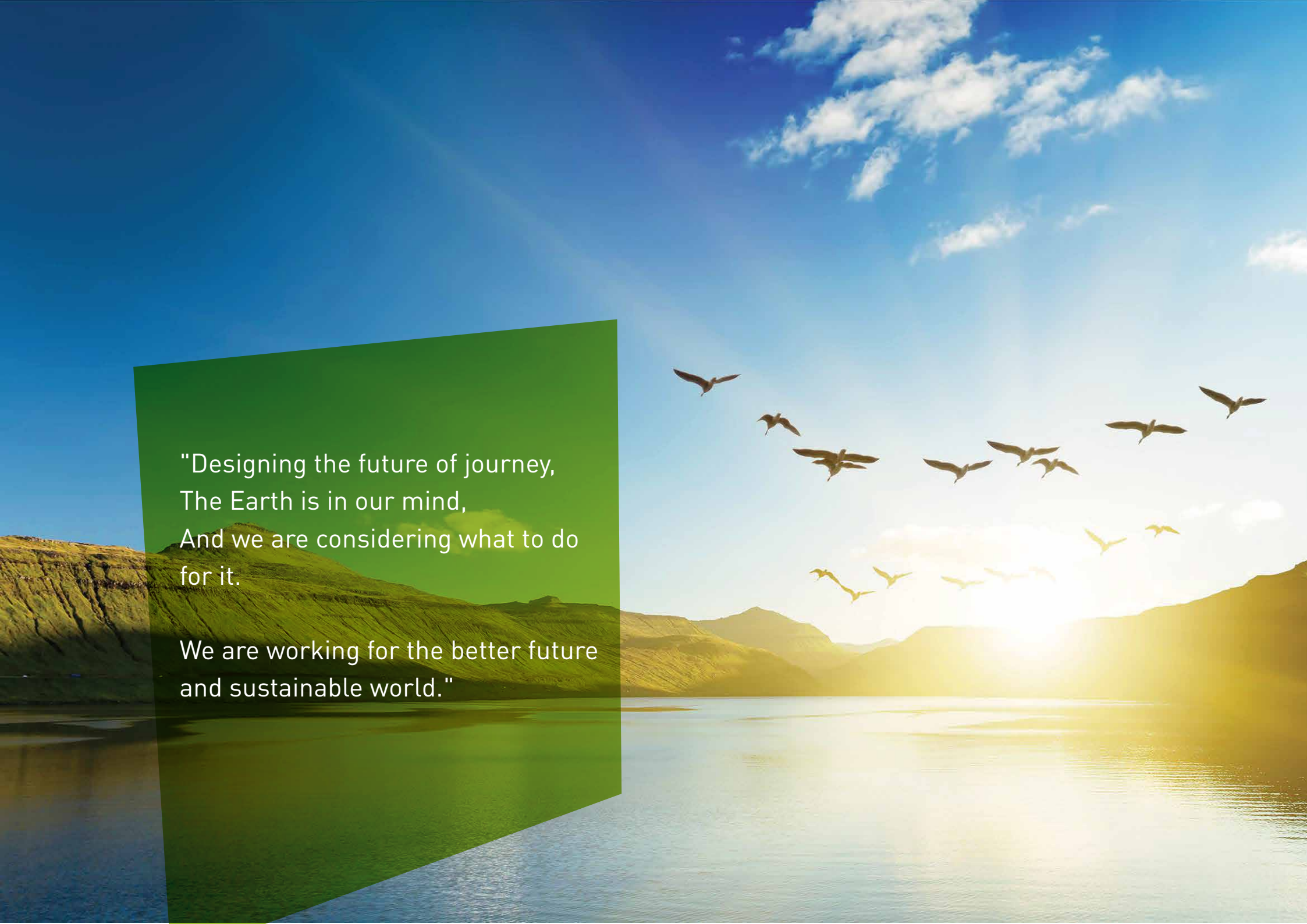


BRISA

# 2014 SUSTAINABILITY REPORT



A scenic landscape featuring a calm lake in the foreground, with mountains in the background. The sky is a vibrant blue with scattered white clouds. A bright sun is positioned on the right side of the horizon, creating a warm, golden glow. A flock of birds is captured in flight, scattered across the sky. A semi-transparent green rectangular box is overlaid on the left side of the image, containing white text.

"Designing the future of journey,  
The Earth is in our mind,  
And we are considering what to do  
for it.

We are working for the better future  
and sustainable world."

G4-18, G4-23, G4-28,  
G4-29, G4-30

# ABOUT THE REPORT

We have been transparently sharing with our stakeholders the social, economic and environmental impacts of our operations, alongside our managerial approach in related issues, realized performance results, and targets, through our sustainability reports, since 2012. In this report, we present to our stakeholders' views our sustainability performance between 01.01.2014 and 31.12.2014.

As of this reporting period, we will be preparing our Sustainability Report in accordance with the requirements of GRI G4 Standard. For this reason, we have conducted the preliminary preparations in advance of the reporting study by taking into consideration GRI G4 requirements. In the 2014 reporting period, in contradistinction to the previous reporting period, we have extended our scope by receiving independent external audits in the issues of the breakdown of the top management, employees, recruited and leaving employees included in the report by age, gender, status and contract type.

In the 2014 reporting period, we have reviewed the Materiality Matrix we have constituted in 2012 based on the Sustainability Survey Study and GRI Standard at workshops where relevant department representatives came together. Evaluating the data conveyed by stakeholders during one on one meetings with representatives and that acquired through standards and systems implemented within Brisa alongside this practice, we finalized the Materiality Matrix. We have built the roof for our report content in accordance with our priority issues revealed in result of this study.

Presenting our sustainability performance to our stakeholders in a transparent and accountable manner is of great importance to us. Stakeholder views are among the most important elements that assist us in this respect. You can communicate your feedbacks about our report at [sustainability@brisa.com.tr](mailto:sustainability@brisa.com.tr), in order to consistently improve our reporting performance.

# CONTENTS

**5 MESSAGE FROM THE CHAIRMAN OF THE BOARD**

**6-7 MESSAGE FROM THE CEO**

**8-9 MESSAGES FROM SUSTAINABILITY WORK GROUPS**

**10-15 ABOUT BRISA**

**16-26 SUSTAINABILITY JOURNEY**

17 Corporate Governance Structure

21 Sustainability Management

**27-37 VALUE CHAIN**

28 Customer Health and Safety during Product Lifecycle

30 Responsible Value Chain Practices

**38-44 INNOVATION AND CORPORATE ENTREPRENEURSHIP**

40 Brisa Innovation Portal

41 Idea Competition

**45-55 ENVIRONMENTAL APPROACH**

47 Energy and Emission Management

49 Efficient Use of Natural Resources and Less Waste

51 Respecting for Biodiversity

52 Environment Friendly Products and Services

**56-67 WORK LIFE**

58 Occupational Health and Safety Approach

61 Development Journey

65 Employee Rights

**68-74 SOCIETY RELATIONS**

69 Contribution to Traffic Safety

70 Contribution to Sectoral Practices

71 Contribution to Education and Sports



# 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."



**HAKAN BAYMAN**  
CEO

# MESSAGE FROM THE CEO

Dear Esteemed Stakeholders,

We regard our sustainability understanding, which we treat with all its economic, environmental and social dimensions, as an inseparable part of our corporate identity. We are sharing with you our third sustainability report, which we have published in accordance with Global Reporting Initiative (GRI) principles, covering our performance in related fields.

In 2014, the global tyre market was realized as 1,7 billion pieces, with a 4,5% growth on the basis of pcs as against 2013, thereby recording a total of 28% growth in the last 5 years. As for the Turkish tyre market, there was 1,5% shrinkage in 2014 as against the previous year. As Brisa, in spite of the shrinkage in the Turkish market, we have increased our Domestic Tyre sales by 5% in pieces, as against 2013, carrying it to the level of 6,4 million pieces. In 2014, we have increased our sales by 14%, net profit by 29% and we raised our total annual net sales revenue to the level of 1.693 million TL.

We are ranked 84th in the Fortune 500 Turkey's Largest Companies listing, 54th in ISO 500 list identifying the largest industrial institutions of Turkey, and 39th in "Turkey's Most Valuable Brands Survey" conducted by the international Brand Rating Institution Brand Finance, with a brand value of 133 million US dollars.

In 2014, with our "Brisa Strategy House" project, we were deemed worthy of the "Balanced Scorecard Hall of Fame for Executing Strategy" award, known in the international business world as the "Oscar of Strategy Management", endowed by Palladium Group, one of the world's leading strategy and technology consultancy, training and licensing institutions.

We make a tremendous effort to disseminate innovation and corporate entrepreneurship practices within the body of Brisa, we make use of the results we achieve to simplify our customers' lives. We take justified pride in having won the "Customer Oriented Service Innovation Award" at the Turkish Innovation Week, and "National Innovation Champion" award at the European Business World Awards competition as a result of this understanding, in 2014.

Since 1974 when our company was established, we have made approximately 920 million US dollars of investment. We started realizing the initial investment worth 300 million dollars at our Aksaray plant which we plan to engage in 2018. We aim to add an annual 4,2 million pcs to our production capacity and increase our total production capacity by 30% through our new facility.

An important component of our sustainability understanding is environmental sustainability. With the awareness of the environmental impacts of our operations, we desire to improve the performance results we achieve, with each passing period. In 2014, we reduced our carbon emission by 12,5% as against 2005; and we increased our energy savings twelvefold compared to 2008. We reduced our well water consumption by 52% as against 2008. In comparison to 2010, our domestic nonhazardous waste was reduced by 36%.

We maintain our leading position in the sector by reflecting our environmental sustainability understanding on our products and services. 28% of our passenger tyres consist of Ecopia and Greenways brand environment friendly tyres. We have also retreaded around 127.000 commercial tyres in the last year, through our rubber coating brand Bandag, thereby ensuring the reduction of wastes.

While successfully pursuing the process of transformation from a production-oriented industrial company into a customer-oriented innovation company, we design the future of our journey together with all our employees. In this direction, we care for creating value for our employees, increasing participation for new ideas and mutual growth through our strategy of "Become employer of choice".

In 2014, we have provided a total of 9.134 hours of training to 2.675 employees through Brisa MEC, 23.856 hours to 3.592 people through Brisa Academy, and 1.566 hours to 783 employees through our Occupational Safety Simulation Room practice. With the help of our innovation and corporate entrepreneurship practices, our employees have produced 300 ideas during the year.

Within the framework of Equality at Work and with the awareness of our social responsibility, we care about the participation of women in business life. We believe equality of opportunity to be at the basis of social sustainability and we produce projects for the equal and active participation of women in business life. In the year 2014, we have increased the number of our female employees by 37% as against the previous year.

With the awareness that our responsibility is for the benefit of all our stakeholders, we research, innovate, invest, work and produce for the human. We have implemented several practices in 2014 in the field of social sustainability, which is an important component of our sustainability understanding. We made an effort to enhance the social benefit we generate through practices and projects we realized. We mounted reflectors free of charge on a total of 4.010 trailers in 13 provinces for farmers and we also provided productive farming training to 7.500 farmers across Turkey. As part of the Yola Sağlam çık project, we have provided consultancy services for 2.281 heavy vehicle and long distance drivers. Brisapor team, who added new ones to our successes in the field of sports, won 138 medals during the year 2014.

I owe all our stakeholders, who stood by us through our journey of sustainability, a debt of gratitude and I commit to strive to improve our performance in the forthcoming periods.

Sincerely,

**Hakan Bayman**  
CEO

# MESSAGES FROM SUSTAINABILITY WORK GROUPS



Brisa Journey of Sustainability continues with our mission of “to provide superior values to society through sustainable growth”. We actualize the strategies we form in this context through the outstanding performance of our management systems and employees. We actively evaluate all our processes in order to determine the practices that will further improve our performance every term.

BRISA 2014  
SUSTAINABILITY  
REPORT

> MESSAGES FROM  
SUSTAINABILITY  
WORK GROUPS



# MESSAGES FROM SUSTAINABILITY WORK GROUPS

## TECHNICAL FUNCTIONS WORK GROUP

Reducing our environmental impacts with an awareness of global environmental risks figures among the main articles of our sustainability understanding. For this reason, we continuously assess our environmental impact as a responsible producer. We determine improvement points and set new targets. By evaluating the environmental impacts of our products and services during design processes, we try to also reduce environmental impacts in end-use processes. Our management systems, innovative products and services are our most significant strategic tools in reducing our environmental impact.

## SUPPLY CHAIN WORK GROUP

Aware that our commercial activities impact a large network of stakeholders, primarily our shareholders, suppliers and business partners, we work for the deployment of sustainability principles throughout all our value chain and we actualize pioneering practices. We manage the environmental, social and economic impacts of our products and services during their lifecycle, we make our investments and choices accordingly.

## MARKETING and SALES WORK GROUP

We regard structuring a safe and sustainable traffic environment as our primary social responsibility. With this responsibility, we focus on the issue of tyre and traffic safety in all our processes, from the improvement of our products and services to aftersales services. Alongside the training and awareness studies we implement in this regard, we generate added value for all our stakeholders and the society through social responsibility projects we develop in the fields of education, culture, arts and sport.

## SUPPORT FUNCTIONS WORK GROUP

We manage our resources efficiently by maintaining stakeholder participation in order to produce and distribute higher economic value. We carefully determine economic, environmental and social risks and opportunities of strategies that we developed in this direction and get competitive advantage. We consider our employees to be one of our most valuable resources, we design the future of our employees together through our practices enriching working life. We strive to offer a fair, safe and healthy working environment, we contribute to the knowledge and accumulation of our employees through training and development programs we organize. We observe the work-life balance of our employees, we organize activities that will raise their quality of life.

# ABOUT BRISA

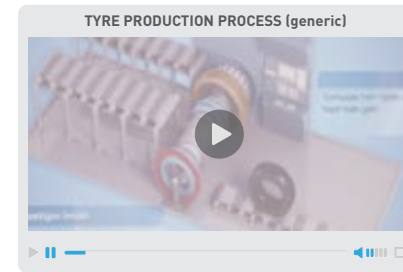
Brisa, established with the initiative of Sabancı Holding and its partners in 1974, started manufacturing tyres under the brand Lassa in 1978. In 1988, the company was named "Brisa" with an equal partnership realized between Sabancı Holding and the worldwide tyre industry leader Bridgestone Corporation. 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. Brisa, who signed a distributorship agreement with the worldwide leading battery brand Energizer in 2013, thereby extending its product range, developed a strategic business partnership with Authority Group, the innovative company of Turkish automotive and service industry, expanding its business volume.

Brisa, which has one of the largest tyre factories under a single roof worldwide, its Kocaeli production facility with an indoor area of 361.000 m<sup>2</sup> and an annual production capacity of 11 million pcs, is the 7th largest manufacturer of Europe. Together with the facility to be built in Aksaray for the production of passenger and light commercial vehicles, which is planned to be engaged in 2018, it is aimed for the total production capacity to be increased by 30%. The total amount of investment made to this day by Brisa, who provides direct employment to over 2,500 employees, has reached the level of 920 million US dollars.

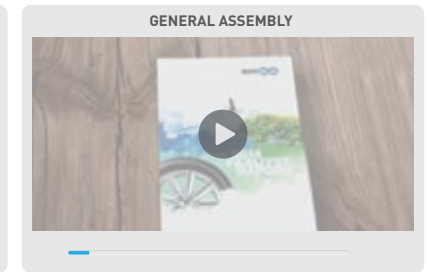
Brisa, which was on the 54th place in the ISO 500 list of the largest industrial institutions of Turkey in 2014, was ranked as the 39th in "Turkey's Most Valuable Brands Research" conducted by the International Brand Rating Institution Brand Finance, with a brand value of 133 million US dollars. Brisa's brand Lassa, which ranked 84th on the "Fortune 500 Turkey" list, is supported within the scope of Turquality, the brand support incentive provided by the Undersecretariat of Foreign Trade.

