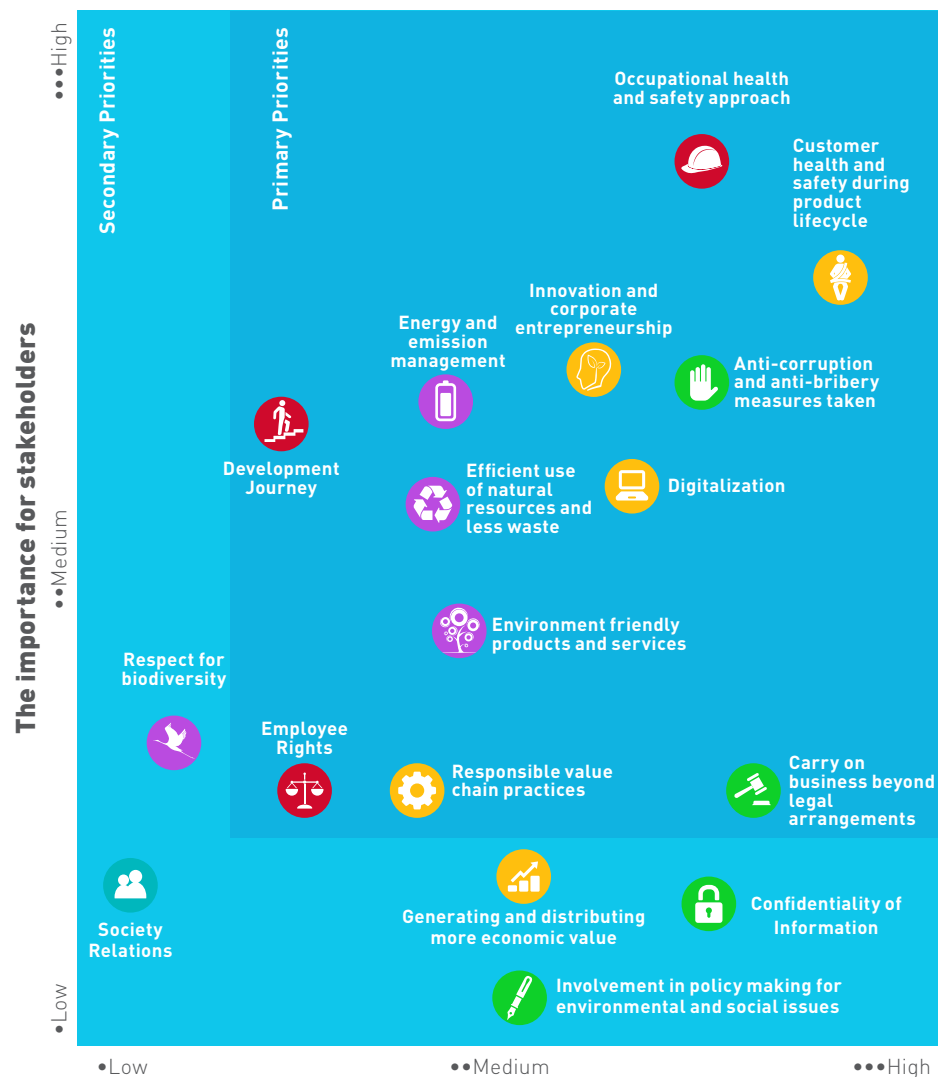
## Our Priority Issues

We identified our sustainability priorities within the scope of the study we conducted in 2012 and we updated our priorities periodically in the following years. In this regard, we organized workshops with the participation of our representatives from different functions. In addition, we evaluated our priority issues system in accordance with the feedbacks of both our internal and external stakeholders, using various dialog methods. In consequence of both our corporate strategy and the

views we received from our stakeholders, we have included the issue of digitalization among our priority issues during the reporting period.

Our priority issues matrix shaped as a result of these studies and the breakdown of these issues by internal and external stakeholder groups/processes in this reporting period are as follows:

### Sustainability Priorities According to Stakeholder Groups



Issues	Executive Board	Customers	Business Partners	Employees	Suppliers	Local Managers
	●	●	●	●	●	●
	●		●	●	●	●
	●	●	●	●	●	●
	●		●	●	●	●
	●	●	●	●	●	●
	●	●	●	●	●	●
	●		●	●	●	●
	●					●
	●		●	●		
	●	●	●	●	●	●
	●				●	●
	●		●			●
	●					●
	●	●	●	●	●	●
	●	●	●	●		
	●	●	●	●	●	

G4-18, G4-19,  
G4-20, G4-21,  
G4-50

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- Our Stakeholders




>Our Priority Issues

- PROGRESS REPORT



# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
We aim to render the connection between corporate strategies and individual business plans more effective through our project of integrating Brisa Strategy House and Brinsan - Human Resources Portal,		We started conceptual design works to reveal the working principles of the system.	In 2016, we aim to design intergration of Strategy House and Personal Performance processes in a way to be implemented in 2017.
To complete the auditing of 10% of our business processes in our auditing system,		We completed the auditing of 10% of our business processes in 2015.	We aim to complete the auditing of 11% of our business processes within our auditing system,
To publish the Brisa Sustainability Policy,		We published the Brisa Sustainability Policy on our corporate website.	
To structure a Policy for Combating against Corruption and Bribery, to announce the policy to all stakeholders through our official website,		We announced our policy on our website in order to inform all stakeholders.	
To continue our works for enhancing communication and stakeholder participation,		We've determined improvement points for our 2014 Sustainability Report through stakeholder review session.	To continue our works for enhancing communication and stakeholder participation
To assess our relevant processes by taking ISO 26000 standard as basis,		We evaluated the standards and identified the sections it will affect.	
To create an enhancement roadmap in order to improve the Sustainability Management process.		We structured an enhancement roadmap.	

 Completed
  In Progress
  Incomplete

# VALUE CHAIN

We design the best journey ahead together with our stakeholders. We execute our operations with the aim of creating added value for all the components of our value chain.


We act with the awareness of the responsibility we bear in all the stages of the lifecycle of our products and services; we monitor their social, environmental and economic impacts throughout the process. We aim for our performance to meet the objectives of minimum environmental impact and positive economic impact all along our value chain.

We take the expectations and feedbacks of our stakeholders into account in all our processes. For this purpose, we get together with our business partners and customers on different platforms and receive their opinions.

 The share of our Consumer Tyres products with a Wet Grip label value of “C and over” **in our sales portfolio: 81%**

 **86.3% our customer** satisfaction value

 We have provided **1833 man-hour** of training for 2,467 store employees of 164 business partners through 47 different training programs.

 We published **Brisa Responsible Purchasing Policy.**

 **39.9%**  
Our Rate of Local Supply

 We reduced the weight of land transportation by **52% as** against the year 2008.

 We provided **4,400 hours of training** for 2,200 subcontractor employees as part of our Orientation Training Program.

 **“Digital Sector Leader”** and **“Digitalization Pioneer”** award

 **“Database Transformation Project of the Year”** award at SAP Forum

 **1200 number** of Sales Points with a signboard



G4-15, G4-EN27,  
G4-DMA,  
G4-PR1, G4-PR3

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> VALUE CHAIN

>CUSTOMER HEALTH  
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DURING PRODUCT  
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- Wet Gripping  
- RESPONSIBLE VALUE  
CHAIN PRACTICES  
- Customers  
- Business Partners  
- Responsible Supply  
Chain Practices  
- GENERATING AND  
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MORE ECONOMIC  
VALUE  
- INNOVATION AND  
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- Brisa Innovation  
Team  
- Brisa Innovation  
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- Idea Competition  
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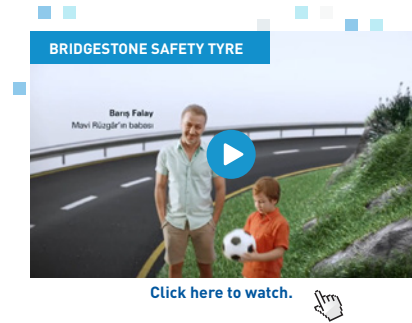
# CUSTOMER HEALTH AND SAFETY DURING PRODUCT LIFECYCLE

We maintain our understanding of product responsibility from the stage of the procurement of raw materials for our products until they reach our end users, throughout the whole process. We introduce our products to the market with the highest safety standards; we conduct constant improvement and development works aimed at product safety. We attach great importance to compliance with standards and management systems in our journey of quality, we execute the quality management of our products at standards beyond those identified by legal requirements.

For the products we offer to our customers to be safe, robust and of high quality and for our services to create added value for our customers are of primary significance for us. We work to offer our customers safe tyres with a low noise level that are efficient in fuel consumption. Besides executing our production processes with this understanding, we also ensure that our customers are accurately and completely informed about our products and services. We regularly inform the Ministry of Environment and Urbanization regarding the raw materials we use in production in accordance with the Regulation Concerning the Inventory and Control of Chemicals.

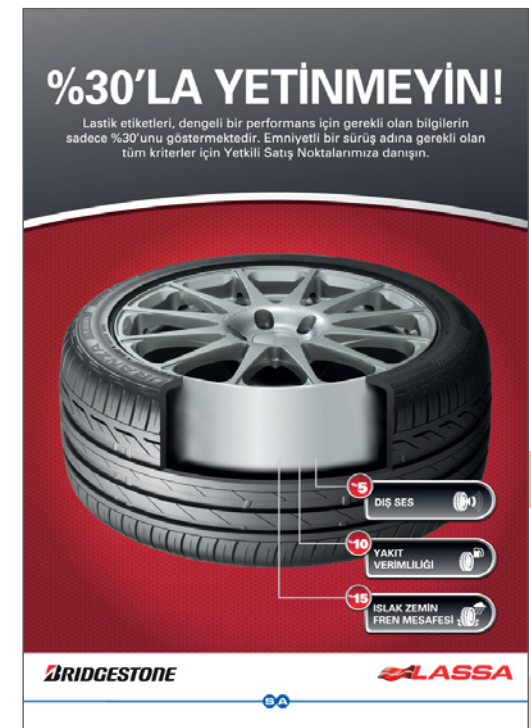
\*We hold ISO TS 16949, TS EN ISO-IEC 17025, ISO 9001, TSE EN ISO 9001, TS EN ISO 10002, OHSAS 18001, ISO 27001, ISO14001 management systems certificates and verified ISO14064 and ISO14046 standards.

\*Since we have one production facility, the coverage of all management systems (ISO etc.) is 100%.



The issue of our products' labeling also makes up a significant part of our customer informing approach. Within the scope of the Tyre Labeling System, which entered into force in 2012 within the framework of the law of harmonization code of the European Union, tyre performance is evaluated under 3 main criteria, namely fuel efficiency, wet grip and exterior noise. While we fully support these criteria, which reflect 30% of tyre performance in terms of environmental responsibility and driving safety, we also inform our customers regarding other significant criteria. In the reporting period, there was no case resulting from noncompliance with legal requirements in relation to product labeling.

As Brisa, we focus on many parameters in the areas of economy, safety and comfort with the mission of providing vehicle owners with a balanced performance. When choosing tyres, we recommend our customers to evaluate tyres that offer a balanced performance suitable for their driving habits and the road and climate conditions they use their vehicles in, rather than a tyre that stands out with one performance criterion.







G4-EN27,  
G4-PR5

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>Customers

- Business Partners

- Responsible Supply  
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- GENERATING AND  
DISTRIBUTING  
MORE ECONOMIC  
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- INNOVATION AND  
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ENTREPRENEURSHIP

- Brisa Innovation  
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- Brisa Innovation  
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## Wet Gripping



We execute all our marketing activities in accordance with our understanding of responsible salesmanship. We share the most accurate, direct and clear information with consumers regarding our products and services; we take great care to avoid a deceptive atmosphere. We show regard to wet ground stopping distance in order to prevent rising traffic accidents. We aim to decrease traffic accidents that escalate in the winter months by focusing on this criterion, which encourages the improvement of the stopping performance of tyres on wet ground. In this regard, we continuously improve the label values indicating the wet ground stopping distance parameter in the passenger vehicles segment. By this means, we are increasing the share of our products with a label value of "C and over" for this parameter in our sales portfolio.

*WET GRIP CLASS (WET)	Label Value	2012	2013	2014	2015	2016 TARGET
	C and over	%70	%69	%73	%81	%83
	E-F-G	%30	%31	%27	%19	%17

The share of our "C and over" products for commercial tyres is over the level of 60%.

\* Consumer Tyres



## Bridgestone Run Flat Tire

Bridgestone has enabled the emergence of the Run Flat Tyre (RFT) technology in consequence of the works it conducted in order to overcome the problem of flat tyre to increase the safety of drivers all around the world.

The RFT technology eliminates all worries regarding a blowout. RFT tyres, which provide added safety, can travel safely for at least 80 km at 80 km/h even when flat. The production of Run Flat Tyres will start in 2016 within the body of Brisa.



# RESPONSIBLE VALUE CHAIN PRACTICE

We act with the objective of disseminating our sustainability understanding throughout our value chain. We provide support for the sustainable development of our operational geography with our responsible value chain practices, we implement applications grounded on the development of our suppliers and business partners. We work to create a perfect customer experience through our innovation processes, which are among the basic constituents of our corporate culture; we lead in our sector with innovative applications that we develop aiming for customer satisfaction.

We ground every stage of our value chain on stakeholder communication and participation; we take into consideration the expectations of our stakeholders. In this way, we act together with our stakeholders in the management of social, environmental and economic impacts generated by our activities.

## Customers

We act in accordance with a customer-oriented approach while executing our long term plans and strategies. In this way, we combine our customer satisfaction understanding with our sustainability understanding and we develop solutions and services that create a difference for our customers.





## G4-PR5

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## &gt; VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY DURING PRODUCT LIFECYCLE
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- > RESPONSIBLE VALUE CHAIN PRACTICES
- > Customers
- Business Partners
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- GENERATING AND DISTRIBUTING MORE ECONOMIC VALUE
- INNOVATION AND CORPORATE ENTREPRENEURSHIP
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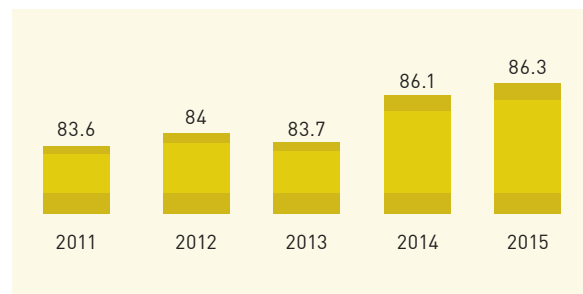
We conduct customer management practices in order to accurately identify the needs and expectations of our customers; we focus on managing satisfaction, rather than complaints. With our communication activities, we work for ensuring that our customers have the best experience always and everywhere. We regularly make contact with our customers through our Customer Contact Points application and by this means we support and inform them during the product lifecycle. We record, analyze and deal with customer suggestions and opinions according to priority through our Customer Application Management System.

We have improved the legal Guarantee Examination and Response Time for our products by 67% since the year 2009 when we first started the application, and we realized it as 4.4 days. We have conveyed photo responses to 98.5% of our customers as part of our tyre-specific personal photo letter writing practice, which we started in 2010.



Since 2009, we have been regularly conducting the Consumer Satisfaction Survey aiming at measuring the service and quality performance of Brisa dealers and determining the customer satisfaction level for our products and services. In the reporting period, our customer satisfaction level was determined as 86.3% in consequence of the survey conducted with the participation of 45,321 people.

Customer Satisfaction Survey (%)



We further reinforce our customer orientation gradually through our customer satisfaction and innovation management approach.

We aim for customer experience to end the same way, that is in satisfaction, always and everywhere and to ensure its continuity. We work towards standardizing customer experience through our management model, which we collect under the 4 main headings of Store, Call Center, Online and Communicational.

At our Model Store, which is designed as an educational base for Brisa and our business partners' employees and used for improving retail experience, we realize exemplary studies and applications devoted to enhancing customer experience and we provide solution suggestions for our business partners.

Through the Call Center, which is one of our main channels of communication with customers, we learn about the expectations of our customers and we implement necessary improvements at short notice. Besides, we identify points of improvement about our products and services and take action to generate solutions based on online surveys, focus group studies and the experience maps of our websites.

## OtoPratik



### Otopratik in Izmir with its New Concept

We continue to increase the number of our Otopratik stores, which we actualized with the concept of "perfect customer experience". In 2015, we have offered our Otopratik store concept, which was designed to enhance the experience of tyre purchasing through product variety, sales and service processes and technological infrastructure satisfying customer expectations, to the service of our customers in Izmir.



### Our ProPratik Store in Van

In 2015, we have opened in Van our fourth ProPratik store, which offers sales and service for Bandag tyre retreading, accumulators, spare parts and accessories for heavy commercial vehicles under a single roof. At our ProPratik stores, we offer sales and services for products of Bridgestone and Lassa in the bus and truck segment, Bandag tyre retreading, accumulators, spare parts and accessories for heavy commercial vehicles to our customers under a single roof.

## PROBOX



### Probox Service for Fleets

As part of Profleet that gathers our fleet management solutions under one roof, we put into service Probox, which was designed as a concept aimed at service rather than sales, particularly to provide a fast and practical solution for the needs of our fleet customers. Probox makes it possible to provide on-site service for commercial vehicles, creating efficiency through fuel and time savings.



G4-12, G4-HR1,  
G4-DMA

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## Business Partners

We conduct several practices aiming at enhancing the business successes and competences of our dealers, which constitute our most significant point of contact with end users, with the awareness of the significant role our strong dealer network plays in our success in the industry. In this regard, we constantly inform our dealers about our products, we organize trainings and meetings and we implement a reliable auditing system.



1200

Number of Sales Points  
with signboard



### New Generation at Work Certificate Program

In 2015, we actualized the New Generation at Work Certificate Program in order to contribute to second and third generations business partners taking over the business. As part of the program that aims for the persistence and institutionalization of our business partners, experience sharing and examples from the industry were shared during classes, besides seminars shedding light on building up businesses.

We share the results of consumer satisfaction surveys with our business partners and we provide support in identifying points of improvement. We produce projects for our dealers and organize national and local campaigns in order to increase the preferability of our sales points through "Dealer Development Projects". We regard the feedbacks of our business partners regarding the environment, working conditions, business processes and our supplier practices as important inputs, we inform our business partners about the tyre lifecycle.



**BETÜL DEMİREL**

Dalita Oto Lastik, İzmir

I am glad to have participated in the "Brisa Family Companies Academy from Generation To Generation at Work" 2015 program as a woman business partner and to have received quality training. This program has deeply affected my perspective on the future of my company. I am particularly glad that a corporate company that cares for the value of sustainability, such as Brisa, has opened the doors of a professional working environment to its business partners. This program has provided me with significant information, knowledge and experience in terms of finance and personnel management at my business. I present my thanks to Brisa for its contributions to business partners.

We work to enhance the competence of our business partners through our "Customer Relations Management and Guarantee Practices" trainings. In 2015, we provided 2,467 store employees of 164 business partners with 1,883 man-hour of training in the issues of basic tyre, product, retailing, wholesaling, fleet approaches, effective presentation techniques and service through 47 different training programs within the scope of Brisa Academy.

In the reporting period, we have selected 40 business partners whose customer satisfaction evaluation rate was below Turkey average and we provided each business partner with on-site trainings at least 4 times a year through Brisa Academy trainers. The awareness of our business partners regarding customer satisfaction was enhanced through the trainings; we observed that the customer satisfaction rates of the 40 business partners elected this year have increased by 10% in average at year end evaluations.

## Responsible Supply Chain Practices

We act with the awareness that responsible supply chain practices play a significant role in sustainability management. We develop practices devoted to collaborations with our business partners in our supply chain and to raise their awareness.

We set an example for all our stakeholders in our supply chain with our approach and through the works we conduct in the issues of human rights, employee rights, occupational health and safety, business ethics and environmental impacts. We continue to create added value both for the industry and for the national economy with our responsible supply chain practices and our ever-expanding supply chain.

### Purchasing



We aim to be in cooperation with our stakeholders in our supply chain regarding sustainability management and its components, to enhance sustainability awareness and to support our activities with environmentally sensitive exemplary approaches, while realizing sustainable growth. "Brisa Responsible Purchasing Policy", which we have constituted and published during the reporting period in accordance with this objective, was shared on supplier portals and announced to the public through a press bulletin. As of





G4-12, G4-EC9,  
G4-EN32,  
G4-HR1,  
G4-HR10, G4-HR11,  
G4-SO9, G4-DMA

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> VALUE CHAIN

- CUSTOMER HEALTH  
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LIFECYCLE  
- Wet Gripping  
- RESPONSIBLE VALUE  
CHAIN PRACTICES  
- Customers  
>Business Partners  
>Responsible Supply  
Chain Practices  
- GENERATING AND  
DISTRIBUTING  
MORE ECONOMIC  
VALUE  
- INNOVATION AND  
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the year 2015, we are conducting our relations with our suppliers within the framework of this policy. We expect our suppliers to fully comply with our purchasing policy, which also involves the issues of human rights, employee rights, occupational health and safety, business ethics and environmental impacts. We demand suppliers determined to be noncompliant in this regard to provide a correction plan for compliance



### Responsible Purchasing Policy Supply Chain Management Team

It is possible to see sustainability practices in every aspect of our business manner. We aimed to increase the sustainability awareness of our stakeholders in our supply chain and exemplary activities in this field through our “Responsible Purchasing Policy” which we prepared with this awareness. Hereby, we have also stated that, as Brisa, we will establish business partnerships with suppliers that respect the society and environment, are sensitive to climate change, conduct energy efficiency works, take steps for the protection of basic human rights, business ethics, occupational health and safety and employee rights. The continuity of our business relations with our suppliers will be shaped in parallel with their compliance with our policy. In this way, we aim to achieve mutual benefits together with our business partners, as well as ensure constant improvement in our operational processes.

with the policy. We terminate our trade relations with suppliers who do not agree to the compliance process or fail to actualize improvements within the determined period. In this way, we guarantee the full compliance of our suppliers with legal regulations; we lead them in executing operations in parallel with the sustainability strategy of Brisa.

In the year 2016, we aim to form systems that will periodically confirm that our suppliers have read and understood our Responsible Purchasing Policy.



Because a majority of the raw materials we use are only found at certain parts of the world, we realize the bulk of our supply from abroad. On the other hand, we conduct localization works devoted to procure certain import dependent raw materials in accordance with our principle of local supply, thereby generating economic value for local suppliers. We raised our raw material localization rate, which was realized as 4% in 2011, to the level of 11% in 2015. In consequence of our localization works, we increased our local supply rate, which was realized as 38% in 2014, to the level of 39.9% in the reporting period.

### Supplier Audits

We regard supplier audits as an effective stakeholder communication method. We help our suppliers improve their economic, social and environmental performances by focusing on improvement areas that we identify in consequence of the audits we conduct. We conduct our audits in accordance with ISO 9001 and ISO TS 16949 quality standards.

Companies from which we supply raw materials are evaluated by our Purchasing, Technology and Quality Assurance departments, within the scope of our

Supplier Management System Standard. We evaluate our suppliers that have a share of 0.1% and over in raw material purchases by using our “Supplier Assessment Form”. We review the results in the context of the “Annual Supplier Evaluation Meeting”, we identify the companies to be audited and we share the evaluation results with our suppliers. We implement action plans concerning their improvement areas together with our suppliers in accordance with evaluation results. In 2015, we have evaluated 67 of our raw material suppliers and we rewarded our best supplier with a “Thank You Letter”.

