



2013 Sustainability Report

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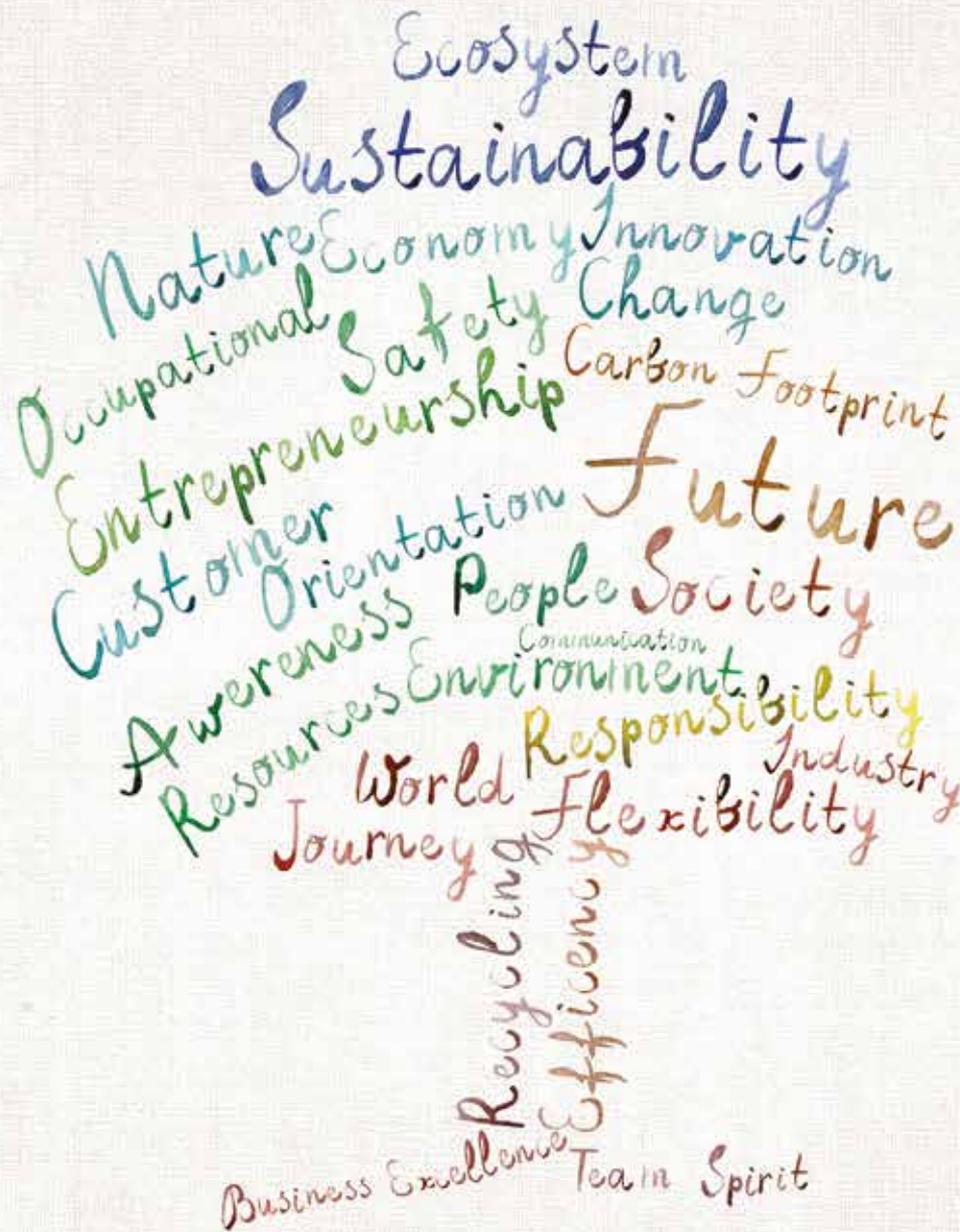
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**We took root in the Earth.
We protect it with our love.**

We know our responsibilities. As Brisa Family,
we strive to leave next generations a World that is as beautiful as it is now.

Every step we take, you are there, the Earth!

ABOUT THE REPORT

We continue our sustainability reporting practice, which we started in 2012 as Brisa Sabancı Tyre Manufacturing and Trading Inc., with the purpose of providing our stakeholders with up-to-date and integrated information about Brisa, in line with our principles of transparency and accountability. In this second report, which we prepared to present you, our stakeholders, with our sustainability performance between 01.01.2013 and 31.12.2013, we share the social, economic and environmental impacts of our operations alongside our managerial approach, performance results and goals. In contradistinction to our previous report, we have ensured external audit in the areas of energy consumption, carbondioxide emissions, water consumption, total waste amount by type, occupational health and safety and training hours for this year's report, meeting the requirements of the 'A+' application level of Global Reporting Initiative (GRI) Standard.

We have reviewed, in the reporting period, the Materiality Matrix we had formed in 2012, based on the Sustainability Survey Study we had conducted with our stakeholders and on the GRI Standard, and we opted to make use of it in this year's report in order to pursue a consistent sustainability strategy. We have generated the performance data included in this study from data we have acquired through standards and systems applied within the company, based on GRI Reporting Principles.

The framework of our report encompasses all our Turkey operations, while our performance regarding non-tyre products is out of scope. Non-tyre products constitute less than 1% of our total turnover.

We are committed to improve our sustainability reporting practice in line with the expectations of our stakeholders. We place great emphasis on the feedback from our stakeholders in order to enhance our reporting performance.

You may send your remarks and suggestions about our report to **sustainability@brisa.com.tr**.



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MESSAGE FROM THE CHAIRMAN OF THE BOARD

Our Chairman of the Board Güler Sabancı's vision that lights the way for our company:

*"As Sabancı Group, we are committed to our growth targets focused on "a sustainable world."
In Turkey and in all our operational geography, we work to do better every day with the
awareness of our social and environmental responsibilities towards the community we live in."*



MESSAGE FROM THE CEO

Dear Stakeholders,

I am glad to share with you our second Sustainability Report published in accordance with Global Reporting Initiative (GRI) principles concerning our sustainability priorities. We continue to ensure the integration of sustainability to all our processes with the mission of “to provide superior values to society through sustainable growth.”

One of the most significant developments in the reporting period, for us, was the signing of the UN Global Compact, which we regard as a way to reinforce our sustainability commitments. We also have strengthened our sustainability practices through improvement and efficiency studies we implemented in line with objectives we have set.

In the reporting period, we have opened the Brisa Museum to share our memories, experiences and knowledge store which we have accumulated over the past years. We continued to gain strength and grow through our new investments, rich product and service range, innovative solutions, effective communication and social responsibility practices.

We left behind a year when the global tyre industry grew by 4% and the total tyre demand in Turkey rose in parallel with global dynamics. However, fluctuations in exchange rates have negatively influenced businesses whose inputs are mostly based on foreign currencies. As Brisa, we are proud to have displayed a performance above the market average in 2013, when both positive developments and difficulties were experienced.

I would like to emphasize that since the year 2008, we have quintupled our annual net profit and redoubled our total annual net sales revenue. In the same period, we have increased our production by 12% and employment by 20%. In 2013, as we celebrated the 25th year of our partnership with Sabancı Holding and Bridgestone Corporation, we have increased our net sales revenue to 1.489 million TL, recording a 5% raise, and we realized our net profit as 144 million TL, with a 51% increase. We are honored to sustain the contribution we make to our stakeholders through our profitable growth. In the reporting period, we have completed investments worth 900 million USD which we have realized since our establishment, and we aim to raise our turnover to the level of 1 billion USD in the year 2015. We continue to contribute to the national economy increasingly every year. In this regard, a significant development in the year 2013 was the announcement that we will establish our second factory, in addition to our production facilities in İzmit, in Aksaray Organized Industrial Zone with a 300 million USD investment. We aim to increase our production capacity through our new facility, which we will launch as of 2018.

We are successfully managing the process of transition from a manufacturing-oriented industrial company to a customer-oriented innovation company. The Digital Revolution has reshaped the society and customer needs in the same way the Industrial Revolution has shaped tyre and tyre technology. As the level of awareness increases, expectations from companies also change. We are aware that it is impossible to stand against this transformation. We try to create a difference with our innovative ideas, by touching our customers and business partners and drawing on their needs and opinions.

We place innovation at the heart of all our practices for the perfect customer experience. We aim for our customers to have a perfect experience through our innovative services and solutions, most of which are a first in our sector. We will continue to grow through our innovative products and solutions offered in line with customer expectations and pursue our investments in line with our objective to raise our production capacity over 14 million pcs. For the near future, we are working to be exporting to 75 countries and to have 200 Lassa sales points abroad.

In 2013, we were ranked 36th in “Turkey’s Most Valuable Brands Survey” conducted by the international brand rating institution Brand Finance, with 131 million USD, and we were selected “The World’s Most Valuable Tyre Brand” with our Bridgestone brand. We continue to strengthen our corporate reputation and brand value which was recorded once again this year.

We are aware of the risks and opportunities that climate change and the carbon markets and environmental regulations, which might arise accordingly, may reveal for our company. In 2014, we plan to implement studies aimed at determining strategic steps to be taken in relation to climate change. We believe supply chain practices to have a significant impact on sustainability management. We develop responsible supply chain practices to increase cooperation with our business partners in our supply chain on this matter and to raise awareness.

We add value to both our sector and the national economy with our increasing export trend, the employment we provide for over 1.800 employees and our expanding supply chain. We take pride in being among the pioneering institutions on the way to sustainable growth objectives by including all our stakeholders, primarily our employees, customers and business partners, in our sustainability journey. We will continue to create the best journey ahead with all our stakeholders, with the awareness of the responsibility we bear.

Sincerely,

Hakan Bayman
CEO



MESSAGES FROM OUR SUSTAINABILITY WORK GROUPS



We are attempting to transform from a functional organization into a flexible and agile organization. In order to manage and sustain change in all its aspects, we need to either improve our systems or adopt and develop new systems. Brisa Strategy House, which is focused on our new vision, is one of the primary initiatives we have started in order to manage change in every field. Through Brisa Strategy House, we ensure that everybody at Brisa speaks the same language about strategy management and execution. At Brisa, we believe that managing change is our “continuous and unending” goal.

Nilgün Özkan

Human Resources and Corporate Development Director

In a world where the population rapidly increases, natural resources are in danger of depletion and the impacts of climate change are gradually expanding, sustainability is in the agenda of every institution. We are aware that companies involved in large scale industrial production, such as Brisa, have a greater responsibility. With the awareness we have, we periodically monitor our environmental performance and we conduct improvement studies in line with environmental management systems. We make a tremendous effort to continuously decrease our environmental impact via the projects we develop and the objectives we determine. In this regard, we place great emphasis on innovation and support our attempts to reduce our environmental impact with our innovative products and solutions. With the belief that sustainability is not a preference but a responsibility, we conduct studies aimed at rational use of natural resources.

Technical Functions Work Group

In our economic activities, we act with the awareness of our responsibility towards all our stakeholders; primarily our shareholders, suppliers and business partners and we make our investments and choices accordingly. We know that our commercial activities do not only have an impact on us but on a large stakeholder network

Supply Chain Work Group

The issue of tyre and traffic safety is always among the highest priorities of our agenda. We reflect this priority in all our processes, from the development of every product and service we offer to consumers to after sales services. We significantly contribute to driving and traffic safety, especially through investments we make in social responsibility projects and activities aimed at raising awareness. Besides, we continue our support for education, culture & arts and sports with the participation of our employees, business partners and other stakeholders, in order to contribute to society in line with our social responsibility approach.

Marketing and Sales Work Group

We regard it as our primary responsibility to provide our employees, who are among our most valuable capital, with an equitable, safe and healthy working environment. We invest in the development of our employees through various programs and strengthen their competencies and awareness with training programs we prepare. We act in a responsible manner towards our employees regarding the maintenance of work-life balance.

Support Functions Work Group



ABOUT BRISA

Brisa, established with the initiative of Sabancı Holding and its partners in 1974, started manufacturing tyres under the brand Lassa 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. Early in 2013, it has signed a distributorship agreement with the worldwide leading battery brand Energizer and the Italian accessory brand Bottari, thereby extending its product range.

Brisa, which owns one of the largest tyre factories under a single roof worldwide and is Europe's 7th largest tyre manufacturer, carries out its activities in a 361.000 m² indoor area in Izmit, a facility with a production capacity of 11 million pcs. per a year. Employing some 2,000 personnel directly, Brisa's total amount of investment up to the present is around 900 million USD. Brisa was ranked 50th in the ISO 500 list, which identifies Turkey's largest industrial enterprises, and 36th in "Turkey's Most Valuable Brands Survey" realized by the international brand rating institution "Brand Finance" with 131 million USD, in 2013. It moved up from the 77th place to the 75th place in the "Fortune 500 Turkey" list. Bridgestone, produced in Turkey and marketed by Brisa, was named "The World's Most Valuable Tyre Brand" in the research conducted by Brand Finance. Besides, the Lassa brand is supported within the scope of the brand support incentive Turquality provided by the Undersecretariat of Foreign Trade.

Brisa produces tyres for passenger vehicles, light commercial vehicles, buses, trucks, agricultural and construction equipment at international standards in terms of safety and quality criteria, with the brands Bridgestone and Lassa. It imports Firestone agricultural tyres and Bridgestone motorcycle tyres to put on the domestic market. While offering this product portfolio on the home market through 930 authorized sales points all around Turkey, Brisa continues to grow on its export journey through sales points under a Lassa Tyres signboard whose numbers have reached 100, in the year 2013. Tyres manufactured under the trademark Lassa meet vehicle owners at 201 points in over 60 countries through more than 80 local business partners. Brisa also provides original equipment products for automotive manufacturers such as Renault, Toyota, Ford, Fiat, Honda, Hyundai, Mercedes Benz, BMC, Temsa, Isuzu, Otokar, Karsan, TürkTraktör and MAN.



OUR MISSION

To provide superior values to society through sustainable growth

OUR VALUES

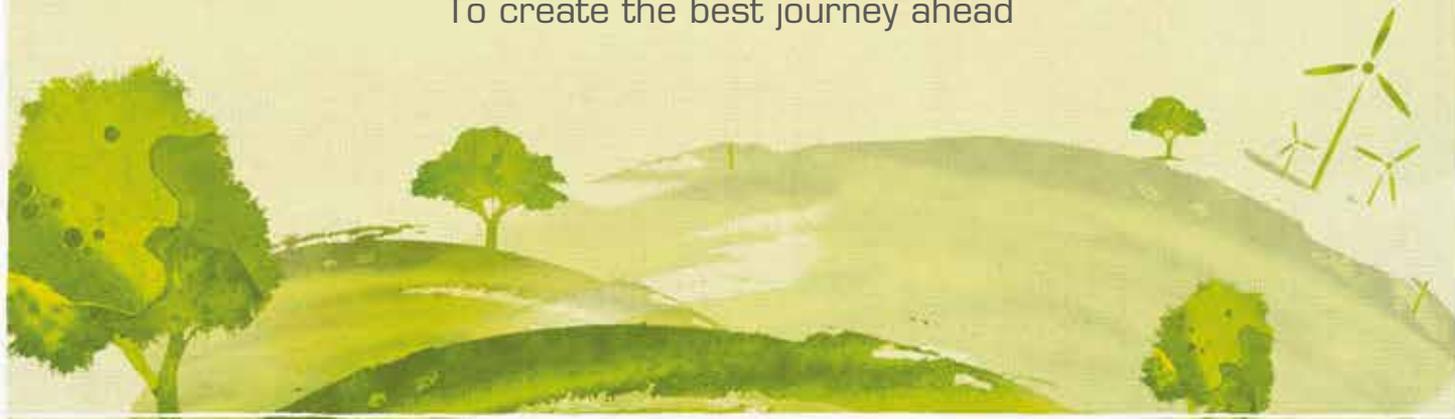
Safety, Innovation, Customer Oriented, Team Work,
Business Excellence, Sustainability

OUR MOTTO

Change to Change

OUR VISION

To create the best journey ahead



Supply Chain

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

Finance

We lighten the road for the best journey ahead.

Marketing & Sales

We make our leadership sustainable through value creation

HR & LR

Brisa Family creates the roadmap to the best journey together.

Technical Groups

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

 **60** NUMBER OF COUNTRIES WE EXPORT TO UNDER OUR LASSA BRAND

 **930** NUMBER OF SALES POINTS WE HAVE BUILT UNDER OUR OWN CONCEPTS

1,5 BILLION TL OUR NET SALES REVENUE IN THE YEAR 2013

 **6,1** MILLION TL DURING 2013 NUMBER OF TYRES SOLD BY BRISA IN TURKEY

 **3,4** MILLION DURING 2013 NUMBER OF TYRES SOLD BY BRISA ABROAD

900 MILLION USD

TOTAL AMOUNT OF INVESTMENT REALIZED BY BRISA IN TURKEY

% 9 OUR ENERGY CONSUMPTION SAVINGS RATE PER PRODUCTION TON SINCE 2008 

% 51 OUR WELL WATER CONSUMPTION SAVINGS RATE SINCE 2008 

% 20 OUR DIRECT AND INDIRECT CO2 REDUCTION RATE PER PRODUCTION TON SINCE 2005 

3.500 NUMBER OF TRAILERS ON WHICH REFLECTORS WERE INSTALLED FREE OF CHARGE AS PART OF THE "LASSA REFLECTOR FOR FARMERS" PROJECT 


NUMBER OF HEAVY VEHICLE OPERATORS WHO WENT THROUGH A BODY MASS INDEX EXAMINATION AS PART OF THE "YOLA SAĞLAM ÇIK" PROJECT

2.500

550 NUMBER OF IDEAS COLLECTED THROUGH THE BRISA INNOVATION TEAM STUDIES


NUMBER OF TYRES RETREADED AS PART OF THE BANDAG SERVICE DURING THE YEAR 2013

140.000

NUMBER OF OUR EMPLOYEES

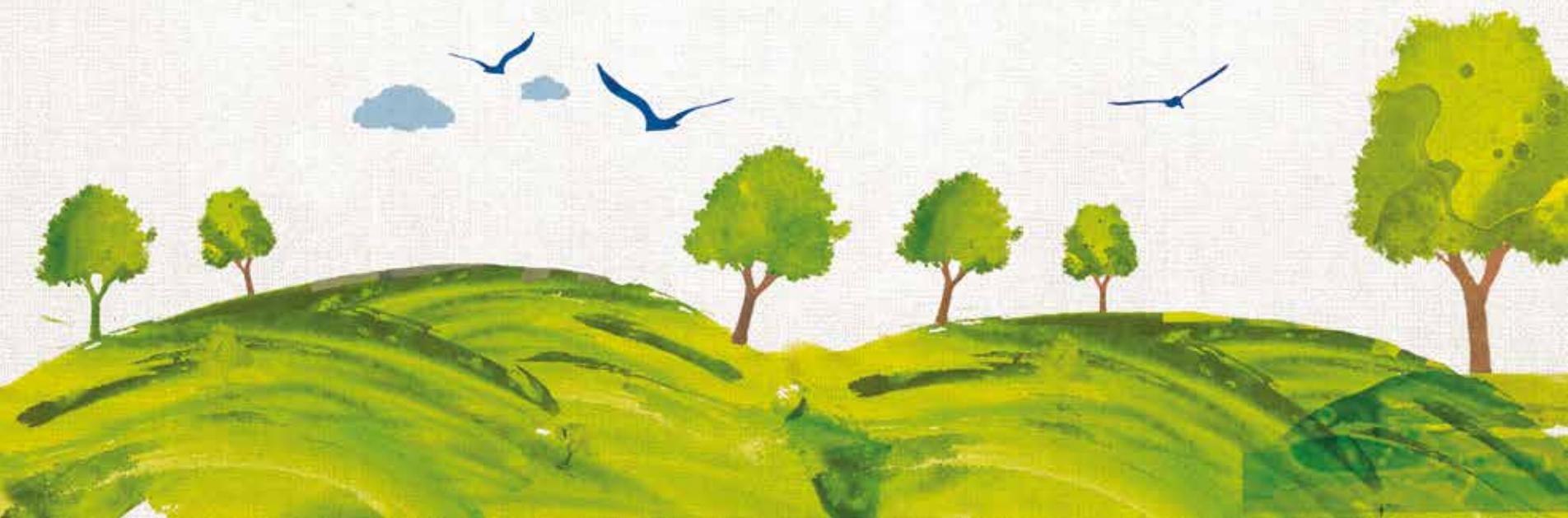
1.818

NUMBER OF CUSTOMERS WHO TOOK CUSTOMER SATISFACTION SURVEY
36.985

 **30,71** AVERAGE HOURS OF ANNUAL TRAINING PER PERSON FOR OUR EMPLOYEES

NUMBER OF LOCAL SUPPLIERS WE WORK WITH
1.500

0 NUMBER OF WORK-RELATED FATALITIES



AWARDS WE RECEIVED DURING THE REPORTING PERIOD



"Customer Oriented Service Innovation" Award

We received the "Customer Oriented Service Innovation Award" with Mobilfix, the first and only mobile truck maintenance service in the world, at the award ceremony organized within the scope of Turkey Innovation Week.