Brisa produces tyres for automobiles, light commercial vehicles, buses, trucks, agricultural and heavy construction equipment, at international standards according to safety and quality criteria, with its brands Bridgestone and Lassa. Brisa, who also imports and puts on the domestic market Firestone brand agricultural tyres, Dayton brand automotive tyres put on

market in 2014, and Bridgestone motorcycle tyres, delivers its products and services to vehicle owners at over 1.200 authorized sales points located all over Turkey. Brisa continues to grow in its export journey aiming for sustainability, with over 120 sales points under a Lassa Tyres signboard in 2014. Lassa brand tyres are sold in over 60 countries through distributors and local business partners. Brisa also sells original equipment products to automotive manufacturers including Renault, Toyota, Ford, Fiat, Honda, Mercedes Benz, BMC, Temsa, Isuzu, Otokar, Karsan, Türk Traktör, and MAN.



[Click here to watch.](#)



[Click here to watch.](#)

G4-04

## Services



## Non-Tyre Products



## Sales Channels



## Tyres



G4-07

## 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

We innovate your journey



**1,7 BILLION TL**  
YEAR 2014  
**OUR NET SALES REVENUE**

**920 MILLION USD**



TOTAL AMOUNT OF INVESTMENT  
REALIZED BY BRISA IN TURKEY



**958**

**NUMBER OF IDEAS**

COLLECTED AND ADDRESSED  
THROUGH BRISA INNOVATION  
TEAM STUDIES

**4**  
MILLION  
**NUMBER OF TYRES SOLD**  
BY BRISA ABROAD  
DURING 2014

**63**  
00000



LASSA BRANDS  
NUMBER OF  
COUNTRIES  
EXPORTED

**6,4**  
MILLION TL  
**NUMBER OF TYRES**  
SOLD BY BRISA  
IN TURKEY DURING 2014



**1.200**

NUMBER OF SALES  
POINTS WITH  
A SIGNBOARD

**%**  
**13**  
**OUR ENERGY CONSUMPTION**  
SAVINGS RATE  
FOR PRODUCTION  
PER TON SINCE 2008



**%**  
**12,5**  
**OUR TOTAL CO2 EMISSION**  
REDUCTION  
RATE FOR PRODUCTION  
PER TON  
SINCE 2005



**%**  
**52**  
**OUR WELL WATER**  
CONSUMPTION  
SAVINGS RATE  
SINCE 2008



**NUMBER OF EMPLOYEES**



**2.537**

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

**43.630**

**40,54** 

**AVERAGE HOURS OF ANNUAL TRAINING**  
FOR OUR  
EMPLOYEES

**NUMBER OF LOCAL SUPPLIERS**

**1.500**

**NUMBER OF WORK-RELATED FATALITIES**

**0**

# AWARDS WE RECEIVED DURING THE REPORTING PERIOD



## Award for Successful Strategic Management

Our "Brisa Strategy House" project which enables Brisa to manage its strategies more actively and employees to add value to corporate targets on the beam, was deemed worthy of the "Balanced Scorecard Hall of Fame for Executing Strategy" which is known as the "Oscar of Strategy Management" in the international business world and awarded by one of the world's leading strategy and technology consultancy, training and licensing institutions, Palladium Group.



## LACP (League of American Communications Professionals) Vision Award"

Our 2013 Sustainability Report was ranked 21st among the 50 best reports in the world and qualified to receive the "Gold Award" in the category of "Sustainability Report" at the LACP Vision Awards which was joined by participants worldwide with their reporting studies.



## Customer Oriented Service Innovation Award

We were deemed worthy of the "Customer Oriented Service Innovation Award" at the Turkish Innovation Week with our mobile sales point concept Bridgestone Box, which we developed in 2014.



## National Innovation Award

We were elected National Champion in the category of Innovation at the European Business Awards Competition which was organized for the 8th time this year and is considered one of the most prestigious awards of Europe. Brisa was selected Turkish National Champion from among approximately 24.000 companies participating from 33 countries across Europe and therefore was included in the top 2% in terms of innovation.



## Third Prize in Innovation Resources at "InovaLig"

We were deemed worthy of the third prize in the category of Innovation Resources with our innovation approach and corporate entrepreneurship model at "InovaLig" innovation awards organized within the scope of the Turkish Innovation Week, under the initiative of the Turkish Exporters' Assembly and in collaboration with the international management consultancy firm A.T. Kearney. Thereby, Brisa ranked among the 15 most innovative companies of Turkey.



## Game Changers Turkey Award

Our Profleet service, which brings together fleet management solutions under a single roof, qualified to receive the "Game Changers" award in the category of "Change Your Relationship" at "Game Changers Turkey" awards, which was organized for the first time in Turkey in the context of the 15th Marketing Summit.



## Honorary Mention Award at Awwwards

'Profleet.com.tr' microsite that was developed for our Profleet platform was considered worthy of the Honorary Mention Award by Awwwards, one of the world's most prestigious award mechanisms which awards innovative and creative website designs.



## Market Orientation Award

We won the first prize at Sabanci Golden Collar Awards with the "Non-Tyre Products" project thereby rising to the top for the third time in the category of "Market Orientation".

# AWARDS WE RECEIVED DURING THE REPORTING PERIOD



## ISCSI Sustainable Project Award

We were entitled to the “Most Sustainable Project” award at the International Supply Chain Summit Istanbul (ISCSI), which was organized for the first time in 2014 and joined by supply chain managers with their projects.



## “Tripin” application in the “Most Favorite Startups” List

We succeeded in ranking on the 7th place in the “100 Most Favorite Startups 2014” list, which was the cover story of Turkishtime Magazine in its July issue, with our “Tripin” application which is the first social travel platform of Turkey. Tripin stood out as the only corporate entrepreneurship project among all the startups in the list.



## Risk Management Award

We received the “Highly Commended” award in the category of “Enterprise Risk Management Strategy of the Year” at the “Risk Management Awards” organized by CIR Magazine internationally, for the 5th time this year.



## Investing in People” Award

We reinforced our success by getting the “Investing in People” award in Sabancı Gold Collar Award Ceremony Sabancı in second time.



## Oyak Renault Subsidiary Industry Achievement Award

Our company was deemed worthy of the 2103 OSD Subsidiary Industry Achievement Award by Oyak Renault A.Ş., in consequence of evaluations made in the fields of quality and delivery reliability, cooperation in technology development, and accurate price positioning.



## “Equality at Work” Award

We won the big award in Sabancı Gold Collar “Equality at Work” category in which projects and action towards the participation of women in business life are determined.



## MediaCat Felis Best Reputation Management and Communication PR Award

We came in first in the category of Best Reputation Management and Communication PR with our 360 degrees communication works conducted for our 25th foundation anniversary at the MediaCat Felis Awards Ceremony organized Istanbul Congress Center within the scope of Brandweek.



## “Creating Value” Award

We won honorable mention in Sabancı Gold Collar “Creating Value” category that is biggest award and given to the company with highest success.



# 1 SUSTAINABILITY JOURNEY

**With the awareness that becoming one of the pioneering companies in the field of sustainability is possible through our stakeholders, we continue with firm steps our sustainability journey which includes all our stakeholders, primarily our employees.**

In this journey, particularly the global accumulation of Bridgestone Corporation and the national experiences of Sabanci Holding, as well as our corporate policies, strategies, processes, projects and international standards shed light on our way. By means of this whole structure, we form sustainability strategies, plan our action and continue ensuring the integration of all our employees with their participations in all our processes on our journey which we continue with the mission of "to provide superior values to society through sustainable growth".

BRISA 2014  
SUSTAINABILITY  
REPORT

## > SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- DEVELOPMENT REPORT



The number of **our corporate memberships**



Won the "Balanced Scorecard Hall of Fame for Executing Strategy" award with our **Brisa Strategy House.**



Organized our **Sustainability Strategy Workshop**



Prepared our **Climate Change Risks and Opportunities Report.**



Repeated the benchmarking study that **evaluates our corporate performance in sustainability.**



**Number of awards** we won with our various products, services and approaches



**11/61**  
We completed the inspections of **11 business processes out of 61** in our audit system.



Won the "Highly Commendable" award in the category of "Enterprise Risk Management Strategy of the Year".





G4-34, G4-35, G4-36,  
G4-38, G4-39, G4-42,  
G4-44, G4-S04

BRISA 2014  
SUSTAINABILITY  
REPORT

SUSTAINABILITY  
JOURNEY

> CORPORATE  
GOVERNANCE  
STRUCTURE

- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- DEVELOPMENT REPORT

We manage sustainability in accordance with our strong corporate structure and practices. Our Executive Board reviews and assesses our sustainability performance in its economic, social and environmental dimensions.

We determine and evaluate risks and opportunities in issues of sustainability through the works of our sustainability work groups and process owners. By evaluating all these approaches within the scope of Risk Management and Internal Control, we strengthen our corporate governance structure. We ensure the dissemination of our sustainability and ethic understanding across our stakeholders in our value chain by developing our practices.

We aim to form a Policy for Combating against Corruption and Bribery and to announce the policy to all stakeholders through our official website, in 2015.

## CORPORATE GOVERNANCE STRUCTURE

### OUR CORPORATE GOVERNANCE UNDERSTANDING,



One of the most significant building stones of our constant development and institutionalization oriented working culture is our strong corporate governance understanding based on the principles of transparency, fairness, responsibility and accountability. We ensure the sustainability of our activities in light of modern management principles, observing top level national and international standards, through the importance we attach to fair competition and legal compliance.

We believe the importance we attach to fair competition to consolidate our reputation. In accordance, we consider it every employee's individual responsibility to comply with the rules of the Competition Law.

The management structure of Brisa consists of a system involving a Board of Directors and an Executive Committee. The positions of CEO and Chairman of the Board of Directors are occupied by different individuals. Our Board of Directors, which is elected by the General Assembly, consists of 11 members, of which 3 have executive duties and 2 are independent.

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

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



**Prof. Dr. Robert Kaplan and  
Prof. Dr. David Norton**  
Palladium Group

### Balanced Scorecard Hall of Fame for Strategy Execution

Brisa achieved and sustained breakthrough performance through use of the Strategy Management System that we developed in 1990s and won the Palladium Balanced Scorecard Hall of Fame® award, a prestigious global honor awarded to a very limited number of elite organizations. Brisa's commitment to sustainability is captured in its mission statement, which is translated into corporate strategic objectives such as "Create the Brisa way of sustainability" and "Green product lineup and improve eco performance." Sustainability is considered central to Brisa's Strategy House and has become a part of the company's DNA. Brisa has set as a priority, "to add value to the environment with methods that accord with nature's balance," as part of its investments for a livable world.





G4-2, G4-14, G4-15,  
G4-43, G4-45, G4-46,  
G4-47, G4-EC2

## BRISA 2014 SUSTAINABILITY REPORT

### SUSTAINABILITY JOURNEY

- CORPORATE  
GOVERNANCE  
STRUCTURE

#### > Risk Management

- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- **DEVELOPMENT REPORT**

# Risk Management

The works in the direction of our risk management program, whose end goal is to ensure the sustainability of our products, services, operation, people, reputation, and financial power and to create the highest value for our stakeholders, involve the areas of financial, strategic, operational and compliance risks. Brisa Board of Directors has responsibility at the highest level concerning the establishment and maintenance of an effective risk management system. The Committee for the Early Determination of Risk, selected from among members of the Board of Directors, reports to the Board of Directors bimonthly, in light of the information received from the Risk Management Department. In this report, it makes situation assessments for critical risks as well as evaluating the efficiency of the risk management system of the company once a year. We base the structuring and execution of our risk management system on ISO 31000 and other international standards.

We have a systematic risk management structuring through proactive approaches. For this reason, we assess global risks as effectively and presciently as corporate and sectoral risks, we take measures concerning the business results they will create.



Prepared our  
**Climate Change  
Risks and  
Opportunities  
Report.**

In 2014, we conducted a study, where the impacts, risks and opportunities of climate change and of its consequences for the business world and BRISA were evaluated,

under the coordination of the Risk Management Department. In the study, we have determined that risks and opportunities mostly revolve around the issues of energy and water resources, product and customer needs and supply chain by taking into consideration the strengths and areas of improvement of Brisa as well as its sector, product and operations.

During the study, short, mid and long term strategy proposals concerning the determination of roles and responsibilities for related sustainability work groups within the company; close monitoring of water and energy consumption indicators and rehabilitative projects by the senior management; increasing relations with public authorities and regulatory institutions concerning environmental regulations; creating a synergy among the main partners, business partners and other companies; identification of environmentalist approaches and objectives about the

products sold and the energy consumed were discussed at the senior executive meeting in order to avoid risks and seize opportunities that might occur as a result of the climate change and the process of transition to low carbon economy. In consequence, it was decided that the study be detailed and disseminated throughout the corporation in 2015, and transformed into a platform where all related projects and works will be periodically evaluated by the executive team.



**Cumhuri Bilgili, PhD**  
Brisa – Risk Management Manager

#### Corporate Risk Management

Looking at the constituents at sustainability, one can see how strongly they are connected to the concepts of corporate risk management.

We might say that concepts such as business continuity, compliance, reputation, liquidity, profitability and growth that fall within the scope of risk management in our company, are also the requirements of sustainable growth.

Foreseeing that the resources we make use of in our business processes might be exhausted in the future or become more difficult to obtain thereby increasing the costs, we are aware that creating innovative solutions for these risks ahead of time is essential for our company to subsist and grow reliably.

We will continue to minutely determine and analyze in detail the risks and opportunities created by the strategies we plan, for us and all our stakeholders, in order for our company to take the right steps in its sustainability journey.



## BRISA 2014 SUSTAINABILITY REPORT

### SUSTAINABILITY JOURNEY

- CORPORATE  
GOVERNANCE  
STRUCTURE

### > Risk Management

- Internal Auditing and  
Internal Control
- SUSTAINABILITY  
MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities  
According to  
Stakeholder Groups

### - DEVELOPMENT REPORT

## Brisa Corporate Compliance Policy

We plan for Brisa Corporate Compliance Policy, which includes the support and commitments of the senior management, to come into force with the approval of the Executive Committee", in 2015. With this policy; we aim to ensure that all employees are focused on legal compliance and related risks alongside their performance in their daily work, by integrating the framework of compliance management into corporate strategies and corporate culture. By this means we aim at contributing to the sustainable development of the company and creating value. We plan for compliance principles such as fair competition, honest behavior in business relations, avoiding corruption, adopting the principle of sustainability, working in accordance with the laws of foreign trade, protecting equality of opportunity in equity purchases and sales, keeping straight records and transparent financial reporting, fair and respectable working conditions, preserving the profit we gain from our business and respecting the legally recognized rights of others, avoiding any violation of others' property rights, distinguishing corporate and personal profits, cooperating with public and other regulatory authorities to be included in the policy.



Won the  
"Highly Commendable"  
award in the category of  
"Enterprise Risk  
Management Strategy  
of the Year".

### International Award for Brisa

We were considered worthy of the "Highly Commended" award in the category of "Enterprise Risk Management Strategy of the Year" at the competition that was organized on a global scale by CIR Magazine (Continuity, Insurance & Risk - UK), in November 2014.





G4-57, G4-58, G4-HR9,  
G4-S03, G4-S04,  
G4-S05



## Internal Auditing and Internal Control

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

We execute internal auditing and internal control activities through the agency of the Audit Committee within the body of our Board of Directors. Besides, Internal Auditing Department reporting to Board of Directors works for the continuity of internal audit and internal control mechanism. The Audit Committee and our Internal Auditing department assess the internal auditing system at periodic meetings they hold and present their findings to the Board of Directors."