Our suppliers from whom we procure machines, equipment and service are assessed by our Domestic Purchasing department with surveys filled by all Brisa personnel. We evaluate our suppliers who exceed 0.1% of total purchases for supplying other goods and services or supply at least 50 item orders annually, within the scope of the annual evaluation system. In this regard, during the reporting period we evaluated 189 of our suppliers who fit the related criteria from among 799 suppliers through a total of 1,200 surveys filled in by 193 personnel, as well as points calculated by the system. We awarded our ten best ranking suppliers with “Thank You Letters”.

During the audits in the reporting period, there was no supplier determined to have current or probable negative environmental impacts.

In the reporting period, there was no supplier whose contract was terminated due to noncompliance with basic human rights or business ethics principles.

A self-evaluation form is sent to global suppliers once every year by Bridgestone and is requested to be filled out by the supplier.



G4-12, G4-EN30,  
G4-EN33, G4-HR10,  
G4-HR11, G4-SO9,  
G4-DMA

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>Business Partners  
>Responsible Supply  
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**AHMET KILIÇ**

Uzer Makina – Deputy General Manager

Acting in accordance with the win-win principle, Brisa provides all kinds of training, auditing and evaluation support for its suppliers knowing that both the suppliers and Brisa will win by means of the principle of localization. By inviting its suppliers to the sustainable change conferences it organizes, it pioneers in information sharing and exhibits an exemplary approach. The sensitivity and leadership it displays regarding occupational safety, employee health and environmental issues, which are among the most substantial subjects in today's business world, inspire us.

### Subcontractor Approach

We inform subcontractor company employees about our organizations and processes according to their positions, tasks and responsibilities. Besides, we provide trainings in order to enhance their knowledge, skills and competences in the subjects of occupational health and safety, occupational-technical equipment and environment. As part of our Orientation Training Program, we provided 4,400 man-hour of training to 2,200 subcontractor employees during the reporting period.

We observe criteria such as legal compliance, respect for basic human rights and compliance with our business ethics principles in the selection of subcontractors. We endeavor for subcontractor company employees to achieve healthy, safe and dignified working conditions; we track the accident-free performance of subcontractors.

### Environmentalist Logistics Operations

We take into consideration the environmental impacts of our products and services not only in the production stage, but also throughout the lifecycle of each product and service. We strive to minimize the environmental impacts of our storage and distribution processes; we prioritize seaway and railway transportation, which have less environmental impact, in the transportation of our products. We take care to choose optimum locations for our warehouses thereby ensuring more transfers with less fuel consumption. We try to increase the rate of motor vehicles with EURO5 and over in our transports to minimize the amount of emission generated by our logistics operations.



As of the year 2015, we have increased the share of seaway transportation by 83% as against 2008. In the same regard, we decreased the share of land transportation by 52% as against 2008, continuing to lessen the environmental impact of our logistics operations. We plan to give more weight to seaway transportation and to extend the use of electric forklifts in our warehousing operations, in the forthcoming periods.



**VAHİT YAZICI**

Logistics Specialist

### Authorized Economic Operator Status

Authorized economic operator status (AEO) is an international status that grants certain privileges and provides conveniences in International Trade transactions to trustworthy companies which fulfill customs requirements, have a regular and traceable registry system, financial capability, security and safety standards and are capable of self-regulation.

As Brisa, our A Class Approved Status Certificate is currently available. Our objective is to qualify for the AEO certificate during 2016. This process brought about several liabilities and we started relevant works as of the year 2014. Following discussions conducted by communicating with the Ministry of Customs and Commerce, we expanded the scope of our ISO 9001 certificate to fulfill the requirements for AEO and we received the ISO 27001 certificate. After these implementations, we completed our works for forming the answers of the AEO Self-Evaluation Question Form and shared them with the Ministry of Customs and Trade. We continue relevant works with the project group we constituted following meetings held with the Ministry.



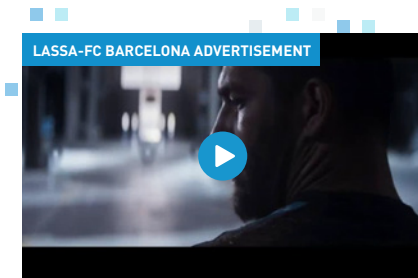
# GENERATING AND DISTRIBUTING MORE ECONOMIC VALUE



**MANEL ARROYO**

Vice President of FC Barcelona

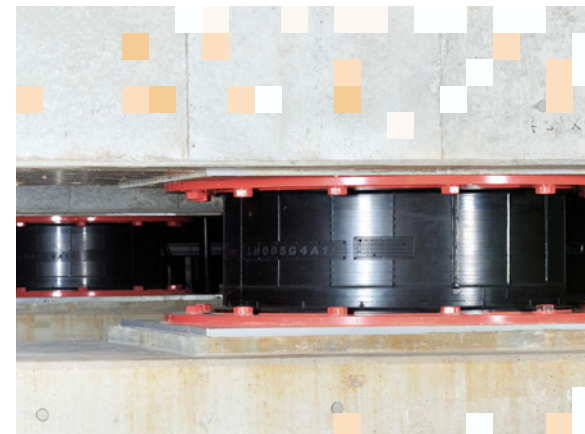
"The agreement between Brisa and Barcelona forms part of the strategic plan to expand the Club's presence around the world.' It is further proof of the Club's internationalization and is part of our strategy to expand FC Barcelona's presence worldwide. Our chosen partner, Lassa Tyres, is a brand that shares our commitment to having a global presence.



[Click here to watch.](#)



[Click here to watch.](#)



As a result of our understanding of being a responsible producer, we generate values for our stakeholders in different fields and we share these values with them. One of these is the economic value we generate. Besides the financial value generated in consequence of our operations, we also create value through our investments, projects and products.

While the annual combined growth rate of BRISA shares processes at Istanbul Stock Exchange in the last 5 years was realized as 24.5%; during the same period, Istanbul Stock Exchange index has increased by 2% and the industry index has increased by 7%.

In the reporting period, we forced the pace for the works of our new production facility to be established in Aksaray. We plan to increase our total production capacity by 30% with our Aksaray plant that will be engaged in 2018 with an initial investment of 300 million US dollars. In this regard, we will provide direct employment opportunities. The achieved additional capacity will positively contribute to the current deficit.

We continue to create value through our new products. We completed our works for using rubber seismic isolators, which proved to be extremely successful in Japan, in Turkey and we introduced Bridgestone seismic isolators to the market as of the year 2015. Seismic isolators prevent loss of life and property by providing high earthquake resistance and vibration damping in buildings where they are applied. Bridgestone seismic

isolators, which are manufactured from rubber and metal raw materials with superior technology, are used in many areas including hospitals, road structures, research and information centers, as well as residential buildings of differing elevation.

We signed a cooperation agreement with FC Barcelona, one of the most successful sport clubs in the world, with our Lassa brand in its journey to become a global brand. As part of the agreement that involves a 4 season period and becomes effective on June 1st, 2015, the official names of the basketball, handball, futsal and roller hockey teams of the club are used as "FC Barcelona Lassa". In this way, we have made our brand more valuable, carrying the greatness of the economic value we generate to a more competitive position on the global level.





G4-DMA

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- Brisa Innovation  
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# INNOVATION AND CORPORATE ENTREPRENEURSHIP

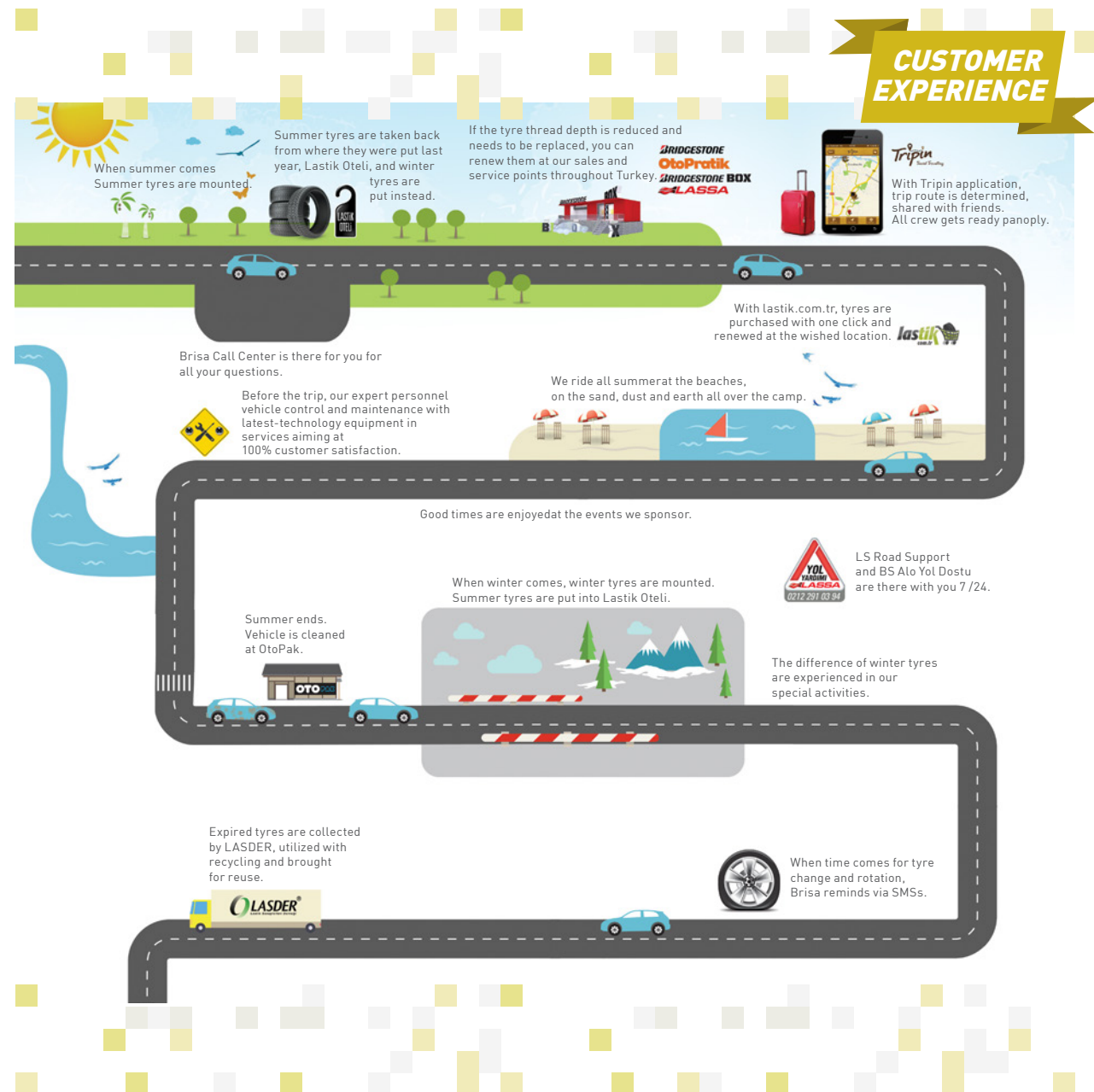
The issue of innovation comes into prominence among the components shaping our future in our advancement in the direction of our mission of “presenting superior values to society through sustainable growth”. We design our innovation processes in accordance with our sustainability objectives.

We work to make the innovation spirit that encourages Brisa employees to generate new ideas into an inextricable part of our corporate culture and business processes. We aim to create a difference in the sector by going beyond industry standards with our innovative processes, products and services that answer the expectations of our customers and business partners. We consider the needs and opinions of our stakeholders to be instructive in our journey of transformation from an industrial company into an innovation company.

## Steps of Brisa

### Innovation Management Methodology

- 1 Establishing an innovation strategy befitting the strategies of Brisa
- 2 Realizing the necessary organizational arrangements in accordance with the vision and strategy of innovation and disseminating the culture of innovation throughout the organization
- 3 Identifying the innovation processes necessary for cultural transformation and setting forth tools such as Brisa Innovation Portal
- 4 Providing innovation trainings to owners of the ideas collected through the Innovation Portal and developing business models together
- 5 Constantly following the business models being created and reporting them to the senior management





## G4-DMA

## BRISA 2015 SUSTAINABILITY REPORT

### > VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY DURING PRODUCT LIFECYCLE
- Wet Gripping
- RESPONSIBLE VALUE CHAIN PRACTICES
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- INNOVATION AND CORPORATE ENTREPRENEURSHIP
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We act through organizational tools in order to efficiently manage our innovation processes, we bring together employees from different functions and areas of expertise and we receive the support of the senior management. We conduct our Innovation and Corporate Entrepreneurship works through the agency of our Strategic Planning department directly affiliated with our General Manager. We conduct idea studies, design processes, business models and services under the leadership of Brisa Innovation Team consisting of experts in different departments. Besides, we conduct works for constituting and disseminating a culture of innovation and corporate entrepreneurship within the synergy groups composed of Sabancı Holding Industrial Group companies. In this regard, we prepared the Innovation and Corporate Entrepreneurship Tools booklet. We provided trainings for our employees and external stakeholders aiming to transfer information and to enhance their level of awareness regarding innovation.



### Inovalig Innovation Strategy Second Prize

During the reporting period, we were worthy of the second prize in the category of Innovation Strategy with our innovation approach and corporate entrepreneurship model at the "Inovalig" competition award ceremony organized within the scope of Turkey Innovation Week.

## Brisa Innovation Team

Brisa Innovation Team, which can be defined as an environment enabling innovative ideas for designing the future of the journey of Brisa, our business partners and our customers, continues its works with a team of 12 people. Our Innovation Team, whose fundamental objective is to add value to all our stakeholders through corporate entrepreneurship models, provides added value for both the corporate culture and the team members who gain experience within its lifecycle.

Brisa Innovation Team succeeded in proving that innovation can be realized in the field of service, as well as product, to the whole industry by producing 107 ideas, 19 solutions, 10 detailed solutions and 4 prototypes.

## Brisa Innovation Portal

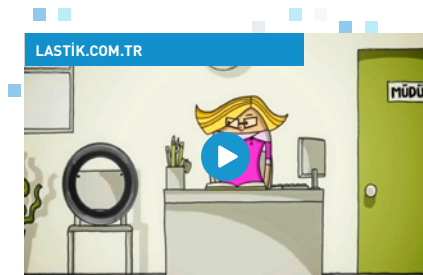
We developed Brisa Innovation Portal, which was offered to our employees' use in 2014, as an idea-collecting instrument. In addition, the portal supports the stages of idea generation based on idea development exercises, trends, risks, and department based needs and problems prior to the idea-collecting stage. As part of portal works, we organize competitions twice a year and we reward those with creative ideas.

## Idea Competition

With the Idea Competition that we realize within the scope of Brisa Innovation Portal, we encourage our employees to share their ideas regarding our processes, products and services. We actualize our employees' innovative ideas that are suitable to our corporate strategies. As part of the Idea Competition that we also use as a stakeholder communication tool, we inform our employees regarding the subjects determined for each competition period. We offer the ideas received

from our employees to the approval of our employees and the senior management, following the screening of Brisa Innovation Team. We reward the owners of selected ideas and we support them through innovation and corporate entrepreneurship trainings.

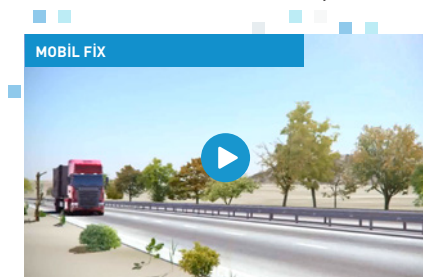
After the training process, we enable our employees to build business models based on their ideas and prepare its prototype (Minimum Viable Product) to try them on real customers. In this way, we lead the development of our employees' ideas and realize follow-ups.



[Click here to watch.](#)



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## G4-DMA

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## &gt; VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY DURING PRODUCT LIFECYCLE
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# DIGITALIZATION

We are a company that follows global trends closely and acts with the objective of becoming a pioneer for innovations in the industry by efficiently reflecting them on its business processes. In this direction, we are conducting works to harmonize with the phenomenon of digitalization that has triggered a mass transformation all over the globe in the last years and to lead our industry in this matter. Digitalization is defined as developing new business models, applying technology on corporate resources for unifying information, corporate resources and digital technologies in new combinations to constitute unique customer experiences, enable new products and services and make the most efficient use of corporate resources. As Brisa, we integrate our innovation and sustainability understanding with digitalization processes with the awareness of the efficiency digitalization provides in our time. By integrating our systems and processes with digital platforms, we ensure the accurate, effective and reliable use of information and we develop analytical and mobile solutions.



## Digitalization Awards for Brisa

We were deemed worthy of the “Digital Sector Leader Award & Digitalization Pioneers Award” at Accenture Digitalization Index, which was realized for the first time in Turkey with the cooperation of Accenture, Vodafone, Turkish Informatics Foundation, Boğaziçi University and METU, and the “Database Transformation Project of the Year” award at SAP Forum Awards.



## GÖKHAN ÖNCÜ

Information Systems Director

Digitalization enables developing new business models and forming new products and services in many different areas by combining corporate resources and technology. Digitalization also creates many benefits for companies other than developing new products and services. In this regard, digitalization has become an indispensable process for today's business world. Companies that include digitalization in their corporate strategies and successfully integrate digitalization with their primary corporate objectives, make use of digital products and services in customer communication to enhance customer satisfaction and execute the internal communication of the organization, internal processes and operations most efficiently through digital technologies get ahead of the game.

As Brisa, we make use of digital processes within the scope of making more efficient, reliable and accurate use of information, thereby producing more innovative solutions. We can manage the resources we use more efficiently through the intensive integration of technology in our business processes. Our solutions are not limited to our own business processes. We also develop many innovative services for our customers and suppliers. In this way, it is now possible to value the benefit we create for our value chain in a much larger context. As Brisa, we support our business strategies with digitalization and we are an innovative company “designing the future of your journey”.

We aim for the accurate, effective and reliable use of information by integrating human resources systems and processes on digital platforms. We transfer records generated within the Brisa-MEC (Manufacturing Education Center) training system to the SAP Human Resources system. In this way, we ensure the timely, efficient and accurate transfer of information. In addition, we enable simultaneous and bidirectional data transfer through the integration of Brisa Academy training systems.

We support the mobile use of Brisan Integrated Human Resources portal aiming to ease fast and reliable access to data and to enhance the efficiency of business processes. Our mobile system, which enables our employees to remotely access information and execute update and approval processes, contributes to the flexibility of business processes.






## BPC Project



Thanks to our finance BPC budget-planning project, we had the opportunity to make an efficient budget and planning. We also expedited the communication amongst our departments, thereby shortening processes.

We offer online training opportunities for our stakeholders, primarily Brisa employees, through Brisa Academy Training Portal. 993 people participated in and completed 8 different e-learning programs that were opened during the year 2015. Experience Talking Forum and Academy Tube Page were added to our Training Portal. The newly added forums, pages and contents were actively used by our multi stakeholder group. We offer the opportunity to learn regardless of time and place with Mobile Academy, the mobile application of Brisa Academy Training Portal.



# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
We aim to complete our Responsible Purchasing Policy and to share it through the supplier portal with our suppliers alongside SA-ETIK Business Ethics Guidelines, Brisa Environmental Policy, Brisa OHS Policy and Supplier Ethics Rules,		We shared our relevant policies with our suppliers through the supplier portal.	Constituting a system to periodically confirm that suppliers have read and understood our Responsible Purchasing Policy.
To ensure the participation of our suppliers in our Sustainable Change Conference to be held in 2015,		The participation of our suppliers will be ensured when the conference takes place.	Extending the use of electric forklifts in our storehouses.
To conduct the Customer Satisfaction Survey with 45,000 people		45,321 people were included in our survey.	Include 47,000 people.
To realize the level of customer satisfaction at the rate of 87%,		It was realized as 86.3%.	Our 2015 target is 86.5%.
We aim to make Brisa Innovation Portal available to our business partners thereby both expanding information input through external stakeholder inputs and feeding the ecosystem surrounding us.		Infrastructural work started	Performing the evaluation of primary suppliers with a sustainability perspective.

 Completed
  In Progress
  Incomplete

# ENVIRONMENTAL APPROACH

G4-EN31,  
G4-SO1,  
G4-DMA

We implement our Environmental Management Systems works in accordance with the philosophy of constant improvement. For this purpose, we make an extensive effort to minimize our environmental impacts generated by our production activities. Production in harmony with the nature, valuing natural resources and reducing CO<sub>2</sub> emissions constitute the basis of our environmental management systems. In this regard, the issues of climate change and natural resource use are of special significance for us. Within the scope of our philosophy of constant development and improvement, we identify targets regarding these issues and we actualize projects that will further enhance our performance in accordance with the results we obtain.



**869,000 USD** Our Environmental Protection and Investment Expenditures



We responded to the "CDP Water" program in the reporting period and achieved **a performance score of B.**



The share of our Consumer Tyres with a Rolling Resistance label value of **"C and over" in our sales portfolio 32%**



**X13** The savings we achieved through Energy Efficiency Projects compared to the year 2008



**We reduced** our well water consumption by **46%** as against the year 2008.



**First price** in Energy Efficient Industria Facility category



We reduced our emission amount per ton by **10% as against** the year 2008.