First Prize at the Golden Spider Web Awards "Banner" Category

We were awarded the first prize at the Golden Spider Web Awards "Banner" category with our Rich Media Banner work.



Interactive Media Awards "Outstanding Achievement" Award

Turkey's first 'social travel' platform, Tripin, was rewarded with the "Outstanding Achievement" award in the Lifestyle category at the Interactive Media Awards (IMA) among 141 applications.



Market Orientation Award

We won the "Market Orientation" award at Sabancı Golden Collar Awards for the second time.



TSE Quality Award

We received the "Quality Award" awarded to institutions with a Turkish Standards Institute (TSE) certificate, adopting a sustainable sense of quality at national and international standards and having realized successful implementations in the fields of standardization and quality.



Interactive Media Awards "Best in Class" Award

The lastik.com.tr application, which is a first in the Turkish tyre sector, was selected first with outstanding success among 182 applications made in the e-commerce category at the International Interactive Media Awards, organized for the 7th time this year by the Interactive Media Council, earning 482 points out of 500.



Strategic Planning Award

We were entitled for the “Strategic Planning Award” at the Innovation Awards organized by Istanbul Chamber of Industry with the Brisa Innovation Portal created by Brisa Innovation Team.



Impetus Revo: Most Successful Tyre

Lassa Impetus Revo completed the TÜV SÜD Automotive GmbH Qualification Testing, participated by its American, European, Far Eastern and local competitors, in the first place.



First Prize for “Layer Slitter M/C Capacity Building and Standardization Studies” Project

The Brisa team, who secured the first place at the Brisa 9thSuru-Raku Conference with the “Layer Slitter M/C Capacity Building and Standardization Studies” project thereby qualifying to participate in the 4th Bridgestone Global TQM (Total Quality Management) Conference, won the first prize after the jury’s evaluation at the conference, where 16 improvement projects from various Bridgestone factories around the world were presented.



Third Prize for our Mobile Phone Application, Load and Pressure

The Brisa Field Engineering team was awarded the Third Prize in the competition, where participants from Bridgestone factories worldwide presented the “best practices” in their countries, at the Bridgestone Global Field Engineering Meeting (GFEM) held in Japan, with the application “Mobile Phone Application, Load and Pressure”.



Global Risk Award

Our Brisa Risk Management Manager received the “Risk Management Professional of the Year” award at the Global Risk Awards organization.



Ensured the deployment of our sustainability strategies in all our organization with the Strategy House.



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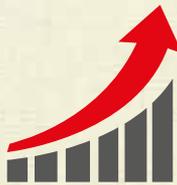
The number of our corporate memberships



Signed the United Nations Global Compact.



WON THE GLOBAL RISK AWARD.



Had a benchmarking study conducted to evaluate our corporate performance in the field of sustainability.

9/61

Completed the audits of 9 business processes out of the 61 in our audit system.



11

Number of awards we received with regards to our various products and services



OUR SUSTAINABILITY JOURNEY

We add value to all our processes and stakeholders on our journey of sustainability.

We aim to extend the culture and awareness of sustainability to all our stakeholders.

We direct our journey of sustainability in the light of our Corporate Management Principles based on transparency, fairness, responsibility and accountability, our Business Ethics Guidelines, Excellence, Occupational Health and Safety and our Social Responsibility Policies. We determine and follow up our corporate business objectives accordingly, carry out improvement works in accordance with stakeholder expectations, risk assessments and performance realizations and we share the results we attain with the public.



The most valuable heritage carried over from its forty-year long history by Brisa, the pioneer of the Turkish tyre industry, is its superior understanding of ethics and management and its work culture focused on constant development and institutionalization. Our aim is to improve this heritage with modern managerial principles and systems and carry it into the future. To achieve this aim, we carry out our activities with strong corporate governance, effective risk management, responsible understanding of sustainability, top-end standards and systems.

OUR CORPORATE GOVERNANCE STRUCTURE

**OUR CORPORATE
GOVERNANCE
UNDERSTANDING**

TRANSPARENCY

FAIRNESS

RESPONSIBILITY

ACCOUNTABILITY

We believe that the importance we attach to fair competition reinforces our reputation. Accordingly, we consider it the individual responsibility of every employee to comply with the requirements of the Competition Law.

Brisa's management structure is a system with a Board of Directors and an Executive Committee. At Brisa, the posts of the General Manager and the Chairman of the Board are occupied by different individuals.

Our Board of Directors, appointed by the General Assembly, is comprised of 11 members, of which three are executive members and two are independent auditors. All members of our Board of Directors are responsible for the company's performance. The Audit Committee, Corporate Governance Committee and Early Identification of Risk Committee serve within the body of the Board of Directors.

An Executive Committee, consisting of the General Manager, Executive Coordinator, Chief Technical Officer, Assistant General Manager-Marketing, Assistant General Manager-Finance and the Financial Assistant, is assigned to assist the Board of Directors in the planning and implementation of strategic orientations for the activities of our company and the pursuit of investments. Our Executive Committee is responsible for our company's performance in social and environmental issues.

You can reach detailed information about Brisa's corporate governance structure, members of the Board of Directors and senior managers through the "Investor Relations" tab at www.brisa.com.tr.



30

**The number
of our corporate
memberships**



“Risk Management Professional of the Year” Award for Brisa

Dr. Cumhuri Bilgili, the Risk Management manager at Brisa, was granted the “Risk Management Professional of the Year” award at the Global Risk Awards 2014, organized by the Institute of Risk Management (IRM), for his performance during the year 2013. Dr. Bilgili, who was elected from amongst 5 candidates, is the first manager from Turkey to be nominated for and win this award.



Risk Management

Our risk management works encompass financial, strategic, operational and compatibility risks. We have a Risk Committee and a Risk Management Department for ensuring the early identification of all risks, their effective management and their integration with company strategies and processes.

The Risk Committee consists of the members of the Executive Committee, which comprises the General Manager, Executive Coordinator, Chief Technical Officer, Assistant General Manager-Marketing, Assistant General Manager-Finance and the Financial Assistant, and the Risk Manager. Risk management issues and reports are discussed and relevant decisions are made by the Executive Committee, at executive meetings held periodically. Risk management issues are proactively tackled with at all Executive Committee meetings, allowing senior management to adopt a risk based decision making systematic.

Our Risk Management Department is responsible for coordinating the constitution, review and application of business continuity planning works and carries out the deployment of business continuity policies and plans throughout the corporation and their testing. Risk management is part of our corporate strategy. In the process of risk management, we recognize for all employees –from senior management to lower levels- the importance of understanding the concept of risk and the risks of the corporation, having a collective risk consciousness, determining and appropriating risk management responsibilities, tracking and reporting alterations and improve the process with an understanding of continuous improvement. We consider these to be critical success factors and regard them as one of the primary strategic objectives of the company. Our Board of Directors is preeminently responsible for establishing and sustaining an effective risk management system in our company. The Early Identification of Risk Committee realizes a situation assessment for critical risks in the report it presents to the Board of Directors every other month, in light of the information received from the Risk Management Department and the Risk Committee. It also evaluates the efficiency of the company’s risk management system once a year.

The ultimate goal of our risk management program is to ensure the sustainability of our products, services, operation, people, reputation and financial strength thereby creating the highest value for our stakeholders. For this purpose, we share our knowledge and experiences about corporate risk management with the business world, universities and other nongovernmental organizations.

We take ISO 31000 and other international standards and guidelines as references for the organization and execution of the risk management system.



Internal Audit and Internal Control

We regularly perform audits aiming for the active, reliable and continuous implementation of our activities and services; the development of risk management, control system and corporate governance practices; contributing to the realization of corporate and economic objectives and ensuring the integrity, consistency and reliability of information supplied by the accounting and financial reporting system.



9/61

Completed the audits of 9 business processes out of the 61 in our audit system.

The presence, operation and activity of internal auditing and internal controls are administered by our Audit Committee formed within the body of our Board of Directors. Our Audit Committee holds regular meetings with our Internal Audit Department to discuss the sufficiency of the internal control system and informs the Board of Directors. We have identified controllable processes through the Audit universe constituted within the body of the company and determined residual risk scores according to natural risk factors and the status of internal control systems. Hereunder we have completed the auditing of 9 business processes out of 61, in 2013, and presented the results to the Audit Committee as a report. We have followed up the actions taken by company managers in relation to internal control deficiencies observed within the framework of Audit Reports, questioned the sufficiency of the actions taken by observing their impact on the level of risk and reported the results to the Audit Committee. In 2014, we plan to complete the auditing of 18% of our business processes.

Our members responsible for internal auditing have received awareness and competency trainings in the issues of risk management, irregularity auditing and investigation and financial analysis, and they possess the Certificate in Risk Management Assurance (CRMA) which certifies their knowledge and professionalism.

We acknowledge opposing bribery and corruption as one of our primary responsibilities against the society and humanity. In this direction, the systematic we implement within the context of our internal audits and internal controls includes the issues of opposing bribery and corruption as part of its structure. Besides our inter-corporate systematic, we also adopt Sabancı Group's SA-ETİK principles as a guide in this matter.

You can reach detailed information about SA-ETİK Business Ethics Guidelines at www.sabanci.com.tr



OUR SUSTAINABILITY STRUCTURE

We adopt sustainability as a business manner by including it in corporate strategies with a holistic perspective and we support this understanding with processes such as strategic planning and risk management. We reconsider our current practices from the perspective of sustainability, implement improvements and increase our exemplary practices.



Had a benchmarking study conducted to evaluate our corporate performance in the field of sustainability.

We form our “Brisa Way of Sustainability” approach reinforced by Bridgestone Corporation’s global accumulation of knowledge and the local experiences of Sabancı Holding. We combine the Bridgestone CSR-22 approach and Sabancı Holding’s sustainability approach with our own corporate policies, strategies, processes and projects and we build on international standards such as EFQM and GRI. We are planning improvements aiming at strengthening the inter-corporate integration of our sustainability approach, in light of the benchmarking study we conducted in 2013. In the upcoming period, we aim to increase the weight of benchmarking studies in our sustainability strategy.



Through Brisa Strategy House, which aims to make the issues of sustainability, risk and innovation a part of all our processes and decisions, we include all our employees in processes of strategy formulation and management. In this way, we strengthen the motivation and performance of our teams and we manage sustainability proactively. We aim to be an international best practice with Brisa Strategy House.

We strengthen the harmony between our corporate strategies and systems through Brisa Process Management and Brisa Project Portfolio Management projects, which we are conducting within the scope of Brisa Strategy House. Thanks to Brinsan Human Resources Portal, we match the individual objectives of our employees to our corporate strategies, thereby ensuring that our employees contribute to the success of our company more effectively and that individual performance is evaluated in this direction. In this way, we extend our sustainability strategies throughout the corporation and ensure their adoption by employees.





**Signed
the United Nations
Global Compact.**

In 2013, we strengthened our sustainability approach, which we adopt in order to leave future generations with a more livable world, by signing the United Nations Global Compact. Thus we commit to make the 10 basic principles, under the headings of human rights, working conditions, environment and opposing corruption, an integral part of all our operational processes and our business culture.



Murat Ayan
Brisa - Management Systems Manager

Sustainability Management

In the beginning of our sustainability journey, we have defined our main objectives as adding value to all our processes and stakeholders, forming our own sustainability approach with economic, environmental and social dimensions, prioritizing this vision in every activity we conduct and starting thinking with sustainability.

Sustainability reporting forms on of our most significant outcomes. Our activities in this regard disciplines our sustainability approach throughout the operation and helps us create good practices. Compared to last year, I think, this second report has matured. Our sustainability-based studies are reinforced and performances directed at strategies are increased, thanks to the leadership of our senior management and the embracement and contributions by our employees.

We carry on to take responsibilities in sustainability area in order to form a powerful economic structure coherent with environment and society, with the engagement of our stakeholders.

Our Stakeholders

In accordance with our transparent, accountable and participatory management understanding, we regard the expectations and opinions of our stakeholders as a key component in improving our performance. We determine dialog channels and practice frequency in accordance with our stakeholders' positions in our activities. We regularly evaluate the expectations and demands of our stakeholders at Executive Committee and interdepartmental meetings and we include them in our business processes and strategies.

We come together with stakeholders on various platforms in order to solve problems in the areas of industry development, environment and society. We meet the demands of state institutions and participate in technical workshops within the framework of the Tyre Subcommittee (LAK), operating within the body of the Ministry of Science, Industry and Technology, of which we hold the presidency. Besides, we also participate in the Tyre and Life Safety workshops within the body of the Ministry of Transportation, Maritime Affairs and Communications. We have become a full member of the European Tyre and Rim Technical Organization (ETRTO) and we ensured regular participation in meetings related to tyre regulations.



BRISA



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, Interview 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

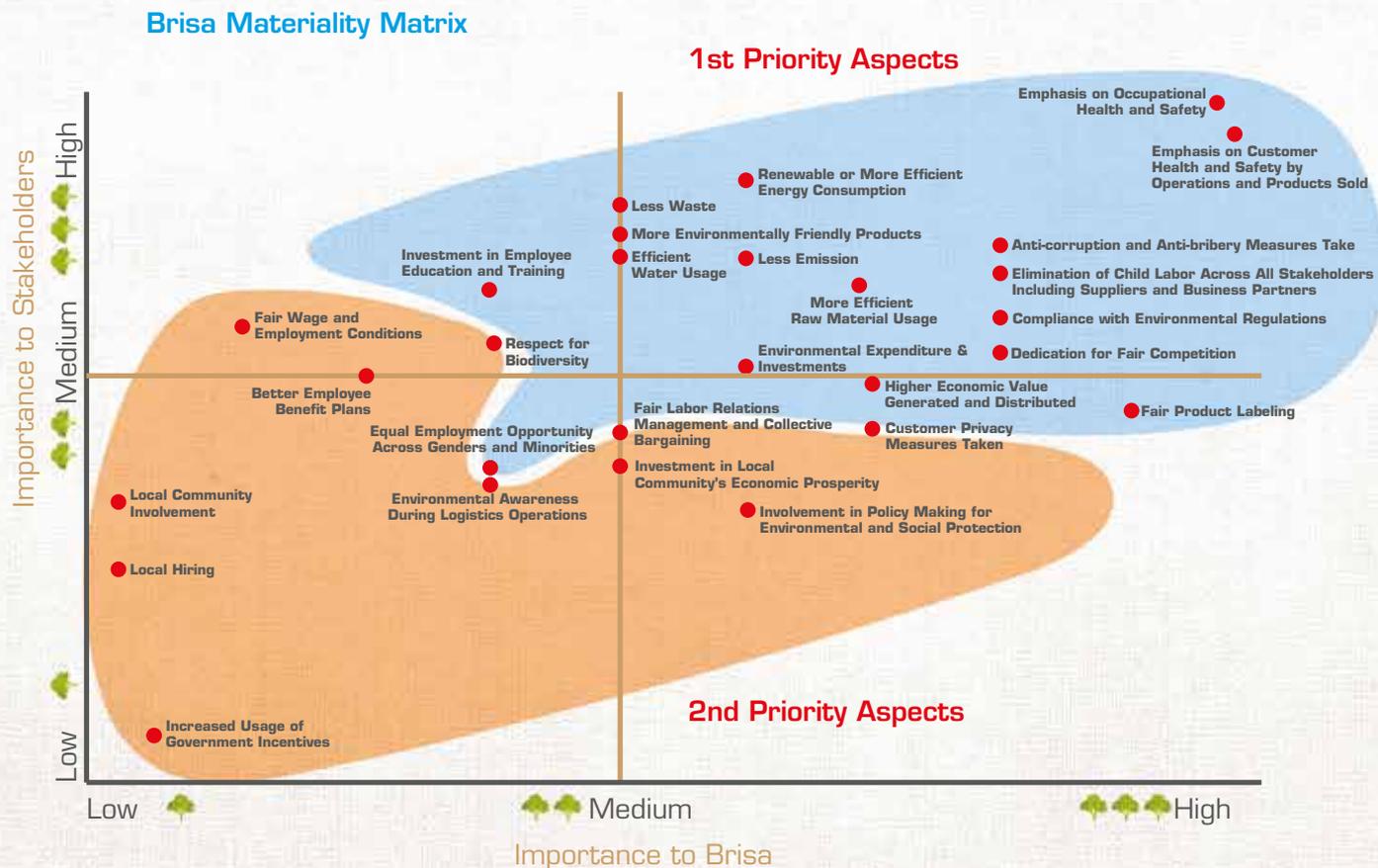
COMMUNICATION WITH OUR STAKEHOLDERS

WHAT ARE OUR GOALS IN 2014?