# 11/61

We completed the inspections  
of **11 business  
processes out  
of 61** in our audit system.

The processes to be audited throughout the year are determined by reviewing related risks on an annual basis. We have audited 9 business processes in 2013 and aimed to complete the auditing of 18% of our processes in our auditing system in 2014. We have realized this target in 2014 by auditing 11 business processes out of 61. We have also taken into consideration human rights issues in the process audits we conducted and we completed related works. In 2015, we aim to conduct the audits of 10% of our business processes, reaching the level of 43% in total.

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

### SA-ETIK Business Ethics Guidelines

Opposing corruption and bribery is one of the primary responsibilities of Brisa, as well as the whole business world, to the society and humanity. While we show our sensitivity in related issues during the internal auditing and internal control works we conduct throughout the year, we accept Sabanci Group's SA-ETIK guidelines as our principal guide.

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

BRISA 2014  
SUSTAINABILITY  
REPORT

SUSTAINABILITY  
JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- > **Internal Auditing and Internal Control**
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- **DEVELOPMENT REPORT**



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

# SUSTAINABILITY MANAGEMENT

We consider sustainability to be an inseparable part of our primary business processes. For this reason, we constitute our corporate strategies within the perspective of sustainability, we support them with our management practices, and we realize all our business processes in accordance. By ensuring that the business results we achieve are evaluated from the viewpoint of sustainability, we plan and implement all the improvements in our processes in this direction.

We recognize the experiences of Bridgestone Corporation and Sabanci Holding to be among our principal guides in actualizing and reflecting our sustainability approach on our processes. We deliver our sustainability performance by making use of these experiences together with national and international standards and our corporate policies and strategies. In this regard, we assessed our sustainability performance in 2014 through benchmarking studies we conducted, we determined necessary action

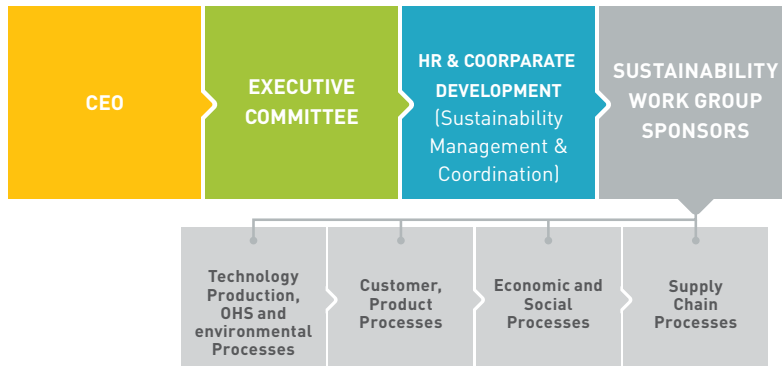


Repeated the benchmarking study that **evaluates our corporate performance in sustainability.**

points and pursued evaluation works with relevant departments. Through all these practices, sustainability has become an ensemble of practices increasing in significance within our corporate strategy.



We continued our Brisa Strategy House and Brinsan Human Resources Portal practices, aimed at the actualization of our sustainability practices and their appropriation by our employees, in the year 2014.



**Murat Ayan**  
Brisa – Management Systems Manager

### Sustainable Future

A sustainable future is guaranteed through forming a strong economic structure coherent with nature and society, with the participation of our stakeholders. In this direction, we treat

economic, environmental and social difficulties as intertwined and related; we determine the direction of our sustainability approach with a long termed perspective.

We strive to begin thinking with sustainability, in all our work. We raise awareness in this issue through works such as Sustainable Change Conference, Sustainability Day, Green Office practices and “Our sustainability journey” orientation program and we turn sustainability into a corporate culture.

We have reviewed our Sustainability Management process by taking stakeholder feedbacks into consideration and based on our benchmarking studies. In 2015, we plan to form our improvement road map and to increase our training works aimed at our stakeholders. We continue to grow in this journey and to take responsibility for a sustainable future.



The number of **our corporate memberships**



**16** Number of awards we won with our various products, services and approaches

BRISA 2014 SUSTAINABILITY REPORT

SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- > **SUSTAINABILITY MANAGEMENT**
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- **DEVELOPMENT REPORT**



G4-49, G4-50

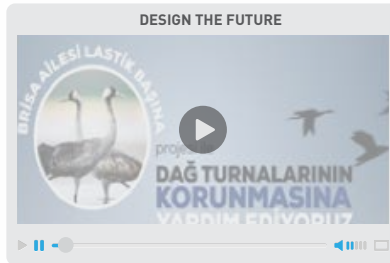


### Organized our Sustainability Strategy Workshop

### Sustainability Strategy Workshop

We have organized our Sustainability Strategy Workshop with the participation of all our top management, in order to assume a leading role in sustainability works and review our strategies.

We have reviewed existing sustainability strategies through current situation analysis and 2030 the world of the future scenario study and we determined new strategies. We completed our study by correlating sustainability priority areas with strategy maps.



[Click here to watch.](#)



[Click here to watch.](#)

### BRISA 2014 SUSTAINABILITY REPORT

#### SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- > **SUSTAINABILITY MANAGEMENT**
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- **DEVELOPMENT REPORT**





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

## BRISA 2014 SUSTAINABILITY REPORT

### SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- > **Stakeholders**
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups
- **DEVELOPMENT REPORT**

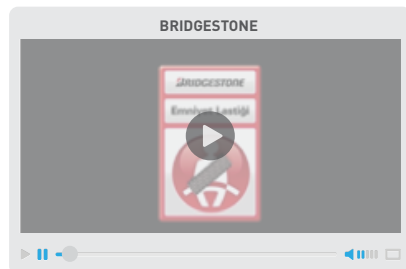
# Stakeholders

We consider the expectations and views of our stakeholders to be an important component in order to further improve our sustainability performance. As a result of this understanding, when conducting our operations we receive the views of relevant stakeholders for consideration through stakeholder dialogue channels we have formed according to practical necessities. We systematically evaluate the expectations and views acquired through stakeholder dialogue channels at the Executive Committee and interdepartmental meetings which we regularly hold.

Alongside our management practices, we have the opportunity to get together with our stakeholders on various platforms within the scope of sectoral associations and we receive the expectations and feedbacks of our stakeholders.

We are receiving valuable feedbacks from our stakeholders concerning sustainability issues in our country's business world through works within the body of Business World and Sustainable Development Association, where our CEO was recently tasked with presidency. We meet the demands conveyed by public institutions and participate in technical workshops within the body of the Tyre Subcommittee (LAK), of which we carry out the presidency, operating within the body of the Ministry of Science, Industry and Technology. Besides, we also participate in Tyre and Life Safety workshops within the body of the Ministry of Transportation, Maritime Affairs and Communication. We regularly attend European Tyre and Rim Technical Organization (ETRTO) and European Tyre and Rim Manufacturers' Association (ETRMA) meetings concerning tyre regulations as a full member.

In the reporting period, we had many opportunities to get together with our employees and business partners who hold an important place among our stakeholders, on different platforms. We aim to ensure the dissemination of our strategies, sustainability accumulation and understanding by strengthening our communication channels and to actively collect the expectations and feedbacks of our stakeholders.



[Click here to watch.](#)

LASDERLAK  
ETRTO

## COMMUNICATION WITH OUR STAKEHOLDERS

	<b>Sabancı Employees</b> Sabancı Extranet, Media, Brisa Blog
	<b>Employees</b> Corporate Website, Social Media, Brisa Academy, Mailing List, Sabancı Extranet, Media, Brisa Blog, Corporate Social Responsibility (CSR) Activities, Corporate and Financial Communication, E-Newsletter
	<b>Media</b> Corporate Website, Corporate Social Responsibility (CSR) Activities, Advertising and Marketing Studies, Interview and Talks
	<b>Investors</b> Corporate Website, Corporate and Financial Communication, Financial Reports, Investor Presentations, Financial Performance Reports
	<b>Local Community</b> Corporate Social Responsibility (CSR) Activities, Donations and Sponsorships, Annual Reports
	<b>NGOs</b> Corporate Website, Various Memberships, Joint Projects
	<b>Universities</b> Corporate Website, Scholarships and Training Opportunities, Sponsorships and Supports
	<b>Business Partners</b> Corporate Website, Social Media, E-Academy, Media, Brisa Blog, Corporate and Marketing Communication, Performance Magazine, Brisa Academy, Dealer Meetings
	<b>End Users</b> Corporate Website, Social Media, Sabancı Extranet, Media, Brisa Blog, Corporate Social Responsibility (CSR) Activities, Advertisement and Marketing Studies
	<b>Customers</b> Meetings and Conferences, Annual Reports
	<b>State Institutions</b> Government Audits, Annual Reports, Meetings and Conferences
	<b>Suppliers</b> Face to Face Meetings, Annual Reports, Suppliers Audits
	<b>Potential Members of Brisa</b> Corporate Website, Social Media



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

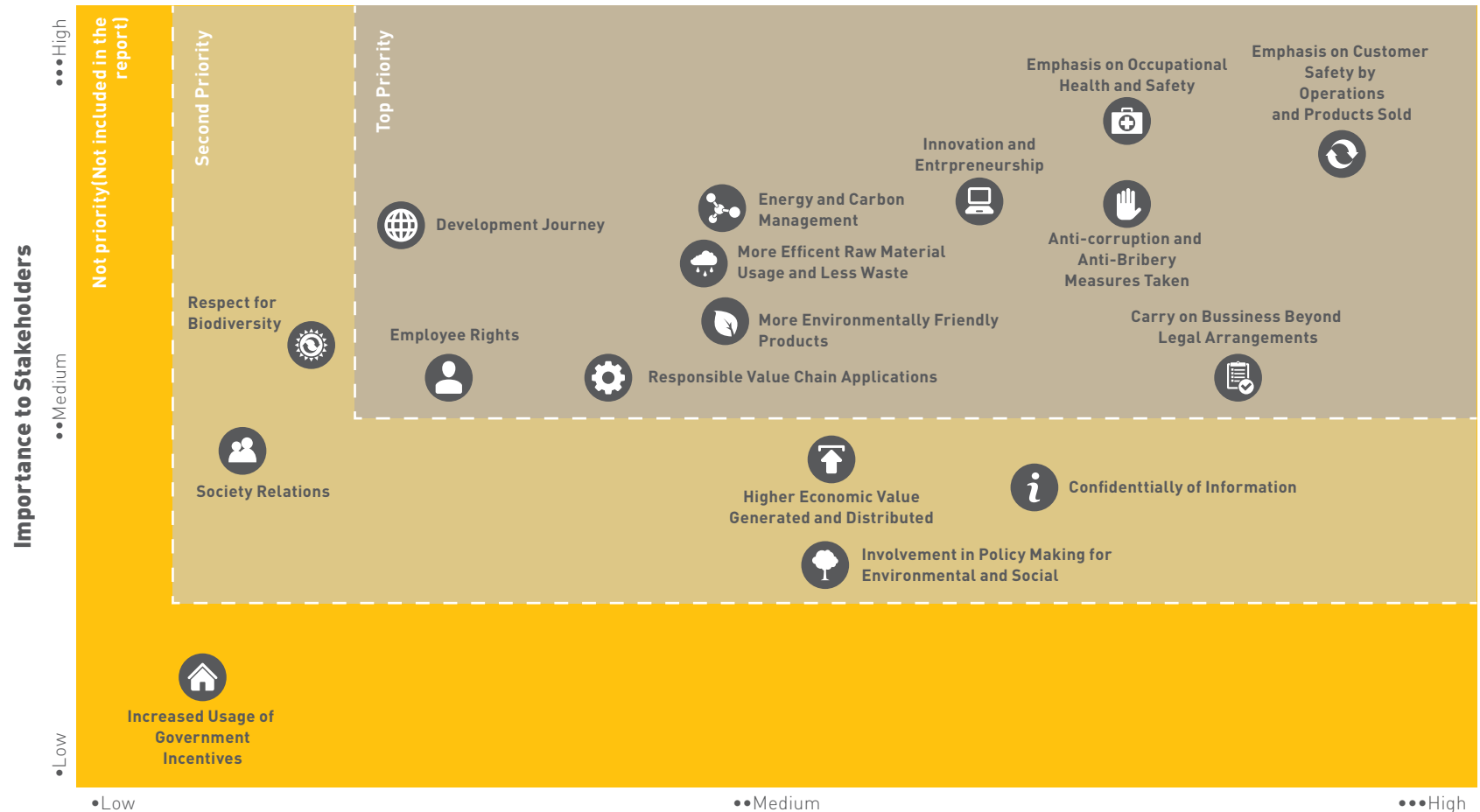
# Priority Issues M

We review our sustainability materiality matrix, which emerged in the context of our first sustainability reporting in 2012, in every reporting period through Sustainability work groups. Detailed studies such as the assessment of existing corporate strategies in view of sustainability, positioning analysis comparing sustainability priorities with sector dynamics and competitors, identification of stakeholders, determination of risks and opportunities provide the basis for this approach.

We identify our stakeholders by carrying out evaluations in the economic, social and environmental dimensions and with a three layered perspective.

By reviewing the reciprocal impacts of Brisa and stakeholder groups on each other's performances and probable future impacts within all three dimensions of sustainability, we provide input for our prioritization studies.

In our 2014 study, we reviewed our priority issues in workshops and one on one meetings realized with Sustainability work groups and department representatives. Our Priority issues matrix shaped as a result of these studies and the breakdown of these issues by internal/external stakeholder groups/processes are as follows:



## BRISA 2014 SUSTAINABILITY REPORT

### SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders

### > Priority Issues

- Sustainability Priorities According to Stakeholder Groups
- DEVELOPMENT REPORT





G4-20, G4-21

**BRISA 2014  
SUSTAINABILITY  
REPORT**
**SUSTAINABILITY  
JOURNEY**

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues

**> Sustainability Priorities  
According to  
Stakeholder Groups**
**- DEVELOPMENT  
REPORT**

# Sustainability Priorities According to Stakeholder Groups

Issues	Executive Board	Customers	Business Partners	Employees	Suppliers	Local Managers
Emphasis on customer health and safety during product lifecycle	●	●	●	●	●	●
Emphasis on occupational health and safety	●		●	●	●	●
Anti-corruption and Anti-bribery Measures Taken	●	●	●	●	●	●
Carry on Business Beyond Legal Arrangements	●		●	●	●	●
Efficient use of natural resources and less waste	●	●	●	●	●	●
Energy and carbon management	●	●	●	●	●	●
More environmentally friendly products	●		●	●	●	●
Confidentiality of Information	●					●
Higher Economic Value Generated and Distributed	●		●	●		
Employee rights	●	●	●	●	●	●
Involvement in Policy Making for Environmental and Social Protection	●					●
Respect for biodiversity			●		●	●
Responsible Value Chain Applications						●
Society Relations	●		●			●
Development journey		●	●	●	●	●
Innovation and entrepreneurship	●	●	●	●		
Increased Usage of Government Incentives						



## DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
We aimed to be an international example of best practice with Brisa Strategy House,	●	Our Brisa Strategy House practice was deemed worthy of the "Balanced Scorecard Hall of Fame for Executing Strategy" award endowed by Palladium Group, one of the leading strategy and technology consultancy, training and licensing institutions worldwide.	We aim to render the connection between corporate strategies and individual business plans more effective through our project of integrating Brisa Strategy House and Brinsan – Human Resources Portal,
To complete the audits of 18% of our business processes in our auditing system,	●	We audited 11 out of our 61 business processes in 2014. (%18)	To complete the auditing of 10% of our business processes in our auditing system,
To increase the share of benchmarking studies in our sustainability strategy,	●	We increased the share of benchmarking studies and stakeholder feedbacks in our corporate development project, Sustainability Management and other business processes.	To publish the Brisa Corporate Compliance Policy,
To form more systematic methods for enhancing communication and stakeholder	●	We conducted several focus group studies with small groups. Our works for creating more systematic methods for enhancing communication and stakeholder participation continue.	To structure a Policy for Combating against Corruption and Bribery, to announce the policy to all stakeholders through our official website,
			To continue our works for enhancing communication and stakeholder participation,
			To assess our relevant processes by taking ISO 26000 standard as basis,
			To create an enhancement roadmap in order to improve the Sustainability Management process.