We started our second factory investment in Aksaray by paying special importance on work safety, **fire safety and environmental protection activities.**



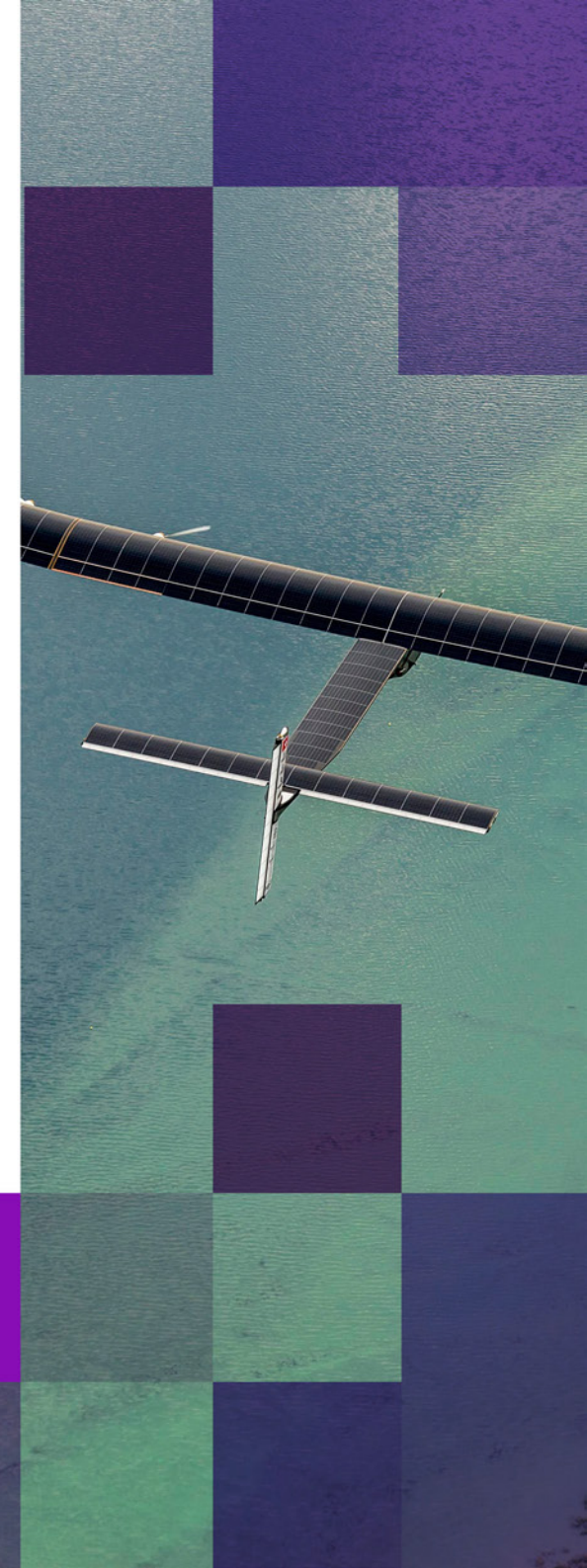
We treated **127,000 tires** within the scope of Bandag service



**We reduced our organic waste amount by 17.5%** as against the year 2014, as part of the Green Office Program.



We entered the **"Climate Disclosure Leadership Index".**

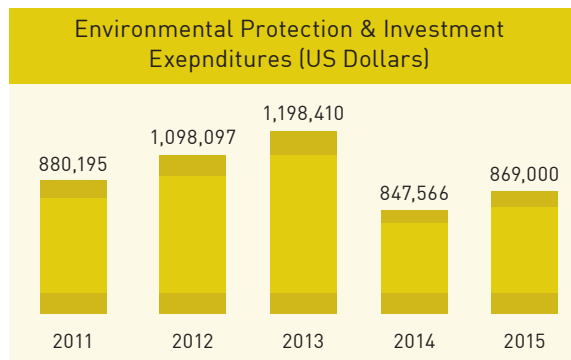


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As Brisa, our fundamental understanding is to execute a business manner beyond legal requirements. In this regard, we satisfy the requirements of national and international standards meticulously and by involving our value chain in the processes. We reinforce our ISO 14001 Environmental Management Systems practices with ISO 14064 Verification of Greenhouse Gases, ISO 14046 Water Footprint Verification, ISO 50001 Energy Management Systems practices. As a result of our practices and our constant improvement approach, we became the first institution in Turkey, and the second in Europe, to be entitled for ISO 14001 Environmental Management Systems Certification.



### Brisa Aksaray Investment

We started our investments for our second production facility within Aksaray Organized Industrial Zone. Our technical, operational and systematic competences were evaluated by Bridgestone. In consequence of the evaluation, it was concluded that we could effectively manage the Aksaray investment. We paid special attention to Occupational Safety, Fire Safety and Environmental Protection activities in the planning stage of our new investment with a production capacity of 4.2 million tyres. We started the first stage with underground water pollution analysis and soil analyses. In this way, we prepared a current situation assessment and design criteria for the protection of the land. An Environmental Impact Report was prepared in order to be able to control the probable environmental impacts of our operation in the construction stage and production phase; impacts were analyzed and measures to be taken were identified.

Our facility, which will be operating in an Organized Industrial Zone dedicated to industrial activities, is not located on natural protected areas identified by national or international agreements, special environmental protection areas or RAMSAR (Convention on Wetlands of International Importance) areas.

We started works for protecting biodiversity and species with the plot allotment. In this regard, 2,140 saplings of 11 different trees were planted in part of our facility

plot in 2015. We will increasingly continue planting works in the forthcoming years and we will actualize works for the protection of the interacted flora and fauna.

Constituting an operation, which consumes less natural resources, generates less greenhouse gas emissions, consumes less energy, generates less waste, includes a green habitat, is respectful of its stakeholders, complies with legal regulations and international standards regarding occupational safety, involves best practice examples, complies with national and international standards of fire safety, were our priority issues in the design stage in order to be able to minimize environmental impacts that will occur during operational stages.



### Environmental Mission Statement

#### To help ensure a healthy environment for current and future generations...

We, the Bridgestone group, are committed to continually working toward a sustainable society with integrity and in unity with our customers, partners, communities and the world around us.

#### Therefore, we are focused on three objectives.



##### In harmony with nature

To contribute to biodiversity through habitat enhancement, and through environmental education and research.



##### Value natural resources

To continually improve natural resource conservation through operational improvements and product design.



##### Reduce CO<sub>2</sub> emissions

To continually reduce emissions of Greenhouse Gases, including CO<sub>2</sub>, from our products' complete life cycle.

The Bridgestone group's environmental mission covers all aspects of our business.



One Team, One Planet.

**BRIDGESTONE**

TYRE&S Total Environmental Advanced Management System (TEAMS) unites the group under a progressive management system to help ensure a healthy environment.





# ENERGY AND EMISSION MANAGEMENT

G4-EN5, G4-EN6,  
G4-EN15,  
G4-EN18,  
G4-LA14,  
G4-DMA

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Climate change is a significant phenomenon today's business world combats against. We maintain our operations with the awareness of the responsibility we bear in combating this phenomenon that carries a risk potential that could affect all operations. We follow relevant technologies to be able to develop products with less environmental impact.

Reducing greenhouse gas emissions and impacts on global warming caused by our production activities is among our strategic targets and we conduct systematic activities followed by our senior management.

We actively evaluate results put forth by national and international initiatives and ensure their adaptation to our business processes. We contribute to national policy and target constitution works organized by TÜSIAD and TOBB. We maintain our works within the scope of compliance with Bridgestone Global Climate Change targets.

We carry on certification works regarding the verification of the works we conduct aiming to reduce climate change and greenhouse gases and their performances. In this regard, we were entitled to receive ISO 14064 certificates each year by conducting Greenhouse Gas Emissions Verification since 2013.

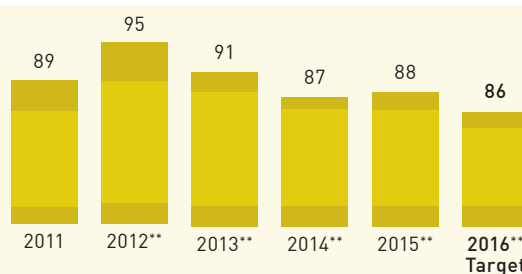
Energy efficiency is among our significant operational strategies we carefully monitor in our business processes. Rendering energy use in our processes more efficient through regular reviewing and evaluation works is of great significance for us.

In the reporting period, within the scope of ISO 50001 we released the energy management procedures and we

obtained internal auditor certifications. In 2016, audits and certification processes will be actualized. Thereby we aim to handle our energy efficiency projects with a more systematic approach. Also during the reporting period, we continued Green Office practices at Izmit Production Facility, Altunizade Sales and Marketing offices and executive building offices.

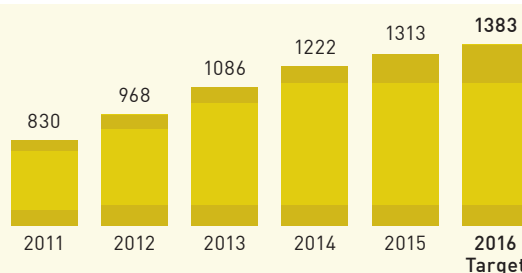
We provided 45% of lightning power (10% of total electricity power) of our Brisa Museum and Academy buildings, which have LEED Gold certificates awarded to sustainable buildings worldwide, from solar panels in 2015. Thus, energy indirect greenhouse gas emission was 0 (nil) as some energy of 15,741 kWh was generated by a renewable energy resource in 2015.

Total Energy Consumption  
(Index Gj/Production ton, Base:2008=100)



We increased our energy savings through Efficiency Projects thirteen fold compared to 2008.

Energy Savings Achieved Through Efficiency Projects  
(Cumulative Index Gj/Production ton, Base: 2008=100)

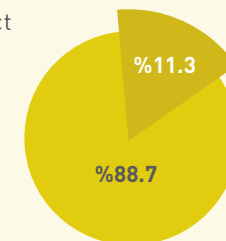


\* See Independent Limited Assurance Report

\*\* While related ratios are indexed with regards to 2008. Realvalues belonging to years 2012, 2013, 2014 and 2015 are incorporated in limited assurance studies. Index information according to 2008 is excluded from limited assurance scope.

2009-2015 Direct/Indirect  
Energy Consumption  
Breakdown  
(%) (Total=100)

DIRECT  
INDIRECT



We are rewarded for the importance we attached to energy efficiency in all our processes by the projects we actualized during the reporting period. We have reduced our direct energy consumption per ton by 4.1\*\*% as against the year 2014, by means of our energy efficiency projects in 2015. There was a 1.7\* % increase in our indirect energy consumption and a 1.0\* % increase in our total energy consumption, due to heavy weather conditions in winter and increase in steam use, compared to the previous reporting period.

We have achieved a 1.64% saving in production based energy consumption in 2015, through lighting automation, enhancing efficiency in compressed air generation, hydraulic system and new generation insulation practices. Considering realizations in 2015, we have ensured a thirteen-fold increase in the amount of savings we achieved compared to the year 2008.

1,812 employees, of which 112 white collar and 1,700 blue collar, have participated in trainings we organized with the aim of creating awareness regarding energy efficiency during the year 2015.



We received the first prize in the rubber and plastic products sector in the category of "Energy Efficient Industrial Facility" for our works in the field of energy efficiency from the Ministry of Energy and Natural Resources.



G4-EN7,  
G4-EN26,  
G4-LA14,  
G4-DMA

BRISA 2015  
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> ENVIRONMENTAL  
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EMISSION  
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> EFFICIENT USE OF  
NATURAL  
RESOURCES AND  
LESS WASTE

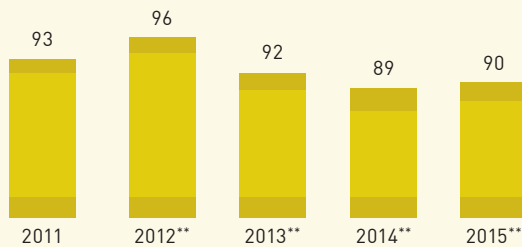
- RESPECT FOR  
BIODIVERSITY  
- ENVIRONMENT  
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- PROGRESS REPORT



As Brisa, we aim to reduce our greenhouse gas emission per unit production by 25% as against 2005, in 2020. As of 2015 yearend, we have achieved this target at the rate of 22%.

In the reporting period, our direct carbon dioxide emission per production ton increased decreased by 5.4\*% and our indirect energy-related emissions increased by 0.9\*%. Thus, our carbon dioxide emission per production ton was increased by 0.4 \*% compared to the previous reporting period because of the cold winter and increase in energy consumption.

Total Carbon dioxide Emission (Scope 1 & Scope2)  
(ton CO<sub>2</sub>-e/Production ton) (Index, Base: 2008=100)



 **Brisa became the top company to receive the “Turkey Climate Disclosure Leadership Award” in the Industry sector.** We achieved the success of becoming the top company in industry sector deemed worthy of the “Turkey Climate Disclosure Leadership Award” as one of the companies included in the locally determined in the Index.



**HÜSEYİN ÇAVUŞOĞLU**

Occupational Safety and Environment Manager

#### Turkey Climate Disclosure Leadership Award

We conduct works to observe and measure the effectivity of the practices we implement on international platforms. In this regard, we have been participating in the Carbon Disclosure Project (CDP) platform, which is one of the most active and well-respected environmental organizations worldwide, since the year 2011. As part of the CDP program, where we constantly improve our performance, we started public reporting in 2015. Our Brisa Environmental Management systems focus on the protection of natural resources, production in harmony with the nature and reducing our CO2 emissions. We have the results of the works we conduct in this regard verified by third party independent institutions and we share them transparently with our stakeholders. We make an extensive effort to achieve our 2020 targets for reducing CO2 emissions, which is among significant components of our sustainability works. We share the conducted works with our stakeholders as part of the Carbon Disclosure Project since the year 2011. The works we offered for our stakeholders' view in 2015 were deemed worthy of “Turkey Climate Disclosure Leadership Award”. We work more and allocate more resources to achieve our targets thanks to this award that motivates us. I believe Brisa family achieved this success by reflecting its sustainability approach on its business manner.

We utilize transportation alternatives with less environmental impact for the transportation of our products in order to reduce the amount of emission caused by our logistics operations. In this regard, we have increased the weight of seaway transportation by 83.3% as against 2008. In the same regard, we reduced the share of land transportation by 52% as against 2008, thereby limiting the environmental impact of our logistics operations.

## EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE

In accordance with our understanding of being a responsible producer, making efficient use of natural resources is quite significant both for reducing our environmental impact and for the sustainability of our business. With this understanding, we take care to make effective and efficient use of natural resources through improvement works in our processes, practices devoted to enhance employee awareness and our environment friendly products and services.

“Water” is among issues we give particular importance in natural resources.

We aim to ensure constant improvement regarding water consumption and to reduce our water consumption by 61% as against 2008, by 2020. In this direction, we implement efficiency projects as part of our environmental management practices.

We started our studies for ISO 14046 Water Footprint Verification Standard in order to have the practices we conducted in the area of water management aiming for the efficient use of natural resources, as well as the performances we achieved verified. Verification study for 2014 were completed by an accredited institution, while works for the 2015 results are still in progress.



G4-EN7,  
G4-EN8,  
G4-EN10,  
G4-EN22,  
G4-EN26,  
G4-DMA

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- RESPECT FOR  
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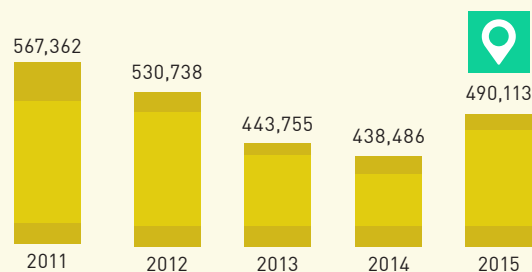


### Water Footprint Performance

We applied for the CDP Water Report, which is another global project of CDP aiming at mobilizing the private sector in the issue of water resources, during the reporting period. We achieved a performance score of B in this project that we participated for the first time. Considering that the global average is B- and there are only 8 companies in the A strip around the world, we regard this rate we received in our first year as an indicator of successful future periods. Our objective is to join A level companies on a global scale in the forthcoming years.

We achieved a 46% improvement as against the year 2008 in consequence of our works devoted to reducing household water use and recovering wastewater and we have realized our 2020 water consumption reduction target by 75%. The water usage increased because of the improvements in process that cause decrease in tolerances.

#### Total Well Water Usage (m³)



We treat the waste waters generated in consequence of our processes at a biological treatment facility and we discharge them to the Izmit Water and Sewer Administration collector. As part of this process, we observe and track the compliance of our facilities through periodical measurements we conduct in accordance with our business understanding that goes beyond legal requirements.

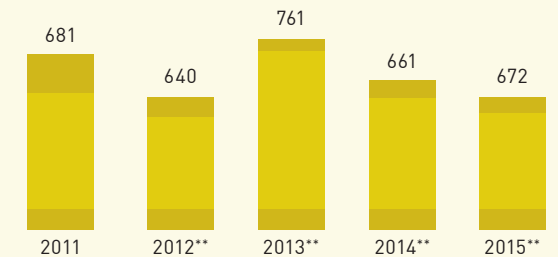
We benefit from integrated waste management practices to minimize wastes generated by our activities and to eliminate the impact of wastes on the environment. Besides, we take into consideration environmental risks that will occur during the use and consumption of our products in the designing stage and we take care to use raw materials free of contamination and health risks.

In relation to waste management, we switched to the "Zero Waste" practice in our Izmit facilities on December 1, 2015. As part of this practice;

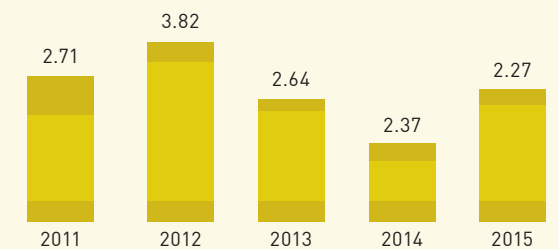
- We are not sending any solid waste from our plant to waste fields,
- We are reusing the solid wastes generated at our facilities,
- Recycling them,
- Recovering them.

In consequence of the works conducted since 2009 for minimizing wastes, we have achieved an improvement of 62% for hazardous wastes. In the reporting period, we achieved a reduction of 6% as against the year 2014. As a result of works being conducted since 2009, there was a 60% improvement in wastes generated by office and auxiliary activities. We achieved a reduction of 8.5% in this rate, compared to the year 2014.

#### Hazardous Wastes (Ton)



#### Household Type Nonhazardous Wastes (Kg/Production ton)



### Green Office Program

In 2015, we continued our projects devoted to enhancing employee awareness, as part of the Green Office Program conducted by WWF that we have started in 2014. In consequence of these practices, we reduced our amount of organic waste by 17.5% in comparison with the year 2014.

### Green IT Practices

As part of the practice we implemented, we completed the virtualization of 230 servers to date. The energy savings we achieved in this way is at the level of 1,520,544 kWh in comparison with physical servers.





- 1** What is the meaning of End of Life Tyre?  
Tyres in which tread depth is less than 1.6 millimeter and/or can not be used again under the vehicle are assumed to be end of life tyres.



- 2** Recycling voyage starts at retailers.  
When you buy new tyres, you leave old tyres in sales points where tyres are changed and help recycling of end of life tyres.



- 4** For greener environment, End of Life Tyres go to recycling center to be processed.

- 3** Contractor companies that are licensed by Tyre Industrialists Association (LASDER) collect the end of life tyres from sales and collection points



#### GRANUL

End of Life Tyres are rendered and become granul in different sizes in Granul Factories.



Granuls are used for synthetic pitch, playground as safe floor, walking trail and animal bed for increasing quality.

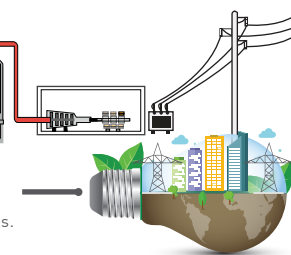


#### PYROLYSIS

End of Life Tyres are rendered and prepared for pyrolysis process.



Processed pieces under high temperature and pressure, first become gas and grease depending on usage purpose. Grease is used as a fuel in energy production and industrial facilities.



#### ALTERNATIVE FUEL

End of Life Tyres are processed and rendered in different sizes.



Tyres rendered in different sizes is ready for energy conversion. End of life tyres having low sulfur rate are used as alternative fuel in cement production.



We support the process of collecting, in compliance with regulations, and recycling of worn out tyres for the benefit of the environment and economy carried out by Tyre Industrialists Association (LASDER). In this regard, we ensured the collection and recycling of 153,523 tons of tyres during the reporting period.

In accordance with Packaging Waste Control Regulations, we ensure that a certain ratio of the packaging materials of marketed products are collected and recycled through the agency of Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVK0). In this regard, we contributed to the recycling of 1 ton of packaging waste in the year 2015.



### Brisa's tyre wastes transformed into design by Tuğba Ergin

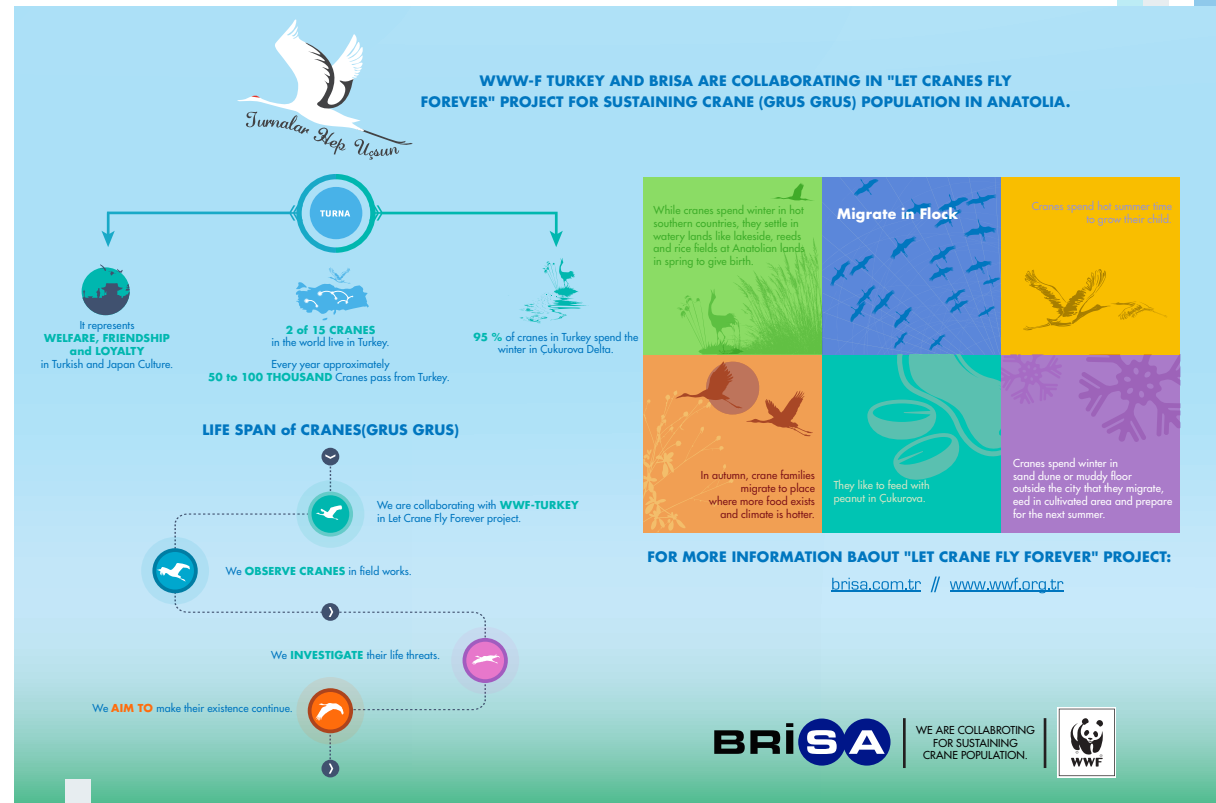
We make a genuine effort to carry sustainability into every cycle of our lives and to internalize it; we conduct works to inform our stakeholders in this issue. The collection prepared by Tuğba Ergin, who is identified as among successful fashion designers of the future in Europe, especially Italy, as well as in Turkey, using wastes generated by our production processes with the contributions of Brisa engineers within the framework of the philosophy of sustainable fashion was presented with the "Tuba Ergin for Brisa" parade within the context of Mercedes Benz Istanbul Fashion Week. Brisa's baked tyres, pastes and filling ingredient wastes were on the runway as accessory and clothing designs, unlike their purpose of production, at the parade that was attended by 600 invitees.

## RESPECT FOR BIODIVERSITY

While conducting our operations, we avoid processes that might have a negative impact on biodiversity. In this regard, we act in accordance with the Environmental Impact Assessment Regulations in the implementation of our new investments. We ensure that risks that might arise are audited and evaluated by accredited institutions. Relevant studies show that no protected areas where biodiversity might be harmed are located on or near the operation field of Brisa.