- We aim to achieve an international best practice with **Brisa Strategy House**,
- To complete the auditing of **18%** of the business processes in our audit universe,
- To increase the weight of **benchmarking studies** in our sustainability strategy,
- To form more systematic methods for enhancing **communication and stakeholder engagement**.

Our Priority Issues

During the reporting period, we have reviewed the Materiality Matrix based on the results of the survey realized with the participation of our stakeholders in 2012 and the considerations of the Sustainability Work Group.



Our Sustainability Priorities According to Stakeholder Groups

	Executive Board	Customers	Business Partners	Employees	Suppliers	Local Managers
Higher Economic Value Generated and Distributed						
Investment in Local Community's Economic Prosperity						
Better Employee Benefit Plans						
Increased Usage of Government Incentives						
Increase of local supplier spending						
More Efficient Raw Material Usage						
Renewable or More Efficient Energy Consumption						
Efficient Water Usage						
Respect for Biodiversity						
Less Emission						
Less Waste						
More Environmentally Friendly Products						
Compliance with Environmental Regulations						
Environmental Awareness During Logistics Operations						
Environmental Expenditure & Investments						
Fair Wage and Employment Conditions						
Equal Employment Opportunity Across Genders and Minorities						
Emphasis on Occupational Health and Safety						
Investment in Employee Education and Training						
Fair Labor Relations Management and Collective Bargaining						
Elimination of Child Labor Across All Stakeholders Including Suppliers and Business Partners						
Dedication for Fair Competition						
Anti-corruption and Anti-bribery Measures Taken						
Local Hiring						
Local Community Involvement						
Involvement in Policy Making for Environmental and Social Protection						
Fair Product Labeling						
Emphasis on Customer Health and Safety by Operations and Products Sold						
Customer Privacy Measures Taken						

%36,2
Ratio of
local supply


36.985
Number of customers
who took
Customer Satisfaction Survey

5DAYS
Targeted and realized
**Guarantee Examination
and Reply Time**



Provided 452
man-hours of
Suru-Raku training
to **31** employees.



Actualized our
**ProPratik and
Profleet services.**


930
THE NUMBER OF SALES POINTS
WE HAVE BUILT
UNDER OUR OWN CONCEPTS



Provided a total of
**16.353 hours of
training for 2.734
employees** of our
business partners
with Brisa Academy.



Won the Strategic Planning
Award with the Brisa
Innovation Portal.



Won the Outstanding
Success Award with our
Tripin application.

15
Solutions



**BRISA
INOVASYON
PORTALI**

1
Prototype

3
Elaborated
Solutions



Being deemed worthy of the
"Customer Oriented Service
Innovation Award" with
Mobilfix, the first and only
mobile truck maintenance
service in the world.

OUR VALUE CHAIN

We design the best journey ahead together with all our stakeholders.

We maintain our sustainability approach in our value chain all along the product lifecycle, starting with the procurement of raw materials for our products until they reach our end users. We act in unison with our stakeholders for this purpose. We behave respectfully and justly, we exercise due care to fulfill our responsibilities on time throughout our value chain. We carefully protect the confidential information of our suppliers, business partners and customers.



The product responsibility understanding of Brisa starts with the process of the conformity of raw materials we use to manufacture our products, with required quality standards. Quality practices in production processes continue with product labeling processes, provision of safe and durable products, as well as high value added services for our customers.

Compliance with standards and management systems has a great importance on our journey of quality. We regularly inform the Ministry of Environment and Urban Planning of the raw materials we use in production in accordance with the Regulation on Inventory and Control of Chemicals. We currently hold ISO 14001, ISO TS 16949, TS EN ISO-IEC 17025, ISO 9001, TSE EN ISO 9001, TS EN ISO 10002 and OHSAS 18001 management system certificates.

Our Suru-Raku Philosophy



**Provided 452
man-hours of
Suru-Raku training
to 31 employees.**

We adopt the Suru-Raku understanding, which makes standardization the principal approach in all operational processes, from production to services, determines deviations of current practices from standards and makes improvement activities a part of the everyday work life. In the year 2013, 31 of our employees received 452 man*hours of Suru-Raku training. The number of employees we have offered trainings to, with the aim of deploying the Suru-Raku philosophy, has reached 131; while a total of 1,910 hours of training was provided.

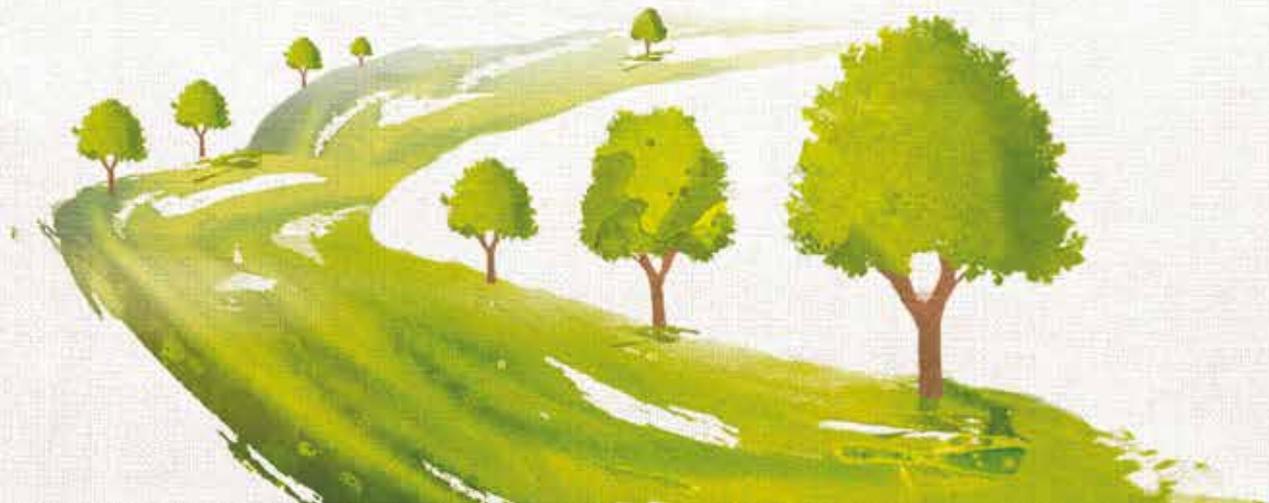


Sacit Tekin

Brisa - Production Development Manager

"We confirm the success of our Suru-Raku approach with the awards we receive."

On September 26th, 2013, the Brisa team was deemed worthy of the "Best TQM Award" awarded only to 4 participants among 16 projects at the Bridgestone 4th TQM Conference organized in Nashville, USA. BSJ Member of the Board of Directors and COO Kazuhisa Nishigai expressed that "the project realized by the Brisa team has all the spirit of SEQCD (Safety-Environment-Quality-Cost-Delivery) and that he especially appreciated the ergonomic approach of the work" during the award ceremony. We encourage the deployment of the Suru-Raku philosophy and the participation of our employees in projects to create good practices.



Supply Chain

%36,2
Local Suppliers

63,8%
Global Suppliers



- Raw Material**
- Natural rubber
 - Synthetic rubber
 - Carbon black
 - Steel cord
 - Cord fabric
 - Chemicals
- Other goods and services**



Raw material warehouse



Production

Izmit Production Facility

Annual Capacity: **11 million tyres**
Indoor area: **361.000 m²**



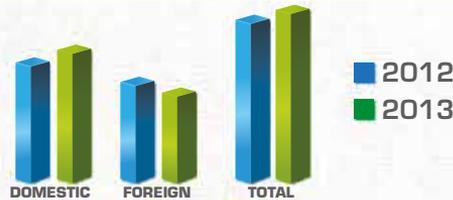
PRODUCTION PROCESSES

- 1 Compound preparation – Mixer
- 2 Extruder / Calendaring
- 3 Tyre building
- 4 Curing

PRODUCT WAREHOUSE



Marketing and Sales



60 Countries
Foreign Export

Domestic Renewal
930 Branded
Sales Points

Domestic OEM
15 Automotive
Manufacturers



RESPONSIBLE PROCUREMENT PRACTICES

At Brisa, procurement is realized in two processes, namely raw material procurement and the procurement of other goods and services. Since some of the raw materials we use only grow in certain regions in the world and local production does not meet all our demand, we procure most of our raw materials from abroad. This process, which we conduct in cooperation with Bridgestone Global, includes long term supply plans, new source recommendations and approvals and information about short-term available raw material amounts and prices from suppliers.

Our Supply Chain Management Director is responsible for our product supply planning, procurement and logistic operations.

%36,2
Ratio of
local supply

We work with approximately 1.500 local suppliers across our operations. In the reporting period, we have provided 36,2% local supply. We conduct various localization studies for import-dependent raw materials, with the aim of increasing our local procurement rate.

As part of our responsible procurement practices, companies supplying us with raw materials are evaluated by our purchasing, technology and quality departments, within the context of the Supplier Management System Standard. We evaluate our suppliers, whose share in raw material procurements is greater than 0,1%, with the "Supplier Evaluation Form". We review the results within the scope of the "Supplier Evaluation Meeting", determine the companies to be audited and share evaluation results with suppliers.

Besides, we inspect the environmental activities of supplier companies with annual programs, within the context of ISO 14001 Environmental Management System, thereby indirectly evaluating their impacts on biodiversity. All our raw material suppliers declare that they will perfectly comply with relevant issues by confirming the "General Procurement Rules and Conditions" online, prior to the procurement. Our purchase contracts include our principles of responsible procurement.

We work together with suppliers that provide a safe working environment and comply strictly with legal regulations including working hours and compensation. We guarantee the compliance of our suppliers with legal disciplinary practices through our contracts.

We expect our suppliers to perfectly conform to basic human rights and our business ethics principles in their operations. There were no suppliers whose contract we annulled due to noncompliance in 2013. As part of the practice started in the year 2010, we send our main suppliers a self-assessment form and analyze the results. The self-assessment form provides an opportunity to evaluate suppliers under the main headings of corporate social responsibility awareness, human and employee rights, employee health and safety, environment, fair trade, information security. Under the main heading of human and employee rights, we ask our suppliers to evaluate themselves under the subheadings of "respect for freedom of organization", "prevention of forced labor" and "prevention of child labor".

We ensure that subcontractor company employees undergo the Orientation Training Program which includes briefings and professional - technical trainings and trainings about occupational health and safety,

environment, appropriate for their task and responsibilities, on the basis of organization and processes. In this context, our subcontractor company employees have received 2.784 man*hours of training, in the reporting period.

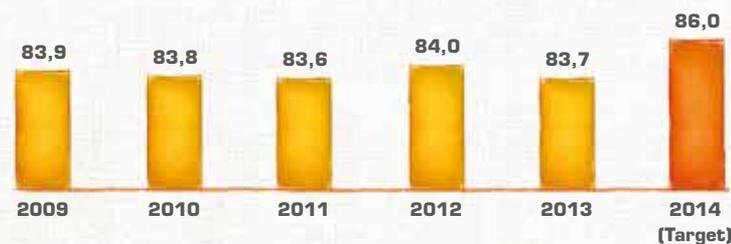
OUR CUSTOMERS

Customer orientation is at the center of our long termed plans and strategies. We support customers throughout the product lifecycle. We act in accordance with the principle of ensuring customer satisfaction in all our processes from the stage of procurement to after sales services. Customer management practices are particularly significant for understanding customer expectations and needs in the most correct way. We focus on managing customer satisfaction, rather than complaints, with our practices that create innovative values.

As part of Customer Touch Points Management practices, we regularly keep in touch with every customer buying our tyres throughout the lifecycle of the tyre and we inform them.

We regard our consumers' evaluation of our dealers as the Brisa image of our end users. We have been conducting Consumer Satisfaction Surveys on a regular basis since 2009, with the aim of regularly measuring the quality performance and success level of Brisa dealers in relation to the services they offer and determining the satisfaction level of our customers who use these services. In this context, a total of 36.985 people were interviewed during the reporting period. We aim to raise this figure to the level of 54.000 in 2014.

Customer Satisfaction Survey (%)




36.985
 Number of customers
 who took
 Customer Satisfaction Survey

Customer opinions and remarks are recorded, watched, analyzed and dealt with according to their significance and priority through our Customer Application Management (MBY) System.

5DAYS

Targeted and realized
**Guarantee
 Examination
 and Reply Time**



Within the scope of our practice of writing letters accompanied by photographs specific to individuals and tyres, which we started in the year 2010, we have replied to 97.6% of our customers with photographs. By this means, we have realized the Guarantee Examination and Reply Time of our products as 5 days, achieving the target we had set for this reporting period. We continue our works in relation with our objective of maintaining this duration which we have improved by 60% as against the year 2009.

We have developed a customer experience and innovation management approach in order to further strengthen our customer focus. Our objective is to ensure that customer experience invariably results in satisfaction and ensures continuity at our every point of touch with the end user within the framework of customer experience. We have grouped the experiences of our end users under the 4 main categories of store, call center, online and communicational experience. In relation to store experience, we conduct model studies and practices for customer experience and create solutions to suggest to other business partners in our Model Shop, which we manage as Brisa. We also develop improvement projects in other areas in our endeavor to standardize and perpetuate customer experience.

DON'T SETTLE FOR %30



Informing our customers on our products correctly and completely goes beyond legal necessities, it is one of the most significant indicators of our responsible business manner. Within the framework of the Tyre Labeling System which took effect in Turkey and the EU countries contemporaneously in the year 2012, tyre performance is evaluated according to 3 different criteria, namely fuel efficiency, wet grip and exterior noise.

We give our customers the message that they shouldn't be contented with these 3 criteria, through our website, brochures and booklets, as label communication. These criteria mentioned by the regulations in terms of environmental responsibility and driving safety account for 30% of total tyre performance. Therefore we fully support these three criteria of the tyre labeling system while also informing vehicle owners about other substantial criteria.

In line with our mission of ensuring a balanced performance, we also attach a high level of importance to the issues of economy, safety and comfort. In consequence of this understanding, we produce tyres with a balanced performance, meeting driving requirements by focusing on more than 50 performance criteria within the framework of integrated product responsibility.

OUR BUSINESS PARTNERS

ALASSA
930
THE NUMBER OF SALES POINTS
WE HAVE BUILT
UNDER OUR OWN CONCEPTS

We place great importance in the development of our dealers which constitute our most critical point of contact with end users. We actualize various practices in order to enhance our dealers' competencies. As of 2013 year-end, the number of sales points we have built under our own concepts have reached 930.

We create projects for our business partners and share consumer satisfaction survey results with them through Development Projects. Besides, our sales teams visit our business partners to give them advices them about issues to be improved.



Provided a total of **16.353 hours of training for 2.734 employees** of our business partners with Brisa Academy.

All information flow intended for our business partners and users can be realized in an integrated manner through Brisa CRM Model, besides interactive briefings given at general and local meetings which covers all our dealers.

We regard the feedback received from our business partners about our company's performance in the issues of environment, working conditions, business processes and supplier practices within the framework of their own sustainability approach as critical inputs. We inform our business partners on the subject of tyre lifecycle.

During the reporting period, we have provided trainings to employees of our business partners on the subjects of basic tyre, product, retail dealing, wholesale business, fleet management, export and service through Brisa Academy.

Turgay Büyükkarcı

CEO, İzmir EMF Büyükkarcı ProPratik

We contribute to the **"Turnalar Hep Uçsun"** (Let Cranes Fly Forever) project, conducted by Brisa in collaboration with World Wildlife Foundation-Turkey, for every tyre sold at our EMF Büyükkarcı ProPratik store.

We are glad to have thereby carried our business partnership with Brisa, which has been continuing for the last two decades, beyond commercial relations in order to also share their sustainability and social responsibility approach.



Tevfik Yıldırım

Silifke Business Partner - Mersin

We took into consideration the suggestions made by Brisa sales team regarding improvements on our workplace and businesses, and realized various business enriching projects.

As a result of a study we conducted, we started to provide free check-ups during vehicle admissions. In these controls, we provide corrective services as we determine headlight and brake negativities that our customers are not aware of. In consequence, we realized an increase in customer satisfaction.

In another business enriching project, we started to provide exhaust emission calculation service. We have seen that this service, which is legally valid and competent, has strengthened our reliability for our customers.

All these projects that we realize contribute to the continuity of our business as they increase customer loyalty and satisfaction.

WHAT ARE OUR GOALS IN 2014?

- We aim to increase our **local procurement** rate,
- To raise the scope of the Customer Satisfaction Survey to the level of **54.000 people** in the year 2014,
- To realize the level of customer satisfaction at the rate of **86%**,
- To acquire ISO 27001 **Information Security Management System** certification,
- To maintain our **5-day** Guarantee Examination and Response Time.



INNOVATION



We believe in the necessity of continuous development and improvement through innovation. We match our innovation studies to our corporate strategies and culture. Hence, we take care to carry out our innovative implementations in parallel with our sustainability approach. We have determined our strategies in relation to customer experience and innovation approach and we ensured their deployment to functions. Our senior management show great interest in and support our innovation works, which have an important position in our strategies.

Our Brisa Innovation Team, which comprises employees from different functions, coordinates our innovation studies. We have specifically designed an Innovation room for the effective execution of team works.



We have carried the NOVA system, which was formed to support innovation and allow for innovative ideas, one step further to create Brisa Innovation Team. Brisa Innovation Team has obtained a total of 600 ideas, 30 solutions, 8 elaborated solutions and 2 prototypes so far, by receiving innovation trainings and conducting idea generation studies. We have collected 550 ideas at the latest idea generation study.

To deploy the culture of innovation throughout the company is our team's priority. In this direction, we have shared innovation cards facilitating idea generation in order to encourage our employees. We also share our innovation strategy and studies with Sabancı Group companies, thereby contributing to the deployment of innovation.

Put yourself in someone else's shoes.



Consider how you would deal with the issue at hand if you were the General Manager. Or, how would you solve the problem you are dealing with if you were a grocer?

Draw when thinking.



When you are thinking on an issue, always draw it out. This way, you will be able to discern elusive aspects of the matter.

Imagine resources to be abundant.