● Completed ● In Progress ● Incomplete

### BRISA 2014 SUSTAINABILITY REPORT

#### SUSTAINABILITY JOURNEY

- CORPORATE GOVERNANCE STRUCTURE
- Risk Management
- Internal Auditing and Internal Control
- SUSTAINABILITY MANAGEMENT
- Stakeholders
- Priority Issues
- Sustainability Priorities According to Stakeholder Groups

#### > DEVELOPMENT REPORT





# 2 VALUE CHAIN

We design the best journey ahead together with our stakeholders. We consider creating added value for all the components of our value chain to be among our primary tasks.

We manage the lifecycle of our products and services spanning from raw material supply to end users in accordance with the objectives of minimal environmental impact and positive economic impact. We regard creating healthy, safe and dignified working conditions for employees in all stages of our value chain as one of our major duties.

BRISA 2014 SUSTAINABILITY REPORT

> VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- Responsible Supply Chain Practices
- DEVELOPMENT REPORT

**% 38** Rate of local supply



**43.630** Number of customers who participated in our **Customer Satisfaction Survey**



Acquired the **ISO 27001 Information Security Management System** certification.

**4,8 DAYS** Our Guarantee Examination and Reply Time



Provided 384 man\*hour of **Suru-Raku training** to 24 employees.



**1.200** Number of Sales Points with a signboard

**DAYTON**  
We put our **DAYTON** brand on market.

Actualized our **Bridgestone Box service.**



Provided a total of **15.500 hours of training** to **1.964 employees** of our business partners at Brisa Academy



We were awarded in the branch of **"Most Sustainable Project"** in the Supply Chain.



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

We manufacture our products so as to meet the quality, safety and health expectations of our stakeholders. We conduct our operations with the awareness of the responsibility we bear in all the stages of the product lifecycle.

We get together with our business partners and our customers on different platforms. We improve our products and services throughout our value chain by receiving the expectations and feedbacks of our stakeholders.

## CUSTOMER HEALTH AND SAFETY DURING PRODUCT LIFECYCLE

We act with the purpose of introducing our products into the market with highest existing safety standards. We constantly conduct improvement and development works regarding product safety. Our product responsibility understanding is one of our most important social commitments. In this regard, we implement product quality management at standards determined above legal requirements.

We offer our customers safe, robust and high quality products as well as services with high added value; we share information regarding the health, safety and environmental impacts of our products with our customers. We regularly inform the Ministry of Environment and Urbanization concerning

Acquired the  
**ISO 27001**  
**Information Security**  
**Management**  
**System** certification.

the raw materials we use in production, in accordance with the Regulation Concerning the Inventory and Control of Chemicals. We hold ISO 14001, ISO TS 16949, TS EN ISO-IEC 17025, ISO 9001, TSE EN ISO 9001, TS EN ISO 10002, OHSAS

18001 and ISO 27001 management systems certificates.

We consider the accurate and complete informing of our customers regarding our products and services to be among the most significant components of our business manner. We conduct studies to offer our customers safe tyres with a low noise level that are efficient in fuel consumption.

Within the scope of the Tyre Labeling System which entered into force in 2012 within the framework of the law of harmonization code of the European Union, tyre performance is evaluated under 3 main criteria, namely fuel efficiency, wet grip and exterior noise; customers are informed in the issues of environmental sensitivity and safety performance on product labels. We attach a high level of importance to other labeling criteria that are left out in these criteria which reflect 30% of tyre performance in terms of environmental responsibility and driving safety.

**%30'LA YETİNMEYİN!**

Lastik etiketleri, dengeli bir performans için gerekli olan bilgilerin sadece %30'unu göstermektedir. Emniyetli bir sürüş adına gerekli olan tüm kriterler için Yetkili Satış Noktalarımıza danışın.

**-5** DİŞ SES

**-10** YAKIT VERİMLİLİĞİ

**-15** ISLAK ZEMİN FREN MESAFESİ

**BRIDGESTONE** **LASSA**

BRİSA 2014  
SUSTAINABILITY  
REPORT

VALUE CHAIN

> **CUSTOMER HEALTH  
AND SAFETY  
THROUGHOUT THE  
PRODUCT LIFECYCLE**

- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- Responsible Supply Chain Practices
- **DEVELOPMENT REPORT**





G4-EN27, G4-PR1, G4-PR3

BRISA 2014  
SUSTAINABILITY  
REPORT

VALUE CHAIN

- > **CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE**
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- Responsible Supply Chain Practices
- **DEVELOPMENT REPORT**

In order to ensure a balanced performance, we focus on over 50 performance criteria within the framework of product responsibility and we produce tyres that suit driving requirements and have a balanced performance. In the reporting period, there was no case resulting from noncompliance with legal requirements regarding product labeling.

## Wet Grip

We improve the label values indicating the wet ground stopping distance parameter, besides the new products we develop and the product improvements we realize in consumer goods, and we attach great importance to driving safety.

In this way, we increase the share of our products with a label value of “C and over” for this parameter, in our sales portfolio. We have realized an improvement of 5,8% in this field, as against the previous year.

WET GRIP				
Passenger vehicle products	Share in domestic replacement market sales			
Label value	2012	2013	2014	2015 Target
C and over	%69,5	%68,5	%72,5	%78,5
E-F-G	%30,5	%31,5	%27,5	%21,5

We conduct all our marketing activities as a responsible seller. We direct our consumers correctly by describing our products and services to the consumer in the most accurate, direct and clear way and we take great care to avoid a deceptive atmosphere.





# RESPONSIBLE VALUE CHAIN PRACTICES

We implement responsible value chain practices in accordance with our objective of disseminating our sustainability understanding throughout our value chain; we conduct activities based on the expectations of our stakeholders, effective supplier communication and competitive advantage.

We support the sustainable development of our operational geography through responsible value chain processes, we take important steps for perfect customer experience through innovation processes that are an important part of our corporate culture. We continue accompanying the development of our business partners, we create a difference in our industry through innovative practices we developed for customer satisfaction. We take stakeholder communication and participation as a basis in all value chain processes, we manage the social, environmental and economic impact areas created by our activities together with our stakeholders.



BRISA 2014 SUSTAINABILITY REPORT

VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- > RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- Responsible Supply Chain Practices
- DEVELOPMENT REPORT



**Fatih Tunçbilek**  
Brisa – Supply Chain Management Director

### Sustainability in the Value Chain

We are aware of the significant impact of value chain practices on sustainability management. We strive for the dissemination of the sustainability approach across our value chain in order to avoid risks in the processes and to be able to utilize opportunities.

We conduct our activities by prioritizing occupational health and safety and customer health and safety, as well as minimizing our environmental impact. In this direction, we develop our products and services based on customer needs and expectations and we create difference through our innovative ideas.

We attach importance to creating common values and developing together with all our stakeholders in our value chain, ranging from raw material supply to our end users. We take stakeholder communication and participation as a basis in order to improve our processes.

We develop responsible value chain practices in order to prioritize sustainability in the works we conduct and to ensure that all our stakeholders act with this perspective. At this point, we regard training and cooperation as the most important components to increase the awareness of our stakeholders regarding the economic, environmental and social dimensions of sustainability.

Actualized our **Bridgestone Box service.**



**DAYTON**

We put our DAYTON brand on market.



G4-PR5

## Customers

Customer Orientation, which is one of the essential values of our corporate culture, is situated at the center of our planning and strategy processes. Thanks to our customer oriented strategy approach, we combine our customer satisfaction understanding with our sustainability understanding, we generate solutions and services that bring about transformation and change for our customers. Through our customer management applications that create innovative values we closely follow the needs and expectations of our customers, we focus on managing satisfaction rather than complaints. With our communication activities, we work for ensuring that our customers have the best experience always and everywhere.

We support every customer who receives our products and services during the product lifecycle, we regularly make contact and conduct information works through Customer Contact Points. We record, analyze and deal with customer testimonials according to their significance and priority through our Customer Application Management System.

### 4,8 Our Guarantee Examination and Reply Time

We have improved the legal Guarantee Examination and Response Time for our products by 65% since the year 2009 and

realized it as 4,8 days. We aim to continue our studies towards preserving this time period in the forthcoming period. In addition to the improvement achieved in the response time, we managed to convey photo responses to 98,5% of our customers through our tyre-specific personal photo letter writing practice which we maintain since 2010.



**43.630**  
Number of customers who participated in our **Customer Satisfaction Survey**

Since 2009, we have been conducting the Consumer Satisfaction Survey aiming at regularly measuring the service quality performance of Brisa

dealers and determining the customer satisfaction level for our products and services. In accordance with our targets, we have increased the number of customers interviewed within the scope of the survey in 2014 by 18% as against the previous reporting period and we reached 43.630 people.

### Consumer Satisfaction Survey (%)



BRISA 2014  
SUSTAINABILITY  
REPORT

VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES

> **Customers**

- Business Partners
- Responsible Supply Chain Practices
- **DEVELOPMENT REPORT**



We further reinforce our customer orientation with each passing day through our customer satisfaction and innovation management which we treat with an integrated approach. We aim to ensure continuity and for customer experience to always end the same way, that is in satisfaction, at every point of contact with the end user. In this scope, we implement the strategy we have developed for customer experience with the management model which we collect under the 4 main headings of store, call center, online and communicational.

#### “Perfect Customer Experience” from Otopratik

In the direction of customer experiences, we opened our Otopratik store, which we developed with the concept of “perfect customer experience”, in 2014, in Ankara. The interior design, product variety, sales and service processes, and technological infrastructure of the Store, which provide conveniences according to customer expectations, aim to enhance the tyre purchasing experience of the customers. At the store, besides a new application enabling our customers to choose their own tyres, we provide information that make following auto maintenance and repair processes easier.

At our Model Store, which is designed as an educational base for Brisa and our business partners’ employees and used for improving retail experience, we conduct various studies devoted to assessing customer experience, we develop rehabilitative practices and we share the experiences we acquire with our other business partners. Through the Call Center, which is one of our main channels of communication with customers, we closely listen to customer expectations and we implement necessary improvements at short notice. We continuously identify points of improvement in our products and services by examining online surveys, focus group studies and the experience maps of our websites; we act with a solution generating approach.

## Business Partners



**1.200**

Number of Sales Points with a signboard

Our strong dealer network plays an active role in our success in the industry. We actualize several practices to develop the businesses and increase the competences of our

dealers which constitute our most significant point of contact with end users. In accordance, we constantly inform our dealers about our products, we organize trainings and general and regional meetings, we implement a reliable auditing system.



#### “Into the World of the Future with Sustainable Steps” Business Partners Meeting

In 2014, we organized “Into the World of the Future with Sustainable Steps” Business Partners Meeting with the participation of our business partners and employees. At the meeting, the sustainability management and sustainable innovation vision of Brisa were tackled in light of the technological, economic, social and environmental developments.

We share the results of the consumer satisfaction surveys we regularly conduct every year with our business partners and we identify points of improvement and advise them. While supporting our dealers through “Dealer Development Projects”, we organize national and local campaigns, realize CRM activities in order to increase the preferability of our sales points. We evaluate the feedbacks about our environment, working conditions, business processes and supplier practices provided by our business partners in accordance with their own sustainability approaches as important inputs,



Provided a total of **15.500 hours of training** to **1.964 employees** of our business partners at Brisa Academy

we inform our business partners in the subject of product lifecycle. We attach great importance to “Customer Relations Management and Guarantee Practices” trainings in order to reinforce the competence of

our business partners. In the reporting period, we provided employees of our business partners with training opportunities in the issues of basic tyre, product, retailing, wholesaling, fleet approaches, effective presentation techniques and service through Brisa Academy.

### BRISA 2014 SUSTAINABILITY REPORT

#### VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- > **Business Partners**
- Responsible Supply Chain Practices
- **DEVELOPMENT REPORT**







**Supply Chain**

**%38**  
Local Suppliers

**%62**  
Global Suppliers



**Raw Material warehouse**



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

**Production**

**Izmit Production Facility**

Annual Capacity: **11 milyon** tyres  
Indoor Area: **361.000 m<sup>2</sup>**



- PRODUCTION PROCESSES**
- 1 Compound preparation - Mixer
  - 2 Ekstruder / Calendering
  - 3 Tyre Building
  - 4 Curing
  - 5 Product Control

**PRODUCT WAREHOUSE**

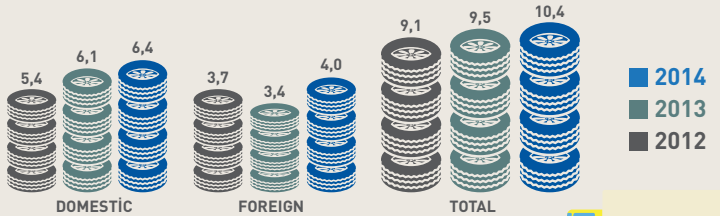


BRISA 2014  
SUSTAINABILITY  
REPORT

VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- > **Responsible Supply Chain Practices**
- DEVELOPMENT REPORT

**Marketing and Sales**



**63 Countries**  
Foreign Export

**Domestic Renewal**  
1200 Branded sales Points

**Domestic OEM**  
15 Automotive Manufacturers





## Responsible Supply Chain Practices

With the awareness that supply chain practices have a significant impact on sustainability management, we develop sustainable supply chain practices in order to increase our cooperation in this issue with our business partners in our supply chain and to raise awareness.

We add value both to the industry and to the national economy with the projects we develop and our expanding supply chain. We are leading all our stakeholders in our supply chain by taking the necessary care and developing exemplary approaches in issues such as human rights, employee rights, occupational health and safety, business ethics and environmental impacts.

### Purchasing

We act in light of the local supply principle in our purchasing practices, which we manage under the headings of raw material supply and supply of other goods and services, we strive to improve the sustainability performances of our suppliers in the social, environmental and economic areas.

We form active and transparent communication channels for our suppliers, whose performance in issues such as human rights, employee rights, occupational health and safety, business ethics and environmental impacts we consider important, we guarantee their compliance through auditing practices, we accompany their development by ensuring they receive trainings. We expect our stakeholders to fully comply with Brisa principles both in raw material purchases which we conduct in collaboration with Bridgestone and in the supply of other goods and services.



We were awarded in the branch of **"Most Sustainable Project"**

in the Supply Chain.

The project involves the restructuring of all supply chain processes by making use of the "Supply Chain Operations Reference Model (SCOR)", an international reference model, the standardization of all KPI infrastructures by rendering them comparable on a sectoral basis, and the constitution and implementation of Business Continuity Plans and risk maps.

At the International Supply Chain Summit Istanbul (ISCSI) organization which was held for the first time in the reporting period, the "Most Sustainable Project" in the Supply Chain award was endowed to Brisa.

G4-12, G4-HR1, G4-S09

BRISA 2014  
SUSTAINABILITY  
REPORT

VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- > **Responsible Supply Chain Practices**
- DEVELOPMENT REPORT





G4-EC9, G4-EN32,  
G4-LA14, G4-HR1,  
G4-HR10, G4-HR11,  
G4-S09

## BRISA 2014 SUSTAINABILITY REPORT

### VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- > **Responsible Supply Chain Practices**
- DEVELOPMENT REPORT

Because a majority of the raw materials we use are only found at certain parts of the world, we still realize the bulk of our supply from abroad.