We continued the "Turnalar Hep Uçsun" (Let Cranes Fly Forever) project, which we have been conducting in

collaboration with WWF-Turkey (World Wildlife Foundation) since 2013 to sustain the crane population in Anatolia. Works within the scope of the project are carried out in the Çukurova Delta where 95% of some 10,000 cranes spending the winter in our country take shelter. During the reporting period, a wildlife observation camp was organized for teachers with the collaboration of the Ministry of Forestry and Water Affairs at Adana Akyatan Wildlife Development Field in order contribute to nature conservation awareness through the agency of teachers in Çukurova Delta, besides observation studies conducted by WWF-Turkey.





G4-EN7,  
G4-EN27,  
G4-PR1,  
G4-PR3,  
G4-DMA

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- PROGRESS REPORT



**TOLGA BAŞTAK**  
CEO WWF Turkey

### Let Cranes Fly Forever!

WWF Turkey's Crane Surveillance Team has observed that at least 5000 cranes spent the winter Cilician Delta throughout 2015. During the study, which was conducted under challenging climate conditions, we have collected several clues regarding the abnormal behaviors of cranes. In April, we announced our project in Adana Orange Blossom Carnival cortege via banners and the help of our volunteers. With the activities and visits we organized, we delivered our "Crane is a Migratory Bird" booklets to many teachers and students.

In addition to all of these, we transported a crane, which broke its leg during its migration from Europe to Africa, to Istanbul University Veterinary School with the help of Brisa. After treatment, the crane was brought back to Adana Airport with the voluntary support from Atlas Jet. Receiving the crane at the airport, we released the crane back to nature at Yumurtalik Natural Protection Zone, via our personnel. After recovery, the crane lifted off and mingled in the covey. With this project, which is conducted for the continuity of crane breed in Anatolia, we hope to contribute to the survival of many other cranes with the joint effort of all parties.



[Click here to watch.](#)



# ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES

In accordance with our strategy of "enhancing our environmentalist product portfolio in order to ensure continued mobility", we make an effort for our products and services to be "environment friendly" by taking into consideration the environmental impacts of products during and after use. We work on new concept products with lower rolling resistance, lower emission and noise levels and less weight; we monitor environmentalist product portfolio rate indicators.

We have a rich product portfolio composed of environment friendly Ecopia and Greenways series tyres which we introduced to the market in accordance with our understanding of producing more environment friendly products.

By reducing rolling resistance in the tyres which we have developed with new generation pattern design and components without conceding the element of safety in the segment of consumer products, we ensure direct improvements in fuel savings. We sustainably increase the share of products, whose label value for this parameter is "C and above", within our sales portfolio.

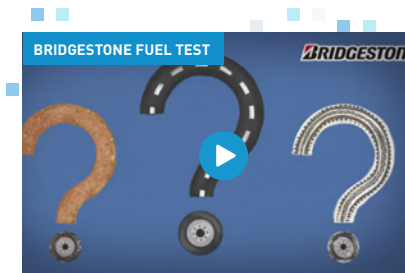
### \*ROLLING RESISTANCE (RRC)

Label Value	2012	2013	2014	2015	2016 TARGET
C and Over	%0	%5	%21	%32	%45
E-F-G	%100	%95	%79	%68	%55

The share of our commercial tyre products labeled "C and over" is above the level of 25%.

\* Consumer Products

We contribute to the protection of the environment by reducing commercial tyre wastes with our tyre retreading services that we offer through our Bandag brand.



[Click here to watch.](#)



[Click here to watch.](#)



We save the fuel and time that would be spent taking vehicles to the service by providing on-site service for fleets with our Mobilfix service. We provide their service needs and constitute service awareness in our customers.

We ensure that products are used with maximum efficiency by monitoring the tyres of our fleet customers through Aspects+. We calculate the replacement time for tyres by measuring pressure values and tread depth information. In this way, we intervene timely in tyres creating a positive impact for recoatability and correct usage of tyres





G4-EN7,  
G4-EN27,  
G4-PR1,  
G4-PR3,  
G4-DMA

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## Ecopia EP150, nature's safety tyre

With Ecopia EP150, we provide high efficiency in fuel consumption by reducing the rolling resistance of the tyre without compromising on safety. We aim to complete the localization of our EP150 product in 2014.

- 9% lighter construction ①
- 14% lower rolling resistance ①
- 1.7% fuel efficiency ①
- 5% shorter wet ground stopping distance ①
- 15% more durable ①

Under normal conditions:

- ① According to TUV test results, compared to the previous generation Bridgestone.
- ① ① According to Brisa field test results; compared to competing tyres



127.000

Bandage scope of service coated tyre number



## We reduce natural resource use with Bandag retreading service

With our Bandag retreading service, which falls within the scope of our tyre management, we save up to 40% in the tyre costs of fleets while substantially contributing to the protection of natural resources and the national economy through quality materials and the right production conditions. By retreading and reusing tyres, we triple their lifecycle and we contribute to environmental protection through less tyre waste. Through the retreading of a truck or bus tyre, 55 kg can be saved on raw material use, 60 kg of waste can be prevented and CO<sub>2</sub> emissions can be reduced by 30%. In addition, the retreading process consumes about 70% less diesel than the production process. During the reporting period, we retreaded over 120,000 commercial vehicle tyres within the scope of our Bandag service, thereby saving 36,000 barrels of oil and 2,400 tons of steel in raw material consumption. We aim to retread 130,000 tyres in the year 2016.



## Greenways Environment Friendly Tyre

We aim to combine durability, fuel efficiency and longevity through our first environmentalist passenger car product Greenways that we will introduce to the market under our Lassa brand in 2014. The nano-pro technology used in Greenways tyres reduces rolling resistance and accordingly fuel consumption. Thanks to its special environment-friendly pattern, Greenways facilitates gripping on dry and wet ground and ensures a quiet and comfortable ride with its light construction and innovative design.

- 7% lighter construction ①
- 37% lower rolling resistance ①
- 5.5% fuel efficiency ①
- 8% shorter wet ground stopping distance ①
- 30% more durable ① ①

Under normal conditions:

- ① According to TUV test results, compared to the previous generation Bridgestone.
- ① ① According to Brisa field test results; compared to competing tyres.



filo yönetim çözümleri

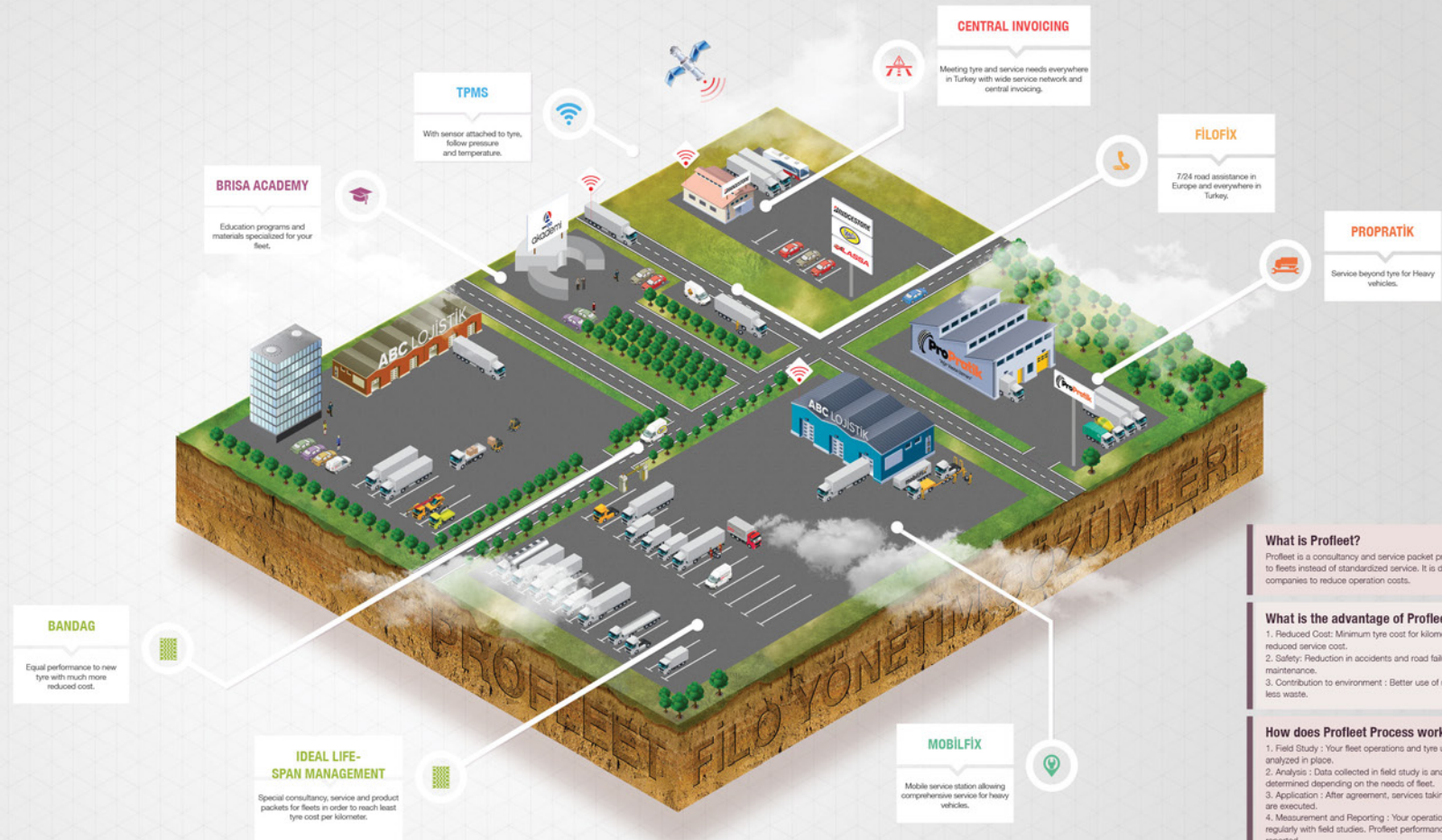
We have ensured 6% fuel and 7.5 million TL worth of tyre savings through vehicle and tyre maintenances services we provided within the context of Profleet.

## We offer fleet management solutions with Profleet

We ensure the economical use of natural resources with Profleet fleet management solutions, our consultancy service intended for heavy commercial vehicle fleets. Through our solutions within the scope of Profleet, we ensure fuel saving and minimize environmental impact with less waste.



## CUSTOMER EXPERIENCE ROADMAP



### What is Profleet?

Profleet is a consultancy and service packet providing original solutions to fleets instead of standardized service. It is developed by Brisa for companies to reduce operation costs.

### What is the advantage of Profleet?







1. Reduced Cost: Minimum tyre cost for kilometers, fuel saving and reduced service cost.
2. Safety: Reduction in accidents and road failures through regular maintenance.
3. Contribution to environment: Better use of natural resources and less waste.

### How does Profleet Process work?

1. Field Study: Your fleet operations and tyre usage is examined and analyzed in place.
2. Analysis: Data collected in field study is analyzed and solutions are determined depending on the needs of fleet.
3. Application: After agreement, services taking part in solution packet are executed.
4. Measurement and Reporting: Your operations are monitored regularly with field studies. Profleet performance is measured and reported.

This process is managed by Profleet consultants and monitored with Aspects + Tyre Management Platform.

# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
We aim to reduce our well water consumption by 61% as against 2008, by the year 2020,		We have completed our relevant target by 46% as of 2015 yearend.	We aim to reduce our well water consumption by 61% as against 2008, by the year 2020
Continue to respond to CDP-Water program,		We achieved a performance score of B+.	Continue to participate CDP-Water program
To reduce our total carbon dioxide emission per product ton by 25% as against 2005, by the year 2020,		We achieved 22% decrease compared to 2005	To reduce our total carbon dioxide emission per product ton by 25% as against 2005, by the year 2020
To continue Green Office works,		We reduced our organic waste amount by 17.5%.	To continue Green Office Program
To continue CDP-climate change reporting,		We were among Turkey Climate Leaders.	To continue CDP-climate change reporting
To obtain ISO 50001 Energy Management System certification,		We released energy management procedure and we obtained internal auditor certifications.	Audit and certification in 2016
To retread 158,000 tyres as part of our Bandag service.		We retreated 120,000 which is below our target.	To retread 130,000 tyres

 Completed
  In Progress
  Incomplete



# WORK LIFE

We work in accordance with our primary strategies for our employees to carry on their work life happily, safely and efficiently; we design the future of our journey together with our employees “to become a preferred workplace”.

We consider providing our employees with a working environment that respects employee rights, avoids discrimination in all business processes, and where they can work safely and healthily as one of our most significant responsibilities. We offer our employees opportunities to improve themselves throughout their careers.

In 2015, we actualized various works within the scope of “Becoming a Preferred Workplace”. We had the opportunity to tell about Brisa and the value we create for our employees in more detail by taking part in different social media channels. We reached out more effectively to future Brisa employees through career sites and visual advertisements. We both transferred our experience to future employees and we had a chance to meet with them through University and Civil Society Organization collaborations.



Our accident frequency rate **0.82\*** and our accident severity rate is **14.62\***



We provided **512 man-hour of Suru-Raku training** for 32 employees.



In Brisa Academy we provided **32,935 hours of training** to 4,801 attendees.



We provided **103 employees with disaster prevention and 112 employees with occupational safety trainings** thereby ensuring all our employees have received these trainings in total.



**37.35\*** Yearly per-employee training hours



Our **37 employees** received feedbacks by attending development center



We have ensured a saving equivalent to 2.1 million liras in interest yields by achieving an average improvement of 5.5 days for the year 2015, compared to 2014, in the average cycle time of the process “**from Ordering to Delivery**”



We provided trainings for 744 employees as part of “**Occupational Safety Simulation**” trainings during the reporting period.



We increased female employee rate to **16.67%.**



G4-15,  
G4-LA7,  
G4-DMA

BRISA 2015  
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> WORK  
LIFE

> OCCUPATIONAL  
HEALTH AND  
SAFETY APPROACH

- BRISA-MEC  
(Manufacturing  
Education Center)  
Activities  
- Dealer Occupational  
Safety Audit Works  
- DEVELOPMENT  
JOURNEY  
- Corporate  
Development Journey  
- Employees'  
Leadership and  
Development Journey  
- EMPLOYEE RIGHTS  
- Business Relations  
and Union Rights  
- Business Ethics  
Approach  
- PROGRESS REPORT



AYLİN ERDİL

Corporate Communication Manager

### Equality at Work

We continued the Employment and Awareness Projects, as well as the Support Projects, which we started in 2013 by becoming a signatory of the United Nations Equality at Work Declaration, this year and we expanded our solution seeking to also include our value chain in accordance with this understanding. We wanted to gather our works, such as Safe Drive Techniques and various other trainings we provide for our women employees, "Design the Work You Love" workshop realized for our women executives and special social responsibility activity for Women's Day, as well as all works we shall further actualize aimed at women under a brand and visualize it.

We aimed for the perception that women, who are Brisa's stakeholders, are designing the future of everyone they touch with the Women Designing the Future brand we have formed in this direction.

We have organized a workshop with some of our women dealers as representatives of women in the sector in 2015, when we formed our brand, and we received their opinions, suggestions and contributions. We laid the foundation for a range of practices that will both bring the sale and service experiences of our customers to perfection and contribute to our sustainability targets by reinforcing the professional knowledge and experience of our women dealer employees, through the workshop where we discussed activities that we might actualize in 2016 aimed at our dealers' women employees.

16,67%

We increased  
female employee



## OCCUPATIONAL HEALTH AND SAFETY APPROACH

Occupational health and safety is of utmost importance for the continuity of a working environment where our employees can safely work, as well as the sustainability of our business. For this reason, occupational health and safety has the first priority in all our operations. Our primary objective is to constantly achieve our "Zero Working Accident", "Zero Occupational Disease" and "Zero Fire" targets while improving our occupational health and safety performance.

### Our Target is "0 Accident!"

All our units dependent on the Brisa Directorate of Technology completed 1,685 days and the Stock Preparation and Maintenance Departments of the Directory of Production completed respectively 1,325 and 1,625 days without any working accidents.

We monitor and periodically report the occupational safety performance of our production processes. We actualize our relevant works benefiting from the systematic approach of Occupational Health and Safety Management Systems practices. All our facilities have OHSAS 18001 certificate.

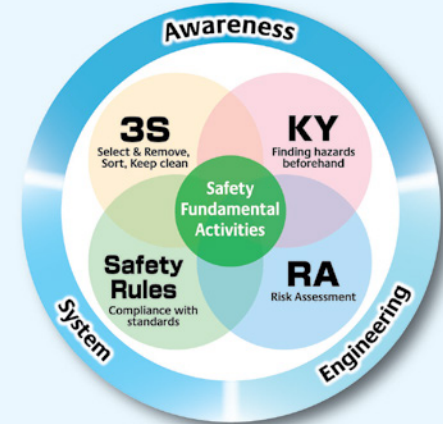


Going beyond compliance with national legal regulations, we closely follow international standards. We actively implement the knowledge and accumulation of Sabancı Holding and Bridgestone Corporation. We take active role in the Occupational Health and Safety Work Group of Turkish Business World and Sustainable Development Association. The Occupational Health and Safety Committee constituted by Sabancı Holding Tyre and Tyre Reinforcement Group companies is maintained under the leadership of Brisa.

### Safety Mission Statement

#### Safety First, Always

At Bridgestone, we make safety a business value.  
Creating a safe working place for all is everyone's responsibility.



We aim with pride to achieve perfect safety.

"Safety First, Always" includes the prevention of all work related incidents including disasters, industrial hygiene and traffic accidents.

BRIDGESTONE

In the context of Bridgestone Safety Mission Statement, we implement practices under the main headings of enhancing sensitivity (human behavior oriented improvements), engineering precautions (machine and infrastructure oriented improvements) and systemic works.



G4-LA5,  
G4-LA6,  
G4-LA7,  
G4-DMA

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> WORK  
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> OCCUPATIONAL  
HEALTH AND  
SAFETY APPROACH  
> BRISA-MEC  
(Manufacturing  
Education Center)  
Activities

- Dealer Occupational  
Safety Audit Works  
- DEVELOPMENT  
JOURNEY  
- Corporate  
Development Journey  
- Employees'  
Leadership and  
Development Journey  
- EMPLOYEE RIGHTS  
- Business Relations  
and Union Rights  
- Business Ethics  
Approach  
- PROGRESS REPORT



**ERKİN KARATAŞ**  
Development Engineer

I started to work at Brisa as a progress engineer in 2013. Since the day I started, my priority is occupational safety. In all of the improvements we have done, our goal is to abolish or minimize the threats to human health. In addition to these improvements, we carry out studies to bring solutions for activities which are ergonomically challenging for the people. We have received numerous positive feedbacks from occupational health and safety level and observed improvements, with the project we started designing in 2014 and finished the first phase in 2015. We aim to finish this comprehensive project which will affect many users positively as of 2017. With this project, accident risks will be minimized in cutting and calendaring areas and major improvements will be done in the physical working conditions of active operators. In the future, we aim to provide more comfortable working environments with fewer health problems, with this sort of projects that would contribute to employee ergonomics. AS BRISA, we scale up our objectives to provide sustainable working environments with major projects that prioritize occupational health and safety.

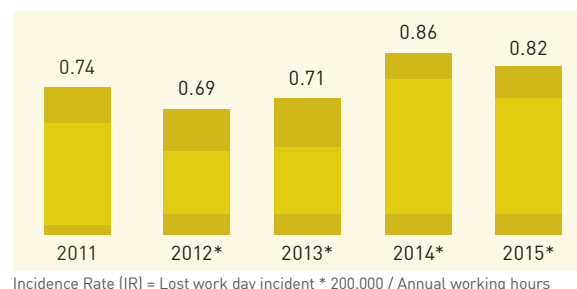
Our Occupational Health and Safety Committee, which represents our entire workforce, monitors our occupational safety performance periodically every month. Together with the Occupational Safety and Environment Committee, our Committee performs the analysis of working accidents and prepares preventive plans to avoid their recurrence.

The 3S works we conduct as part of our Occupational Safety Basic Activities constitute the basis for accident-free and efficient production works. The primary objectives of these works are the constitution of an accident-free workplace with no fire starters,

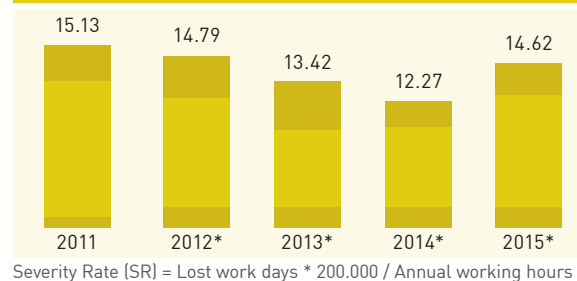
reduction of wastes and performance of error-free production. Within the scope of these activities, we are applying the 3S program in all our production fields as of 2015 yearend. In this way, we have realized our target of increasing this rate, which was 52% in the previous period, to 100%. Our primary target is for 3S practices to become a way of life.

We identify and evaluate dangers that might be originating from the working environment and operations within the scope of our risk analysis practices and we develop preventions within the framework of these evaluations. As part of our program that primarily aims for the prevention of all accidents, we have implemented 142 works during the reporting period. The realization rate of our prevention actions is 89% as of 2015 yearend.

#### INCIDENT RATE (IR) OF BRISA



#### SEVERITY RATE (SR) OF BRISA



In consequence of this basic activity we implemented in the reporting period, our incident rate was improved by 5% as against 2014. In comparison to the year 2005, there is an improvement of 81%.



As of the year 2015, a majority of subcontractor employees have become Brisa employees and their IR and SR values are monitored together with our existing employees.



#### BRISA-MEC (Manufacturing Education Center) Activities

We provide trainings in 6 main areas at our center that was formed to develop and apply training programs devoted to enhancing the basic skills levels and awareness of our technical group employees. Besides these activities, Team Leader Development trainings with the coordination of the Department of Human Resources, as well as extra trainings arising from needs are also provided to our employees within the scope of our center.



We provide our employees with a 26-hour training in 8 headings, such as occupational safety, fire and disaster prevention, as part of our standard training program. Within the scope of the program, which we started in 2013, we provided 103 employees with disaster prevention and 112 employees with occupational safety trainings during the reporting period, thereby ensuring that all our employees have received these trainings. With the Suru-Raku and 3S trainings we provided to 1,106 employees, 73% of all our employees have completed these trainings. We aim for all our blue-collar employees to have received the trainings within the scope of the Standard training program by 2018 yearend.

In the reporting period, we have provided training for 744 employees within the context of "Occupational Safety Simulation" trainings that we developed in 2014 with the purpose of enhancing the awareness of all our blue-collar employees regarding risks in the areas of occupational safety and production. In this way, we have ensured that all our blue-collar employees have received this training. The objective of our program is to ensure that these trainings are repeated every two years.