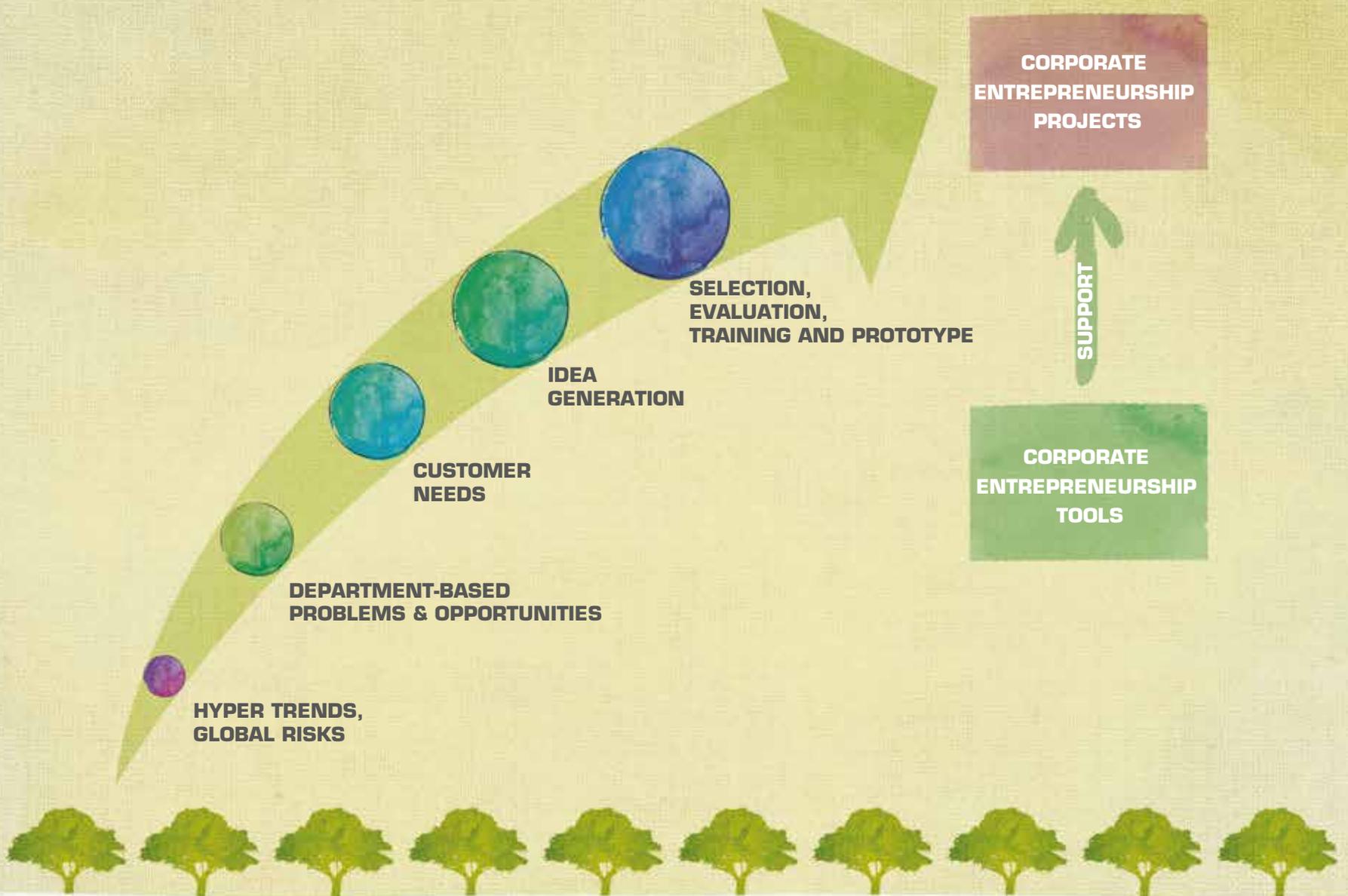


Imagine the resource limitations on your problem no longer exist. Tyres last for 100 years or your internet speed is 1 million megabits.

Be a superhero.



Imagine you are Spiderman. You can now overcome all problems thanks to your superpowers. How can you actualize these superpowers in real life?



At the stage of idea, in contradistinction to other companies, we carry out studies aimed at nurturing the idea, by focusing on idea background rather than idea generation. We realize idea generation as the 4th step of our process, after having evaluated inputs such as trends, risks, problems and opportunities, customer needs in our process.

Turkey Innovation Week Sponsorship

Brisa was among the sponsors of Turkey Innovation Week organized at Istanbul Congress Center in November. The organization, which drew nationwide attention to innovation and R&D, aims for innovation studies in Turkey to be recognized worldwide.



We have opened our open innovation portal to our employees' access. We are conducting studies to allow access to our customers and business partners by 2015. Brisa Innovation Portal was evaluated according criteria such as allocating sufficient human resource, time, physical space and financial resource to support innovation activities and won the Strategic Planning Award at the Innovation Awards organized by Istanbul Chamber of Industry in 2013.

You can reach the portal at <http://bip.brisa.com.tr>.

We have structured our portal and our idea gathering process in line with the experiences of our innovation team.

Speak the same language



Determine needs



Form your idea



Send your idea



*Let your idea be voted,
and wait for surprises*



Support for Innovative Sustainability Competition

Brisa supported the Innovative Sustainability Competition, organized by the Business World and Sustainable Development Foundation (SKD), by undertaking sponsorship as well as taking part in the selection subcommittee and playing an active role in the organization of the selection stage of the competition.

We have actualized crucial innovative ideas in line with the investments we made.



In line with our understanding of customer orientation and our strategy of embracing the phenomenon of travel, we have created a worldwide social travel application. The mobile application Tripin, Turkey's first social travel platform, allows users to digitally record all routes on their travels and to share photos, stops, notes and videos of their routes with their friends by marking them on the route. Tripin, which is among the first corporate entrepreneurship projects in Turkey, was deemed worthy of the Outstanding Success Award in the lifestyle category of International Media Awards (IMA), in the year 2013. www.tripin.com.tr



We offer novelties to our stakeholders through creative services apart from our innovative products. We aim to provide passenger and light commercial vehicle consumers with an outlet where they can access different products and services all together at "OtoPratik" stores. We realize new service innovations by taking inspiration from the real customer experience we have at our model shop.



We provide our consumers with the opportunity to get their tyres mounted on their vehicles at their homes or workplaces by appointment through the website www.lastik.com.tr. With our "LastikOtel" service, we ensure summer and winter tyres are insured and kept under suitable conditions during the periods they are out of use.



By putting ourselves in our fleet customers' place, we realized that we need to provide solutions for both individual use and fleets in the segment of heavy commercial vehicle customers. With the first ProPratik store opened in the year 2013, we enabled customers to access Bandag tyre retreading, basic tools and tyre maintenance services under the same roof. With Profleet fleet management solutions we actualize, for the first time in Turkey, an ensemble of products and services, which can answer the expectations of commercial fleets completely, with the understanding of "360 degrees counseling" thereby adding economic and environmental value to fleets. We offer the opportunity of onsite maintenance for heavy commercial vehicles with our mobile truck service Mobilfix, which we developed within the scope of Profleet in the reporting period. In this way, we ensure that vehicle owners and fleets save on time and costs and maintain their business continuity.



The first time we had to make catalogues, we put our prejudices about catalogue aside and i-Cat was shaped. Through i-Cat we always stay in touch with our business partners and make sure updated information about new products and services and about Brisa can be instantly accessed. We do not spend paper for printed brochures and catalogues. You can reach the i-Cat application at <http://icat.brisa.com.tr/>.

For more detailed information regarding innovative products and services we have come to realize as Brisa: <http://bip.brisa.com.tr>

When summer comes, summer tyres are mounted.

Summer tyres are taken back from where they were put last year, Lastik Oteli, and winter tyres are put instead.



BRIDGESTONE LASSA
OtoPratik BRIDGESTONE BOX

If the tyre tread depth is reduced and needs to be replaced, you can renew them at our sales and service points throughout Turkey.



Brisa Call Center is there for you for all your questions.



With lastik.com.tr, tyres are purchased with one click and renewed at the wished location.



Tripin
Social Traveling

With Tripin application, trip route is determined, shared with friends. All crew gets ready panoply.

We ride all summer at the beaches, on the sand, dust and earth all over at the camp.



Before the trip, our expert personnel conducts vehicle control and maintenance with latest-technology equipment in services aiming at 100% customer satisfaction.

Good times are enjoyed at events we sponsor.



Summer ends.
Vehicle is cleaned
at OtoPak.

When winter comes, winter tyres are mounted.
Summer tyres are put into Lastik Oteli.



The difference of
winter tyres are
experienced in our
special activities.



LS Road Support
and BS Alo Yol Dostu
are there with you 7/24.



When time comes for tyre
change and rotation,
Brisa reminds via SMSs.

Expired tyres are collected
by LASDER, utilized with recycling
and brought in for reuse.




↓
%51

Our well water consumption savings rate since 2008


↓
%21

Our waste amount improvement rate since 2010


↓
%20

We reduced our direct and indirect emission rate per production ton as against the year 2005.


x11

We increased our energy savings as against 2008, through efficiency projects.



Prepared our
CDP
report.


1.198.410 USD

Environmental Protection and Investment Expenditure in 2013



Supported the process of collecting and recycling end-of-life tyres for the benefit of the environment and economy carried out by LASDER.



140.000
tyres retreaded within the scope of the Bandag service.



Started the LEED Certification process of the building where Brisa Academy and Brisa Museum are located, which was designed under the concept of Green Building, as it began its activities.



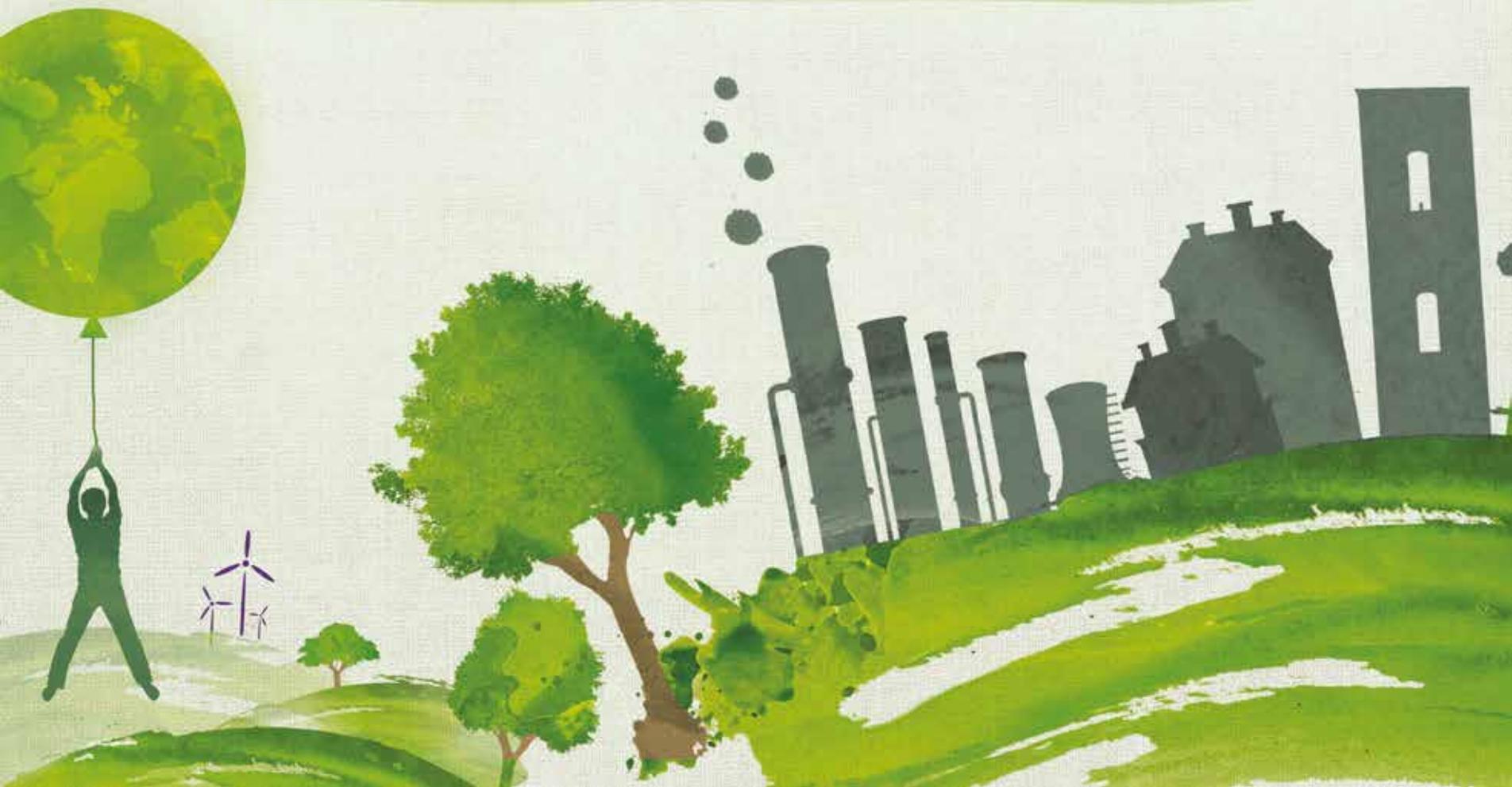
Developed the "Turnalar Hep Ucsun" (Let Cranes Fly Forever) project devoted to cranes inhabiting Anatolia, in collaboration with World Wildlife Foundation-Turkey.



OUR ENVIRONMENTAL APPROACH

We act with the awareness that climate change may affect our production efficiency and natural resource use in a negative manner, we act along the goals that we have determined to minimize our environmental impact.

In line with our environmental sustainability understanding, we make a tremendous effort to control in the impacts of our production processes on natural resources, biological diversity and climate change. We draw our strength in actualizing our philosophy of environmental sustainability from our employees and administrative levels. We realize project partnerships and collaborations with all our stakeholders, from suppliers to customers, on the subject of environmental protection, with an active and fully participatory approach. We create new projects for a better world and we pursue improvement studies beyond legal requirements.



We fully comply with environmental regulations in all our operations. We implement our Environmental Management studies within the context of management system standards. We certified the compliance of our studies with standards for the first time with BS7750 Environmental Management System standard in 1995. We sustain and regularly renew our benchmarking, evaluation, improvement and training practices, which we have structured in line with ISO 14001:2004 Environmental Management System certificate which we hold.

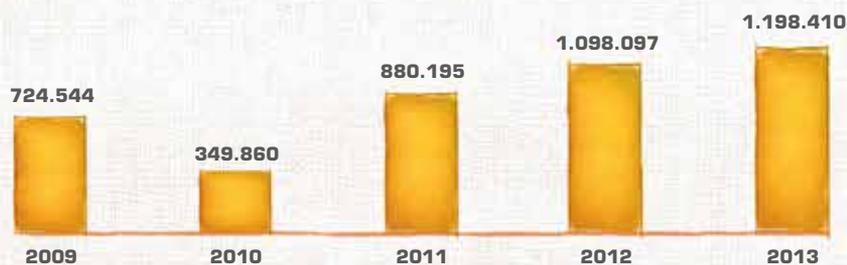


We have been reporting the amount of carbon emitted during our operations within the framework of the Carbon Disclosure Project (CDP), since the year 2010. Also, we started to have our carbondioxide emission calculations verified by accredited institutions within the framework of ISO 14064 Standard, as of 2013.

In the year 2013, we contributed to the studies of the multilateral emission trade forum International Carbon Action Partnership where best practices and experiences in the field of carbon reduction are shared with a view to environmental sustainability.

We commit to reduce the environmental impact of our operations through improvement studies we implement.

Environmental Protection & Investment Expenditures (USD)



The cause of increase in environmental spendings after 2010 is the investments focused on improvements for efficient resource management and climate change adaptation studies.



1,198,410 USD
Environmental Protection
and Investment Expenditure
in 2013

COMBATING CLIMATE CHANGE

We constantly implement improvement studies in order to keep under control and reduce our environmental impact, with the awareness of the risks that climate change poses for all the business world. The efficient use of technologies in terms of fuel consumption and carbon emission is of great importance for both the air we breathe and the natural resources we depend on. In this direction, we develop products supporting a more environment-friendly performance without compromising on safety. When designing our products, we take into account the need for environmental protection throughout the product lifecycle, within the framework of our integrated product responsibility. We have reduced our direct and indirect total emission rate per production ton by 8% as against the year 2008, through improvement studies we implemented.

We have started the LEED Certification process of our Brisa Academy and Brisa Museum, which we have designed under the concept of Green Building. **The features of Brisa Academy and Brisa Museum building within the scope of LEED Certification process are:**



%20 ratio of energy supplied through solar panels



All water need is met by **water treatment** units

Furniture made from **recycled material**



300 TON annual water saving realized with rain water storage system



Parking area for environmentally-friendly and less fuel consuming cars



Electric car recharge station



Bicycle parking space

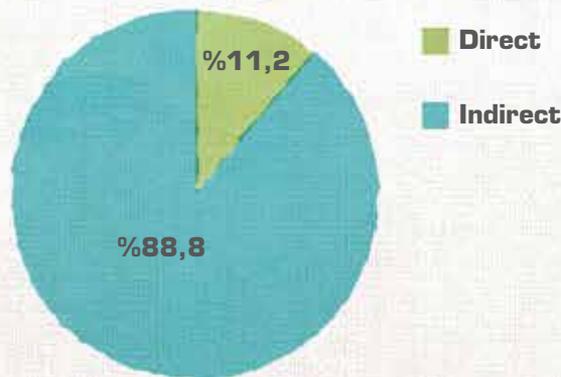


Elevator for the handicapped people

More Efficient Energy Consumption

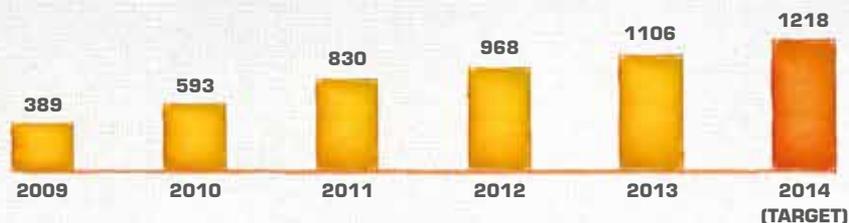
The efficient use of energy and the removal of wasted or unproductive energy is one the building stones of our business manner. We use natural gas and diesel fuel as direct energy sources; electricity and steam as indirect energy sources in our operations. Indirect consumption accounts for a considerable part of our energy consumption.

Direct/Indirect Energy Consumption Breakdown for the years 2008-2013 (%) (Total = 100)



As a result of systematic improvement studies we conducted in order to ensure efficiency in energy consumption, we have achieved an eleven-fold increase in our energy savings since the year 2008. Mixer hydraulic system improvements, heat transfer insulation practices during the curing process, energy visualization project and curing time optimization studies are a few examples to improvement projects.