**%38** Rate of local supply

We conduct localization works in order to procure certain import dependent raw materials domestically, thereby creating value for local suppliers. We raised our raw material localization rate, which was realized as 4% in 2011, to 8% in the reporting period and we increased our total local supply rate, which was realized as 36,2% in the previous term, to 38% in the reporting period, as a result of a growing number of localization studies.

We ensure that our suppliers accept the “General Purchasing Rules and Conditions” and declare that they will fully comply with our expectations before the purchase is realized. We guarantee the full compliance of our suppliers with legal regulations through our purchasing contracts including our responsible supply principles, we lead them in conducting activities in parallel with the sustainability strategy of Brisa.

### Supplier Audits

We regard supplier audits as an effective stakeholder communication method. We help our suppliers improve their commercial, social and environmental performances through improvement areas we identify.

We assess the companies from which we supply raw materials through the agency of our Purchasing, Technology and Quality Reliability departments, within the scope of our Supply Management System Standard. We subject our suppliers having a share of 0,1% and over in purchases, to evaluation using our “Supplier Assessment Form”. We review the results in the context of the “Annual Supplier Evaluation Meeting” devoted to our raw material suppliers, we identify the companies to be audited. We share evaluation results with our suppliers and ensure the follow-up of the actions determined concerning areas open to improvement.

**In 2014, we evaluated 64 suppliers and we awarded our best supplier with a Thank You Letter.**

We assess our suppliers who supply us with machines, equipment and service through surveys filled in by our Internal Purchasing department and all Brisa personnel. We assess our suppliers who exceed 0,1% of total purchases for supplying other goods and services or supply 50 item orders annually in the reporting period, within the scope of the annual evaluation system. In this regard, we evaluated 172 of our suppliers who fit the related criteria from among 878 suppliers with whom we have worked during the period, through a total of 1.346 surveys filled in by 173 employees and points calculated by the system and we awarded our best ten suppliers.

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

We expect our suppliers to fully comply with basic human rights and our business ethics principles. We impose sanctions that include contract termination in cases of noncompliance. We work with suppliers who comply fully with all legal regulations including a safe working environment, working hours and remuneration. We care for practices in the field of occupational health and safety.

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





G4-EN30, G4-EN33,  
G4-LA14, G4-S09

## BRISA 2014 SUSTAINABILITY REPORT

### VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- > **Responsible Supply Chain Practices**
- DEVELOPMENT REPORT



**Erez Navaro**

**Ege Kimya – Business  
Development Director**

### **Working with Brisa**

As a company supplying raw material to Brisa for long years, we constantly had opportunities to improve ourselves and learn through the audits and evaluations realized during our collaboration.

Brisa contributes to the national economy by always encouraging us regarding the domestic production of import dependent raw materials. It focuses on conducting long termed collaborations by creating a fair and reliable working environment at supplier selections and price negotiations.

It operates with great sensitivity in the matters of employee health and safety, corporate social responsibility awareness and environment and leads the industry by demanding the same awareness and practices from its suppliers.

### **Subcontractor Approach**

We ensure that subcontractor company employees serving at our factory receive trainings to be informed regarding the organization and processes of Brisa and enhance their knowledge, skills and competences in the issues of occupational health and safety, professional-technical equipment and environment in accordance with their position, task and responsibility. In the reporting period, 2.327 subcontractor company employees received 6.981 man\*hour of training in the context of the Orientation Training Program.

In parallel with responsible purchasing practices, we observe criteria such as legal compliance, respect for basic human rights and compliance with our business ethics principles, in the selection of subcontractors. We assure that subcontractor company employees achieve healthy, safe and dignified working conditions.

We keep the accident-free performance of subcontractors in our agenda.

### **Environmentalist Logistics Operations**

We do not regard the environmental impacts of our products and services as restricted with the stages of production and service, we act with an understanding that accounts for the entire lifecycle of our products and services. We strive to minimize the environmental impacts of our storage and distribution processes, we conduct logistics operations where we realize route scheduling and implement environmentalist storage practices. We try to make more use of sunlight in our new warehouses. We take care to choose the optimum locations for warehouses thereby ensuring more transfers with less fuel consumption. We try to minimize CO2 emission by increasing the rate of vehicles with EURO5 and over engines in our transports.

#### **Hourly special delivery project for metropolitan areas**

The bulk shipment of tyres in great quantities to the relevant Model Stores of big cities, the procurement of tyres from these locations either by customers themselves or their delivery to customers by small vehicles.

Benefits of the project: Preventing large vehicles from entering city traffic and increasing congestion, reducing CO2 emission.

In the reporting period, we have increased seaway transportation by 15% as against the previous period. In this way we have realized the share of land transportation in total shipments as 38%, thereby continuing to reduce our logistics originated environmental impact. We plan to further increase the rate of seaway transportation and to extend the use of electric forklifts in our warehousing operations, in the forthcoming period.



## DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
We aimed to increase our local supply rate,		We increased our local supply rate by 5% as against the previous year, to 38%.	<p>We aim to complete our Responsible Purchase Policy and to share it through the portal with our suppliers alongside SA-ETIK Business Ethics Guidelines, Brisa Environmental Policy, Brisa OHS Policy and Supplier Ethics Rules,</p> <p>To ensure the participation of our suppliers in our Sustainable Change Conference to be held in 2015,</p> <p>To conduct the Customer Satisfaction Survey with 45.000 people,</p> <p>To realize the level of customer satisfaction at the rate of 87%.</p>
To raise the scope of the Customer Satisfaction Survey participation to the level of 54.000 in 2014,		We have increased the number of customers interviewed within the scope of the survey we conducted by 18% as against the previous reporting period, reaching 43.630 people.	
To realize customer satisfaction level at the rate of 86%,		We realized our customer satisfaction level as 86,1%.	
To acquire ISO 27001 Information Security Management System certification,		We completed our works on information security and we acquired ISO 27001 Information Security Management System certification.	
To maintain our Guarantee Examination and Response Time at the level of 5 days.		We realized our Guarantee Examination and Response Time as 4,8 days.	

Completed In Progress Incomplete

### BRISA 2014 SUSTAINABILITY REPORT

#### VALUE CHAIN

- CUSTOMER HEALTH AND SAFETY THROUGHOUT THE PRODUCT LIFECYCLE
- RESPONSIBLE VALUE CHAIN PRACTICES
- Customers
- Business Partners
- Responsible Supply Chain Practices

#### > DEVELOPMENT REPORT





# 3 INNOVATION AND CORPORATE ENTREPRENEURSHIP

**We build our innovation and corporate entrepreneurship processes, which are among the most essential components of our corporate strategies, in accordance with our sustainability targets.**

We make a tremendous effort to place innovation and corporate entrepreneurship at the center of our corporate culture and business processes. We perceive the transformation from a production company into an innovation company as our most important objective; we strive to create difference in our industry through our innovative processes, products and services that meet the expectations of our customers, business partners and other stakeholders. We aim to create the perfect customer experience and value for our business partners, we regard the needs and opinions of our stakeholders as our most important guides towards this target.

BRISA 2014  
SUSTAINABILITY  
REPORT

>INNOVATION AND  
CORPORATE  
ENTREPRENEURSHIP

- BRISA INNOVATION  
PORTAL  
- IDEA COMPETITION  
- DEVELOPMENT  
REPORT



Became a European  
Business World  
"National Innovation  
Champion".



Received  
the third prize in  
Innovation Resources  
at "InnovaLig".



**108** Brisa  
**IDEAS** Innovation Portal  
idea competition



Brisa Innovation Team  
**300 Ideas,**  
**15 Solution,**  
**3 Detailed**  
**solutions and**  
**1 Prototype**  
(Minimum Viable Product)

Won the Customer  
Oriented Service  
**Innovation award**  
with Bridgestone Box.



**55**

Hours of innovation  
and corporate  
entrepreneurship training  
we provided at universities.



We defined our innovation polity in 5 steps through the Brisa Innovation Management Methodology we have revealed in 2014:

1. To establish an innovation strategy befitting the strategies of Brisa,
2. Realizing the necessary organizational arrangements in accordance with this vision and strategy and spreading the culture of innovation across our organization,
3. Determining the required innovation processes for cultural transformation and setting forth tools such as Brisa Innovation Portal,
4. Providing innovation and corporate entrepreneurship trainings to the owners of the ideas collected through the portal and to develop business models together,
5. To continuously follow the business models being created and to report them to the senior management.

We act through effective organizational tools for our innovation processes to be efficiently managed, we bring together employees from different functions and areas of expertise with the attention and support of the senior management. We execute our Innovation and Corporate Entrepreneurship works under the Strategy Planning department working directly with the CEO. We conduct idea studies, constitute new business models, and actualize activities focusing on service and product innovation through several practices led by Brisa Innovation Team consisting of an expert and 11 innovation team members related to this expert by 10% of their performance.



Brisa Innovation Team

**300 Ideas,  
15 Solution,  
3 Detailed  
solutions and 1 Prototype**

(Minimum Viable Product)

Through innovation trainings that are among leading novelties we have actualized in the reporting period, we have provided our employees and external stakeholders with trainings that will increase their

awareness regarding the issue. We have provided a total of 60 hours of innovation training to 54 Brisa employees during 2014.

We put together the Innovation and Corporate Entrepreneurship Tools booklet as part of the works for constituting and disseminating a culture of innovation and corporate entrepreneurship within the synergy groups composed of the companies Sabancı Holding Industrial Group, of which we are an affiliate. We determined corporate entrepreneurship competences and evaluated Brisa Innovation Team members 360 degrees according to these.



## Mehmet Pekarun

**Sabancı Holding – Industry Group  
President**

### Innovation and Corporate Entrepreneurship

Brisa works to simply life for customers and to provide solution that creates differences in sector by blending innovation and customer focused approaches which are the values from the starting days. It is positioned as solution partner for customers in every segment in automotive sector more than an industrial company.

While being an important example for change and flexibility culture in Sabancı Holding Industry Group Companies, it elates us by being appreciated for Innovation Awards in Innovation week and being one of the top 10 corporate entrepreneurship example in Turkey.

It is crucially important to develop systems and convey information to society for the continuity of studies. I think Brisa has an important role in this area.

While Brisa is spreading its own established systems to all stakeholders with innovation team, it is also sharing its knowledge and experience about innovation and corporate entrepreneurship with Turkish business life starting with our group companies.

I thank to Brisa for its contributions to create innovation and corporate entrepreneurship culture in our group companies.

In 2014, we organized a training aimed at the development and dissemination of competences with the involvement of 22 participants from 5 different companies. We supported information sharing following attendances to external training and conferences. We also aim to organize a Corporate Entrepreneurship Day with broad participation in 2015.



As part of other practices aimed at our external stakeholders in 2014, we organized innovation, corporate entrepreneurship and creative thinking workshops and conferences for high school and university students, as well as business world employees. Besides the workshops organized during Turkey Innovation Week, we provided a total of 55 hours of innovation and corporate entrepreneurship training to students at Marmara, İstanbul, İstanbul Technical and Boğaziçi universities. We also provided TÜBİTAK supported trainings in cooperation with GİNOVA (entrepreneurship and innovation center) at İstanbul Technical University.



Became a European Business World "National Innovation Champion".



Received the third prize in Innovation Resources at "InnovaLig".

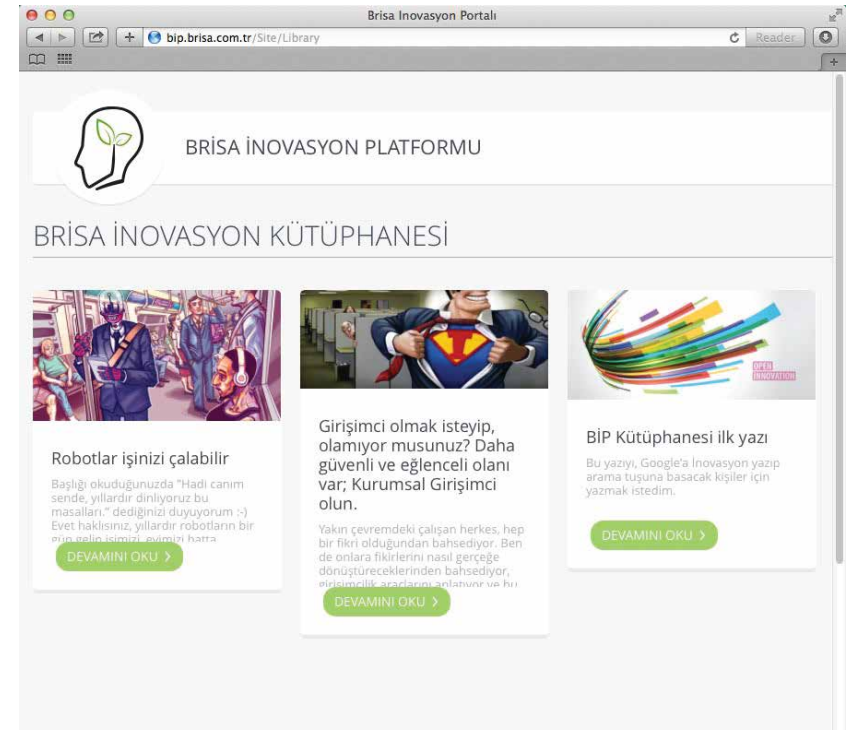
**Thanks to our works in the field of innovation, we were deemed worthy of the third prize in terms of Resource use and the "Customer Oriented Service Innovation Award" at Turkey Innovation Week, as well as the "National Innovation Champion" award at the European Business World Awards competition.**

## BRİSA INNOVATION PORTAL



Won the Customer Oriented Service Innovation award with Bridgestone Box.

We take pride in having accomplished yet another first in our industry and in Turkey with Brisa Innovation Portal, towards which we started working in January 2013 and which we offered to the use of our employees in 2014, in line with our vision "We Design the Future of Your Journey". The portal, whose algorithm and content was fully developed by Brisa Innovation Team is an idea collecting instrument, which supports the stages of idea creation through idea development exercises, trends, risks and department based needs and problems prior to the stage of idea collecting. Through the portal, which we plan to offer to the use of our customers and business partners in 2015, we organize idea competitions twice a year and we reward those with ideas.



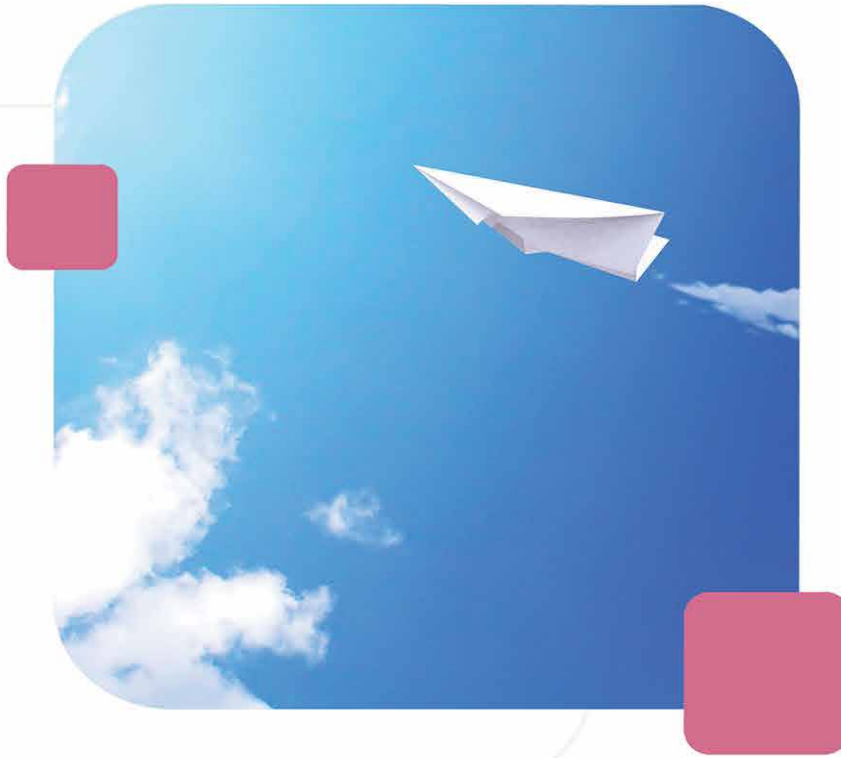
You can reach the portal at <http://bip.brisa.com.tr>.