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**AYDIN DURMUŞ**

Production

**Occupational safety is an irrevocable part of our lives.** I have been working in the Tyre Manufacturing department since 2004. I continue my work life at Brisa, where I started as an operator, as a Suru-Raku activity leader. We have received much training under the roof of BRISA-MEC. Occupational safety simulation room trainings, occupational safety, disaster prevention, quality, problem solving, analysis and leadership trainings have contributed immensely to our personal development. The occupational safety awareness that we acquired through BRISA-MEC trainings instills in my fellow workers and me the awareness that we have to go back to our homes well every day. I consider the knowledge I acquire essential in both my work and my private life. These trainings provided us with new points of view; in this way, our awareness regarding all kinds of risks around us has advanced. Now we know very well that occupational safety is an irrevocable part of our lives.

We ensure that all our employees can find the dangers that might be situated in their work area and that they improve their danger recognition skills through our danger recognition trainings. We can prevent potential working accidents through the similar accident prevention approach that is part of Bridgestone's global knowledge accumulation. In this regard, in 2015 we have translated 30 working accident incidents / fire-starting incidents experienced in other plants and shared them with all the departments in the company. Our relevant departments have shared these incidents with all their employees through trainings. During the reporting period, as part of the Bridgestone Global Risk Evaluation project, we started the "Earthquake Risks Analysis Study" for plants that have experienced earthquake with magnitude greater than 6 in the past within our body.

We do not limit our Occupational Health & Safety practices with Brisa employees. We assume a similar responsible approach against subcontractors / suppliers, visitors and interns operating in our field.

As of the year 2015, a majority of subcontractor employees have become Brisa employees. These works, which were previously being conducted by subcontractor companies, are being performed under the roof of Brisa following the given date. Works related to the inclusion of these employees in the Brisa occupational safety management systematics were among works of significance in 2015.

Supplier and Subcontractor OHS Indicators by Years	Incidence Rate (IR)	Severity Rate (SR)
2012	1.60	36.16
2013	0.62	10.43
2014	0.99	26.88
2015	0.82	14.62

As of the year 2015 the IR and SR values of subcontractor employees are monitored together with our existing employees.

### Dealer Occupational Safety Audit Works

We formed a dealer integrated auditing program for the prevention of working accidents at dealers who are Brisa's business partners. As part of the program, our business partners are audited by a third party independent institution within the framework of the annual plan. As Brisa, we expect our business partners to take actions resulting from auditing programs and finalize them.

# DEVELOPMENT JOURNEY

We continue our development journey by enriching our programs devoted to our organization, processes and employees and by increasing the effort we make.

We attach great importance to training with all these programs that directly contribute to the realization and sustaining of our mid and long term corporate strategies. By combining approaches that will contribute to sustainability in the economic, social and environmental dimensions, we adopt an integrated approach in the management of corporate sustainability.



EMPLOYER BRANDING ACTIVITIES



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### Becoming a Preferred Workplace -HR Team

"Becoming a preferred workplace" is among our primary strategies. We have continued our practices within the scope of the strategy whereby we aim to preserve and develop the talents we have and reach out to potential Brisa residents in the most effective way, in the year 2015. We made a tremendous effort to provide our employees with a healthy, safe, fair, transparent and happy workplace.

We conducted extensive works with social media, newspaper and university collaborations regarding our first friends joining us for the Aksaray plant and our 32 new engineers took office as of 2015. This year, we had the opportunity to tell about the value we create for employees at Brisa by making use of social media, career sites and visual advertisements more efficiently.

We achieved numbers, such as 9,162 followers on LinkedIn, 243,646 total views for HR Videos, 3,152 total number of access and shares of HR specific content, through our 2015 Employer Brand and advertisement works.

We continued to reach out to future Brisa members through our Employer Branding project and university collaborations. We had the opportunity to come together with future members of Brisa through our visit to Aksaray University, participation to ITU SBU Day, participation with executive talks at Boğaziçi, İTÜ, Marmara and Yeditepe universities, contribution to innovation, corporate entrepreneurship and risk management curriculums at Boğaziçi, Marmara and Yeditepe universities.

## Corporate Development Journey

On our corporate development journey, we aim to strengthen our communication with employees, to create good practice models and a participatory and dynamic working environment that has internalized innovation, entrepreneurship and change, by ensuring the development of our organization and processes.

We strive to turn the approaches we form for organizational and process development into best practice examples. We act with the principle of fairness in performance evaluation processes and we strive to strengthen the coherence of the individual objectives of our employees with corporate strategies.

### Organizational Development

#### Organizational Culture

We conduct studies in relation to the process-based and customer-oriented culture, which we have been aiming at since 2009 when we started change management.

- We have been investing in creativity and innovation and encouraging entrepreneurship since the year 2009, thereby approximating our current culture to the culture we aim for.

#### Climate & Management Styles

Since the year 2007, we have been measuring Climate and Management Styles. We create action plans by determining the difference between the ideal and our current climate.

### Employee Engagement Survey

We measure Employee Engagement every two years and we focus our improvement plans on its results.

- According to our 2014 Employee Engagement assessment Turkey average was realized as 53%, while Brisa's evaluation as 62.

### Performance Management

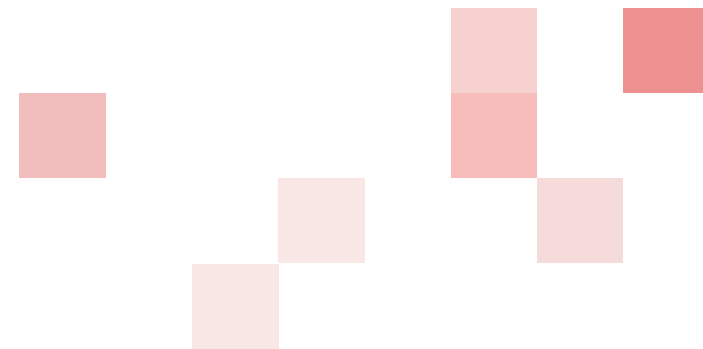
We implement our Corporate and Individual performance evaluation process through the dissemination of corporate strategies and objectives among all functions, departments and employees.

- We have performed 360° competence evaluation for 42 employees.

### Career Management

We create potential, backup and rotation maps of our company and plan organization scenarios involving our entire organization. We ensure that our employees are personally evaluated in relation to their strong and developing skills and that they are offered feedback through the development center practice in the process of promotion.

- 37 employees participated in the development center and received personal feedback.





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Our performance management process includes the stages of target setting, mid-term evaluation and year-end evaluation. With our Brinsan project, we ensure the consonance of our strategies defined at Brisa Strategy House with individual performance targets. In this way, we motivate our employees about achieving their individual targets and contributing to our vision and strategic targets. We ensure that all our white-collar employees are interviewed at least twice during an evaluation period in relation to their performance level and development needs and that they receive feedback. We organize trainings and development programs in order to generalize the culture of feedback. We ensure the effective implementation of the feedback process through Brinsan performance module.

## Process Development

### Benchmarking

Every year, we realize interviews and form action plans aimed at prioritized areas.

- We performed 15 benchmarking studies for our corporate development projects.

### Brinsan

Through Brinsan, we review all human resources processes and keep them under the same roof by including improvements.

- We put the Recruitment Module and reminder system into service.

### Strategy House

We make the connection between our strategies and individual targets and we make strategy management into everyone's job.



### Process House

We model our processes in line with our strategies to measure their performance, make improvements and actualize change.

- We reviewed and modeled 940 (1,350 in total) processes explaining detailed work flows.
- We provided 41 employees with 476 hours of process management training.

### Process from Ordering to Delivery

As part of our Process Management works we conduct process performance analyses and improvements. In this regard, we worked on the process "from Ordering to Delivery" that starts with taking the order and continues until the delivery of the product. We modeled the process from one end to the other and defined it on the system. In this way, we have made every order measurable from beginning to end. We shared the conducted analyses with relevant departments and followed up the actions. We have ensured a saving equivalent to 2.1 million liras in interest yields by achieving an average improvement of 5.5 days for the year 2015, compared to 2014, in the average cycle time of the process "from Ordering to Delivery" in consequence of the improvement work in the refurbishment channel.

### Project House

We determine and prioritize our projects and project portfolio in accordance with our strategies. We maximize the impact of our projects by making adequate use of our resources.

- We started conducting the tracking and management of New Product Development Projects through the live system.



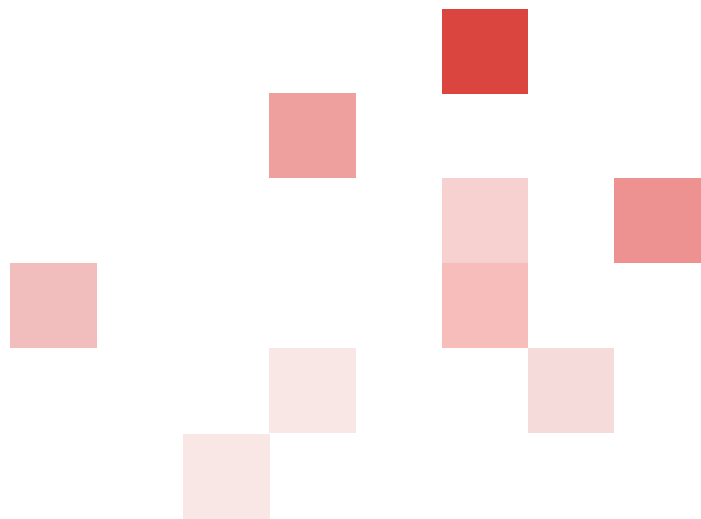
### Suru-Raku Philosophy

Suru-Raku is a philosophy that emphasizes that standards must be uninterruptedly complied with in all operational processes within the scope of quality product and service production and turns improvement activities into a component of this process.

**In 2015, 32 employees received 512 man-hour of Suru-Raku training.**

Thereby, the number of employees we have trained to ensure the propagation of the Suru-Raku philosophy reached 189, whereas the total hours of training reached 3,024 hours.

Within the scope of the Brisa Suru-Raku Conference we organized for the 11th time in the reporting period, 7 teams constituted by 28 of our employees from different functions shared their projects. Two project groups elected from production and marketing functions have represented Brisa at the global Suru-Raku Conference.







## Employees' Leadership and Development Journey

We support the personal development of our employees in the process we refer to as our employees' Brisa Journey and we design and implement development programs for future Brisa leaders according to their competences. Besides providing our employees with professional competences, we offer them environments that strengthen their motivation and we carry out projects and activities that allow them to transfer their accumulation to the society.

### Leadership Journey

#### SALT - Sabancı Leader Team



We evaluate our senior management based on the climate they create, their management style and 360° competences annually and we support them through development programs such as personal coaching.

- We provided SALT Basic Training to three executives.
- One Executive attended our Board of Directors and Board of Directors Members Development Program.
- We actualized the 1st module of SA-EXE with the participation of two executives.

#### Leadership Workshop



We include our mid-level managers in programs that will develop their leadership competences

- \* Mentoring \* 360 Evaluation and Leadership WS
- \* Manager as Coach / Coaching Supervision
- \* Performance Management / Recruitment Techniques \*
- Development Planning / One-to-one Coaching \*
- Management Simulation \* Future Forums (Sabancı Market Orientation Program)
- 41 of our managers benefited from various programs within the scope of the Leadership Workshop.

#### LGP - Leader Development Program



We support the leadership competences of our supervisors and foremen through our development program consisting of personal development and follow-up programs.

- 39 employees benefited from personal interviews, Creativity and Innovation and Follow-up Meetings.

#### ELYP - Team Leader Development

We support our blue-collar employees preparing for team leadership through an extensive program supporting their personal, technical and leadership competences for their journey.

- The number of employees who attended our program, which is a first in its sector, to this day is 140

### Development Journey

#### Orientation

We start off every employee with our orientation process regarding Brisa and our practices.

- \* Brisa Overview (All Departments & Model Store & Field Trip & Museum) \* Occupational Safety & Environment
- \* SA-Etik \* Competition Law \* Information Security
- \* Sustainability
- We provided trainings for all our 109 new employees within the scope of our orientation program.

#### BRISA-MEC - Brisa Manufacturing Education Center

We support our Technical Groups function employees' awareness in relation to occupational safety, disaster prevention, environment, quality, efficiency and their technical knowledge and skills about analysis methods, problem solving techniques and product information within the scope of a systematic program with the structuring of MEC.

- We provided 2,188 employees with a total of 9,108 hours of training.

#### Brisa Academy

We convey our visions and processes regarding the market and our business models to our business partners, sales and marketing teams through Brisa Academy.

- We provided a total of 32,935 hours of training to 4,801 people.

### Technical Professional Development & Management Systems

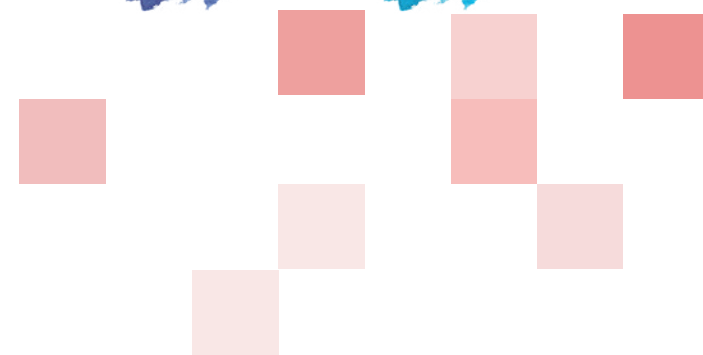
We develop programs to support our change and development processes in parallel with corporate strategies and convey them to our employees promptly.

- We provide our employees with a total of 109 hours of sustainability training in order to ensure the popularization of the concept of sustainability in the corporation and to enhance awareness.

#### Global Training Program

Together with our partner, we provide an opportunity for our employees to learn and gain global business experience by working at Bridgestone establishments around the world.

- The participation of 1 employee in this program was planned.



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**MUSTAFA KEMAL ÜSTÜN**  
Sales Development Coach

I have taken important steps through both in-class trainings I personally attended and online trainings I received at Brisa Academy since 03.03.2014, when I first took office. I continued the orientation trainings I received in relation to our sector, business models and sustainability issues with leadership trainings this year. Alongside these trainings that aim for enhancing the competences of participants in business life, a development program was prepared special to me. Together with other colleagues receiving training, we gained motivation and consolidated our team spirit by attending business partner and customer visits, field works aiming at creating value for customers and organizations held by Brisa, such as "Business Partners Meeting" and "The Best Get Together".



**ZEREN AŞAR**  
Brisa Academy Training Manager

Designing the journey into the future is made possible with our stakeholders. We believe in the necessity of sharing our accumulation and experience in order to better design this journey. While we continue to contribute our employees' and business partners' development, we work together to achieve our goals, and sustain our activities in accordingly.

We particularly believe that opportunities we will provide for our employees and business partners will contribute to the attainment of our objectives and we maintain our activities in this direction.

As Brisa Academy, our primary goal is to share our knowledge and experience with all our stakeholders thereby ensuring to create a difference in customer experience. In this regard, we have provided 33,200 man-hour of training in 2015, achieving a 40% increase as against 2014. 10% of these trainings were provided by our trainers within the scope of the Internal Trainer Project we actualized in 2015.

We attach importance to digitalization; we can manage all our trainings and activities on one platform and support our stakeholders' development with various digital applications, such as virtual classroom and electronic learning, through Brisa Academy Training Portal that was constituted with this perspective. In addition, we provide learning opportunities regardless of time and place with our mobile application Cep Akademi.

In 2015, we came together with our business partners as part of our New Generation at Work program that was planned to ensure the continuity of our business partners and build brand engagement among the new generation. Besides, we increasingly continued the on-site trainings provided in stores in order to enhance the customer satisfaction level of our business partners.

The number of established laboratories in our project that we started as part of Vocational High School Collaborations reached 3 in the year 2015. Brisa Academy trainers provided "Basic Tyre Knowledge" trainings in our "Vocational High School Collaboration" project.

We work to reach larger stakeholder masses, support their development and leave our mark to the future.

## KÜÇÜL DE CEBİME GİR!

Sen de Cep Akademi uygulamamızı akıllı telefonuna indir.  
Online-offline dilediğin an, dilediğin yerden seçtiğin kitabı oku,  
çalış veya eğitimlere katıl.  
Cep Akademi ile gelişim her yerde.





# EMPLOYEE RIGHTS

Our irreplaceable value for the sustainability of our business is our employees. For this reason, we consider providing a happy, prosperous and productive environment for our employees to work in to be among our primary responsibilities. Accordingly, we continuously strive to constitute the communication mechanisms that our employees can actively use, to evaluate their feedbacks and to identify points of development. As Brisa, we will continue to act with the awareness that our employees are one of the most significant drivers of the success we achieve and to maintain our environment of mutual love, respect and trust.

## Business Relations and Union Rights

Attaching particular importance to the basic rights of our employees and providing them with working opportunities where they will be proud and happy to work are among our prioritized issues as Brisa. In accordance with this understanding, we respect our employees' basic rights emanating from constitutional and international agreements, and we make a maximum effort to completely fulfill the responsibilities we bear.

In accordance with the importance we attach to our employees' freedom of association and labor peace, we maintain a transparent and continuous communication with the Turkish Union of Petrol, Chemistry and Tyre Industry Workers (Lastik-İş), of which all our blue collar employees are members.

In addition to the wages of employees included in the Collective Labor Agreement and those excluded, we provide them with benefits such as a premium worth their 4 month gross wage,

Personal Retirement Insurance (BES), health insurance, and life insurance for those not covered. We provide benefits such as annual leave allowance, maternity benefit, death benefit, matrimony benefit, education support, family-food aid, and child allowance only for employees included in the Collective Labor Agreement. We also provide food and transportation services for all our employees.

**Collective Labor Contract Practice** The 19<sup>th</sup> Period Collective Labor Agreement between Turkish Union of Petrol, Chemistry and Tyre Industry Workers and the Company, covering the 24-month period between 01.01.2016 and 12.31.2017, was started in the last quarter of the year 2015 and is planned to end by the first quarter of the year 2016.

## Business Ethics Approach

Our business ethics rules are a significant advisor in our decisions and activities. We conduct our operations respecting human rights and workforce principles in accordance with the guidance of SA-ETİK "Business Ethics Rules". In line with our principle of "Providing Equal Opportunities for People under Equal Conditions", we provide equal opportunities for our employees in all processes throughout their working life. We do not tolerate any form of discrimination; we take careful precautions in our processes.

We inform our employees regarding our Business Ethics Rules by publishing them on the internal communication portal, distributing printed booklets to all employees and realizing information trainings. Every year, we update the information of our employees regarding business ethic rules through the e-learning program and we renew their commitment to business ethics rules with the "Business Ethics Compliance Declaration" they fill out.

In the reporting period, we have provided a total of 1,680 hours of training for our employees, of which 785 hours of Business Ethics, 785 hours of Competition Law, and 110 hours of Sustainability training.

We completely satisfy the requirements of laws, regulations, labor legislation and initiatives of which we are member. We expect the full compliance we ensure in the issue of preventing child labor and forced/compulsory labor from our stakeholders in our value chain, such as suppliers, business partners, and subcontractors. In the reporting period, there was no complaint conveyed to us in the related issues.

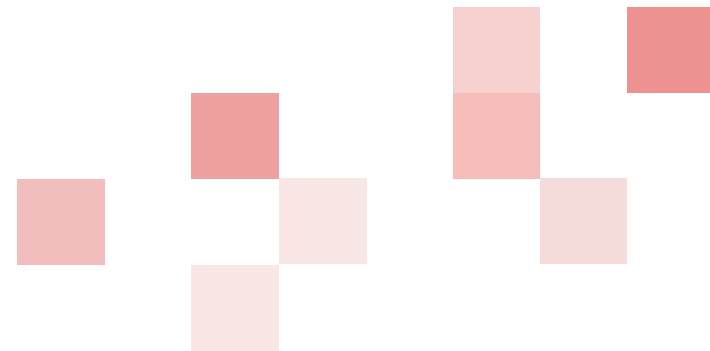
### Our Ethics Understanding

**Honesty:** We conduct our relations with our employees and all our stakeholders on the basis of transparency and honesty.

**Confidentiality:** We care for the confidentiality of the private information of our customers, employees and other relevant individuals and institutions we work with.

**Conflict of Interest:** We make use of our Sabancı identity, not for our personal benefit, but to exalt the corporate spirit.

**Our Responsibilities:** Our responsibility is not only to the benefit of our business and partners but also to the whole society and humanity.



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G4-LA8, G4-LA15,  
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# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
We aim to form activity plans devoted to university students in the context of "Employer Branding",	●	We organized career days in Aksaray University and in ITU (with Sabancı Holding)	To continue "Employer Branding" activities
To continue working within the scope of our plans concerning our new investment,	●	We designed human resources planning and implementation processes of our new investment and create employment in accordance with recruitment plan.	To design the first years of new employees under the umbrella of "Warm-Up" to offer a holistic experience.
To support the Entrepreneurship Day practice,	●	With Industry Group, we gave support to Entrepreneurship Day held in June 2015.	To support Industry Group's career day events
To organize joint information meetings with all the management and 6 different information séances for our mid-level managers about climate & culture and engagement results,	●	We determined climate results with our management team on March 2015.	To inform our employees about performance management, wage management, training and development and organizational success plans by organizing 9 sessions of HR Communication Meetings.
To perform short midterm assessments to be able to track Employee Engagement improvement,	●	We actualized employee engagement mid-term evaluation survey in September 2015.	To organize "What happened when you were away" orientation program in order to ease the adaptation of female employees after maternity leave.
The integration of the process of forming a Development Plan with the process of training and performance in order to internalize it,	●	We integrated development plan preparation process at year end evaluation of performance processes step	

● Completed ● In Progress ● Incomplete

# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
To put the Time Management Module, Nakisa and Mobile application processes into practice,		We made recruitment module and reminder system on live	
To provide information for the extensive usage and explanation of the logo and visuals we have designed for our Training & Development programs,		We used logo and visuals of our training and development brands that reviewed through Employer Branding processes in various trainings.	Training plans will be followed on Brinsan module.
To maintain and enrich our Sustainability Journey program with new participants,		We reviewed and renewed the location and content of our Sustainability Journey	To continue Sustainability Journey Program by extending it to leader participants
To continue our practices concerning Competition Law training.		785 hours of Competition Law training provided	To continue our practices related to Competition Law Trainings

 Completed
  In Progress
  Incomplete

# SOCIETY RELATIONS

We work to conceive values to be shared in all our activities with our "social responsibility conscious management" understanding and we place the expectations of our stakeholders at the center of our business manner while achieving this. We identify our social responsibility projects, which we actualize in the light of our sustainability vision, in accordance with the principles of establishing good relations with the local community and contributing to social, cultural and economic development.



In 2015, we provided nutrition and healthy living counseling to **5,501 long distance drivers in 44 points**, as part of Lassa Yola Sağlam Çık project.

63 women employees who benefited from the **Safe Drive Techniques Training** received their Ministry of National Education approved certificates.