Energy Savings Achieved through Efficiency Projects (Cumulative Index GJ/Production ton, Basis 2008=100)

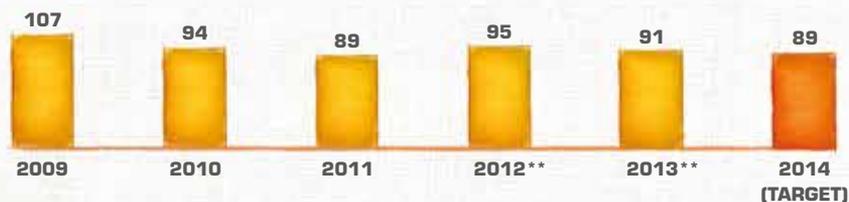


x11

We increased our energy savings as **against 2008**, through efficiency projects.

In the year 2013, we have reduced our direct energy consumption per production ton by 21%* and our indirect energy consumption by 1%* thereby improving our total energy consumption by 4%* respectively as against the year 2012.

Total Energy Consumption (Index GJ/Production ton, Basis: 2008=100)



Less Emission

We have been pursuing studies devoted to reducing carbon dioxide emissions since the year 2005. In this direction, we continue systematic studies to measure and reduce emissions caused by our operations. Our long-term target is to reduce, by the year 2020, direct and indirect carbon emissions per unit of rubber consumption by 25%, as against the year 2005. As of the year 2013, we have realized the figure for this long-term objective by 9.5% with respect to year 2005. With the awareness that improvements achieved in production technologies have a significant potential of reducing natural resource use and the impact of chemicals, we receive support from our partner Bridgestone in related issues and materialize new approaches.

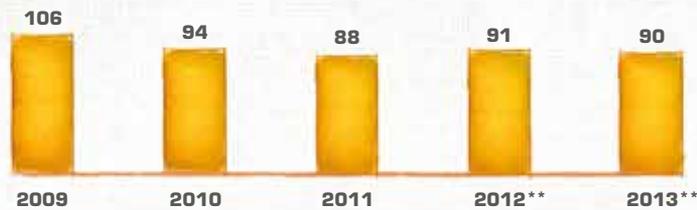
*See: Limited Assurance Report

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

Direct carbondioxide emission (Scope 1)
(ton CO2-E/Production ton) (Index, Basis: 2008=100)



Indirect greenhouse gas emission (Scope 2)
(ton CO2-E/Production ton) (Index, Basis: 2008=100)



↓
%20

We reduced our direct and indirect emission rate per production ton as against the year 2005.

In 2013, we have reduced our direct carbondioxide emission per ton by 29%* and indirect carbondioxide emission per ton by 1%*; reducing the total carbondioxide emission by 4%* with regards to year 2012.

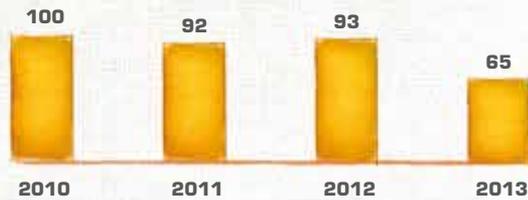
As of the year 2013, we have achieved a 36% reduction in per production-ton of indirect carbon dioxide emissions (Scope 3), which we have been monitoring since 2010.

Other related indirect carbondioxide emissions
(Scope 3) (ton CO2-E/Production ton) (Index, Basis: 2010=100)



With the awareness of the environmental impact of our logistic operations, we prioritize maritime transportation, which has less environmental impact, to transport our products. Through studies we have conducted, we reduced the emission amount per production-ton caused by our logistic operations by 35% as against the year 2010. We aim to minimize the CO2 emission caused by domestic tyre distribution, by improving our route planning approach.

Logistic Operations
(ton CO2-E/Production ton)
(Index, Basis: 2010=100)



NATURAL RESOURCE USE

By evaluating the impact of all kinds of natural resources, we sustain natural resource use most effectively with our uncompromising choices in this matter. We form a green office culture through waste parsing, e-document studies, less paper use, water and electric consumption reduction studies and in-plant electric vehicle uses. We considerably contribute immensely to the protection of natural resources with our environment-friendly products and services.

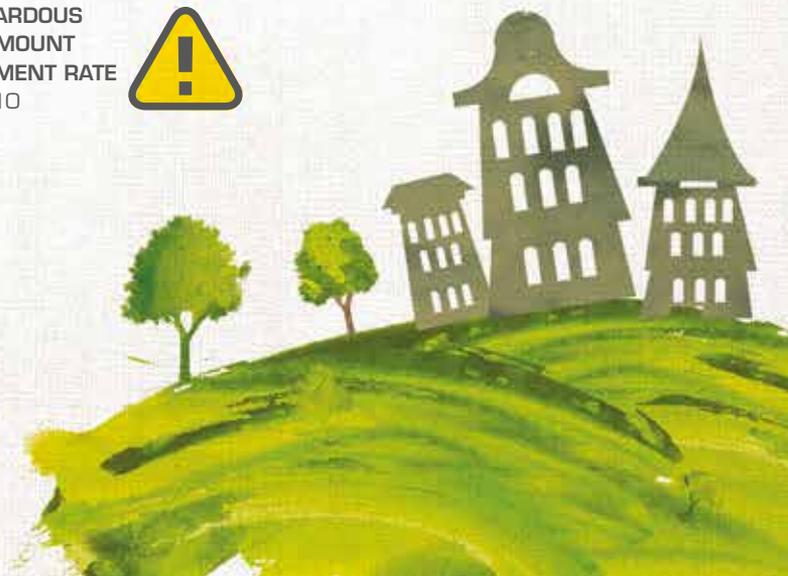
We aim to start the Green Office practice carried out by WWF to make changes in office practices and raise awareness among employees in relation to energy saving, renewable resources, conscious use of natural resources and change of lifestyle. In this direction, we have conducted cooperative studies with WWF in the year 2013. We endeavor to improve methods that will reduce our negative environmental impact by transforming our offices into green offices.

Our contribution to the natural use of resources as BRISA:

% **51** OUR WELL WATER
CONSUMPTION
SAVINGS RATE
SINCE 2008



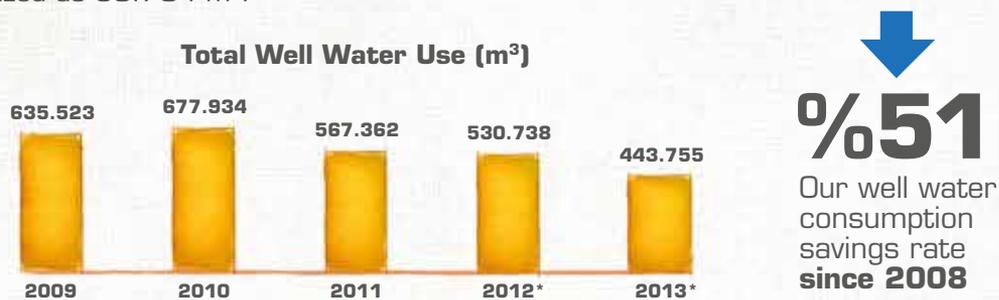
% **21** OUR HAZARDOUS
WASTE AMOUNT
IMPROVEMENT RATE
SINCE 2010



More Efficient Water Consumption

In line with our environmental approach, we have established long-term business plans for the efficient use of the water resource, which is among the most crucial inputs of the production sector and whose reserves are predicted to continue decreasing further over time. By the year 2020, we aim to have reduced our water consumption by 61% as against the year 2008. As of the year 2013, we have realized a reduction of 51% against the year of 2008 of which value was 910.627 tons; thereby getting one step closer to achieving our target.

During the reporting period, we have used 443.755 m³ of well water, improving our well water usage by 16%* as against the year 2012. Our municipal water usage, which we have reported for the first time this year, was realized as 69.704 m³.



Once we have treated the domestic wastewater generated by our operations at our biological treatment facility, we discharge them to the Izmit Water and Sewerage Administration collector. In the year 2013, we have discharged a total of 319.662 m³ of water. We use part of the water we treat at our treatment facility to irrigate the green spaces at the Brisa Academy and Museum building. We continue our studies to achieve our aim of “zero waste water discharge” by ensuring that the rest of the treated water is reclaimed in different fields within our operation. We monitor the performance of our treatment facility and its compliance with legal limits through periodic controls, continuous measurements as well as chemical analyses performed twice monthly.



Less Waste

Considering the environmental impact of the use and consumption of our products at the stage of design, we care to use raw materials with no pollution and health risk. We continuously keep under control probable pollution sources in the production process. We aim for continuous improvement and minimization of hazardous waste amount through our waste management studies. We primarily focus on preventing waste generation at its source in the studies we conduct. Subsequently, we strive to ensure the reuse, recovery or recycling of the generated waste in processes. We keep wastes generated by production, which may have a high potential of polluting the air, such as dust and gas, in the treatment systems in order to preserve air quality.

In consequence of our studies to reduce waste amount, in the year 2013 we have achieved a 21% improvement in the amount of generated hazardous waste, as against the year 2010. In the year 2013, we have reduced the amount of stored domestic waste per production ton by 31% as against the previous year, by composting organic wastes which account for a considerable portion of nonhazardous wastes. Our studies for the optimization of waste continue.



↓
%21
Our waste amount improvement rate since 2010





Supported the process of collecting and recycling end-of-life tyres for the benefit of the environment and economy carried out by LASDER.

We support the process of the collecting, in compliance with regulations, and recycling of end-of-life tyres for the benefit of the environment and economy carried out by Tyre Industrialists Association (LASDER), of which we are the founding member. In the year 2013, LASDER collected a total of 106.200 tons of tyres for recycling.

We register the packaging waste generated by our operations. In line with Packaging Waste Control Regulations, we ensure that a certain portion of the packaging materials of marketed products, set according to annually increasing recovery goals, are collected and recycled through the agency of Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVKO). In the year 2013, the packaging waste collected and recycled in this way amounted to 0,44 tons.



We **avoid** any process that might endanger biodiversity in all our operations.



Within the context of the Environmental Impact Assessment (ÇED) Regulations, we **evaluate the risks** presented by our new investments for biodiversity.



We shape our environmental strategies with the **awareness** of the negative impacts of the global climate change on biodiversity and the ecosystem.



We have developed the "Turnalar Hep Uçsun" (Let Cranes Fly Forever) project devoted to cranes inhabiting Anatolia, in collaboration with **World Wild life Foundation-Turkey.**



In the year 2013, we developed a project for the cranes of Anatolia in collaboration with WWF-Turkey (World Wildlife Foundation). Within the scope of the "Turnalar Hep Uçsun" (Let Cranes Fly Forever) project, we work to sustain the endangered crane population inhabiting Turkey. With the project, which will be conducted in the Çukurova delta where 95% of the cranes spending the winter in our country take shelter, we aim to expose the current status of the species in the wintering ground and to ensure the subsistence of cranes safely in their natural habitat. We provide support for the project through funds we transfer from the incomes of Brisa Academy e-training and Brisa Museum. The project will also contribute to the National Crane Action Plan being prepared by the Directorate of Nature Conservation and National Parks for the preservation of the species.



Tolga Baştak

WWF-Turkey World Wildlife Foundation General Manager

Our country is home to unmatched natural spaces and species. Harmonizing human activities with nature as well as organizing the business processes of companies in a manner that will protect nature are crucial for the preservation of this wealth and its transfer to future generations. At the present, many species are endangered due to loss of habitat, pollution, climate change, extreme and illegal hunting. One of these species is the crane! Turnalar Hep Uçsun (Let Cranes Fly Forever) Project, which we are carrying out in the Çukurova Delta with the support of Brisa, aims for cranes to subsist in their natural habitat where they can spend the winter in safety.

Besides, Brisa includes more nature in their business by planning their participation in the Green Office Program which aims to use natural resources rationally, to raise awareness of nature conservation and to improve and save on all kinds of consumption in offices. We believe this multifaceted collaboration, which we have formed on the field in Çukurova and plan to develop in offices with the Green Office Program, will be a good example to collaborations between the business world and NGOs.

WHAT ARE OUR GOALS FOR 2014?

- We aim to combine durability, fuel saving and lifetime performances with our first environment-friendly passenger vehicle product **Greenways**, which we will launch in the year 2014,
- To localize our **EP150** product in the year 2014,
- To have reduced our well water consumption by **61%** as against the year 2008, in the year 2020,
- To have reduced direct and indirect carbon dioxide emission per unit of rubber consumption by **25%** as against the year 2005, in the year 2020,
- To minimize the CO₂ emission caused by our logistic operations through **route planning** implementations for our domestic tyre distribution,
- To begin **Green Office** studies in collaboration with WWF,
- To **retread 150,000 tyres** within the scope of our Bandag service.

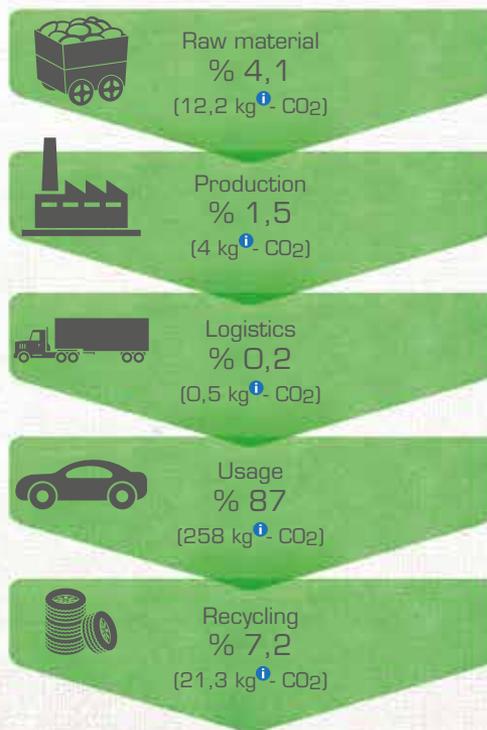


OUR ENVIRONMENT-FRIENDLY PRODUCTS AND SERVICES

Considering new tendencies in relation to climate change that are shaped in the world, we strive for our products and services to be “environment-friendly”. We consider the environmental impacts of products subsequent to their use as well as during the production stage. On the one hand, we work for new concept products with lower rolling resistance, lower noise emission and less weight. While on the other hand, we take into consideration the environmental impacts caused by current products after their use. In line with our environment sensitivity in the production process, we present our customers with environmentalist products and solutions.

One of the most significant steps we have taken in line with our understanding of producing more environment-friendly products is the Ecopia series of environment-friendly tyres. In addition to this, we plan to enrich our environmentalist product portfolio with our first environment-friendly passenger vehicle product Greenways, which we will launch under the Lassa brand in the year 2014.

We monitor our strategy of “enhancing our environment-friendly product portfolio”, which we have determined in the year 2012, through the parameters of “weighted average rolling resistance of the products we sold” and “environment-friendly product portfolio rate” and we implement projects in this direction. Reducing rolling resistance, which contributes directly to fuel saving, and enhancement of the environment-friendly product portfolio help environmental protection.



i CO2 emission for every 185/70R14 passenger car tyre.
Total CO2 emission: 296,4 kg per tyre.
Source: Japan Rubber Manufacturers Association



Gürsu Başaran
*Brisa –Commercial Products
Marketing Manager*

“The environmental impact of the tyre during product lifecycle”

87% of the total CO2 emitted by the tyre arises during use on the vehicle. In other words, the less fuel consumed by the tyre when on the vehicle, the less harm is done to the environment.

The rolling resistance of tyres developed with new generation pattern designs and components, without compromising on the element of safety, is reduced which ensures fuel saving and a consequent decrease in carbon emission.

In addition to this, new generation tyres designed to have a lighter construction reduce natural resource use.

All these innovative solutions that are offered strengthen the harmony of tyre with nature.



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 localize our EP150 product in the year 2014.

- 9% lighter construction¹
- 14% less rolling resistance¹
- 1,7% fuel efficiency¹
- 5% shorter wet ground stopping distance¹
- 15% more durable¹

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.



Greenways Environment-Friendly Tyre

We aim to combine durability, fuel saving and lifetime performances with our first environment-friendly passenger vehicle product Greenways which we will launch under the Lassa brand in the year 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 construction¹
- 37% less rolling resistance¹
- 5,5% fuel efficiency¹
- 8% shorter wet ground stopping distance¹
- 30% more durable^{1 1}

Under normal conditions:

- ¹ According to TUV test results, compared to the previous generation Lassa
- ^{1 1} According to Brisa field test results; compared to competing tyres



140.000
tyres retreaded
within the scope
of the Bandag
service.

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 to 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 CO2 emission can be reduced by 30%. In addition, the retreading process consumes about 70% less diesel than the production process. In the reporting period, we have retreaded 140.000 tyres as part of the Bandag service.

Ahmet Didim

Samuklar Business Partner – Nilüfer, Bursa-Machinery Supply Coordinator

In consequence of the retreading of truck tyres and the Profleet fleet management cooperation we have achieved retreading performance in our fleet for five times. I am thankful to all Brisa employees for your services and supports in implementing these works. I wish you continued success in your works.

**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 vehicle fleets. Through our solutions within the scope of Profleet, we ensure fuel saving and minimize environmental impact with less waste. In the year 2013, we have examined the customer field and provided trainings in 2.050 regions across Turkey, within the scope of Profleet. We have also analyzed 276.375 tyres during our visits. We have saved 7,2 million liters of diesel oil and 12.000 tyres thanks to vehicle and tyre maintenances we performed after our analyses. We aim to save 12 million liters of diesel oil and 20.000 tyres in 2014.





Shared our vision and **objectives for the future** with our employees at our Vision Meeting.



Ensured the externalization of our strategy of **becoming employer of choice** in all corporate and function strategy scorecards.



Actualized our **Strategy House and Process House systems** as well as a recruitment module on our **Brinsan platform**.



Celebrated our **25th year** together with all the **Brisa family**.



Organized a Sustainability Conference with the participation of 170 employees with the aim of ensuring the generalization of the concept of sustainability throughout the corporation and raising awareness.

 **30,71***

AVERAGE HOURS OF TRAINING PER EMPLOYEE

Measured our organizational culture and climate and **planned our actions with 67 managers** during a one day workshop.



Signed the **"Equality at Work Declaration"** devoted to enhancing the representation of women in business life.



%18
We increased our female employee number



Our incidence rate was realized as **0,71** and our severity rate as **13,42**



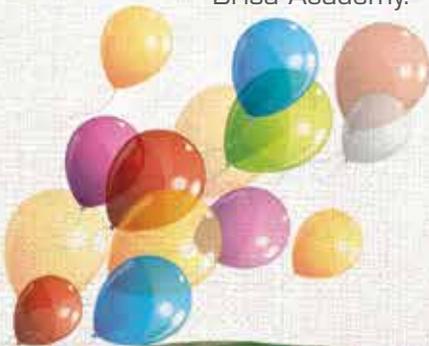
Provided a total of **23.013 hours of training to 4.078 people** at Brisa Academy.

Provided a total of **5.644 hours of training to 1.329 employees** at Brisa MEC.