### Brisa Innovation Team

The Innovation Team can be defined as an idea generation laboratory composed of different disciplines in order to design the future of Brisa and our customers. This formation, whose ultimate goal is to add value to all our stakeholders through entrepreneurship models, contributes both to the corporate culture and to team members undergoing this experience, throughout its lifecycle. Our team, which was formed with 8 people, has reached 14 people and new volunteers join our ranks every year.





Then we ensure that our employees build their business model based on their ideas and prepare its prototype (Minimum Viable Product) to try it on real customers. Hereby, we receive the ideas of our employees into the business incubator, we assess them, guide their progress and realize follow-ups.

**We plan to both extend the information input with external stakeholder inputs and feed the ecosystem around us by making Brisa Innovation Portal available to our business partners. In this way, we will have taken a huge step towards laying the foundations of open innovation, on which we have been working for a while, and rendering innovation sustainable with regards to Brisa and its stakeholders.**



**Irmak Çiğdem**

Brisa – Price Analysis Specialist

**I got an idea!**

Perpetuating growth through innovation is essential for the sustainability of companies. Brisa supports this understanding through the free platforms it constitutes and values

the ideas of its employees.

In order to stand by our customers and facilitate their mobility, we place the end user at the center of our business, we work to create innovative ideas by feeding on their needs and expectations.

I have conceptualized the project, deriving from the main idea of win-win for Brisa and the end user and linking contemporary communication technology with tyre, and I was elected 1st at 2014 Brisa Innovation Portal Idea Competition.

We focus all together on increasing customer satisfaction and constituting sustainable business models, with reference to our vision “We “Innovate Your Journey”.

## IDEA COMPETITION



Brisa  
Innovation Portal  
idea competition

With the Idea Competition that we realize twice a year through Brisa Innovation Portal, we encourage our employees to share their ideas regarding our processes, products and services, we ensure that innovative ideas suitable to our corporate strategies are actualized.

Within the Idea Competition that is also one of the leading tools we use for stakeholder communication, we inform our employees regarding the subjects determined for each competition period together with the senior management, we offer the ideas conveyed through our portal to the voting of BIT, senior management and employees following the screening of Brisa Innovation Team. We reward the owners of selected ideas at the events we organize and we subsequently offer them innovation and corporate entrepreneurship trainings similar to the classes we provide at universities.

BRISA 2014  
SUSTAINABILITY  
REPORT

INNOVATION AND  
CORPORATE  
ENTREPRENEURSHIP

- BRISA INNOVATION  
PORTAL  
> IDEA COMPETITION  
- DEVELOPMENT  
REPORT





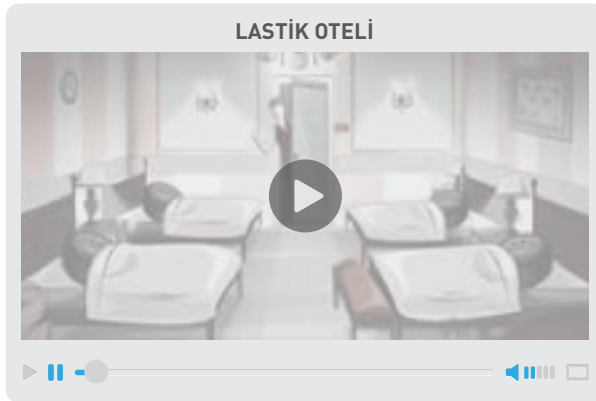
## BRİSA 2014 SUSTAINABILITY REPORT

INNOVATION AND  
CORPORATE  
ENTREPRENEURSHIP

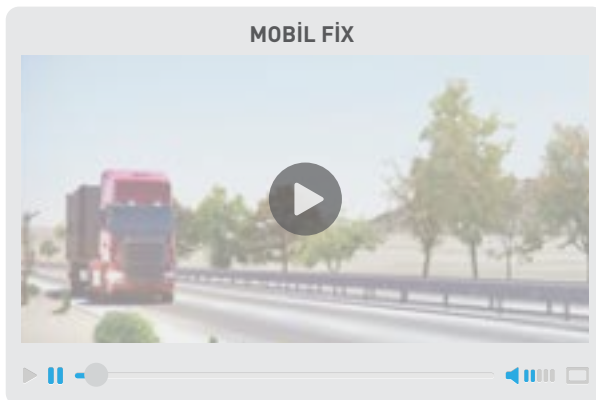
- BRİSA INNOVATION  
PORTAL
- > **IDEA COMPETITION**
- **DEVELOPMENT  
REPORT**



[Click here to watch.](#)



[Click here to watch.](#)



[Click here to watch.](#)

We offer our customers the convenience of having the products they choose mounted on their vehicles at their homes or workplaces by appointment through the website [www.lastik.com.tr](http://www.lastik.com.tr).

With our Lastik Oteli service, in line with our customer orientation understanding and our strategy of appropriating the phenomenon of travel, we ensure that 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 needed to offer solution for both individual use and fleets in the segment of heavy commercial vehicle customers. We offer the opportunity of onsite maintenance for heavy commercial vehicles with the mobile truck service Mobilfix which we have developed. In this way, we ensure that vehicle owners and fleets save on time and costs and maintain their business continuity.



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.



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

**BRIDGESTONE**  
**OtoPratik**  
**BRIDGESTONE BOX**  
**LASSA**

**CUSTOMER EXPERIENCE**

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

Good times are enjoyed at the events we sponsor.

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



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

**Tripin**  
Smart Traveling

**lastik**  
com.tr

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



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

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



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

Summer ends. Vehicle is cleaned at OtoPak.



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

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



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

BRİSA 2014  
SUSTAINABILITY  
REPORT

INNOVATION AND  
CORPORATE  
ENTREPRENEURSHIP

- BRİSA INNOVATION  
PORTAL  
> IDEA COMPETITION  
- DEVELOPMENT  
REPORT





# DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	2015 TARGETS
We aimed to increase the use of Brisa Innovation Portal,	●	The Portal is being used by our employees at the rate of 90% and the number of idea inputs is increasing.	We aim to make Brisa Innovation Portal available to our business partners thereby both expanding information input through external stakeholder inputs and feeding the ecosystem surrounding us.
To organize trainings in order to render what we learn sustainable,	●	We participate in classes at five universities and we shared knowledge sharing.	
To generate ideas with Brisa Innovation Team.	●	Brisa Innovation Team expanded in order to produce more quality ideas.	

● Completed ● In Progress ● Incomplete

## BRISA 2014 SUSTAINABILITY REPORT

INNOVATION AND CORPORATE ENTREPRENEURSHIP

- BRISA INNOVATION PORTAL
- IDEA COMPETITION
- > **DEVELOPMENT REPORT**





G4-S01

# 4 ENVIRONMENTAL APPROACH

Reducing our environmental impacts while ensuring the sustainability of our productivity in our processes is among issues we attach particular importance. Therefore we act with the awareness of the impact of climate change and natural resource use on our operations. We aim for continuous development in our processes and we improve our performance in accordance with the targets we determine.

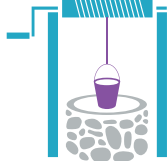
We actively implement management systems in order to further improve our environmental sustainability performance. We maintain our operations by reinforcing a business philosophy beyond legal requirements, through the support we receive from our management and employees. With the awareness that stakeholder participation will further enhance our performance, we actively develop projects, collaborate with our stakeholders in our value chain and we take their feedbacks into consideration.

BRISA 2014  
SUSTAINABILITY  
REPORT

> ENVIRONMENTAL  
APPROACH

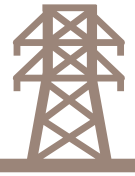
- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT


 **847.566 US Dollars**  
Environmental Protection and Investment Expenditures in 2014

 **%52↓**  
We reduced our well water consumption rate by 52% compared to 2008.

**127.000**  
The number of tyres retreaded within the scope of the Bandag service.



 **x12↑**  
We increased our energy savings **twelvefold** as against 2008, through efficiency projects.

 **%12,5↓**  
We reduced our total emission amount per production tons by 12,5% as against 2005.

 **CDP**  
Prepared our CDP report

**%31↓**  
We reduced our hazardous waste rate by 31% compared to 2010.



We have ensured **6% fuel** and **7,5 million TL** worth of **tyre savings** through vehicle and tyre maintenances services we provided within the context of Profleet.



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



G4-S01

We continue our environmental management practices by fulfilling the requirements of national and international standards. We conduct benchmarking and assessment studies in accordance with the understanding of planning, implementing, controlling and taking precautions brought about by ISO 14001 Environmental Management System. We actualize improvement and training practices directed at the results of these studies. We thereby ensure the dissemination of the awareness of environmental protection from the institution towards the individual with the contributions of Environmental Management Systems.

**Environmental Protection and Investment Expenditures (US dollars)**



The reasons for the increase in environmental protection and investment expenditures after 2010 are effective resource management and improvement oriented investments aimed for adaptation to climate change.

**Environmental Mission Statement**

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

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

Therefore, we are focused on three objectives.



**In harmony with nature**

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



**Value natural resources**

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



**Reduce CO2 emissions**

To continually reduce emissions of Greenhouse Gases, including CO2, from our products' complete life cycle.

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



**One Team, One Planet.**



**847,566 US Dollars**  
Environmental Protection and Investment Expenditures in 2014



BRISA 2014 SUSTAINABILITY REPORT

> ENVIRONMENTAL APPROACH

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT



G4-15, G4-EN31

# ENERGY AND EMISSION MANAGEMENT

Climate change constitutes a great risk for our world. We conduct our operations with the awareness that its reflection on the business world will be on a similar scale and of the relevant steps that need to be taken. We start practices aimed at reducing the environmental impacts of our products at the stage of design. We follow technological advancements closely, we actualize benchmarking and assessment studies aiming at developing products with lower environmental impacts.

In order to fulfill the responsibility incumbent on us concerning climate change, in 2014 we offered our "Climate change risks and opportunities" report to our Executive Board and we conducted studies to determine the strategic steps to be taken. Implementing the works that will minimize these risks in the following processes is one of our essential goals. Alongside these practices, we are an active member of the Environment and Climate Change work groups of the Turkish Industrialists' and Businessmen's Association, which plays an active role in the strategy, policy and regulation identification processes of our country regarding climate change.

Rendering the energy consumption in our business processes more efficient is among our significant operational priorities. For this reason, we continually strive for efficient energy use through the energy efficiency projects and improvement works we realize.

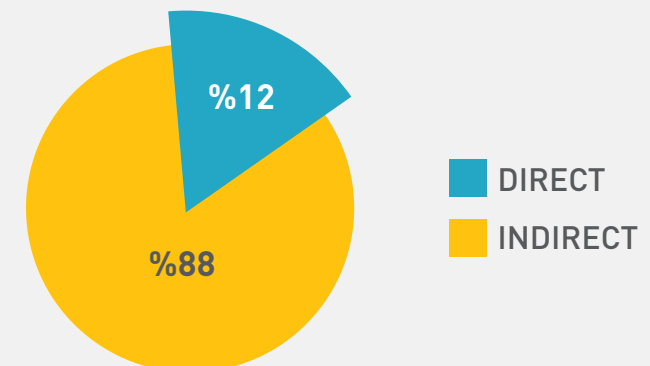
We aim to acquire ISO 50001 Energy Management System certification in 2015, through the constitution of an energy policy, assessment of energy conditions and performance, standardization of the energy management system, internal audits, corrective and preventive actions. For this purpose we had an "Energy Audit" done during the reporting period and we determined our efficiency increasing projects following the study. As a result of this process, we aim for constant improvement in energy efficiency and for reducing our emissions.

In 2014, we completed the LEED certification process for our Brisa Academy and Museum building and we qualified for a Gold certificate. 12% of the energy need of our Brisa Academy building, which was designed with the green building concept, for the year 2012 was provided from solar panels.



We make use of natural gas, diesel fuel, LPG and gasoline as direct energy sources, and of electricity and steam as indirect sources which account for the majority of our energy consumption, in our operations.

2008-2014 Direct/Indirect Energy Consumption Breakdown (%) (Total=100)



## BRISA 2014 SUSTAINABILITY REPORT

### ENVIRONMENTAL APPROACH

#### > ENERGY AND EMISSION MANAGEMENT

- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT



G4-EN5, G4-EN6,  
G4-EN18, G4-EN19

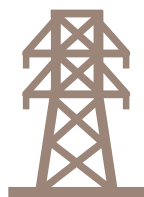
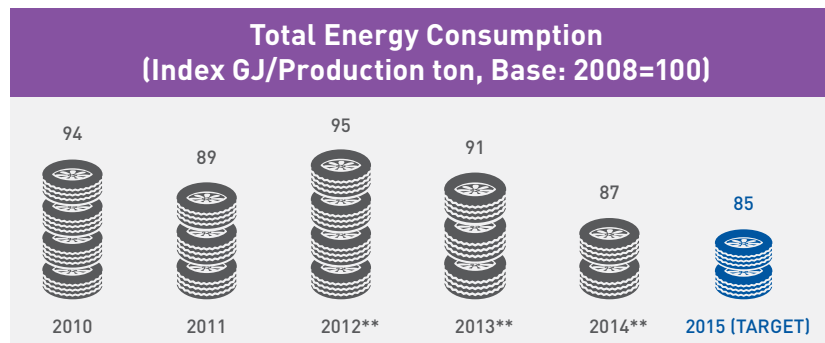
BRISA 2014  
SUSTAINABILITY  
REPORT

ENVIRONMENTAL  
APPROACH

> ENERGY AND  
EMISSION  
MANAGEMENT

- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT

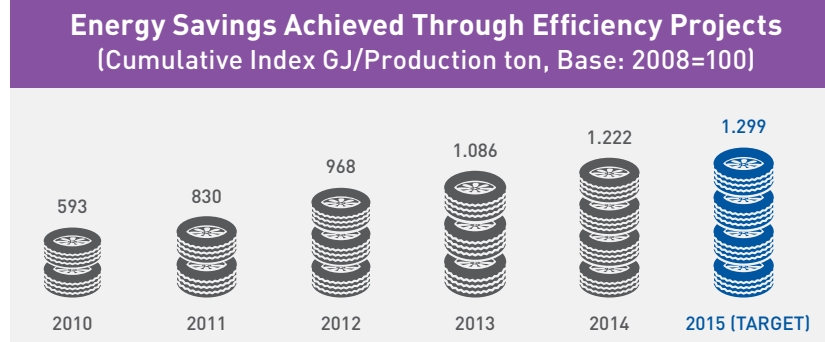
The reflection of the significance we attribute to the efficient use of energy on our business results is also positive. In 2014, we have reduced our direct energy consumption per production ton by 6%\* as against the previous period, and our indirect energy consumption by 4%\*. Even though the amount of products we produce has increased over the years, we have improved our total energy consumption per production ton by 13% as against 2008, and 4%\* as against the previous period. In this way, we have achieved a performance surpassing the target we set for the 2014 reporting period.