**FC BARCELONA OFFICIAL TYRE**  
In 2015 we became the 'Global Official Tyre Partner' of **FC Barcelona for 4 seasons**

We continued to support **public enterprises and NGO's.**



Bridgestone "#Emniyetimiz için 2dk" (#2mn4oursafety) project, we measured **the tread depth and air pressure of around 30,000 vehicles and adjusted them**



**Tarım Sağlamsa Gelecek Sağlam" (Strong Agriculture for a Strong Future) Project.** We traveled to 155 villages in 20 provinces, and gave efficient agriculture training to 9,500 farmers

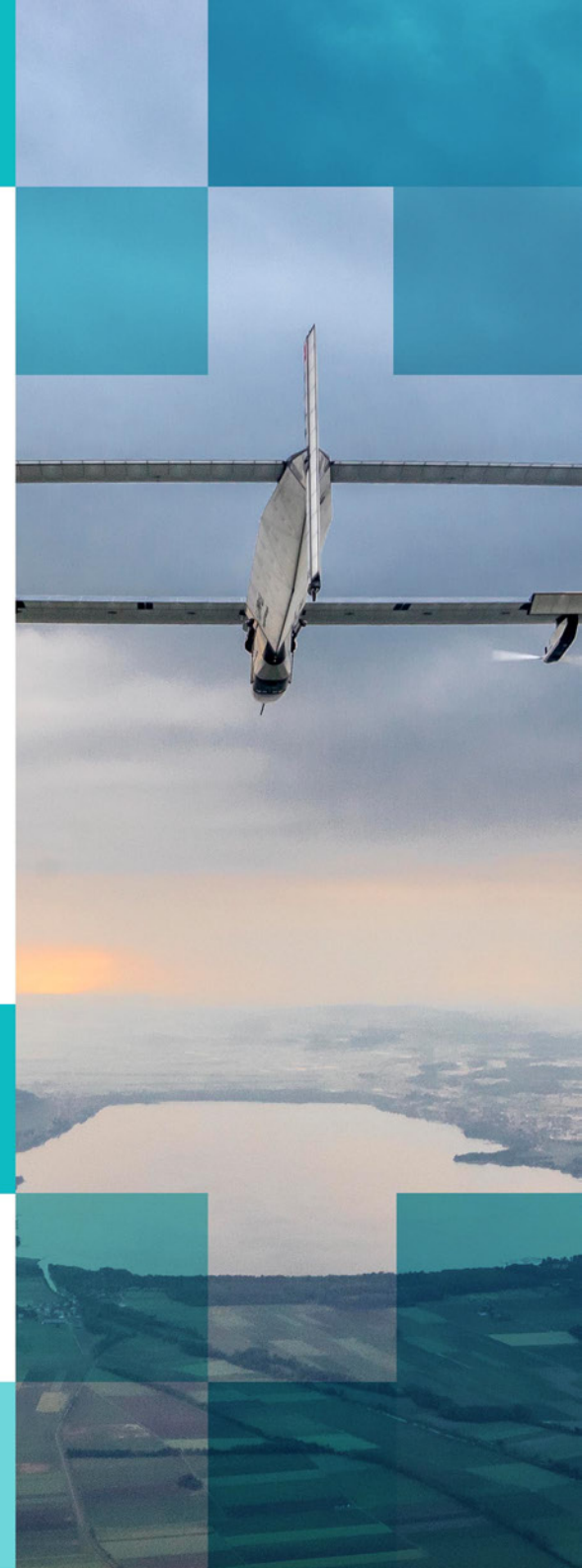
In 2015, **1,213 people visited our museum.**



**Achieved 184 medals** and great successes in the 13 national and 33 international competitions



We have completed the content for the age group 10-15 for the **"New Generation at Work"** program,







G4-EC7, G4-EC8,  
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>Lassa "Yola Sağlam Çık"

>Bridgestone

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We take into consideration direct and indirect impacts on society in our projects. We provide local employment opportunities and act together with local suppliers in line with our understanding of creating positive value in our operational geography. In addition to many projects we actualize with our own resources, we also provide support for projects realized by H. Ömer Sabancı Foundation.

In accordance with the understanding that we take as basis, we appropriate the issue of driving safety in traffic, which directly concerns our sector, as our primary responsibility. Besides this area that we take as basis, we also actualize projects in the areas of sectoral development, education and sports.

## CONTRIBUTION TO TRAFFIC SAFETY

For us, being a responsible producer represents taking our value chain into account in all processes starting with purchasing processes and continuing in production, sales and aftersales processes and acting in this direction. For this reason, we attach special importance to the issues of traffic and tyre safety, we regard constituting a safe and sustainable traffic environment as one of our most important responsibilities. As a result of this understanding, we are among pioneering institutions of the industry that became signatories of the "Responsibility in Traffic Movement Declaration". We support our responsible attitude towards our industry through projects we implement.

### Lassa "Yola Sağlam Çık"

We aim to enhance awareness about safe and secure driving with our informative project that we carry out with the slogan "Yola Sağlam Çık".



**NESLİHAN ALTINTAŞ**

Product Manager, Marketing (Commercial)

With Lassa brand, we pursue "Yola Sağlam Çık" project in order to encourage long distance drivers for a healthier life. In 5 years, we met with 17,282 long distance drivers at 206 points in 151 cities throughout Turkey and provided traffic safety and healthy life consultancy. While in the first two years of the project we focused on eye health for traffic safety, since 2013, we have emphasized the significance of healthy life and exercise with the help of dieticians and sports experts.

In 2015, with the journey we started in April 20 in Edirne, we reached out to 5,501 people at 44 points in 32 cities. Body mass index and blood pressure measurements were done for the participants, 91% of whom has not gone under the control of a dietician before. In light of these data, drivers were provided with personal diet programs from our dietician and information on practical exercises that would reduce the negative effects of inactive working from the sports consultant.

We plan to pursue the project in the upcoming years and to raise the awareness of healthy life among long distance drivers.

### Bridgestone "#Emniyetimiziçin2dk" (#2mn4oursafety)

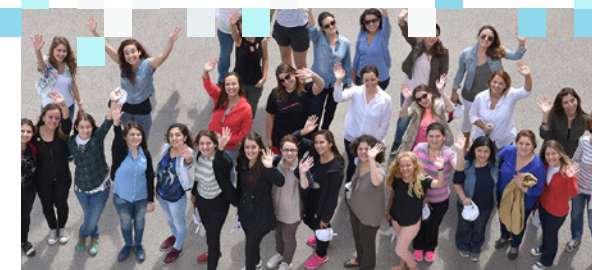
Tyre tread depth and tyre pressure are issues of particular significance for driving safety. In the reporting period, we raised awareness among drivers about safe long-distance driving and measured tyre tread depths and pressures at Sirkeci, Yenikapi, Pendik and Yalova IDO piers as part of our #emniyetimiziçin2dk (#2mn4oursafety) campaign aiming for enhancing

awareness of safe driving. We advised vehicle owners whose tyre tread depth was below the safe limit to renew their tyres as soon as possible and we appropriately pumped air into tyres with low air pressure. By performing the tyre tread depth, air pressure measurement and balancing of 30,000 vehicles in 2015, we have reached out to 60,000 people in total since 2013.

BRIDGESTONE 2015 IDO PIERS



Click here to watch



### Safe Drive Training for Women Drivers



We aim for women drivers to keep their vehicle safe in case of danger and to adjust ideally to road and traffic conditions with the Safe Drive Techniques Training that we realized in cooperation with Intercity. In 2015, 65 women employees, who benefited from the Safe Drive Techniques Training realized in two different sessions, received their Ministry of National Education approved certificate. Once all our women employees complete the trainings, which we plan to continue in 2016, we aim to form our participant portfolio from the employees of our business partners.



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**CANAN SARITAŞ**

Product Manager, Marketing (Light Commercial)

We live in a cultural climate where it is hard for women to enter the working life and continue their careers. In this regard, I believe it is a great chance to work a company that creates equality of opportunity at every point, such as Brisa. With the Safe Drive Training for Women Drivers that was realized this year, I remembered once again that I have this chance. At the end of the training where we received important lessons about keeping the vehicle safe in case of danger and adapting to road conditions, we received our Ministry of National Education approved certificates.

## "Tarım Sağlamsa Gelecek Sağlam" (Strong Agriculture for a Strong Future) with Lassa



As part of the "Tarım Sağlamsa Gelecek Sağlam" project, which we started in 2012 to inform farmers about sustainable farming practices and to ensure that they travel safely in traffic, we have reached out to 9,500 farmers by visiting 155 villages in 20 provinces during the reporting period.

We presented farmers with 1,600 formulas and solution suggestions regarding "Good Farming Practices" through the agency of our agricultural engineers. We provided farmers with a total of 5,425 hours of information and consultancy service regarding productivity practices in farming and agricultural economy in accordance with the variety of products growing in their region.

As part of our project, since 2013 we mounted a total of 10,740 reflectors, of which 4,230 in the year 2015, in order to draw attention to accidents that occur because trailers are not distinguished in the dark and to increase the visibility of tractors on the road.







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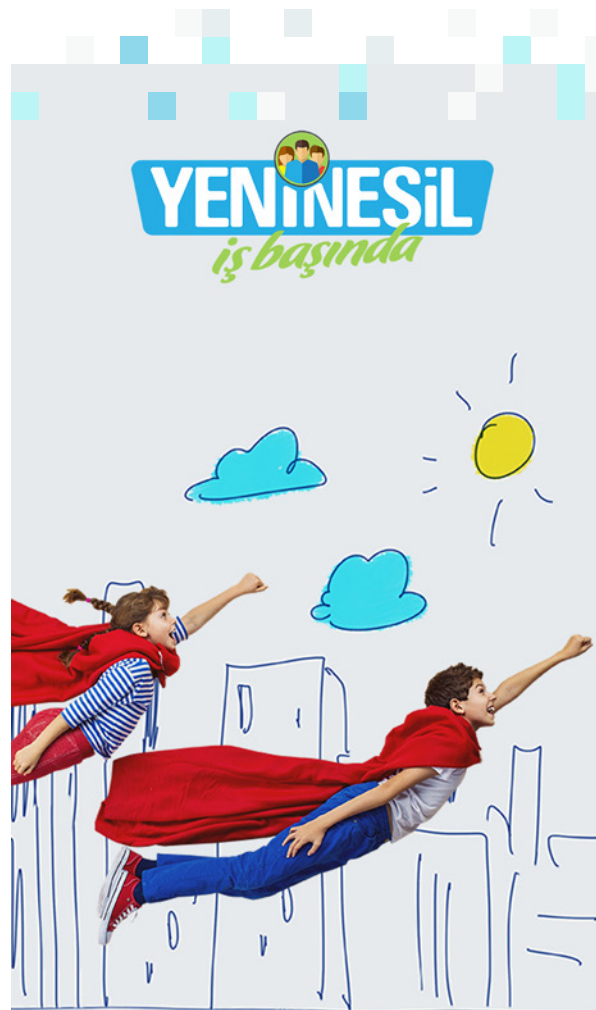
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# CONTRIBUTION TO SECTORAL PRACTICE

Supporting our sector and carrying it further are among issues we give particular importance. We believe that sharing knowledge, accumulation and experience are of great significance to achieve this objective. For this reason, we actively participate in national and international initiatives formed by public institutions and nongovernmental organizations.

We bring together sector professionals through Brisa Sustainable Change Conferences and we constitute a productive platform for experience sharing. We share our experiences and accumulation with our stakeholders at these conferences with the contribution of our executives.

We contribute to our sector with our training supports for the sustainable development of our sector. Our support for Afyon Kocatepe University Coach Driver Program, which was established to meet the need for competent coach drivers in the passenger transportation segment, involving tyre-based information sharing and educational materials has been going on for 3 years.



## New Generation at Work at Brisa

We have completed the content for the age group 10-15 for the "New Generation at Work" program, which we have developed devoted to the children of our business partners on the basis of the critical role that a new generation who can take over the business and knows the characteristics of the world plays in ensuring business continuity. As part of the program, we both introduced the future generations of our business partners to Brisa and we provided them with an opportunity to have new experiences.



**MEHMET ÖZKAN**

Özkan Otomotiv San. Tic. Ltd. Şti., Afyon

I participated in the "New Generation at Work" program in 2015 as a new generation business partner. Through the program, I had the opportunity to participate in seminars and classes that will strengthen our company. In addition, it was very useful for our company in becoming sustainable and acquiring a more solid structure. I think it will be beneficial for this program to be implemented with all other business partners. I can't thank Brisa enough for this program.

## Brisa Museum



At our Museum, where we have the opportunity to directly share our accumulation, knowledge and experiences with our stakeholders, we tell the story of how Brisa was transformed from an industrial company into an innovation company alongside information regarding our industry and developments that shed light on the sector. In 2015, 1,213 people visited our museum.





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### Solar Impulse

Solar Impulse, which is the first plane projected to tour around the world using only solar energy and was actualized to draw attention to the use of renewable energy resources, took off from Abu Dhabi on March 7.

Brisa, who joined this historic world tour as Turkey Official Partner, has been working to add value to all its stakeholders through sustainable growth for over 40 years and acts in accordance with the vision of 'designing the future of travel'. For Brisa, which places sustainability and innovation at the center of all its processes to achieve this objective, Solar Impulse was a new source of inspiration at this point.

Brisa conducts communication activities in order for the tour with Solar Impulse, projected to take three and a half months, to be actively watched from Turkey. At the same time, it is planned to implement works to create awareness regarding the future usage areas of renewable energy resources in Turkey all along the tour.



[Click here to watch](#)



[Click here to watch](#)





G4-EC7, G4-EC8,  
G4-SO2, G4-DMA

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# CONTRIBUTION TO EDUCATION AND SPORTS

We support students, contribute particularly to the popularization of cycling with our sports club Brisaspor and provide support for various sports branches with the awareness that education and sports are important aspects of social development.

## Brisa Members Educational Support Association

We provide support for students in need to continue their education through Brisa Members Educational Support Association, with the awareness of the significance of education for social development. Our association, which maintains its activities with the voluntary participation of Brisa employees, has provided scholarship support for over 300 students to this day. Our association supported 81 students during the 2014-2015 school year as part of its works.

## Our Snowball Volunteers

We implement activities with regards to equality of opportunity in education in accordance with our mission of "enhancing the social responsibility awareness of Brisa employees and stakeholders, and transferring their competence, knowledge, accumulation and skills to the society sustainably with a we-feeling". Our Brisa Snowball Volunteers have been taking part in the Volunteerism Training Program and Workshop with the support of Private Sector Volunteers Association and supporting girl students receiving vocational education with the Vocational High School Coaches program, since 2010.

## Vocational High Schools Project

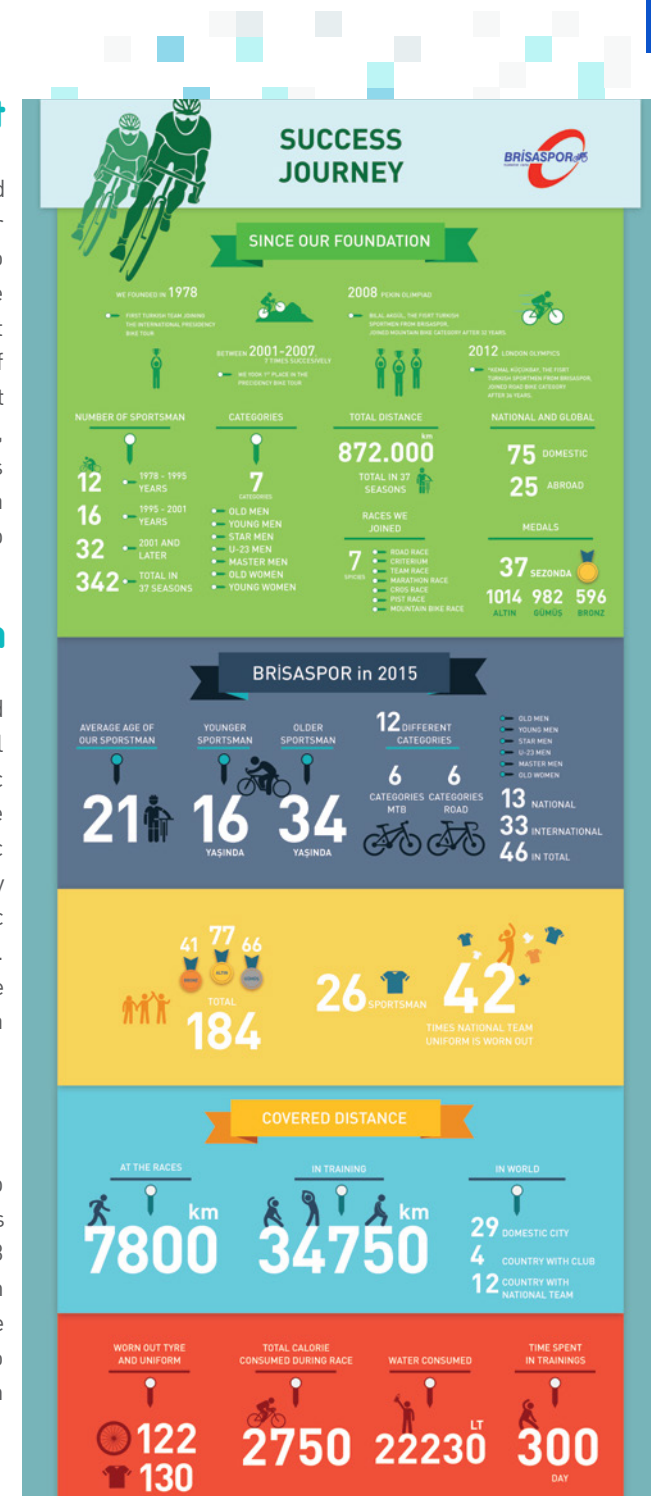
We aim for students studying in laboratories established by Brisa at Vocational High Schools to complete their technical trainings by constantly practicing and to graduate from their schools ready to work in the tyre sector, with our Vocational High Schools Project that we started in 2008. We tripled the number of laboratories established within the scope of the project with the laboratories established in 2015. In addition, 3 students continuing their education at laboratories had the opportunity to do their internships at Brisa dealers while 10 students were elected for internship at our dealers in the forthcoming period.

## Vocational Schools Cooperation

We conduct the Vocational Schools Cooperation aimed at improving the knowledge level of Vocational School students receiving training in the tyre and plastic department. At Köseköy Vocational School, where we realized the first cooperation, the tyre and plastic department curriculum was updated by Brisa Academy in 2015 and department teachers were provided "Basic Tyre Knowledge Training" by Brisa Academy trainers. Also within the scope of the cooperation, students were provided with a separate "Tyre Training" by Brisa Academy trainers prior to the exam period.

## Brisaspor

Our Lassa team, under the roof of our sports club Brisaspor established in 1987, has achieved 184 medals and great successes in the 13 national and 33 international competitions it participated in 2015, as in the past years. Through these successes we contribute both to the popularization of the cycling sport and to the increase in the interest in bicycles as an environmentalist vehicle of transportation.







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## We continue our support for sports and athletes with our Lassa brand

We have been supporting sports for long years with our Lassa brand. We are among the sponsors of national tennis player Ipek Soylu, who won the first Grand Slam Cup of Turkey by becoming champion at the American Open Tennis Tournament, and of world skin diving record holder Şahika Ercümen. Our national athlete Arda Turan became the brand ambassador of Lassa in 2015 for two years.

We support Pınar Karşıyaka Basketball Team, which won the TBL championship in the 2014-2015 season and gained the right to represent our country in THY Euroleague.

We actualize works for the measurement and promotion of success in Turkish football through our "Lassa Strongest Defense" and "Lassa Strongest 11" works that we implemented in cooperation with Turkish Sport Writers Association.

We are the primary sponsor of V1 Challenge, one of the most popular motorsports championships of Turkey, since 2011.

In 2015, we have also consolidated our support for sports in the international arena by becoming the 'Global Official Tyre Partner' of FC Barcelona for 4 seasons with our Lassa brand, starting in 2015. Through the agreement, the official name of the club's basketball, handball, futsal and roller hockey teams became 'FC Barcelona Lassa'. In this way, we are shaping the future of our journeys together with a sports club whose name is identified with sustainable success in sports and which is mentioned as "more than a club" thanks to its great contribution to sports as well as the regional economy.





# PROGRESS REPORT

WHAT DID WE AIM FOR IN THE YEAR 2015?	STATUS	2015 PERFORMANCE DISCLOSURE	OUR 2016 TARGETS
We aim to continue our "Yola Sağlam Çık" project,	●	We visited 44 points in 32 cities and measured the tension, blood sugar and body mass index of 5,501 long road drivers	To continue our "Yola Sağlam Çık" project,
To continue our support for public institutions and civil initiatives,	●	We shared our industrial knowledge and experience with variety of public institutions and non-governmental institutions. We carried on supporting civil initiative.	To continue our support for public institutions and civil initiatives,
To open Brisa Museum to the public,	●	We had 1,213 visitors.	
To maintain our support for education through Brisa Members Educational Support Association,	●	Brisa Members Educational Support Association supported 81 students in 2014-2015 period.	To maintain our support for education through Brisa Members Educational Support Association,
To continue our contribution to sports with Brisaspor,	●	13 ulusal ve 33 uluslararası müsabakada 184 madalya kazandık.	To carry on supporting the sport with Brisaspor.
To give priority to traffic safety,	●	We continue our support with Lassa "Yola Sağlam Çık", "Bridgestone #Emniyetimiziçin2dk" projects and safe drive trainings provided to female drivers.	To give priority to traffic safety,
To establish more systematic relations with the society by developing stakeholder communication and feedback methods.	●	We obtained external stakeholder reviews for our 2014 sustainability report and determine areas of improvement.	To establish more systematic relations with the society by developing stakeholder communication and feedback methods.