Started the **"Occupational Safety Basic Activities"** practice drawing on global experiences.

Launched the Occupational Safety simulation center.



OUR WORKING LIFE

We continue to add value to business life in line with our essential strategy of “Become Employer of Choice”.

We approach our employees honestly and fairly, and we form a nondiscriminatory, safe and healthy working environment. We ensure that our employees take advantage of their personal rights fully and aright. With the awareness of our social responsibility, we make the necessary efforts for the individual development of our employees and support them in volunteering for social activities. Besides, we care to maintain work-life balance.



OUR CORPORATE DEVELOPMENT JOURNEY

On our corporate development journey, we aim to strengthen our communication with employees, to create good practice models and a participatory working environment which has internalized innovation, entrepreneurship and change, by ensuring the development of our organization and processes. We act with the principle of fairness in performance evaluation processes and we strive to strengthen the harmonization 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 annually. We try to understand the difference between the ideal climate and our current climate.

We have achieved 26% realization in 6 climate dimensions. We have determined improvement steps to achieve our goal of 20%.

Employee Engagement Survey

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

According to our Employee Engagement evaluation for the year 2012, Turkey average was 52, while Brisa's evaluation was 61.

Performance Management

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

We have performed the 360 °competency evaluation for 355 of our employees.

Career Management

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

A total of 78 employees participated in the development center and received personal feedback

Our performance management process includes the stages of target setting, mid-term evaluation and year-end evaluation. With our project Brinsan, we ensure the harmonization 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 deploy 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 make action plans for prioritized areas. We performed 10 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 actualized our Recruitment Module and reminder system into live service.

Strategy House

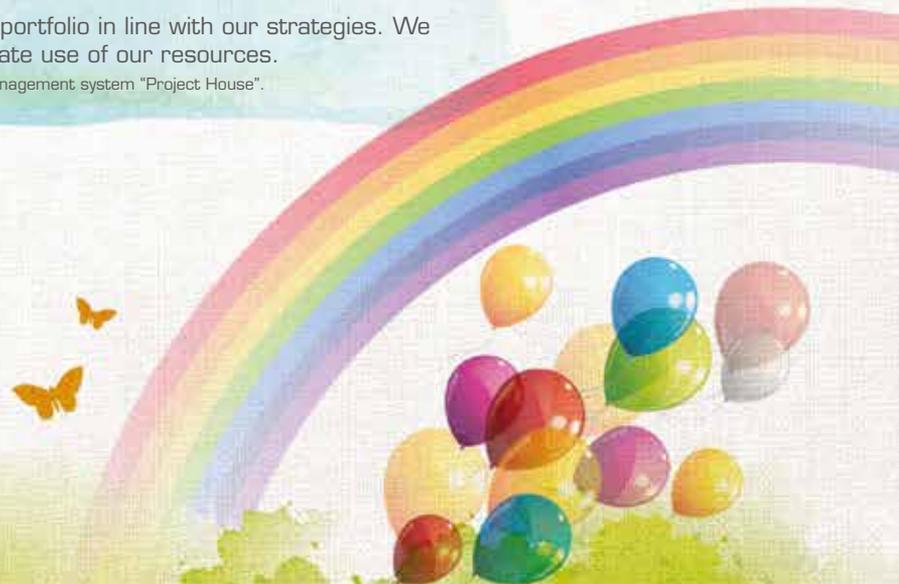
We link our strategies to individual objectives and make strategy management everyone's job. We actualized our strategy management system "Strategy House" into live service.

Process House

We model our processes in line with our strategies to measure their performance, make improvements and materialize change. We actualized our process management system "Process House" into live service.

Project House

We determine and prioritize our projects and project portfolio in line with our strategies. We maximize the impact of our projects by making adequate use of our resources. We completed the conceptual context design of our new Project portfolio management system "Project House".



OUR EMPLOYEES' LEADERSHIP AND DEVELOPMENT JOURNEY

We support the personal development of our employees in the process we call Brisa Journey. We also 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 experiences to the society.

 **30,71***
**AVERAGE HOURS
 OF TRAINING PER
 EMPLOYEE**

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 brought to gether our senior management with the "Design the Life You Love" program and the "Raising Your Game" workshop we organized with the participation of Prof. Bates from London Business School.
- * We refreshed the coaching trainings of all our senior management team.

Mid-Level Managers

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)

- * We learned how to reflect design methods to our jobs and our private lives with our manageresses at the "Design the Work You Love" program.
- * 67 of our managers benefited from coaching programs and 65 of them benefited from mentoring programs.

Leader Development Program (LGP)

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

We completed our 2nd leadership development program aimed at First Level Managers with the participation of 12 people.

ELYP -Team Leader Development

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

122 employees have hitherto attended our program, which is the first in its sector. until now.

**LEADERSHIP
 JOURNEY**



Orientation

We start off all our employees with our orientation process about Brisa and our practices.

- Brisa Overview (All Departments & Model Shop & Field Trip & Museum)
- Occupational Health & Safety
- SA-Etik
- Competition Law
- Information Security

We provided 256 hours of ethics training within the scope of our orientation program.

Employees Contributing to the Climate

We invest in all our employees through our programs for developing their personal competences and their business skills.

- Competences and Self Knowledge
- Conflict Management & Influence - Persuasion
- Finance for non-financiers
- Presentation Techniques
- Business Simulations
- Outdoor

A total of 148 employees have attended this program to this day.

BRISA MEC - Brisa Manufacturing Education Center

We support the technical knowledge and skills of our employees in our Technical Groups function within the scope of a systematic program with the structuring of MEC.

We provided 1.329 employees with a total of 5,644 hours of training.

Brisa Academy

We communicate our vision and processes related to the market and our business models to our business partners and sales & marketing teams through Brisa Academy.

We provided 4.078 people with a total of 23.013 hours of training.

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 organized a Sustainability Conference with the participation of 170 employees in order to ensure the deployment of the concept of sustainability within the corporation and to raise awareness.

- * We ensured the participation of 2 of our employees in the Corporate Sustainability certificate program.

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.

A total of 6 employees from our Production, Technology and Marketing functions participated in this program.



We provided **4.078 people** with a total of **23.013 hours** of training with **Brisa Academy**.



We provided **1.329 employees** with a total of **5.644 hours** of training with **Brisa Academy**.



We organized a **Sustainability Conference** with the participation of **170 employees** in order to ensure the deployment of the concept of sustainability within the corporation and to raise awareness

**DEVELOPMENT
JOURNEY**



As Brisa, we are aware that the value placed in employees is a significant aspect of our sustainable business manner. We manage our processes devoted to employees with the coordination of Human Resources and Corporate Development and Labor Relations functions, which are also members of the Executive Committee.

Our Human Resources and Corporate Development, Labor Relations Policy, which will help materialize and sustain the medium and long-term business objectives of our company:

- To be conscious of our social responsibilities,
- To create a workplace where employees are proud and happy to work,
- To be a “change leader”,
- To ensure and sustain labor peace,
- To be “the most preferred workplace” where occupational health and safety and environmental consciousness, ethical values and fairness are priorities,
- To sustain these with entrepreneurial and innovative employees who have high desire to succeed, open to change and development.

OUR BUSINESS ETHICS APPROACH

The main priority of our human resources approach is respect for human rights. We adopt the principle of “Providing Equal Opportunities for Persons under Equal Conditions” within the framework of our Human Resources Policy. We make it a rule to treat all employees fairly and we take precautions to prevent discrimination based on religion, language, race and gender and to protect employees from maltreatments. We support our principles of compliance with laws, regulations and labor legislation in issues such as equality of opportunity and “Forbidding Child Labor and Forced and Compulsory Labor” with our policies.

In the reporting period, we have provided Human Rights training to 457 of our employees. We regularly review our Human Rights approach and conduct improvement studies. We impose a disciplinary penalty or take criminal action in cases of Human Rights violation.

In the year 2013, we have signed the Equality at Work Declaration led by the Ministry of Family and Social Policies, aimed at enhancing the representation of women in business life.

We adopt the values and working principles of Sabancı Group Business Ethics Guidelines (SA-ETIK), which involve the creation and maintenance of a fair working environment, as our Business Ethics approach. We share our Business Ethics guidelines with our stakeholders through our website. With regard to the continuity of awareness, we ensure the informing of our employees by publishing the guidelines on the corporate internal communication portal, distributing printed booklets to all employees and conducting information trainings. Besides, employees update their knowledge of business ethics guidelines with an e-training program and renew their commitment to business ethics guidelines with a “Business Ethics Compliance Statement” they fill in yearly.

In the reporting period, we have provided a total of 256 hours of Business Ethics training and 1.552 hours of Competition Law training.

We receive support from the guidance of our Ethics Consultant and the Ethics Committee to ensure the healthy implementation of Business Ethics guidelines. The committee is responsible for investigating and resolving complaints and feedbacks regarding the violation of the codes of conduct, within the scope of SA-ETIK. We regularly review our implementation processes and conduct improvement studies.

There have been no complaints to the Ethics Consultant and Ethics Committee during the reporting period. There were also no complaints related to discrimination, child labor or forced labor during this period.

We promise to answer transparently in case we receive a complaint from our stakeholders regarding our operations. We conduct inter-corporate investigations regarding any accusations we become aware of.

LABOR RELATIONS AND UNION RIGHTS

We conduct our relations with employees and the union transparently, based on mutual love, respect and trust and within the framework of our ethics guidelines. In line with the importance we attach to sustainable labor peace, the Company Management is in communication based on transparent and mutual trust with the Union Management. All our processes and practices involving our employees are in compliance with the Labor and Social Security Legislation and our Ethics Guidelines.

We respect our employees’ rights of organization, unionization and collective bargaining, which are their most basic rights emanating from the constitution and the ILO Convention No 87 and we recognize the union as a significant stakeholder. All our blue-collar workers are members of the Turkish Union of Petrol, Chemistry and Tyre Industry Workers (Lastik-İs).

Besides improvements made in employees’ wages and side benefits, regulations concerning Occupational Health and Safety and other details such as health checks, workplace hygiene and ergonomics are included in the collective contract made with the union. All blue-collar employees are covered by Private Health Insurance, in addition to being covered by the Social Security Institution (SGK). We cover all our blue collar and white collar employees by the Private Pension System. We provide life insurance to our white collar employees and benefits such as death benefit, maternity benefit, matrimony benefit, education support, fuel aid, holiday allowance, annual leave allowance, maternity benefit, death benefit, matrimony benefit, education support, family-food aid, child allowance to our blue collar employees. In cases that labor contract is ended, we apply the judgments of labor legislation and collective labor agreement.



Zeynep Gürler
Brisa - Corporate Communications Specialist

Brisa Journey

I have been working in Brisa for 2 years. In the meantime, I have attended trainings and workshops, which are directly related to my position, such as marketing, communication, and corporate entrepreneurship; as well as those which are related to personal development.

I believe that especially the trainings in sustainability area and creative thinking studies, which I attended as a member of Brisa Innovation Team, will contribute not only to my work but also to the other aspects of my life. Moreover, I found the opportunity to attend projects whereby colleagues from various departments contributed with their own outlooks. I have experienced team-spirit, customer-orientation and innovation values in these studies.

I think that in Brisa, there is a joyous working environment, which provides opportunities for employees that are open to change and learning. I am pleased with this journey.

WHAT ARE OUR GOALS FOR 2014?



- We aim to formulate an action plan for our **“Employer Branding”** project,
- To review and plan our processes in relation to our **new investment**,
- To carry out the pilot development program devoted to the development of **entrepreneurial** competence,
- To organize information meetings with our managers and employees about **climate & culture and engagement** results,
- To repeat our **Employee Engagement** survey,
- To prepare and monitor **individual development plans** for our employees in line with 360° evaluation reports,
- To develop a time management module through Brinsan and to form improvement steps in all existing modules, to conduct the **Brinsan** satisfaction survey with all our users,
- To create a new **logo and visual** design for our Training& Development programs,
- To design a training program dealing with the **concept of Sustainability** holistically, in a way that will introduce the concept to all our employees during their orientation and to actualize the “Sustainability Journey” orienteering program,
- To provide **Competition Law trainings** for new recruits as part of the Orientation program,
- To sustain our practices of **Occupational Safety** Basic Activities,
- To continue **CDP** reporting,
- To sustain calculating carbon dioxide emissions caused by our activities and having our calculations verified by a third party, in the context of **ISO 14064 Standard**.



OUR OCCUPATIONAL HEALTH AND SAFETY APPROACH

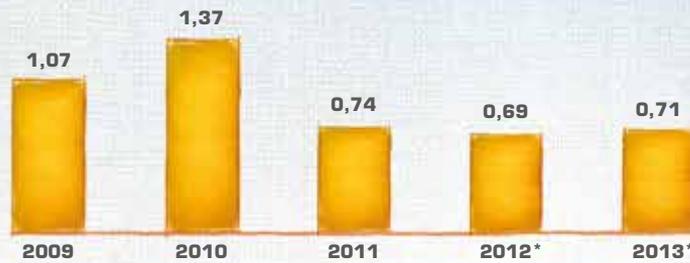
Occupational Health and Safety is an integral part of everything we do and it has fundamental priority in all our operations. As Brisa, we comply with international standards besides legal regulations in order to provide a healthy and safe working environment for employees in our facilities.

We have certified the compliance of our facilities with OHSAS 18001:2007 Occupational Health and Safety Management System Certificate, in the year 2012. We constantly make improvements in occupational health and safety activities in order to achieve our objective of “Zero Work Accident”.



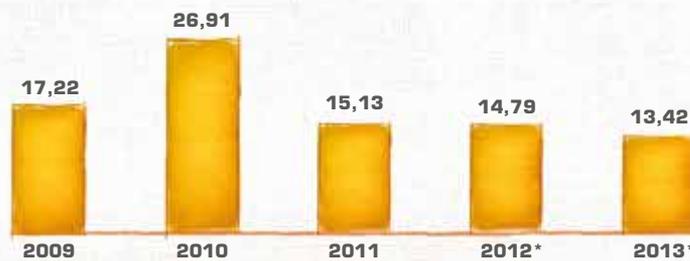
In the context of Bridgestone Safety Mission Statement, studies for preventing work accidents are conducted at Brisa through awareness raising studies, systematic approaches and engineering approaches. Our Occupational Health and Safety Committee, which includes an Occupational Health and Safety Management Representative who represents all the workforce, occupational safety experts, workplace doctors, administrative level representatives and union representatives, monitors and evaluates occupational safety performance monthly.

Incidence Rate (IR)



Incidence Rate (IR) = Lost work day incident * 200,000 / Annual working hours
Reducing and sustainable performance is good.

Severity Rate (SR)



Severity Rate (SR) = Lost work days * 200,000 / Annual working hours
Reducing and sustainable performance is good.



Our incidence rate
was realized as
0,71
and our severity rate as
13,42

We perform machine, activity and behavior oriented risk analyses within the context of preventive approaches. In consequence of these analyses, we prepare action plans aiming at the elimination of risks. Via Through Behavior Oriented Safety Management Practices, we seek to prevent misconducts and working accidents they might cause. We prepare visual operation standards to prevent our operators from deviating from the defined standards of production activities.

Through the Suggestion and Notification of Near-Miss Events System we actively utilize in order to achieve and sustain our goal of being "Accident-Free", we encourage, recognize and reward the reporting of near-miss events and suggestions.

To prevent similar working accidents from recurring, we analyze every working accident and we prepare prevention plans for every finding we identify. We carry out the follow up of these measures monthly, at the managerial level, in Occupational Safety and Environment Committee and Occupational Health and Safety Board Meetings.

Apart from occupational health and safety trainings, we provide our employees with natural disaster management, fire and first-aid trainings which include practices they can employ in their professional and personal lives.

We assure that stakeholders such as sub-employers and suppliers receive OHS and Environment orientation trainings in line with the management of accident-free performance and we track their Occupational Safety and Environment performances through periodically held meetings. We also inspect equipment and hand tools used by employees twice yearly. Within the context of industrial hygiene studies, we perform periodical indoor noise, vibration, thermal comfort, lighting and air quality measurements in our facilities yearly.

In the year 2013, we started “Occupational Safety Basic Activities” practices drawing on global experiences.

We believe in the significance of Occupational Safety for employees to acquire Safe Behavior habits and turn them into a lifestyle. We offer occupational safety orientation training to all new recruits. In the year 2013, we started training



Started the
**“Occupational
Safety Basic
Activities”**
practice drawing
on global experiences.

Launched the
Occupational Safety
**simulation
center.**

studies within the scope of the activities of Brisa MEC (Manufacturing Education Center), which we have structured in order to plan and execute trainings more effectively, for the realization of Safe Production. In the reporting period, we provided Disaster Prevention (Fire and Earthquake) training to 1.124 employees and Occupational Health and Safety training to 174 employees with the Standard

Training Program. We aim for all our blue collar employees to complete these two trainings by the end of 2014.

Within the context of Brisa-MEC studies, we have launched our Occupational Safety Simulation Center in the year 2013. We plan for our operators to simulate probable working accidents in this center designed specifically for Occupational Safety Simulation Training. We aim for 734 of our employees to participate in trainings by the end of 2014.





Measured the tyre tread depth of over

5.000

vehicles as part of Bridgestone Safety Tyre Campaign.



In the context of Lassa Reflector for Farmers Campaign, we have mounted reflectors on a total of **2.500** trailers in 8 provinces free of charge.



Provided counseling to **3.500 truck drivers** at **45 points** on the issues of healthy living, and traffic safety with **Yola Sağlam Çık Roadshow practice.**



Turkey's first tyre museum

We opened Brisa Museum



Continued providing support

for public institutions and civil initiatives.