**x12↑**  
We increased our energy savings **twelvefold** as against 2008, through efficiency projects.

In the reporting period, we have ensured a twelvefold increase in our energy savings amount as against the year 2008 through efficiency projects such as the automation of pressurized water

systems in curing presses, application of new generation insulation materials and extending the use of high efficiency lighting products. Hereby, we have achieved the target we had determined in the previous period.



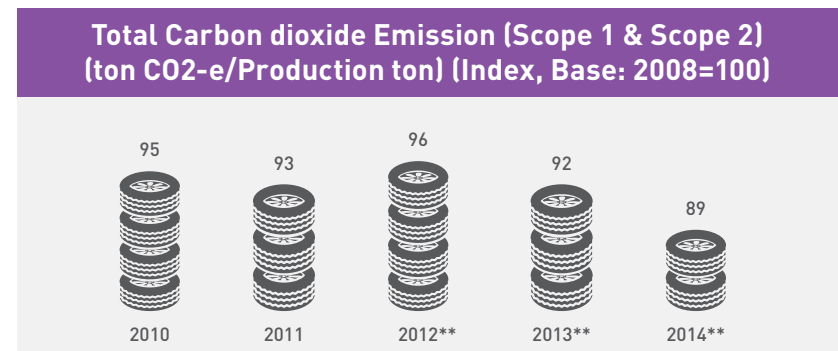
\* See Independent Limited Assurance Report  
\*\* While related ratios are indexed with regards to 2008, real values belonging to years 2012, 2013 and 2014 are incorporated in limited assurance studies. Index information according to 2008 is excluded from limited assurance scope.



**%12,5 ↓**  
We reduced our total emission amount per production tons by 12,5% as against 2005.

We have been maintaining our works devoted to the reduction of carbon dioxide emissions since 2005. In the year 2020, we aim to reduce the total direct and energy caused carbon dioxide emissions per production ton by 25% as against 2005. As of the year 2014, we have achieved a reduction of 12,5% as against the year 2005 within the scope of this long termed objective.

In 2014, we have reduced our direct carbon dioxide emission per production ton by 11%\* and our energy caused emission by 3%\* thereby improving our total carbon dioxide emission by 3%\* as against the year 2013.



**CDP**  
We prepared our CDP report

We have been reporting the carbon dioxide emission generated during our operations within the scope of the Carbon Disclosure Project (CDP) since 2010. As of the year 2013, we started having our calculations verified by accredited institutions within the framework of ISO 14064 Standard.

We prioritize seaway transportation, which has less environmental impact, for the transportation of our products and we perform route planning in order to reduce the emission amount caused by our logistics operations.

We contributed as Brisa to the 3rd Partnership for Partnership for Market Readiness (PMR) regional meeting organized by the World Bank in cooperation with the Ministry of Environment and Urbanization with the purpose of preparing for markets which include Turkey and where the Turkish industry will take its place in the development and maturing of Regional Carbon Markets.





G4-15

# EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE

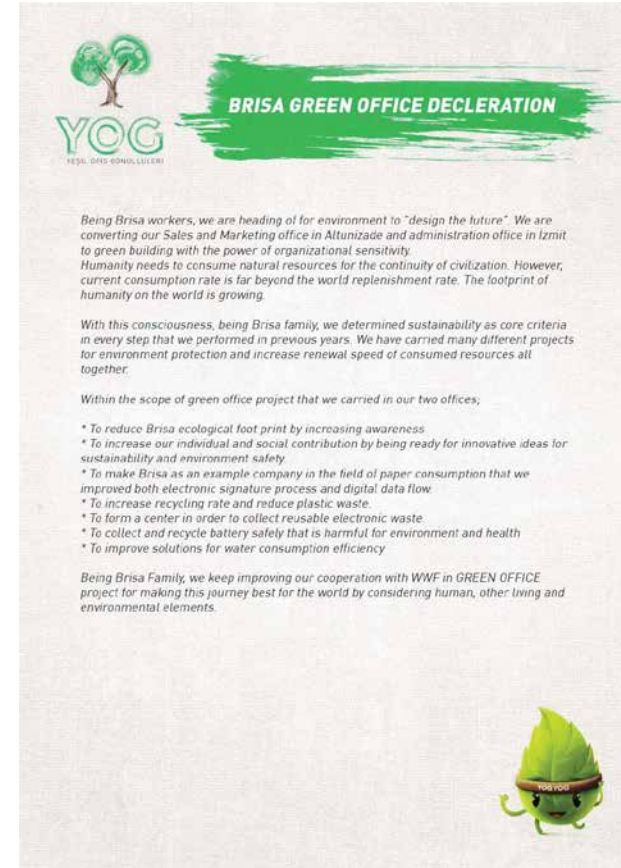
We contribute considerably to the conscious use of natural resources through works in our production processes, changes we strive to create in our working behaviors, and our environmentally products and services.



## Green Office Program

In 2014, we started the “Green Office Program” conducted by WWF. As part of the program, we have actualized several practices in issues such as creating awareness among employees, making use of renewable resources, conscious use of natural resources. In the reporting period, we have supported the Green Office culture through our practices of waste sorting, waste oil and e-waste collecting campaigns, collecting Green ideas at Brisa Innovation Portal, e-bill, digital archiving and less paper use.

As a result of all these practices and works, we have reduced organic wastes by 17% as against 2013 and we exhibited a performance surpassing the target we had set as 10%.



[Click here to watch.](#)

BRISA 2014  
SUSTAINABILITY  
REPORT

ENVIRONMENTAL  
APPROACH

- ENERGY AND EMISSION MANAGEMENT
- > EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT





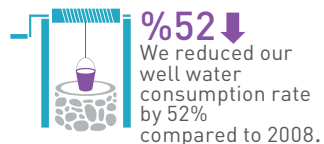
G4-EN8, G4-EN10,  
G4-EN22, G4-EN26,  
G4-EN28

BRİSA 2014  
SUSTAINABILITY  
REPORT

ENVIRONMENTAL  
APPROACH

- ENERGY AND EMISSION MANAGEMENT
- > **EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE**
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- **DEVELOPMENT REPORT**

It is foreseen by many researches that water supply reserves will diminish in the coming years. During the period of draught we went through in Turkey in 2014, we have experienced once again the importance of the efficient use of water resources as a nation.



In parallel with the long termed business plans we make in accordance with our environmental approach, we aim to have reduced our water consumption by 61% in 2020, as against the year 2008. With the contribution of our projects such as biological treatment water gains, efficiency studies at various treatment and discharge points within production processes and spreading the use of equipment ensuring less water consumption, we have consumed 438.486 m3 of water in 2014, realizing a reduction of 52% as against our 2008 consumption which was 910.627 m3. As against the year 2013, this figure corresponds to a 1%\* improvement.

#### Total Well Water Consumption (m3)



One of our important targets is to reduce the amount of household waste water generated as a result of our operational processes to zero. In the reporting period we have discharged 309.724 m3 of water.

Within the context of our understanding of conducting sustainable operations beyond legal requirements, we observe and track the legal compliance of our treatment facilities alongside that of the water discharged to the collector of Izmit Water and Sewerage Administration after being treated at the biological treatment facility, through periodical measurements.

As an important result of our understanding of responsible production, we carefully consider the environmental impacts that will occur during the use and consumption of our products at the stage of design, we care to use raw materials with no contamination or health risk, and we realize works for preventing the generation of wastes at the source. Our most significant

targets in this regard are achieving constant improvement within the scope of waste management studies, reducing the amount of hazardous waste, and the reuse, recovery and recycling of wastes. We keep wastes generated by production, with a high potential of polluting the air, such as dust and gas, in treatment systems with the purpose of preserving the air quality.

**%31↓**

We reduced our hazardous waste rate by 31% compared to 2010.

In 2014, we have reduced the amount of hazardous waste generated by 31% as against the year 2010. In addition we have achieved a 30% reduction in the amount of stored household waste per production ton also as against 2010, by composting organic wastes which are part of nonhazardous wastes.

#### Hazardous Wastes (Ton)



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



We support the process of the collecting, in compliance with regulations, and recycling of worn out tyres for the benefit of the environment and economy carried out by Tyre Industrialists Association (LASDER), of which we are the founding member. In the year 2014, LASDER collected a total of 107.935 tons of tyres for recycling.

We register the packaging waste generated by our operations. In accordance with Packaging Waste Control Regulations, we ensure that a certain ratio 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 2014, this ratio was realized at the level of 2 tons.



G4-EN11, G4-EN12,  
G4-EN13, G4-EN14,  
G4-S01

## BRISA 2014 SUSTAINABILITY REPORT

### ENVIRONMENTAL APPROACH

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- > **RESPECT FOR BIODIVERSITY**
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- **DEVELOPMENT REPORT**

# RESPECT FOR BIODIVERSITY

Within the context of reducing our environmental impact, we avoid all processes that might have a negative impact on biodiversity. In accordance, we also evaluate biodiversity as a significant component when determining our strategies for reducing our environmental impact.

Within the context of the Environmental Impact Assessment (ÇED) Regulations, we ensure that the risks presented by our new investments for biodiversity are evaluated by accredited institutions. Works conducted in this regard indicate that there are no regions under protection on or near Brisa's operation field where it might endanger biodiversity.



**Alper Ünal**  
Brisa – Internal Audit Specialist

### Let the Cranes Fly Forever

Brisa started the "Turnalar Hep Uçsun" (Let Cranes Fly Forever) project in order to protect the endangered species of Crane in cooperation with WWF-Turkey due to its sensitivity toward natural life, while celebrating its 25th year.

Within the scope of this project, I have attended an Origami Activity at an elementary school in Adana's Yumurtalik district and the Crane Observation Activity in the Çukurova Delta where cranes spend the winter. I believe the program realized together with elementary school students on Sunday December 21st, 2014, aiming to enable cranes, an endangered species, to subsist safely and to preserve the species, was significant for us and for elementary school students. Through this program, we have also contributed to the implementation of the National Crane Action Plan.

Brisa, who conducts its activities with the mission of "presenting the society with superior values through sustainable growth", fulfills its responsibilities before the future generations by investing in environmental sustainability projects in the field of biodiversity.



In the year 2013, we developed and actualized 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. We provide support for the project through funds we transfer from the incomes of Brisa Academy e-training and Brisa Museum. We also aim to contribute to the National Crane Action Plan being prepared by the Directorate of Nature Conservation and National Parks through this project.





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

## BRISA 2014 SUSTAINABILITY REPORT

### ENVIRONMENTAL APPROACH

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- > **ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES**
- DEVELOPMENT REPORT

# ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES

We develop our products and services with an environmentalist understanding, we take into consideration the environmental impacts our products will generate during their use and afterwards. We offer our customers "environment friendly" concept products with lower rolling resistance, lower noise emission levels and less weight. Within the scope of our strategy of "enhancing environmentalist product portfolio" we monitor the "weighted average rolling resistance" and "environmentalist product portfolio rate" parameters of our products and we realize various projects in this direction.

With the Ecopia series of environment-friendly tyres which is the first step of our environment friendly products, our Greenways environmentalist passenger vehicle product by Lassa which we have designed by bringing together robustness, fuel saving and durability performances together, and our Bandag tyre retreading service through which we contribute to the protection of the environment by reducing commercial tyre wastes we have a rich portfolio of environmentalist products and services. Besides, we reinforce our environment-friendly product and service understanding through the support we provide to the works for collecting and recycling worn out tyres as a member of LASDER.

### Fuel Efficiency

By reducing rolling resistance in the tyres which we develop with new generation pattern designs and components without conceding the element of safety in the segment of consumer products, we ensure direct improvements in fuel saving.

We sustainably increase the share of our products, whose label value for this parameter is "C and above", within our sales portfolio. Compared to the previous year, we have achieved an almost fourfold improvement in this field.

FUEL EFFICIENCY				
Passenger vehicle products	Share in the domestic renewal sales market			
Label value	2012	2013	2014	2015 Target
C and above	%0,3	%5,4	%20,5	%37,9
E-F-G	%99,7	%94,6	%79,5	%62,1



**Mustafa Sert**  
Sertel Lojistik –  
Chairman of the Board of Directors

### Operational Efficiency

With the contribution of the consultancy service provided by Brisa, we determine tyres thrown into the junkyard that are useable through field studies. By retreading these tyres we both save on new tyre purchases and reduce our costs and we minimize our environmental impact by reducing natural raw material use. We are thankful to Brisa for its sensitivity and for the supports it has provided.





G4-EN27, G4-PR1,  
G4-PR3

BRİSA 2014  
SUSTAINABILITY  
REPORT

ENVIRONMENTAL  
APPROACH

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- > ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- DEVELOPMENT REPORT



## 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 have completed the localization of our EP150 product in 2014.

- %9** lighter construction
- %14** less rolling resistance
- %1,7** fuel efficiency
- %5** shorter wet ground stopping distance
- %15** more durable

Under normal conditions:

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



**127.000**

The number of 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.



## Greenways Environment-Friendly Tyre

The nano-pro technology used in Greenways tyres reduces rolling resistance and accordingly fuel consumption. Thanks to its special environment-friendly pattern, Greenways facilitates gripping on dry and wet ground and ensures a quiet and comfortable ride with its light construction and innovative design.

- %7** lighter construction
- %37** less rolling resistance
- %5,5** fuel efficiency
- %8** shorter wet ground stopping distance
- %30** more durable

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.



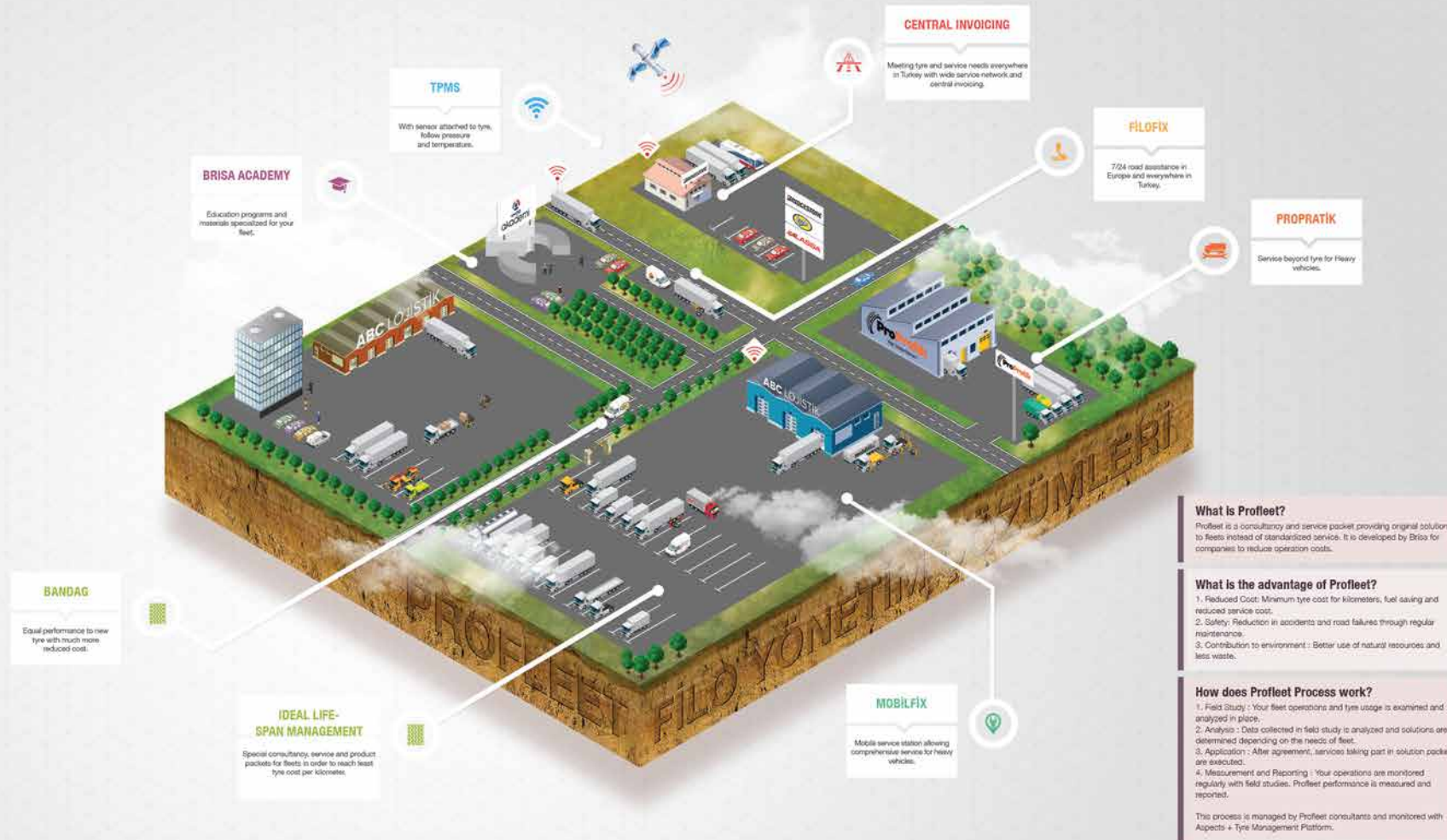
## We offer fleet management solutions with Profleet

We have ensured **6% fuel** and **7,5 million TL** worth of **tyre savings** through vehicle and tyre maintenances services we provided within the context of Profleet.