● Completed ● In Progress ● Completed

# CORPORATE MEMBERSHIPS

- |  |   |
|--|---|
| 1. Business World and Sustainable Development Foundation   | 20. Rubber Liners' Association                            |
| 2. Tyre Industrialists Association (LASDER)  | 21. Kocaeli Volunteer Firefighters' Association           |
| 3. Economic Research Foundation  | 22. Kocaeli Chamber of Medicine                           |
| 4. Corporate Volunteer Association   | 23. Chamber of Metallurgical Engineers                    |
| 5. Foreign Economic Relations Board (DEIK)   | 24. Chamber of Mechanical Engineers                       |
| 6. Association of Advertisers  | 25. KALDER  |
| 7. Istanbul Chamber of Industry  | 26. EFQM  |
| 8. Yased International Investors Association   | 27. Traffic Safety Platform                               |
| 9. AIESEC Kocaeli  | 28. Corporate Governance Association of Turkey (TKYD)     |
| 10. Uludağ Exporters' Association  | 29. Risk and Insurance Management Society Inc.(RIMS)      |
| 11. Turkish Industrialists' and Businessmen's Association (TUSIAD)   | 30. Tyre Industrialists and Importers Association (LASİD) |
| 12. Turkey Researchers' Association  | 31. Rubber Association                                    |
| 13. Corporate Risk Management Institute  |   |
| 14. Turkey Internal Auditing Institute   |   |
| 15. Turkish Association of Agricultural Machinery<br>& Equipment Manufacturers   |   |
| 16. PERYÖN Turkey Personnel Management Association   |   |
| 17. European Tyre and Rubber Manufacturers Association (ETRMA)<br>/ European Tyre Industry Coordination Activity (ETICA) |   |
| 18. Tyre Subcommittee (LAK)  |   |
| 19. The European Tyre and Rim Technical Organization (ETRTO)   |   |

ECONOMIC AND ADMINISTRATIVE PERFORMANCE INDICATORS	2011	2012	2013	2014	2015
Income (TL)	1,368,845,521	1,451,919,360	1,522,032,545	1,723,135,014	1,850,704,094
Operating Costs (TL)	1,070,391,964	1,027,613,373	1,027,744,179	1,137,124,014	1,173,732,849
Employee Wages and Other Provided Benefits (TL)	165,496,251	188,512,109	201,899,957	236,497,535	292,383,705
Payments to Pecuniary Resource Providers (TL)	79,808,998	122,703,715	131,564,956	179,103,952	230,189,633
Payments to the State (TL)	20,478,732	23,470,772	24,311,200	24,449,790	16,583,865
Social Investments (TL)	478,090	330,441	1,269,906	453,874	277,000
Protected Economic Value (TL)	32,191,486	89,288,950	135,242,347	145,711,693	137,537,042

ENVIRONMENTAL PERFORMANCE INDICATORS	2011	2012	2013	2014	2015
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Raw Material Group Supply Values (%) - - - - -

#### Energy Consumption (GJ/ton) (Index, Base:2008=100)

<b>Total</b>	<b>89</b>	<b>95**</b>	<b>91**</b>	<b>87**</b>	<b>88**</b>
Direct	115	159**	125**	117**	112**
Indirect	86	89**	88**	85**	86**
Energy Savings Realized with Efficiency Projects (GJ/ton) (Cumulative Index, Base:2008=100)	(830	968	1086	1222	1313
Total Well Water Consumption (m <sup>3</sup> )	567,362	530,738*	443,755*	438,486*	490,120*
Municipal Water(m <sup>3</sup> )	-	13,126	19,132*	17,132*	21,397*
Recycled and Reused Water (m <sup>3</sup> , %)	-	-	-	-	-
Total Water Discharge by Destination (m <sup>3</sup> )					
Toplam Su Desarjı (m <sup>3</sup> ) TOPLAM	N/A			824,692	680,566

#### Carbon dioxide Emission (Scope 1 & Scope 2)

(ton CO<sup>2</sup>-e/Production ton) (Index, Base: 2008=100)

<b>Total (Scope 1 &amp; Scope 2)</b>	<b>93</b>	<b>96**</b>	<b>92**</b>	<b>89**</b>	<b>90**</b>
Direct (Scope 1)	177	185**	131**	117**	114**
Indirect (Scope 2)	88	91**	90**	87**	88**

#### Other Related Indirect Greenhouse Gas Emissions

(Scope 3) (ton CO<sup>2</sup>-e/Production ton) (Index, Base: 2011=100)

<b>Total (Scope 3)</b>	<b>100</b>	<b>103</b>	<b>99</b>	<b>72</b>	<b>75</b>
Logistic Activities	100	100	97	68	70
Employee Transportation	117	135	124	109	126

#### Nox, Sox and Other Significant Air Emissions by Type and Weight

(Ton CO<sup>2</sup>-e/Production Ton) (Index, Base: 2008=100)

<b>Total</b>	<b>90</b>	<b>112</b>	<b>94</b>	<b>87</b>	<b>86</b>
CH <sub>4</sub> (ton CO <sup>2</sup> -e/production ton)	84	103	82	69	68
N <sub>2</sub> O (ton CO <sup>2</sup> -e/production ton)	94	118	101	98	98

"The figures highlighted in blue indicate modified data with regards to Brisa 2014 Sustainability Report"

\* See: Independent Limited Assurance Report

\*\* While related ratios are indexed with regards to 2008, real values belonging to years 2012, 2013 and 2014 are incorporated in limited assurance studies. Index information according to 2008 is excluded from limited assurance scope.



ENVIRONMENTAL PERFORMANCE INDICATORS	2011	2012	2013	2014	2015
<b>Total Waste Amount by Type (Ton)</b>					
<b>Total</b>	<b>6,841</b>	<b>6,934*</b>	<b>7,035*</b>	<b>7,278*</b>	<b>8,393 *</b>
Hazardous Wastes (Ton)	681	640*	761*	661*	672 *
Nonhazardous Wastes (Ton)	6,160	6,293*	6,274*	6,618 *	7,721 *
<b>Total Waste Amount by Process Type (Ton)</b>					
<b>Total</b>	<b>6,841</b>	<b>6,934*</b>	<b>7,035*</b>	<b>7,278*</b>	<b>8,393 *</b>
Reuse	202	183	161	171	4
Recycle	3,137	3,240	3,442	3,806	4,901
Recover	2,759	2,676	2,626	2,932	3,182
Incineration	265	234	298	15	4
Storage	479	602	509	354	303
<b>Environmental Protection and Investment Expenditures (US dollars)</b>	<b>880,195</b>	<b>1,098,097</b>	<b>1,198,410</b>	<b>847,566</b>	<b>869,000</b>

SOCIAL PERFORMANCE INDICATOR	2011	2012	2013	2014	2015
Total Number of Employees	1,785	1,745	1,818	2,431	2,591
<b>Employee Breakdown by Gender and Status (Numeral, %)</b>					
Blue Collar Female	0 [0]	0 [0]	0 [0]*	0 [0]*	0 [0]*
Blue Collar Male	1,337 (100)	1,305 (100)	1,361(100)*	1,893 (77,9)*	1,989 (76,8)*
White Collar Female	62 (14,1)	67 (15,5)	79 (18)*	108 (4,4)*	126 (4,8)*
White Collar Male	378 (85,9)	366 (84,4)	372 (82)*	430 (17,7)*	476 (18,4)*
<b>Employee Breakdown by Contract Type</b>					
Permanent Female	62	67	79*	108*	126*
Temporary Female	0	0	1*	0*	0*
Permanent Male	1,715	1,671	1,733*	2,323*	2,465*
Temporary Male	7	1	1*	0*	1*
<b>Employee Breakdown by Age Groups</b>					
<30 (%)					
White Collar	27.1	23.9	18.6*	20.3*	24.3*
Blue Collar	34.8	27.6	27.3*	30.3*	28.9*
<30-50> (%)					
White Collar	65.2	68.8	76.1*	72.7*	68.4*
Blue Collar	64.7	71.9	72.5*	69.4*	70.7*
50> (%)					
White Collar	7.6	7.4	5.3*	7*	7.3*
Blue Collar	0.5	0.5	0.1*	0.3*	0.5*
Employees Covered by Collective Bargaining Agreement (%)	75	75	75	78	77

SOCIAL PERFORMANCE INDICATORS		2011	2012	2013	2014	2015
<b>Employee Trainings (person/hour)</b>						
	Blue Collar (person/hour)	18.51	24.85*	17.7*	31.51*	28.28*
	White Collar (person/hour)	58.08	53.11*	71.6*	70.69*	65.74*
	Female				75.88*	64.57*
	Male				38.85*	35.99*
	Incidence Rate (IR)	0.74	0.69*	0.71*	0.86*	0.82 *
	Severity Rate (SR)	15.13	14.79*	13.42*	12.27*	14.62*
	Absentee Rate (%)	5.36	5.68	5.09	5.34	5.61
<b>Senior Management by Gender (%)</b>						
	Board of Directors Female (%)	9.1	11.1	9.1*	11.1*	9.1*
	Board of Directors Male (%)	90.9	89.9	90.9*	89.9*	90.9*
	Executive Committee Female (%)	0	0	0*	0*	0*
	Executive Committee Male (%)	100	100	100*	100*	100*
<b>Senior Management by Age Groups</b>						
	<30 (%)					
	Board of Directors	0	0	0*	0*	0*
	Executive Committee	0	0	0*	0*	0*
	<30-50> (%)					
	Board of Directors	44.4	44.4	44.4*	44.4*	45.5*
	Executive Committee	66.7	66.7	66.7*	66.7*	40.0*
	50> (%)					
	Board of Directors	55.6	55.6	55.6*	55.6*	54.5*
	Executive Committee	33.3	33.3	33.3*	33.3*	60.0*
<b>Senior Management by Nationality</b>						
	Turkish			64.3*	64.3*	66.710*
	Foreign			35.7*	35.7*	33.35*
	Board of Directors (Turkish)			63.6*	63.6*	72.7*
	Board of Directors (Foreign)			36.4*	36.4*	27.3*
	Executive Committee (Turkish)			50*	50*	40*
	Executive Committee (Foreign)			50*	50*	60*
<b>Hired Employees by Gender (Numeral, %)</b>						
	Blue Collar Female	0(0)	0(0)	0(0)*	0 (0)*	0 (0)*
	Blue Collar Male	78 (100)	42 (100)	96(100)*	586 (100)*	183 (100)*
	White Collar Female	11 (12.9)	10 (18.2)	18 (30)*	35 (28.9)*	31 (20.9)*
	White Collar Male	74 (87.1)	45 (81.8)	42(70)*	86 (71.1)*	117 (79.1)*

SOCIAL PERFORMANCE INDICATORS	2011	2012	2013	2014	2015
<b>Leaving Employees by Gender (Numeral, %)</b>					
Blue Collar Female	0 (0)	0 (0)	0 (0)*	0 (0)*	0 (0)*
Blue Collar Male	32 (100)	39 (100)	38(100)*	50 (100)*	87 (100)*
White Collar Female	11 (17.7)	6 (9.8)	6(13)*	7 (14.9)*	13 (17.1)*
White Collar Male	53 (82.3)	55 (90.2)	40(87)*	40 (85.1)*	63 (82.9)*
<b>Leaving Employees by Age Groups (Numeral, %)</b>					
Blue Collar <30	77 (98.7)	39 (92.9)	91(94.8)*	283 (48.3)*	135 (73.8)*
Blue Collar <30-50>	1 (1.3)	3 (7.1)	5(5.2)*	299(51.0)*	48 (26.2)*
Blue Collar 50>	0 (0)	0 (0)	0 (0)*	7 (1.2)*	0 (0)*
White Collar <30	58 (68.2)	29 (52.7)	37(61.7)*	49 (48.1)*	76 (51.4)*
White Collar <30-50>	27 (31.8)	25 (45.5)	22(36.7)*	50 (49.0)*	69 (46.6)*
White Collar 50>	0 (0)	1 (1.8)	1(1.7)*	3 (2.9)*	3 (2.0) *
<b>Leaving Employees by Age Groups (Numeral, %)</b>					
Blue Collar <30	2 (6.3)	1 (2.6)	0(0)*	3 (6)*	27 (31.0)*
Blue Collar <30-50>	29 (90.6)	33 (84.6)	35(92.1)*	45 (90)*	57 (65.5)*
Blue Collar 50>	1 (3.1)	5 (12.8)	3(7.9)*	2 (4)*	3 (3.4)*
White Collar <30	19 (29.7)	14 (23)	18(39.1)*	12(25.5)*	18 (23.7)*
White Collar <30-50>	34 (53.1)	39 (63.9)	25(54.3)*	34(72.3)*	52 (68.4)*
White Collar 50>	11 (17.2)	8 (13.1)	3(6.5)*	1(2.1)*	6 (7.9)*
<b>Entry Level Wage by Minimum Wage</b>					
Blue Collar	3.91	3.8	3.79	3.72	3.55
White Collar	3.94	3.51	3.52	3.26	3.39



## Brisa Bridgestone Sabancı Tyre Man. and Tra. Inc. Energy Consumption, Carbon Dioxide Emission, Water Consumption, Training Hours, Employee Breakdown, Hired Employees, Leaving Employees, Top Management, Occupational Health and Safety and Waste Amount per Type Indicators Reporting Guidance

This Reporting Guidance ("Guidance") supports the preparation and reporting of energy consumption, carbon dioxide emission, water consumption, training hours, occupational health and safety and waste amount per type of Brisa Bridgestone Sabancı Tyre Man. and Tra. Inc. (the "Company"). It is the responsibility of the Company management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Guidance.

### Scope of Reporting

The scope of our report includes the results of operations in Turkey and excludes the performance related to non-tyre production. Non-tyre products constitute 1% of the total revenue. The data until FY 2014 (until the fiscal year ended 31 December 2014) is reported (including the information as of 31 December 2014).

### General Reporting Principles

In preparing this guidance document, the following principles have been considered:

- Preparation of Information; relevant and reliable preparation of information is main principle.
- Reporting of Information; the main principles have been defined as to be comparability / consistency of information with other data including prior year and understandability / transparency providing clarity to users.

## Key Definitions and Data Preparation

### Energy Consumption

"Energy" consists of electricity, steam, natural gas, fuel oil, and LPG. For the purpose of this report, energy does not include alternative forms of fuel, such as bio-waste, bio-mass, bio-diesel, or renewable sources of energy (such as wind or solar energy) which collectively represent an insignificant share of total energy consumption and greenhouse gas emissions.

"Energy consumption" means the energy used during the reporting year (1 January to 31 December), being the energy purchased during the period. Energy consumption data includes energy used in all manufacturing processes and secondary facilities, including electrical systems, heating, lighting, on-site transportation and air circulation (HVAC system). The results of the transportation services provided by third parties including the supplying process are excluded.

"Direct energy Consumption", refers to primary energy sources such as natural gas, LPG, fuel, etc. which are consumed for own operations.

"Indirect Energy Consumption", refers to the electricity and steam that is produced outside the company and consumed by company.

"Volume of production (tone)", refers to annual production volume warehoused in terms of tone. The information is provided by accounting unit.

Energy consumption data are obtained from supplier invoices. The conversion factors presented in the Table.1 are used in the calculation of energy consumption ratios.

Energy Consumption Rate (The energy consumption per production tone):  $\text{Energy Consumption (GJ)} / \text{Volume of Production (tone)}$

In the scope of assurance, direct and indirect energy consumption per production tonnage are provided. The data is indexed to due confidentiality.

### Carbon Dioxide Emission

"Carbon dioxide emissions", means the carbon emitted as a result of the energy consumption during the reporting year (1 January to 31 December) and refers to the impact of our all tyre production processes, uses of sources, chemicals and logistic operations located in İzmit. The term of "facility" includes the production, administration, social service, warehousing and technology buildings.

Where the Company has on-site generated energy, the related energy consumption is defined as direct energy consumption.

"Direct Greenhouse Gas Emission", refers the emission generated by the source that is owned or kept down by company. (Scope-1)

"Indirect Greenhouse Gas Emission", refers the emission generated by company operations, but the source of emission is owned or kept down by different organization.

- Energy indirect", refers the emission generated by electric and steam that is bought and consumed in operational line of company. (Scope-2)
- "Other indirect", refers the emission generate by logistic services that is outsourced by company. (Scope-3)

Greenhouse gas emissions are calculated depending on the Intergovernmental Panel on Climate Change (IPCC -2006) reference methods and measurements.

In calculation of energy consumption, lower heating values in Annex 2 in Regulation of Increasing Efficiency in Energy Resources and Use (Enerji Kaynaklarının Ve Enerjinin Kullanımında Verimliliğin Artırılmasına Dair Yönetmelik (RG: 27.10.2011/ 28097 )- EK 2 ) are used. Values are presented in Table 1.

Carbon dioxide emission is calculated depending on the conversion factors of energy resources. Conversion factor is used to determine the amount of carbon dioxide emission for one unit of energy. Different types of energy sources have different conversion factors reflecting their carbon dioxide intensity. In future periods, conversion factors may be updated to reflect changes to and/or improvements in published data. The conversion factors are presented in Table 2.

TABLE 1. LOWER HEATING VALUES OF ENERGY SOURCES		
Fuel / Material	Lower Heating Value	Unit
Natural Gas	8,250	kCal/m <sup>3</sup>
Diesel Oil	10,200,000	kCal/ton
LPG	27,000	kCal/m <sup>3</sup>
Oil	10,400,000	kCal/ton
Electricity	860	kCal/kWh
Steam	574,300	kCal/ton

\*4,186 and 1000 values are used for KJ/Kcal and Mj/Kj conversiton respectively.

Table 2. Energy and Greenhouse Gas Emissions Conversion Factors					
Fuel / Material	Scope	Conversion Factors (kg/TJ)			Ref
		CO <sub>2</sub>	CH <sub>4</sub>	N <sub>20</sub>	
Natural Gas	Direct	56,100.00	1.00	0.10	a
Diesel Oil	Direct	74,100.00	3.00	0.60	a
Diesel Oil	Other Indirect	74,100.00	3.90	3.90	b
LPG	Direct	63,100.00	1.00	0.10	a
Oil	Direct	69,300.00	25.00	8.00	b
Electricity	Energy Indirect	0.472	-	-	c
Steam	Energy Indirect	0.167			d

- a 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 2 Stationary Combustion Table 2.3
- b 2006 IPCC Guidelines for National Greenhouse Gas Inventories -Volume 2-Chapter 3 Mobile Combustion Table 3.2.2
- c IEA Statistics 2013 Edition Turkey ( Tier 2 Country Specific Emission Factor) - CO2 emissions per kWh from electricity generation \* page: 110
- d Supplier's declaration

non-contact), cleaning, back-washing filters, irrigation, washing trucks, toilets and sinks and fire control. Municipality water is used in catering service.

Water consumption data is obtained from supplier invoices.

In the scope of assurance, well water consumption m3 is provided.

Carbon Dioxide Emission Rate (CO2 emission ton per production tonnage): Carbon Dioxide Emission (ton CO2) / Production Volume (ton):

In the scope of assurance, scope 1 and 2 emission per production tonnage is provided. The data is indexed to due confidentiality.

### Water Consumption

'Water' consists of all kinds of water used at the facility including well and municipality water. Well water consumption values are presented during the reporting year (the period between 1 January and 31 December). Well water consumption data includes water used for production, cooling (contact and

## Training Hours

“Monthly Training Hours” represents monthly total education hours given by the company or by an education company to white and blue collar employees. (Personal development, professional growth, occupational safety, environment, on the job training, outdoor, orientation, etc.) It represents total monthly hours of training provided during the reporting year (the period between 1 January and 31 December). It is calculated in each month.

“Monthly Employee Number” represents total monthly number of white and blue collar employees in the Company. Personal information of each employee who starts to work in the Company is registered to the SAP system that is created for human resources applications, by Labor Relations Unit. The program generates data such as employee breakdown data by status (blue/white collar). The monthly number of employees is determined based on the information as of month-end.

Name of the training, details of participant and total hours of the training offered to white and blue collar employees are registered to participatory forms. The information on these forms is registered to the SAP system by the related Human Resources Department. One-day training is considered to be 8 hours.

Training Hours per Person (Hour/Man): Sum of Monthly Training Hours per Employee

Monthly Training Hours per Person (Hour/Man): Monthly Training Hours/ Monthly Employee Number

In the scope of assurance, total training hours per person, blue and white collar, man and woman breakdowns are provided.

## Employee Breakdown

Employee breakdown represents the demographics of employees by gender, status, contract type and age group.

Contract type is classified as permanent and temporary. Employee ratio to total employee number by gender and contract type is provided with “Employee Breakdown by Contract Type”.

Contract status is classified as blue and white collar. Employee breakdown number by gender and status is provided with “Number of Employee by Gender and Status”.

Employee Breakdown by Gender and Status (number, %): Number of Employee by Gender and Status / Total Employee Number

Employee number by status and age is provided with “Number of Employee Breakdown by Age Groups”. Age group is classified into three groups which are less than 30 years, between 30 and 50 years and older than 50 years.

Employee Breakdown by Age Groups: Number of Employees by Age Groups / Total Employee Number

All information related with contract is entered to SAP system by Labor Relations Unit. Data is monitored in SAP system. Employee by contract type breakdown is received from SAP system.

“Total Employee Number” means total number of white and blue collar employees. New entrants’ information is entered to SAP system by Labor Relations Unit. Employee status breakdown (white collar/blue collar) is received from software. Employee year-end value is calculated.

## Hired Employees

Gender, age group and status breakdown of employees are provided.

“Number of Hired Employees by Gender” counts the number of white and blue collar employees by gender hired between January 1st and December 31st.

“Total number of employees hired” counts the total number of employees hired between January 1st and December 31st.

Hired Employees by Gender(number, %): Number of Hired Employees by Gender/ Total number of employees hired

“Number of Hired Employees by Age Groups” counts number of white and blue collar employees by age hired between January 1st and December 31st. Age group is classified into three groups which are less than 30 years, between 30 and 50 years and older than 50 years.

Hired Employees by Age Groups(number, %): Number of Hired Employees by Age Groups / Total number of employees hired

## Leaving Employees

Gender, age group and status breakdown of employees are provided.

“Number of Leaving Employees by Gender” counts the number of white and blue collar employees by gender leaved between January 1st and December 31st.

Leaving Employees by Gender(number, %): Number of Leaving Employees by Gender/ Total number of employees leaved

“Number of leaving Employees by Age Groups” counts number of white and blue collar employees by age leaved between January 1st and December 31st. Age group is classified into three groups which are less than 30 years, between 30 and 50 years and older than 50 years.

Leaving Employees by Age Groups(number, %): Number of Leaving Employees by Age Groups / Total number of employees leaved

“Total number of employees leaved” counts the total



number of employees hired between January 1st and December 31st.

### Upper Management

Gender, age group, Board of Directors and Executive Committee breakdowns are provided.

Gender by upper management means the ratio of male and female members of Board of Directors and Executive Committee to total members.

Female Board of Directors: Number of Female Board of Directors Member / Total Board of Directors Member

Male Board of Directors: Number of Male Board of Directors Member / Total Board of Directors Member

Female Executive Committee: Number of Female Executive Committee Member / Total Executive Committee Member

Male Executive Committee: Number of Male Executive Committee Member / Total Executive Committee Member

“Upper Management by Age Groups” is the ration of female and male members in Board of Directors and Executive Committee. Age groups are classified into three groups which are less than 30 years, between 30 and 50 years and older than 50 years.

### Occupational Health and Safety Indicators

“Monthly Working Hour”, represents total number of hours worked within the boundaries of workplace by white and blue collar employees during the corresponding month.

Working hours of blue collar employees are calculated via Personnel Attendance Control System (PDKS) software which keeps data of time of entrance and departure of employees.

Working hours of white collar employees are calculated via following formula;

White collar employees working hours (monthly) = Number of white collar employees \* Total number of working days (monthly) \* 7,5 hours

“Lost Day Cases”, represent total number of working days in which the Company’s employees are affected physically and incapable of working due to accidents or death.

Number of “Lost Days” represents the total number of working days lost due to accidents. It is calculated by determining the period of incapable of working days of an

employee comparing with the incapacity report of the employee given by health institution.

Incident Rate-IR: Lost Day Cases\*200.000/Monthly Working Hours

Severity Rate-SR: Lost Days\*200.000 /Monthly Working Hours

In the scope of assurance, incident and severity rates are provided.

### Waste Amount Per Type

“Hazardous waste (tone)”, refers the amount of waste which is classified and recovered/disposed outside the company depending on the General Principle of Waste Management (Atık Yönetimi Genel Esaslarına İlişkin Yönetmelik-05.07.2008 / 26927). Hazardous waste amount is the summation of the amount reported in National Waste Transportation Form (Ulusal Atık Taşıma Formları) which is composed by licenced companies for waste transportation.

“Non-hazardous waste”, is the amount of waste outside the hazardous waste and recycled/recovered/disposed outside the company except waste water. Non-hazardous waste amount is the summation of tonnage in dispatch note which is composed while sending non-hazardous waste to licensed companies.

In the scope of assurance, hazardous and non-hazardous waste tonnages are provided.