Contributed to over

300 students to this day

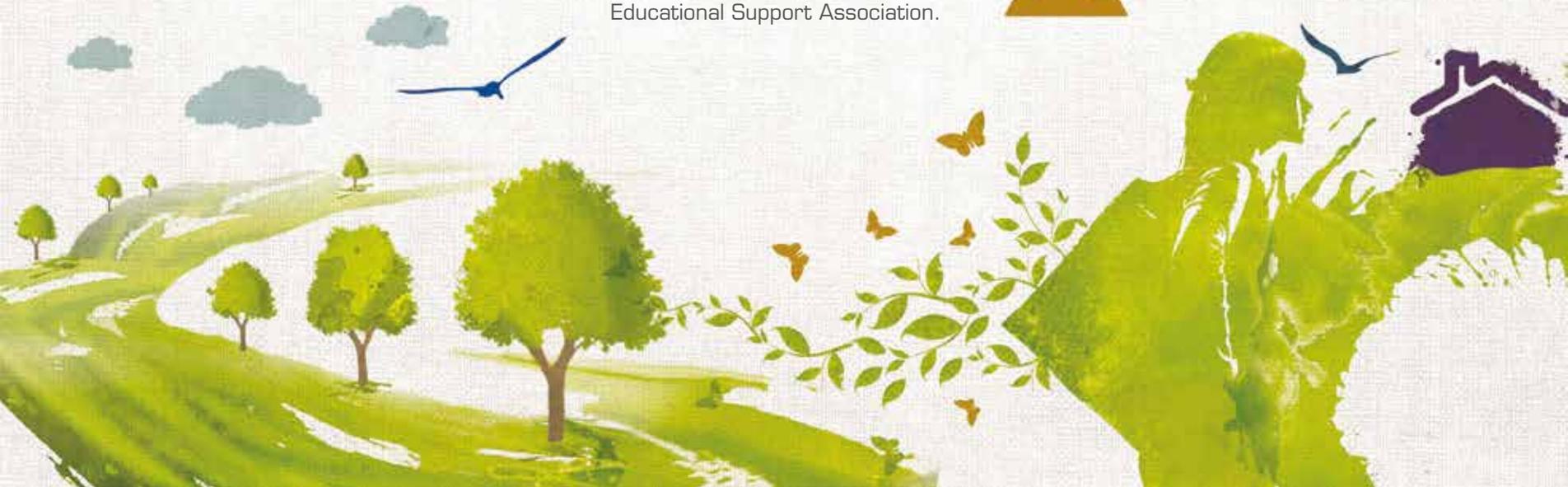
and we **continue to provide scholarships for 65 students**, through Brisa Members Educational Support Association.



Took our place in the **Corporate Traffic Safety Declaration.**



Won a total of **118** medals, of which **61 first places**, **35 second places** and **22 third places**, with our Brisaspor team.



OUR CONTRIBUTION TO SOCIETY

We embrace the understanding of “social responsibility conscious management” whereby expectations of customers, employees, shareholders, suppliers, business partners, competitors and the society are reflected on our business manner, culture and values.

Having left behind forty years as a corporation, we have fitted many social contribution projects in this period. We regard contributing to the issue of traffic driving safety, which specifically matches with our products, as our foremost priority. Besides, reaching and contributing to every segment of the society in different areas ranging from education to culture and from sports to experience sharing is among our priorities.



Our social responsibility approach constitutes an important part of our sustainability strategy. We aim to contribute to Turkey's social development through our studies in this field. We organize our studies by acting in accordance with the principles of maintaining good relationships with the society and contributing to social, cultural and economic development, while also ensuring the active participation of our stakeholders.

We make a point of carrying out our procurement activities through local suppliers and we comply with the principle of local employment in our recruitments. On the one hand, we strive to promote systematic and effective communication with the local community. While on the other hand, we measure the impact of our operations on local communities and keep them under control. Besides our positive contribution to national economy, we create added value through our socio-economic implementations. Alongside our support for social responsibility projects conducted by H. Ömer Sabancı Foundation, we carry out our own projects with our equity capital and the participation of our stakeholders.

OUR CONTRIBUTION TO TRAFFIC SAFETY

Traffic safety is the primary issue to which we attach particular importance in the field social responsibility. For this reason, we build and support projects aiming to emphasize the importance of traffic safety and to raise awareness. In the reporting period, we actualized various training and support projects along projects we developed for our products.

Güvenli Yolculuk için Lastik Başına (To the Tyre for a Safe Journey)

We realized Güvenli Yolculuk İçin Lastik Başına (To the Tyre for a Safe Journey) project in order to raise awareness about the importance of tyre tread depth. In the context of our project, our skilled service staffs in our OtoPratik stores perform tyre tread depth measurements for all vehicles getting service and attach a tread depth measurement result card and a card informing about Turnalar Hep Uçsun (Let Cranes Fly Forever) Project to the rearview mirror or the door handle. In this way, we both provide information about the importance of tyre tread depth for safe driving and contribute to the preservation of cranes.



Measured the tyre tread depth of over

5.000

vehicles as part of
Bridgestone Safety Tyre Campaign.

Bridgestone Safety Tyre

With Bridgestone Safety Tyre campaign, we emphasize the importance of the safety belt while bringing to the attention of consumers the concernment of Bridgestone with safety in its products. We have measured the tyre tread depth of over 5.000 vehicles prior to national holidays as part of the campaign.



In the context of Lassa Reflector for Farmers Campaign, we have mounted reflectors on a total of **2.500** trailers in 8 provinces free of charge.

Lassa Reflector for Farmers Campaign

We contribute to reducing trailer accidents by installing reflectors on tractor trailers to allow them to be spotted in the dark. Within the context of the project which we realized under our Lassa brand, we have mounted reflectors on a total of 2.500 trailers in 8 provinces free of charge, in the year 2013.

Yola Sağlam Çık



Provided counseling to **3.500 truck drivers at 45 points** on the issues of healthy living, and traffic safety with **Yola Sağlam Çık Roadshow practice.**

We continue to create social awareness through informative projects we prepare for heavy vehicle operators on the issue of healthy nutrition with the slogan “Yola Sağlam Çık”. In the year 2013, Yola Sağlam Çık project was deemed worthy of Public Health Award. We offered counseling about healthy living and traffic safety to 3.500 truck drivers at 45 points with Yola Sağlam Çık Roadshow practice. As part of the practice, body mass index controls were performed, the results were individually examined by our dietitian and

individual feedbacks were provided. The infographic generated subsequent to the Roadshow was shared in industry specific and local publications.



Ülker Özarslan Bilgin
Dietitian

With Brisa “Yola Sağlam Çık” project, we measured the weight of approximately 3.500 truck drivers and provided trainings to them on “healthy living and healthy nutrition.”

We have determined that 75% of the drivers have obesity problems due to imbalanced, irregular and over nutrition. As drivers eat one or two times a day, stay hungry for long durations and eat exceedingly per meals, they suffer problems such as inattention, headache, tiredness, sleepiness and exhaustion during driving. In addition to these, they are face to face with serious health problems related to obesity, such as cardiovascular diseases, hypertension, diabetes, aches in joints and knees, degradation in sleeping quality and sleep apnea.

All these diseases and nutritive condition have negative impacts over driving safety and increase the risk for accidents.

We are receiving positive feedback from drivers who began to take care of their health and to lose weight as a result of the training. In 2014, we have determined the ratio of drivers who did not gain weight or lost weight with regards to the previous year, as 46%.

I thank Brisa for contributing to traffic safety with “Yola Sağlam Çık” project.

Traffic Safety Platform



Took our place **in the Corporate Traffic Safety Declaration.**

By actively participating in the Traffic Safety Platform, which aims to raise awareness about traffic safety and to play an active role in the determination of public policies, we support pioneering studies for reducing traffic accidents and deaths caused by traffic. In the context of the 4th Highway Traffic Safety Symposium and Exhibition, we took our place as Brisa in the Corporate Traffic Safety Declaration signed by corporations taking responsibility in this field.

OUR CONTRIBUTION TO SECTORAL PRACTICES



Continued providing support

for public institutions and civil initiatives.

We share our industry specific knowledge and experience on several platforms constituted by various public institutions and nongovernmental organizations. We take part of the Tyre Subcommittee (LAK) affiliated with the Motor Vehicles Technical Committee (MARTEK) of the Ministry of Science, Industry and Technology and we provide technical support to the committee. In the year

2013, we continued sharing our industry specific knowledge at the Tyre and Life Safety Workshop organized by the Ministry of Transportation, Maritime Affairs and Communications. Besides, our managers continued to share their knowledge and experience by giving lectures at universities and the Tyre Academy within the scope of Sabancı Managers in Class Program.

Corporate Support for the Corporate Volunteer Association

We continued to collaborate with Corporate Volunteer Association (ÖSGD), which was established to encourage projects undertaken by private companies, aiming for national development, and to provide corporate support for the association in the areas of management and project development.

Brisa Improvement Conferences

We bring together professionals of the industry and establish an efficient platform for experience sharing with our nationally and internationally recognized Improvement Conference activities, which we organize biennially. We include model practices adding value in the fields of society, environment and economy in the Improvement Conference, in order to raise awareness about the subject of choice.



"Turkey's first tyre museum
We opened Brisa Museum"

Brisa Museum

During the reporting period, we opened Brisa Museum, Turkey's first tyre museum. In our museum, we present developments that shed light on the history of Turkish tyre industry as well as milestones of Lassa and Brisa, chapters of the story of tyre and many other details through interactive applications that will attract the attention of visitors.

OUR CONTRIBUTION TO EDUCATION AND SPORTS

We continue our support for education and sports since our establishment. We are proud of helping financially struggling youth go into profession with Brisa Members Educational Support Association and representing our country in national teams and Olympics with our athletes at Brisaspor.



Brisa Members Educational Support Association



Contributed to over 300 students to this day and we **continue to provide scholarships for 65 students**, through Brisa Members Educational Support Association.

We continued our support for Brisa Members Educational Support Association which was founded to provide scholarships for youth who cannot receive education due to financial difficulties. We aim to support the association, whose total number of supporters reached over 800, through coaching studies for preparing scholar girls to the business life in the forthcoming period. We have contributed to over 300 students to this day and we continue to provide scholarships for 65 students through the association. We transfer the contribution made by our business partners for the online training application offered at Brisa Academy to Brisa Members Educational Support Association works.

Brisa Snowball Volunteers



We continue “Brisa Snowball Volunteers” studies by participating in the Volunteer Training Program and Workshop with the support of Corporate Volunteer Association (ÖSGD). We continue our activities in line with our mission of “raising social responsibility awareness among Brisa employees and stakeholders and transferring our knowledge, accumulation and skills to the society sustainably”, defined with the support of Corporate Volunteer Association.

We provided coaching support for 4 female vocational school students interning at Brisa. In the year 2014, we aim to increase our number of coaches and students.



Won a total of **118 medals**, of which **61 first places**, **35 second places** and **22 third places**, with our Brisaspor team.

Brisaspor

We contribute to the popularization of cycling with our sports club Brisaspor, which we proudly support.

WHAT ARE OUR GOALS FOR 2014?

- We aim to continue our “**Yola Sağlam Çık**” project,
- To continue our support for **public institutions and civil initiatives**,
- To open **Brisa Museum**, Turkey’s first tyre museum, to the public,
- To maintain our **support for education** through Brisa Members Educational Support Association,
- To continue our contribution to sports with **Brisaspor**,
- To give priority to **traffic safety** and to enrich our studies,
- To establish more systematic relations with the society by developing **stakeholder communication and feedback** methods.



BRISASPOR IN 2013

BRISASPOR

Brisaspor Team

Number of Athletes: 17

Average Age: 22



Attended Categories and Races

9
International
Races

39
Starts

7
National
Road Races

56
Starts

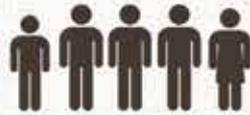
9
Mountain
Bike Races

45
Starts

Countries and Cities

- Senior Men
- Junior Men
- Star Men
- Master Men
- Senior Women

140 Total Races
in 5 Categories



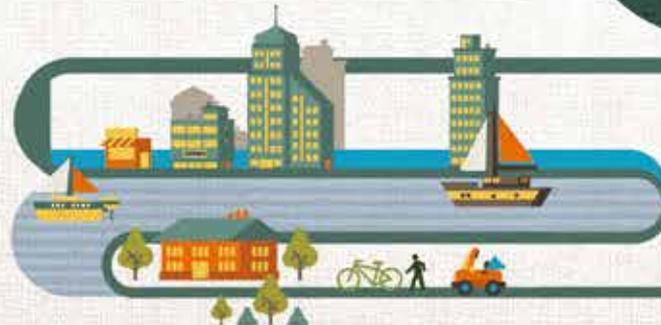
9 Countries:

Serbia
Iran
Romania
Bulgaria
Bosnia-Herzegovina
Italy
Germany
Czech Republic
Turkey



14 Different Cities:

Istanbul, Mersin,
Mugla, Antalya,
Adana, Karabuk,
Kastamonu, Nigde,
Bursa, Sivas,
Ankara, Aksaray,
Sanliurfa, Kocaeli



Brisaspor's Successes



won
118 medals



Distance Covered in Races and Trainings

Brisaspor A Team covered
30,000 kilometers.
This distance is equivalent to
18 Edirne-Agri trips.



Number of Changed Tyres

150 - Road Bikes
42 - Mountain Bikes

A total of 192 tyres were
used and subsequently recycled.



Brisaspor's Training Performance

310 DAYS
Trained 85% of the year



Calories Burned

Daily Calories Burned in Trainings

1000-4000 kcal
1-4 Hamburgers



Average Calories Burned per Day

2000 kcal
4 Medium Pizzas



Average Calories Burned per Month

45000-52000 kcal
100 Portions of French Fries



OUR CORPORATE MEMBERSHIPS

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

ECONOMIC AND ADMINISTRATIVE PERFORMANCE INDICATORS	2009	2010	2011	2012	2013
Income(TL)	789.771.399	993.530.845	1.368.845.521	1.451.919.360	1.522.032.545
Operating Costs (TL)	511.076.876	717.941.727	1.070.391.964	1.027.613.373	1.027.744.179
Employee Wages and Other Provided Benefits (TL)	121.318.948	147.006.012	165.496.251	188.512.109	201.899.957
Payments to Pecuniary Resource Providers (TL)	40.942.195	47.063.952	79.808.998	122.703.715	131.564.956
Payments to the State (TL)	11.883.847	17.183.206	20.478.732	23.470.772	24.311.200
Social Investments (TL)	1.548	20.820	478.090	330.441	1.269.906
Protected Economic Value (TL)	104.547.985	64.315.128	32.191.486	89.288.950	155.887.307
ENVIRONMENTAL PERFORMANCE INDICATORS	2009	2010	2011	2012	2013
Raw Material Group Supply Values (%)	-	-	-	-	-
Energy Consumption (GJ/ton) (Index, Basis:2008=100)					
Total	107	94	89	95**	91**
Direct	125	112	115	159**	125**
Indirect	105	92	86	89**	88**
Energy Savings Realized with Efficiency Projects (GJ/ton) (Cumulative Index, Basis:2008=100)	389	593	830	968	1106
Total Well Water Consumption (m ³)	635.523	677.934	567.362	530.738*	443.755*
Recycled and Reused Water Consumption (m ³ , %)	-	-	-	-	-
Total Water Discharge by Destination (m ³)	N/A	N/A	N/A	268.854	319.662
Greenhouse Gas Emission (Scope 1&Scope 2) (ton CO ₂ -e/Production ton) (Index, Basis: 2008=100)					
Total (Scope 1&Scope 2)	107	95	93	96**	92**
Direct (Scope 1)	125	111	177	185**	131**
Indirect (Scope 2)	106	94	88	91**	90**
Other Indirect Greenhouse Gas Emissions (Scope 3) (ton CO ₂ -e/Üretim ton) (İndeks,Baz: 2010=100)					
Total (Scope 3)	N/A	100	102	92	64
Logistic Activities	N/A	100	100	90	65
Employee Transportation	N/A	100	117	121	48
Nox, Sox and Other Significant Air Emissions by Type and Weight (Ton CO ₂ -e/Production Ton) (Index, Basis: 2008=100)					
Total	107	100	94	99	96
NOx	107	100	94	100	97
CH ₄ , CO and N ₂ O	107	100	95	96	92
Total Waste Amount by Type (Ton)					
Total	N/A	7.031	6.841	6.934*	7.035*
Hazardous Waste	N/A	958	681	640*	761*
Non-hazardous Waste	N/A	6.073	6.160	6.293*	6.274*
Total Waste Amount by Process Type (Ton)					
Total	N/A	7.031	6.841	6.934*	7.035*
Reuse	N/A	552	202	183	161
Recycle	N/A	2.687	3.137	3.240	3.442
Recover	N/A	2.926	2.759	2.676	2.626
Incineration	N/A	266	265	234	298
Safe Landfill	N/A	599	479	602	509
Environmental Protection and Investment Expenditures (USD)	724.544	349.860	880.195	1.098.097	1.198.410

"The figures highlighted in blue indicate modified data with regards to Brisa 2012 Sustainability Report"

* See: Limited Assurance Report

** While related ratios are indexed with regards to 2008, only real values belonging to years 2012 and 2013 are incorporated in limited assurance studies.

Index information according to 2008 is excluded from limited assurance scope.