### Restatements

The measuring and reporting of assured environmental data inevitably involves a degree of estimation. In exceptional circumstances, restatements for prior year reported data may be required. Restatements are considered where the data differs by more than 5% at the Company level.

# GRI G4 Content Index-"In accordance" option Comprehensive"

## GENERAL STANDART DISCLOSURES

GENERAL STANDARD DISCLOSURES	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Strategy and Analysis			
G4-1	CEO Message pp.4-5	-	No
G4-2	Risk Management p.13	-	No
Organizational Profile			
G4-3	About Brisa p.8	-	No
G4-4	About Brisa p.8	-	No
G4-5	Contact (Back Cover)	-	No
G4-6	About Brisa p.8	-	No
G4-7	2014 Annual Report p.14	-	No
G4-8	About Brisa p.8	-	No
G4-9	Economic and Administrative Performance Indicators p. 64; Social Performance Indicators p.64	-	No
G4-10	Social Performance Indicators p.64	-	Yes, p.78
G4-11	Social Performance Indicators p.64	-	No
G4-12	Responsible Supply Chain Practices pp.25-27	-	No
G4-13	Corporate Website <a href="http://www.brisa.com.tr/investor-relations/financial-information/material-disclosure-1">http://www.brisa.com.tr/investor-relations/financial-information/material-disclosure-1</a>	-	No
G4-14	Risk Management p.13	-	No
G4-15	Customer Health and Safety During Product Lifecycle p.22; Environmental Management p.34; Occupational Health and Safety p.45	-	No
G4-16	Corporate Memberships p.63	-	No
Identified Material Aspects and Boundaries			
G4-17	About Brisa p.8; Economic and Administrative Performance Indicators p. 64	-	No
G4-18	Sustainability Management p.15; Our Priority Issues p.19	-	No
G4-19	Priority Issues p.19	-	No
G4-20	Priority Issues p.19; Sustainability Priorities According to Stakeholder Groups p.19	-	No
G4-21	Priority Issues p.19; Sustainability Priorities According to Stakeholder Groups p.19	-	No
G4-22	About the Report p.2	-	No
G4-23	About the Report p.2	-	No
Stakeholder Engagement			
G4-24	Our Stakeholders p.17	-	No
G4-25	Our Stakeholders p.17	-	No
G4-26	Our Stakeholders p.17	-	No
G4-27	Our Stakeholders p.17	-	No

## GENERAL STANDART DISCLOSURES

GENERAL STANDARD DISCLOSURES	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Report Profile			
G4-28	About the Report p.2	-	No
G4-29	About the Report p.2	-	No
G4-30	About the Report p.2	-	No
G4-31	About the Report p.2	-	No
G4-32	GRI G4 Content Index Table p.72	-	No
G4-33	Independent Limited Assurance Report p.78	-	No
Governance			
G4-34	Our Corporate Governance p.13	-	No
G4-35	Our Governance Structure p.13	-	No
G4-36	Our Corporate Governance p.13	-	No
G4-37	Our Stakeholders p.17; External Committee Review p.18	-	No
G4-38	Our Corporate Governance p.13; Social Performance Indicators p.66	-	No
G4-39	Our Corporate Governance p.13	-	No
G4-40	2015 Annual Report p.79	-	No
G4-41	Business Ethics Approach p.52; 2014 Annual Report p.69	-	No
G4-42	Our Corporate Governance p.13	-	No
G4-43	Risk Management p.13; Employees' Leadership and Development Journey p.50	-	No
G4-44	Our Corporate Governance p.13; 2015 Annual Report pp.82-85	-	No
G4-45	Risk Management p.13	-	No
G4-46	Risk Management p.13; 2015 Annual Report pp.85-87	-	No
G4-47	Risk Management p.13; 2015 Annual Report pp.85-87	-	No
G4-48	Sustainability Management pp.15-16	-	No
G4-49	Sustainability Management pp.15-16	-	No
G4-50	Sustainability Management pp.15-16; Our Priority Issues p.19	-	No
G4-51	2015 Annual Report p.88	-	No
G4-52	2015 Annual Report p.88	-	No
G4-53	2015 Annual Report p.88	-	No
G4-54	Confidentiality constraints. A Level information according to company confidentiality rule	-	No
G4-55	Confidentiality constraints. A Level information according to company confidentiality rule	-	No
Ethics and Integrity			
G4-56	Business Ethics Approach p.52	-	No
G4-57	Business Ethics Approach p.52; Internal Auditing and Internal Control p.14	-	No
G4-58	Business Ethics Approach p.52; Internal Auditing and Internal Control p.14	-	No

# GRI G4 Content Index-"In accordance" option Comprehensive"

SPECIFIC STANDARD DISCLOSURES			
DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
CATEGORY: ECONOMIC			
Material Aspect: Economic Performance			
G4-DMA	Risk Management p.13; Economic and Administrative Performance Indicators p.64; 2015 Annual Report pp.127-128	-	No
G4-EC1	Economic and Administrative Performance Indicators p.64	-	No
G4-EC2	Risk Management p.13	-	No
	Business Relations and Union Rights p.52;	-	No
G4-EC3	2015 Annual Report pp.134-135		
G4-EC4	2015 Annual Report pp.110,135	-	No
Material Aspect: Market Presence			
G4-DMA	Employee Rights p.52, GRI G4 Content Index p.73	-	No
G4-EC5	Social Performance Indicators p.67; GRI G4 Content Index p.73 (Minimum wage does not differ with regards to gender)	-	No
G4-EC6	Social Performance Indicators p.66	-	No
Material Aspect: Indirect Economic Impacts			
G4-DMA	Relations with the Society pp.55-56	-	No
G4-EC7	Relations with the Society pp.55-61	-	No
G4-EC8	Relations with the Society pp.55-61	-	No
Material Aspect: Procurement Practices			
G4-DMA	Responsible Supply Chain Practices p.25	-	No
G4-EC9	Responsible Supply Chain Practices p.26	-	No
CATEGORY: ENVIRONMENTAL			
Material Aspect: Materials			
G4-DMA	GRI Content Index p.73		No
G4-EN1	Confidentiality constraints. It creates competition disadvantage.		No
G4-EN2	Not Applicable. Recycled raw material is not used in production		No

SPECIFIC STANDARD DISCLOSURES			
DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Energy			
G4-DMA	Energy and Emissions Management p.35	-	No
G4-EN3		Only indexed figures employed due to confidentiality constraints.	Yes, p.78
G4-EN4		Only indexed figures employed due to confidentiality constraints.	No
G4-EN5	Energy and Emissions Management p.35	-	No
G4-EN6	Energy and Emissions Management p.35	-	No
G4-EN7	Environment Friendly Products and Services pp.40-41	-	No
Material Aspect: Water			
G4-DMA	Efficient Use of Natural Resources and Less Waste pp.36-37	-	No
G4-EN8	Efficient Use of Natural Resources and Less Waste p.37	-	Yes, p.78
G4-EN9	GRI G4 Content Index p.73 (Our facilities do not reside in RAMSAR areas)	-	No
G4-EN10	Efficient Use of Natural Resources and Less Waste p.37; Environmental Performance Indicators p.64	-	No
Material Aspect: Biodiversity			
G4-DMA	Respect for Biodiversity p.39	-	No
G4-EN11	Respect for Biodiversity p.39	-	No
G4-EN12	Respect for Biodiversity p.39	-	No
G4-EN13	Respect for Biodiversity p.39	-	No
G4-EN14	Respect for Biodiversity p.39	-	No
Material Aspect: Emissions			
G4-DMA	Energy and Emissions Management p.35	-	No
G4-EN15	Environmental Performance Indicators p.64	-	Yes, p.78
G4-EN16	Environmental Performance Indicators p.64	-	Yes, p.78
G4-EN17	Environmental Performance Indicators p.64	-	No
G4-EN18	Energy and Emissions Management p.36	-	No
G4-EN19	Environmental Performance Indicators p.64	-	No



## GRI G4 Content Index-"In accordance" option Comprehensive"

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Emissions			
G4-EN20		(Not applicable. Do not included in the report due to its effect, which is lower than 5% of total GHG emissions]	No
G4-EN21	Environmental Performance Indicators p.64		No
Material Aspect: Effluents and Waste			
G4-DMA	Efficient Use of Natural Resources and Less Waste pp.36-37	-	No
G4-EN22	Efficient Use of Natural Resources and Less Waste p.37; Environmental Performance Indicators p.64	-	No
G4-EN23	Environmental Performance Indicators p.65	-	Yes, p.78
G4-EN24	GRI G4 Content Index p.74 (No spills have taken-place during the reporting period)		No
G4-EN25		(Not Applicable. No such process is available)	No
G4-EN26	Efficient Use of Natural Resources and Less Waste pp.36-37	-	No
Material Aspect: Products and Services			
G4-DMA	Environment Friendly Products and Services p.40		No
G4-EN27	Environment Friendly Products and Services pp.40-41; Customer Health and Safety Throughout the Product Lifecycle pp.22-23	-	No
G4-EN28	Efficient Use of Natural Resources and Less Waste p.39	-	No
Material Aspect: Compliance			
G4-DMA	Our Corporate Governance p.13	-	No
G4-EN29	GRI G4 Content Index p.74 (No sanctions were received for non-compliance with environmental regulations during the reporting period)	-	No
Material Aspect: Transport			
G4-DMA	Responsible Supply Chain Practices p.25	-	No
G4-EN30	Environmental Logistics Operations p.27	-	No

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Overall			
G4-DMA	Environmental Approach pp.33-34	-	No
G4-EN31	Environmental Approach p.33-34	-	No
Material Aspect: Supplier Environmental Assessment			
G4-DMA	Responsible Supply Chain Practices pp.25-27	-	No
G4-EN32	Responsible Supply Chain Practices p.26	-	No
G4-EN33	Environmental Logistics Operations p.27	-	No
Material Aspect: Environmental Grievance Mechanisms			
G4-DMA	Our Corporate Governance p.13	-	No
G4-EN34	GRI Indicators Table p.74 (No sanctions were received for non-compliance with environmental regulations during the reporting period)	-	No
CATEGORY: SOCIAL			
Labor Practices and Decent Work			
Material Aspect: Employment			
G4-DMA	Employee Rights p.52	-	No
G4-LA1	Social Performance Indicators p.66	-	No
G4-LA2	Employee Rights p.52	-	No
G4-LA3	GRI G4 Content Index p.74 (In the reporting period, 208 male and 11 female employees used their parental leave and return to work rate is 100% for both male and female employees.)	-	Yes, p.78
Material Aspect: Labor/Management Relations			
G4-DMA	Employee Rights p.52	-	No
G4-LA4	GRI G4 Content Index p.74 (In cases of contract end, we apply the judgements of labour legislation and collective labour agreement. )	-	No
Material Aspect: Occupational Health and Safety			
G4-DMA	Occupational Health and Safety Approach pp.45-47	-	No
G4-LA5	Occupational Health and Safety Approach p.46	-	No
G4-LA6	Occupational Health and Safety Approach p.46; GRI G4 Content Index p.74	Not applicable as there are no blue-collar women employee, gender breakdown is not presented.	Yes, p.78
G4-LA7	Occupational Health and Safety Approach pp.45-46	-	No
G4-LA8	Business Relations and Union Rights p.52	-	No

## GRI G4 Content Index-"In accordance" option Comprehensive"

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Training and Education			
G4-DMA	Development Journey pp.47-51	-	No
G4-LA9	Social Performance Indicators p.66	-	Yes, p.78
G4-LA10	Employees' Leadership and Development Journey pp.50-51	-	No
G4-LA11	Corporate Development Journey pp.48-49	-	No
Material Aspect: Diversity and Equal Opportunity			
G4-DMA		Social Performance Indicators p.65	No
G4-LA12	Social Performance Indicators p.65	-	Yes, p.78
Material Aspect: Equal Remuneration for Women and Men			
G4-DMA		GRI G4 Content Index p.75	No
G4-LA13	GRI G4 Content Index p.75 (There is no gender discrimination in remuneration of employees)	-	No
Material Aspect: Supplier Assessment for Labor Practices			
G4-DMA	Responsible Supply Chain Practices pp.34-36	-	No
G4-LA14	Supplier Audits pp.35-36	-	No
G4-LA15	Business Ethics Approach p.52	-	No
Material Aspect: Labor Practices Grievance Mechanisms			
G4-DMA		Business Ethics Approach p.52	No
G4-LA16	Business Ethics Approach p.52		No
CATEGORY: SOCIAL			
Human Rights			
Material Aspect: Investment			
G4-DMA		Not Material	No
G4-HR1	Responsible Supply Chain Practices pp.25-26	-	No
G4-HR2	Business Ethics Approach p.52; GRI G4 Content Index p.75 (Our Business Ethics Trainings involve human rights issues)	-	No
Material Aspect: Non-discrimination			
G4-DMA	Our Business Ethics Approach p.52	-	No
G4-HR3	GRI G4 Content Index p.75 (No related incident has taken place during reporting period)	-	No
Material Aspect: Freedom of Association and Collective Bargaining			
G4-DMA	Employee Rights p.52	-	No
G4-HR4	Business Relations and Union Rights p.52	-	No

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Child Labor			
G4-DMA	Employee Rights p.52	-	No
G4-HR5	Our Business Ethics Approach p.52	-	No
Material Aspect: Forced or Compulsary Labor			
G4-DMA	Employee Rights p.52	-	No
G4-HR6	Our Business Ethics Approach p.52	-	No
Material Aspect: Security Practices			
G4-DMA		GRI G4 Content Index p.75	No
G4-HR7	GRI G4 Content Index p.75 (Private security services are provided by third party. All security personnel are trained on human rights policy and legal obligations)	-	No
Material Aspect: Indigenous Rights			
G4-DMA		GRI G4 Content Index p.75	No
G4-HR8	GRI G4 Content Index p.75 (No related incident has taken place during reporting period)	-	No
Material Aspect: Assessment			
G4-DMA		Internal Audit and Internal Control p.14	No
G4-HR9	Internal Audit and Internal Control p.14	-	No
Material Aspect: Supplier Human Rights Assessment			
G4-DMA	Responsible Supply Chain Practices pp.25-27	-	No
G4-HR10	Responsible Supply Chain Practices p.26-27	-	No
G4-HR11	Responsible Supply Chain Practices p.26-27	-	No
Material Aspect: Human Rights Grievance Mechanisms			
G4-DMA	Responsible Supply Chain Practices pp.25-27	-	No
G4-HR12	GRI G4 Content Index p.75 (No related incident has taken place during reporting period.)	-	No
CATEGORY: SOCIAL			
Society			
Material Aspect: Local Communities			
G4-DMA	Relations with the Society pp.55-61; Environmental Approach pp.33-34	-	No
G4-S01	Respect for Biodiversity p.39; Environmental Approach pp.33-34	-	No
G4-S02	Relations with the Society pp.55-61		No

## GRI G4 Content Index-"In accordance" option Comprehensive"

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
Material Aspect: Anti-corruption			
G4-DMA	Sustainability Journey p.12; Internal Audit and Internal Control p.14	-	No
G4-SO3	Internal Audit and Internal Control p.14	-	No
G4-SO4	Sustainability Journey p.12; Internal Audit and Internal Control p.14	-	No
G4-SO5	Internal Audit and Internal Control p.14	-	No
Material Aspect: Public Policy			
G4-DMA		GRI G4 Content Index p.76	No
G4-SO6	GRI G4 Content Index p.76 (No financial or in-kind contribution is made for political parties, politicians and related institutions.)	-	No
Material Aspect: Anti-competitive Behavior			
G4-DMA		GRI G4 Content Index p.76	No
G4-SO7	GRI G4 Content Index p.76 (No incident regarding non-compliance with Competition Law has taken place during the reporting period.)	-	No
Material Aspect: Compliance			
G4-DMA	Risk Management pp.13-14	-	No
G4-SO8	GRI G4 Content Index p.76 (No significant fines were paid for non-compliance with laws and regulations during the reporting period.)	-	No
Material Aspect: Supplier Assessment for Impacts on Society			
G4-DMA		Responsible Supply Chain Practices p.26	No
G4-SO9	Responsible Supply Chain Practices pp.26-27	-	No
G4-SO10	GRI G4 Content Index p.76 (Negative impacts are measured and controlled. The systems are improved with preventive approaches (technological innovations, benchmarking studies, suggestion systems etc.)	-	No
Material Aspect: Grievance Mechanisms for Impacts on Society			
G4-DMA		GRI G4 Content Index p.76	No
G4-SO11	GRI G4 Content Index p.76 (No related incident has taken place during reporting period.)	-	No

### SPECIFIC STANDART DISCLOSURES

DMA and INDICATORS	PAGE	OMISSIONS	EXTERNAL ASSURANCE
CATEGORY: SOCIAL			
Product Responsibility			
Material Aspect: Customer Health and Safety			
G4-DMA	Customer Health and Safety Throughout the Product Lifecycle p.22; Environment Friendly Products and Services pp.40-41	-	No
G4-PR1	Customer Health and Safety Throughout the Product Lifecycle p.22; Environment Friendly Products and Services pp.40-41	-	No
G4-PR2	GRI G4 Content Index p.76 (No related incident has taken place during reporting period.)		No
Material Aspect: Product and Service Labeling			
G4-DMA	Customer Health and Safety Throughout the Product Lifecycle p.22; Environment Friendly Products and Services pp.40-41	-	No
G4-PR3	Customer Health and Safety Throughout the Product Lifecycle p.22; Environment Friendly Products and Services pp.40-41	-	No
G4-PR4	GRI Indicators Table p.76 (No related incident has taken place during reporting period.)	-	No
G4-PR5	Customers pp.23-24	-	No
Material Aspect: Marketing Communications			
G4-DMA		GRI G4 Content Index p.76	No
G4-PR6	GRI Indicators Table p.76 (No such products are available in our product portfolio.)	-	No
G4-PR7	GRI Indicators Table p.76 (No related incident has taken place during reporting period.)	-	No
Material Aspect: Customer Privacy			
G4-DMA	Risk Management pp.13-14	-	No
G4-PR8	GRI Indicators Table p.76 (No related incident has taken place during reporting period.)	-	No
Material Aspect: Compliance			
G4-DMA	Internal Audit and Internal Control p.14	-	No
G4-PR9	GRI Indicators Table p.76 (No related incident has taken place during reporting period.)	-	No
Non-GRI ASPECTS			
G4-DMA	Relations with the Society pp.55-61	-	No
Material Aspect: Innovation and Corporate Entrepreneurship			
G4-DMA	Innovation and Corporate Entrepreneurship pp.29-30		No
Material Aspect: Development Journey			
G4-DMA	Development Journey pp.47-51		No
Material Aspect: Digitalization			
G4-DMA	Digitalization p.31	-	No



# UN Global Compact Progress Statement Indicators Table

## Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	pp.25-27; 52
Principle 2: make sure that they are not complicit in human rights abuses.	pp.25-27; 52

## Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	p.52
Principle 4: the elimination of all forms of forced and compulsory labour;	p.52
Principle 5: the effective abolition of child labour; and	p.52
Principle 6: the elimination of discrimination in respect of employment and occupation.	p.52

## Environment

Principle 7: Businesses should support a precautionary approach and environmental challenges;	pp.33-43
Principle 8: undertake initiatives to promote greater environmental responsibility; and	pp.33-43
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	pp.33-43

## Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	pp.13,14,20
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## Independent Limited Assurance Report

*To the Board of Directors of Brisa  
Bridgestone Sabancı Tyre  
Manufacturing and Trading Inc.*

### Introduction

We, Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş., a member of PricewaterhouseCoopers ("PwC Turkey"), have been engaged by the board of directors of Brisa Bridgestone Sabancı Tyre Manufacturing and Trading Inc. ("Brisa") to perform an independent limited assurance engagement in respect of Brisa's Sustainability Report 2015 (the "Sustainability Report"). The scope of our independent limited assurance work is restricted to data marked with the ("\*\*") as set out in the Sustainability Report on pages 35, 36, 44, 46, 63, 64, 65 and 66 consisting of direct energy consumption, indirect energy consumption, total well water consumption, direct greenhouse gas emission (Scope 1), indirect greenhouse gas emission (Scope 2), hazardous waste, non-hazardous waste, employee trainings, incidence rates and severity rates, employee breakdown by gender and status, employee breakdown by contract type, employee breakdown by age groups, top management by age groups, hired employees by gender, leaving employees by gender, hired employees by age groups and leaving employees by age groups for the year ended 31 December 2015 comprising the relevant production facilities and management units in Turkey (all together the "Selected Information") and does not extend to information in respect of earlier periods or to any other information in the Sustainability Report.

### Brisa's responsibilities

The board of directors of Brisa are responsible for:

- Designing, implementing and maintaining internal controls over information relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error,
- Establishing objective assessments and preparing a reporting guidance ("Reporting Guidance", see pages 67, 68, 69 and 70 of the Sustainability Report) with the purpose of measuring, recording and reporting of the Selected Information,
- Measuring Brisa's performance based on the Reporting Guidance document and
- Determining the content of the Sustainability Report.

### Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error,

- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained and,
- Reporting our conclusions to the board of directors of Brisa.

### Professional standards applied and work done

We comply with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' issued by the International Auditing and Assurance and Assurance Standards Board (IAASB), and the applicable independence and competency requirements as articulated by the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. To comply with those standards, our work was carried out by an independent and multi-disciplinary team of sustainability and assurance specialists.

Assurance, defined by IAASB, gives the user confidence about the subject matter assessed against the reporting guidance. Reasonable assurance gives more confidence than limited assurance, as a limited assurance engagement is substantially less in scope in relation to both the assessment of risks of material misstatement and the procedures performed in response to the assessed risks.

We performed the following procedures for our independent limited assurance:

- Made enquiries of relevant Brisa management,
- Evaluated the design and implementation of key processes and controls over the Selected Information. However, this did not extend to testing that the controls operated as intended for the period under review,
- Assessed source data used to prepare the Selected Information for the year 2015 including re-performing a sample of calculation,
- Carried out analytical procedures over the Selected Information,
- Limited substantive testing on a selective basis of the Selected Information and
- Assessing the disclosure and presentation of the Selected Information.

### Understanding reporting and measurement methodologies

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 allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and

can impact comparability. 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 therefore important to read and understand the Reporting Guidance (within the Sustainability Report) that Brisa has used to evaluate and measure the Selected Information.

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

### Conclusion

As a result of our procedures, nothing has come to our attention that indicates that Brisa Bridgestone Sabancı Tyre Manufacturing and Trading Inc.'s Selected Information for the year ended 31 December 2015 is not prepared in all material respects in accordance with the Reporting Guidance.

### Limitations

This report, including the conclusion, has been prepared for the Board of Directors of Brisa as a body, to assist the Board of Directors in reporting Brisa's sustainability performance and activities. We permit the disclosure of this report within the Brisa's Sustainability Report 2015, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning an independent assurance report in connection with the Selected Information for the year ended 31 December 2015. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors as a body and Brisa for our work or this report save where terms are expressly agreed and with our prior consent in writing.

Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş., a member of PricewaterhouseCoopers

Ediz Günsel, SMMM  
Partner

İstanbul, 1 June 2016

#### Report Consultant:



[www.kiymetiharbiye.com](http://www.kiymetiharbiye.com)

#### Limited Assurance Study:



#### Report Design:



#### Legal Disclaimer

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



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