SOCIAL PERFORMANCE INDICATORS	2009	2010	2011	2012	2013
Total Number of Employees	1.562	1.722	1.785	1.745	1.818
Employee Breakdown by Gender and Status (Numeral, %)					
Blue Collar Female	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Blue Collar Male	1.159 (100)	1.291 (100)	1.337 (100)	1.305 (100)	1.361 (100)
White Collar Female	52 (13,2)	63 (14,9)	62 (14,1)	67 (15,5)	79 (18)
White Collar Male	342 (86,8)	360 (85,1)	378 (85,9)	366 (84,4)	371 (82)
Employee Breakdown by Contract Type (Numeral)					
Permanent Female	52	63	62	67	79
Temporary Female	1	2	0	0	1
Permanent Male	1.501	1.651	1.715	1.671	1.732
Temporary Male	8	6	7	1	1
Employee Breakdown by Age Groups					
<30 (%)					
White Collar	27,9	28,7	27,1	23,9	18,4
Blue Collar	40,2	40,8	34,8	27,6	27,3
<30-50> (%)					
White Collar	66,9	65,2	65,2	68,8	76,2
Blue Collar	59,3	58,6	64,7	71,9	72,5
50> (%)					
White Collar	5,2	6,1	7,6	7,4	5,3
Blue Collar	0,6	0,5	0,5	0,5	0,1
Employees Covered by Collective Bargaining Agreement (%)	74	75	75	75	75
Employee Trainings (hour/person)					
Blue Collar	20,59	14,69	18,51	24,85*	17,7*
White Collar	51,21	58,89	58,08	53,11*	71,6*
Incidence Rate (IR)	1,07	1,37	0,74	0,69*	0,71*
Severity Rate (SR)	17,22	26,91	15,13	14,79*	13,42*
Absentee Rate (%)	5,37	4,66	5,36	5,68	5,09
Top Management by Age Groups (%)					
Board of Directors Female	11,1	9,1	9,1	11,1	9,1
Board of Directors Male	88,9	90,9	90,9	89,9	90,9
Executive Committee Female	0	0	0	0	0
Executive Committee Male	100	100	100	100	100
Top Management by Age Groups (%)					
<30 (%)					
Board of Directors	0	0	0	0	0
Executive Committee	0	0	0	0	0
<30-50> (%)					
Board of Directors	44,4	36,4	44,4	44,4	44,4
Executive Committee	33,3	33,3	66,7	66,7	66,7
50> (%)					
Board of Directors	55,6	63,6	55,6	55,6	55,6
Executive Committee	66,7	66,7	33,3	33,3	33,3

SOCIAL PERFORMANCE INDICATORS	2009	2010	2011	2012	2013
Hired Employees by Gender (Numeral, %)					
Blue Collar Female	0	0(0)	0(0)	0(0)	0(0)
Blue Collar Male	0	234 (100)	78 (100)	42 (100)	96(100)
White Collar Female	9 (17,3)	13 (16,7)	11 (12,9)	10 (18,2)	18(30)
White Collar Male	43 (82,7)	65 (83,3)	74 (87,1)	45 (81,8)	42(70)
Leaving Employees by Gender (Numeral, %)					
Blue Collar Female	2 (1,7)	0 (0)	0 (0)	0 (0)	0 (0)
Blue Collar Male	97 (98,3)	30 (100)	32 (100)	39 (100)	38(100)
White Collar Female	0 (0)	3 (6,1)	11 (17,7)	6 (9,8)	6(13)
White Collar Male	16 (100)	46 (93,9)	53 (82,3)	55 (90,2)	40(87)
Hired Employees by Age Groups (Numeral, %)					
Blue Collar <30	0	231 (98,7)	77 (98,7)	39 (92,9)	91(94,8)
Blue Collar <30-50>	0	3 (1,3)	1 (1,3)	3 (7,1)	5(5,2)
Blue Collar 50>	0	0 (0)	0 (0)	0 (0)	0 (0)
White Collar <30	35 (67,3)	47 (60,3)	58 (68,2)	29 (52,7)	37(61,7)
White Collar <30-50>	16 (30,8)	31 (39,7)	27 (31,8)	25 (45,5)	22(36,7)
White Collar 50>	1 (1,9)	0 (0)	0 (0)	1 (1,8)	1(1,7)
Leaving Employees by Age Groups (Numeral, %)					
Blue Collar <30	19 (19,2)	2 (6,7)	2 (6,3)	1 (2,6)	0(0)
Blue Collar <30-50>	77 (77,8)	25 (83,3)	29 (90,6)	33 (84,6)	35(92,1)
Blue Collar 50>	3 (3)	3 (10)	1 (3,1)	5 (12,8)	3(7,9)
White Collar <30	6 (37,5)	23 (46,9)	19 (29,7)	14 (23)	18(39,1)
White Collar <30-50>	8 (50)	22 (44,9)	34 (53,1)	39 (63,9)	25(54,3)
White Collar 50>	2 (12,5)	4 (8,2)	11 (17,2)	8 (13,1)	3(6,5)
Entry Level Wage by Minimum Wage					
Blue Collar	4,11	4,05	3,91	3,8	3,91
White Collar	4,62	4,21	3,94	3,51	3,52

GRI INDICATORS	REFERENCE	PAGE	NOTE	RESPONSE
PROFIL INDICATORS				
1.1	Message from the CEO	6-7		Full
	Messages from Sustainability Work Groups	8-9		
1.2	Message from the CEO	6-7		Full
	Messages from Sustainability Work Groups	8-9		
2.1	About the Report	2		Full
2.2	About Brisa	10-13		Full
2.3	About Brisa	10-13		Full
2.4	Contact	Cover		Full
2.5	About Brisa	10-13		Full
2.6	2013 Annual Report	12		Full
2.7	About Brisa	10-13		Full
2.8	About Brisa	10-13		Full
	2013 Annual Report	15-42		
2.9	Corporate Website		http://www.brisa.com.tr/English/Brisa/Investor-Relations/Public-Disclosure-of-Special-Circumstances.aspx	Full
2.10	Awards We Received During the Reporting Period	14		Full
3.1	About the Report	2		Full
3.2	About the Report	2		Full
3.3	About the Report	2		Full
3.4	About the Report	2		Full
3.5	Our Sustainability Structure	21-22		Full
3.6	About the Report	2		Full
	GRI Indicators Table	78	The scope of the report covers Turkey operations.	
3.7	About the Report	2		Full
3.8	About the Report	2		Full
3.9	About the Report	2		Full
	GRI Indicators Table	78	The realized data has been prepared with regards to approaches, standards and systems which are employed within the company and are subjected to development in line with continuous improvement culture. Our objectives are displayed in line with our Budget (annual plan) and MTP (5-year mid term plan).	
3.10	About the Report	2		Full
3.11	About the Report	2		Full
3.12	GRI Indicators Table	78-81		Full
3.13	GRI Indicators Table	78	Besides assurance there is no other business relationship exists between assurance company and Brisa.	Full
	About the Report	2		
4.1	Our Corporate Governance Structure	18		Full
4.2	Our Corporate Governance Structure	18		Full
4.3	2013 Annual Report	22		Full
4.4	2013 Annual Report	56,61-62		Full
4.5	2013 Annual Report	70		Full
4.6	2013 Annual Report	65		Full
4.7	2013 Annual Report	63-65		Full
4.8	2013 Annual Report	62-63		Full
	Our Business Ethics Approach	60-61		
4.9	Message from the CEO	6-7		Full
	Risk Management	19-20		
	Our Sustainability Structure	21-22		
4.10	2013 Annual Report	63-65		Full
4.11	Risk Management	19-20		Full
4.12	Our Sustainability Structure	21-22		Full
4.13	Our Corporate Memberships	74		Full
4.14	Our Stakeholders	22-23		Full
4.15	Our Sustainability Structure	21-22		Full
	GRI Indicators Table	78	In 2011, with the participation of senior executives representing all departments, we have implemented a Sustainability workshop in which stakeholder groups, methods and frequency of communication with relevant stakeholder groups has been determined by Brisa.	
4.16	Our Stakeholders	22-23		Full
4.17	Our Sustainability Structure	21-22		Full
	Our Stakeholders	22-23		
	About the Report	2		

GRI INDICATORS	REFERENCE	PAGE	NOTE	RESPONSE
MANAGEMENT APPROACH				
DMA EC			Performance Indicators Table p.75-77; Combating Climate Change p.42; Messages from Sustainability Work Groups p.8-9; Message from the CEO pp.6-7; Our Environment Friendly Product and Services pp.51-53; Working Relations and Union Rights p.61; 2013 Annual Report p.24-26, 52, 99; Direct Answer EC5, EC6; Responsible Procurement Practices p.30-31; Our Contribution to Society pp.66-73; Our Customers pp.31-32; Our Business Partners p.32-33	Full
DMA EN			Direct Answer EN1, EN2, EN3, EN4, EN9, EN10, EN11, EN12, EN13, EN15, EN19, EN23, EN24, EN25, EN28; Performance Indicators Table p.75; More Efficient Energy Consumption p.43-44; Our Environment Friendly Product and Services pp.51-53; Less Emission p.44-46; More Efficient Water Consumption p.47; Our Environmental Approach s.49; Less Waste p.48-49; Our Customers pp.31-32; Combating Climate Change p.42	Full
DMA LA			Performance Indicators Table p.76-77; Direct Answer LA1, LA3, LA15, LA7, LA10, LA12, LA14 ; 2013 Annual Report p.52; Labor Relations and Union Rights p.61; Our Occupational Health and Safety Approach pp.63-65; Our Employees' Leadership and Development Journey pp.58-60; Our Corporate Development Journey pp.56-57; Our Business Ethics Approach p.60-61	Full
DMA HR			Responsible Procurement Practices p.30-31; Our Business Ethics Approach p.60-61; Labor Relations and Union Rights p.61; Direct Answer HR3, HR8, HR9, HR11; Internal Audit and Internal Control p.20	Full
DMA SO			Our Environmental Approach s.49; Our Contribution To Society p.66-63; Direct Answer SO10, SO2, SO4, SO6, SO7, SO8; Internal Audit and Internal Control p.20; Our Business Ethics Approach p.60-61; Our Stakeholders p.22-23; Our Contribution To Sectoral Practices p.70; Our Corporate Memberships p.74; Our Corporate Governance Structure p.18	Full
DMA PR			Our Value Chain pp.27-29; Our Environment Friendly Product and Services p.51-53; Our Customers p.31-32; Our Business Partners p.32-33; Innovation p.34-37; Direct Answer PR2, PR4, PR7, PR8, PR9	Full
PERFORMANS INDICATORS				
EC1	Performance Indicators Table	75		Full
EC2	Combating Climate Change	42		Full
	Messages from Sustainability Work Groups	8-9		
	Message from the CEO	6-7		
	Our Environment Friendly Product and Services	51-53		
EC3	Working Relations and Union Rights	61		Full
	2013 Annual Report	52		
EC4	2013 Annual Report	99		Full
EC5	Performance Indicators Table	77		Full
	GRI Indicators Table	79	Minimum wage does not differ with regards to gender.	
EC 6	Responsible Procurement Practices	30-31		Full
	GRI Indicators Table	79		
EC7	Our Contribution to Society	66-73	Local means geographic area inside the border of Turkey	Full
	2013 Annual Report	24-26		
EC8	Our Contribution to Society	66-73		Full
EC9	Our Contribution to Society	66-73		Full
	Responsible Procurement Studies	30-31		
	Our Customers	31-32		
	Our Business Partners	32-33		
EN1	GRI Indicators Table	79	Proprietary information.	Not
EN2	GRI Indicators Table	79	Recycled raw material is not used in production.	Full

GRI INDICATORS	REFERENCE	PAGE	NOTE	RESPONSE
PERFORMANCE INDICATORS				
EN3	Performance Indicators Table GRI Indicators Table	75 80		Partial
EN4	Performance Indicators Table GRI Indicators Table	75 80	Resource breakdown cannot be revealed for reasons of confidentiality.	Partial
EN5	More Efficient Energy Consumption	43-44		Full
EN6	Our Environment Friendly Product and Services	51-53		Full
EN7	More Efficient Energy Consumption Less Emission	43-44 44-46		Full
EN8	More Efficient Water Consumption Performance Indicators Table	47 75		Full
EN9	GRI Indicators Table	80	Our facilities do not reside in RAMSAR areas.	Full
EN10	GRI Indicators Table	80	Data is planned to be reported in 2015.	Not
EN11	GRI Indicators Table	80	Brisa does not own protected or restored areas.	Full
EN12	Respecting Biodiversity GRI Indicators Table	49 80	Brisa does not own protected or restored areas.	Full
EN13	GRI Indicators Table	80	Brisa does not own protected or restored areas.	Full
EN14	Respecting Biodiversity	49		Full
EN15	GRI Indicators Table	80	No species are affected by our activities.	Full
EN16	Less Emission Performance Indicators Table	44-46 75		Full
EN17	Less Emission Performance Indicators Table	44-46 75		Full
EN18	Less Emission	44-46		Full
EN19	GRI Indicators Table	80	Do not included in report due to its effect, which is lower than 5% of total GHG emissions.	Not
EN20	Performance Indicators Table	75		Full
EN21	More Efficient Water Consumption Performance Indicators Table	47 75		Full
EN22	Less Waste Performance Indicators Table	48-49 75		Full
EN23	GRI Indicators Table	80	No spills have taken place during the reporting period.	Full
EN24	GRI Indicators Table	80	Not Applicable	Not
EN25	More Efficient Water Consumption GRI Indicators Table	47 80	Discharge of water to receiving environment is not present. Wastewater discharge is made to municipality sewage system within the legal limits. Thus, there is no negative impact over habitat.	Full
EN26	Our Environmental Friendly Product and Services Our Customers Combating Climate Change	51-53 31-32 42		Full
EN27	Less Waste	48-49		Full
EN28	GRI Indicators Table	80	No sanctions were received for non-compliance with environmental regulations during the reporting period.	Full
EN29	Less Emission Performance Indicators Table	44-46 75		Full
EN30	Performance Indicators Table	75		Full
LA1	Performance Indicators Table GRI Indicators Table	76 80		Full
LA2	Performance Indicators Table	77		Full
LA3	2013 Annual Report GRI Indicators Table	52 80		Full
LA15	GRI Indicators Table	80	No part-time employees are present. In the reporting period, return to work rate is 100% for both male and female employees.	Full
LA4	Performance Indicators Table	76		Full
LA5	Working Relations and Union Rights	61		Full
LA6	Our Occupational Health and Safety Approach	63-65		Full
LA7	Performance Indicators Table GRI Indicators Table	76 80	As there are no Blue-Collar women workers, gender breakdown is not presented.	Full

GRI GÖSTERGELERİ	REFERANS	SAYFA	AÇIKLAMALAR	RAPORLAMA DÜZEYİ
LA8	Our Occupational Health and Safety Approach	63-65		Full
LA9	Working Relations and Union Rights	61		Full
LA10	Performance Indicators Table GRI Indicators Table	76 81	Related data will be reported as of 2014 with gender breakdown.	Partial
LA11	Our Employees' Leadership And Development Journey	58-60		Full
LA12	Our Corporate Development Journey GRI Indicators Table	56-57 81	All white collar employees are included in the related system.	Full
LA13	Performance Indicators Table	76		Full
LA14	Our Business Ethics Approach GRI Indicators Table	60-61 81	There is no gender discrimination in remuneration of employees.	Full
HR1	Responsible Procurement Practices	30-31		Full
HR2	Responsible Procurement Practices	30-31		Full
HR3	Our Business Ethics Approach GRI Indicators Table	60-61 81	Trainings provided to our employees during the reporting period involve human rights issues	Full
HR4	Our Business Ethics Approach	60-61		Full
HR5	Working Relations and Union Rights Responsible Procurement Practices	61 30-31		Full
HR6	Responsible Procurement Practices Our Business Ethics Approach	30-31 60-61		Full
HR7	Responsible Procurement Practices	30-31		Full
HR8	Our Business Ethics Approach GRI Indicators Table	60-61 81	Private security services are provided by a third party. All security personnel are trained on human rights policy and legal obligations.	Full
HR9	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
HR10	Internal Audit and Internal Control Responsible Procurement Practices	20 30-31		Full
HR11	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
SO1	Respecting Biodiversity Our Contribution to Society	49 66-73		Full
SO9	Our Contribution to Society	66-73		Full
SO10	GRI Indicators Table	81	Negative impacts are measured and controlled. The systems are improved with preventive approaches (technological innovations, benchmarking studies, suggestion systems, etc.)	Full
SO2	Internal Audit and Internal Control GRI Indicators Table	20 81	During the reporting period 15% of our business units were audited.	Full
SO3	Our Business Ethics Approach	60-61		Full
SO4	Internal Audit and Internal Control Our Business Ethics Approach Internal Audit and Internal Control GRI Indicators Table	20 60-61 20 81	No incident regarding corruption has taken place during the reporting period.	Full
SO5	Our Stakeholders Our Contribution To Sectoral Practices	22-23 70		Full
SO6	Our Corporate Memberships GRI Indicators Table	74 81	No financial or in-kind contribution is made for political parties, politicians and related institutions.	Full
SO7	Our Corporate Governance Structure GRI Indicators Table	18 81	No incident regarding non-compliance with Competition Law has taken place during the reporting period.	Full
SO8	GRI Indicators Table	81	No significant fines were paid for non-compliance with laws and regulations during the reporting period.	Full
PR1	Our Value Chain Our Environmental Friendly Product and Services Our Customers Our Business Partners Innovation	27-29 51-53 31-32 32-33 34-37		Full
PR2	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
PR3	Our Customers	31-32		Full
PR4	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
PR5	Our Customers	31-32		Full
PR6	Our Value Chain Our Customers	27-29 31-32		Full
PR7	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
PR8	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full
PR9	GRI Indicators Table	81	No related incident has taken place during the reporting period.	Full

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.30-31; pp.60-61
Principle 2: make sure that they are not complicit in human rights abuses. abuses.	pp.30-31; pp.60-61

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	p.61
Principle 4: the elimination of all forms of forced and compulsory labour;	pp.60-61
Principle 5: the effective abolition of child labour; and	pp.60-61
Principle 6: the elimination of discrimination in respect of employment and occupation.	pp.60-61

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;	pp.40-53
Principle 8: undertake initiatives to promote greater environmental responsibility; and	pp.40-53
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	pp.40-53

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	p.20; pp.60-61
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Brisa Sabancı Lastik Sanayi ve Ticaret A.Ş. Energy Consumption, Carbon Dioxide Emission, Water Consumption, Training Hours, 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 Sabancı Lastik Sanayi ve Ticaret A.Ş. (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 2013 (until the fiscal year ended 31 December 2013) is reported (including the information as of 31 December 2013).

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 Izmit. 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 Table1.

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
Doğalgaz	8.250	kCal/m ³
Motorin	10.200.000	kCal/ton
LPG	27.000	kCal/m ³
Benzin	10.400.000	kCal/ton
Elektrik	860	kCal/kWh
Buhar	574.300	kCal/ton

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

Table 2. Energy and Greenhouse Gas Emissions Conversion Factors

Fuel / Material	Scope	Conversion Factors (kg/TJ)			Ref.
		CO2	CH4	N2O	
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

Carbon Dioxide Emission Rate (CO2emission 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 non-contact), cleaning, back-washing filters, irrigation, washing trucks, toilets and sinks and fire control.

Water consumption data is obtained from supplier invoices.

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

Training Hours

“Total Training Hours”, represent total hours of training (personal development, occupational safety, technical, on-the-job trainings, outdoor, orientation and etc.) that have been provided by the Company or any third party training institution to white and blue collar employees. Training hours represent all hours of training provided during the reporting year (the period between 1 January and 31 December).

“Number of Employees” represents total 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 number of employees is determined based on the information as of year-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 hour per person (Hour/Man) : Total training hour / Total Number of Employees

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

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.



Independent Limited Assurance Report

To the Directors of Brisa Sabancı Lastik Sanayi ve Ticaret A.Ş.

Introduction

We, Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş., a member of PricewaterhouseCoopers ("PwC Turkey"), have been engaged by the directors of Brisa Sabancı Lastik Sanayi ve Ticaret A.Ş. ("Brisa") to perform an independent limited assurance engagement in respect of Brisa's Sustainability Report 2013 (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 44, 47, 75 and 76 and 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 for the years ended 31 December 2013 and 2012 comprising the relevant production facilities and management units in Turkey (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 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 83, 84 and 85 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 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 works 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 theyears 2013 and 2012 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 the Selected Information for the years ended 31 December 2013 and 31 December 2012 is not prepared in all material respects in accordance with the Reporting Guidance.

Limitations

This report, including the conclusion, has been prepared for the Directors of Brisa as a body, to assist the Directors in reporting Brisa's sustainability performance and activities. We permit the disclosure of this report within the Brisa's Sustainability Report 2013, to enable the 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 2013 and 2012. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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 Günşel, SMMM Partner

Istanbul, 8 October 2014



Statement GRI Application Level Check

GRI hereby states that **Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.** has presented its report "Brisa Sustainability Report 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 12 September 2014

A handwritten signature in black ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because **Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.** has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 08 September 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

Report Consultant:

www.kiymetiharbiye.com

Limited Assurance Study:**Report Design:**

www.folkbca.com

Print:**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.