We 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 2014, we have examined the customer field and provided trainings in 2.639 regions across Turkey, within the scope of Profleet. We have also analyzed 382.370 tyres during our visits.



# CUSTOMER EXPERIENCE ROADMAP



**BRISA 2014 SUSTAINABILITY REPORT**

**ENVIRONMENTAL APPROACH**

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- > **ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES**
- DEVELOPMENT REPORT

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

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

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

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



# DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
We aimed to bring together robustness, fuel consumption and durability performances with our first environmentalist passenger vehicle product Greenways,		We enriched our environmentalist product portfolio with our first environmentalist passenger vehicle product Greenways which we put on market with our Lassa brand.	We aim to reduce our well water consumption by 61% as against 2008, by the year 2020,
To localize our EP150 product,		We completed the localization process of our EP150 product.	To participate in the CDP-water program,
To reduce our well water consumption by 61% as against 2008, by the year 2020		In 2014, we consumed 438.486 tons of water achieving a reduction of 52% as against our 2008 consumption which was 910.627 m3.	To reduce our total carbon dioxide emission per product ton by 25% as against 2005, by the year 2020,
To reduce our total carbon dioxide emission per product ton by 25% as against 2005, by the year 2020,		Thanks to the works we accomplished with the awareness if the risks brought about by climate change, we have improved our emission amount per production ton by 12,5% in comparison to the year 2008.	To continue Green Office works,
To start Green Office works in collaboration with WWF,		We started the Green Office program with WWF-Turkey.	To continue CDP-climate change reporting,
To minimize the carbon dioxide emission caused by our logistics operations through route planning that we will implement for domestic tyre distribution,		We reduced our carbon dioxide emission by improving our route optimization index parameter by 2,2% and by increasing our truck capacity usage rate to 93%.	To obtain ISO 50001 Energy Management System certification ,
To retread 150.000 tyres as part of our Bandag service,		We retreaded 127.000 tyres as part of our Bandag service.	To retread 158.000 tyres as part of our Bandag service.
To continue CDP-climate change reporting,		We prepared our 2014 CDP-climate change report.	
To continue calculating the carbon dioxide emissions generated by our operations and validating them through third parties within the scope of ISO 14064 Standard.		We had our carbon dioxide emission data verified within the context of ISO 14064 Standard.	

Completed In Progress Incomplete

## BRISA 2014 SUSTAINABILITY REPORT

### ENVIRONMENTAL APPROACH

- ENERGY AND EMISSION MANAGEMENT
- EFFICIENT USE OF NATURAL RESOURCES AND LESS WASTE
- RESPECT FOR BIODIVERSITY
- ENVIRONMENT FRIENDLY PRODUCTS AND SERVICES
- > **DEVELOPMENT REPORT**





# 5 WORK LIFE

**We continue to add value to business life in line with our essential strategy of “Become Employer of Choice” and we design the future together.**

We approach our employees honestly and justly, we form a nondiscriminatory, safe and healthy working environment. We acknowledge occupational health and safety to be an inseparable part of every work we do and a major priority in all our operations. We make the necessary effort for corporate development and the personal development of our employees.



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



Measured our **organizational climate** and planned our actions.



Repeated our **employee engagement survey**.



We organized a **Sustainability Day** with the participation of 152 of our employees aiming at ensuring the generalization of the concept of sustainability throughout the corporation and raising awareness.



**40,54\***  
Annual average hours of training per person for our employees.



Increased our female employee number by **%37**



Provided a total of **23.856 hours of training** to 3.592 people through Brisa Academy.



Provided a total of **9.134 hours of training** to 2.675 of our employees at Brisa MEC.

Our incidence rate was realized as **0,86** and our severity rate as **12,27**.



Continued **“Occupational Safety Basic Activities”** practices

Provided a total of **1.566 hours of training** to 783 of our employees in the **Brisa MEC Occupational Safety Training and Practice Room**.





**Nilgün Özkan**  
Brisa – Human Resources and  
Corporate Development Director

#### Equality at Work

In 2013, after signing the UN Global Compact and Equality at Work Declaration, in 2014, we form our project in two groups; Recruitment and Awareness project that increase the employment rate and review processes in departments with less women employee and Support Projects that sustain work-life process of our women employees and candidates.

In this area, we win the grand award in “Work Equality” category in Sabancı Gold Collar Award with our performance.

We carry on realization of our politics and process applications by prioritizing equality of opportunity and recognizing that social sustainability can only be achieved with equality.

With our programs developed for our women employees such as “Design the work/life you love”, “Safe driving techniques”, coaching and voluntary mentoring, we create an environment sustaining work-family life balance. In 2015, we intend to increase our programmes with Brisa Academy and to reach different stakeholder groups such as suppliers, business partners and customers by enlightening our approach and increasing communication.

For improving our equal opportunity approach, we carry on claming the subject and care to generate value.

We actualize Occupational Health and Safety practices which we support through national and international standards and management systems for our employees and stakeholders to work in a healthy and safe working environment.

We realize all the works we conduct for creating a participatory working environment for our employees, strengthening our communication with them, activating the accord between individual targets and our strategies and ensuring the development of our processes as part of our “Corporate Development Journey”.

We support our employees through personal development programs within the context of “Our Employees’ Leadership and Development Journey” and we implement enriched development programs aimed at the future leaders of Brisa.



Increased  
our female  
employee  
number by  
**%37**

## BRISA 2014 SUSTAINABILITY REPORT

### > WORK LIFE

- OCCUPATIONAL HEALTH AND SAFETY APPROACH
- DEVELOPMENT JOURNEY
- EMPLOYEE RIGHTS
- DEVELOPMENT REPORT





# OCCUPATIONAL HEALTH AND SAFETY APPROACH

Occupational Health and Safety is one of the most important components of our operational sustainability. In this regard, we regard occupational health and safety as an inseparable part of the work in every operation we conduct.

By ensuring compliance with international standards beyond national legal regulations regarding occupational health and safety, we strive to further improve our performance in this field. In this context, while complying with all legal regulations concerning safety risks in our country, our facilities also have OHSAS 18001 Occupational Health and Safety Management Systems certificate.

In the context of Bridgestone Safety Mission Statement, works for preventing labor accidents are conducted at Brisa through awareness raising studies, systematic approaches and engineering approaches. As part of proactive risk prevention works we assess periodical machine, operation and behavior focused risks. We develop and implement action plans for the elimination of the risks determined In consequence of the analyses.

## Safety Mission Statement

### Safety First, Always

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



**We aim with pride to achieve perfect safety.**

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

**BRIDGESTONE**



BRISA 2014  
SUSTAINABILITY  
REPORT

WORK LIFE

> OCCUPATIONAL  
HEALTH AND SAFETY  
APPROACH  
- DEVELOPMENT  
JOURNEY  
- EMPLOYEE RIGHTS  
- DEVELOPMENT  
REPORT





G4-LA5, G4-LA6,  
G4-LA7

### Risk Analysis Studies

In 2014, we realized 26 risk analysis studies in the field of production with the support of all Technical groups (CTO) team. Thanks to risk elimination projects based on field observations we have achieved the best results to this day in terms of days without accidents for the majority of production facilities. Besides we rehabilitated fire detection and extinction systems, processes and equipment through fire prevention projects we conducted in order to minimize fire risks. We conducted 22 projects pursued by our employees within the scope of the "Critical Machine Elevation Plan" prepared every year in order to prevent major risks that might affect business continuity.



Continued  
"Occupational Safety  
Basic Activities"  
practices

### Brisa Occupational Safety Basic Activities

The "Occupational Safety Basic Activities" program which we started in 2013 in order to further our existing occupational safety activities was elected as an exemplary practice among Bridgestone Factories and we were invited to share it at the 43rd Occupational Health and Safety Conference organized in Tokyo, Japan.

As part Occupational Safety Basic Activities, we started the three years long 3S project which aims at ensuring a safer working environment for employees. Through the project, we aim to ensure that all employees work in a safe, clean and organized environment during the production process and to form a factory environment free from scraps and defective products. 3S prescribes that first the equipment that needs to be present at the working field be determined and unnecessary ones removed, then the amount and place of the required equipment be determined, and lastly that the working field be always maintained clean. During the reporting period we have redesigned 52% of our production fields with the 3S rationale. We aim to accomplish arrangements for all of our production fields by 2015 yearend.

Our Occupational Health and Safety Committee, which represents all of our workforce, monitors the occupational safety performance of Brisa within the scope of the monthly assessments it performs. Our Occupational Health and Safety Committee and Occupational Safety and Environment Committee perform the analysis of working accidents and prepare preventive plans to avoid their recurrence.

Our incidence rate  
was realized as

**0,86**  
and our severity  
rate as **12,27**

### Our Target is '0' Accident!

In our groups dependent on the Directorate of Engineering, 4 departments completed 1.990 days and 2 departments 1.260 days without any working accidents in accordance with our working principles of "Let's Follow Occupational Safety Rules for Our Family" and "Think a Minute before Starting Work". All our departments dependent on Brisa Directorate of Technology completed 1.685 days, Tyre Manufacture 2 department of the Directorate of Production 360 days and Stock Organization 1 department 1.310 days without any working days.

### Incidence Rate (IR)



Incidence Rate (IR) = Lost work day incident \* 200.000 / Annual working hours

### Severity Rate (IR)



Severity Rate (SR) = Lost work days \* 200.000 / Annual working hours

For our employees to adopt safe working behaviors as a lifestyle is one of the issues we especially care about. In this regard we believe in the particular significance of Occupational Health and Safety trainings. We make use of Brisa-MEC Occupational Safety Training and Practice Room in our facility as an active training area.



G4-LA7

As part of **BRISA-MEC (Manufacturing Education Center) activities**, we organize training programs that last for 30 hours under 9 headings with the title "Standard Training Program" aiming at raising awareness among our employees in the subjects of occupational safety, fire, quality, environment, and problem solving, as well as increasing their consciousness regarding the risks in the production field and developing their basic skills. We have provided Disaster Prevention (Fire and Earthquake) (739 employees) and Occupational Safety and Health trainings (1.153 employees), the first two headings which we started in 2013, to 94% of our employees. In 2015, we will complete the remaining 6% and continue the training program with our 3rd heading, Suru-Raku & 3S trainings. As of 2018 yearend, all of our blue collar employees will have received training in all the headings of the Standard Training Program.

Provided a total of **1.566 hours of training** to 783 of our employees in the **Brisa MEC Occupational Safety Training and Practice Room**.

We aim to increase the level of occupational safety consciousness and awareness against risks among our employees through our new training program "Occupational Safety Simulation" trainings which we started in 2014. As of 2015 yearend we will have completed "Occupational Safety Simulation" trainings, from which 783 employees have benefited during our first year, for all of our blue collar employees and we will continue repeating these trainings for every employee in two-year periods.



Brisa-MEC Occupational Safety Training and Practice Room draws interest from other companies within the context of benchmarking studies.

Our Occupational Health and Safety practices involve our subcontractors and suppliers within the context of our value chain on the factory field. We ensure that these stakeholders receive OHS and Environment trainings aimed at the management of accident free performance. Besides we review the performance of our suppliers and subcontractors in this field through regular meetings.

Supplier and Subcontractor OHS Indicators by Years	Incidence Rate (IR)	Severity Rate (SR)
2012	1,60	36,16
2013	0,62	10,43
2014	0,99	26,88

We are tasked with the presidency of the Occupational Health and Safety Work Group of Turkish Business World and Sustainable Development Association and we actively participate in the works.



**Tamay Aydın**  
Brisa – Leader Operator

#### Work safety comes before our work

I have been assigned in different units of the Production Control Department for ten years and I continue working as Shift Responsible

We act with a responsible perspective starting with the top management and reaching to us throughout the organization in the issue of occupational safety. We absolutely do not operate machines with an occupational safety issue; we foresee even the smallest risks that our friends on the field might encounter and we take action swiftly. By determining abnormal situations that might occur and including them among working standards, we increase the awareness of our operators.

During the time I worked here, I have attended Occupational Health and Safety, 8 Basic Occupational Safety Rules, First Aider Training and ADME (Emergency Intervention Team) trainings in the field of occupational health and safety.

These trainings enabled me to be more conscious and meticulous about occupational safety. I convey these information to my family and my environment. For instance, I taught my wife how to use the fire extinguisher. Also, I taught her the Heimlich maneuver which involved putting pressure on the abdomen for cases of suffocation – choking, as part first aid practices. I helped a patient having an epileptic seizure in daily life and prevented her from getting injured.



G4-LA11

# DEVELOPMENT JOURNEY



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

We adopt an integrative understanding for managing corporate sustainability by blending approaches that will contribute to sustainability in economic, social and environmental dimensions.

We continue our development journey by enriching and strengthening our programs aimed at our organization, processes and employees and by recognizing that our programs is adding not only our employee but their family and society.

## Corporate Development Journey

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

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



## Organizational Development

### Organizational Culture

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

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

### Climate & Management Styles



Measured our organizational climate and planned our actions.

our current climate.

Since the year 2007, we have been measuring Climate and Management Styles annually. We try to determine the difference between the ideal climate and

The difference between ideal and current climate is %26 in six climate dimensions. We determined improvements to decrease this difference to our target which is less than %20"

### Employee Engagement Survey



Repeated our employee engagement survey.

We periodically measure Employee Engagement and we focus our improvement plans on its results.

Results of our 2014 Employee Engagement assessment:

- Turkey average for our White Collar Employees 53%, Brisa's evaluation 62%
- Turkey average for our Blue Collar Employees 41%, Brisa's evaluation 58%

### Performance Management

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

In addition to performance evaluations, we have performed 360° competence evaluation for 385 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 strong and developing skills and that they are offered feedback through the development center practice in the process of promotion.

31 employees in 2015, and 109 in total, 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 integrated human resource system Brinsan, we ensure the consonance of our strategies defined at Brisa Strategy House with individual performance targets. In this way, we motivate our employees about achieving their individual targets and contributing to our vision and strategic targets. We ensure that all our white collar employees are interviewed, at least twice during an evaluation period, in relation to their performance level and development needs and that they receive feedback. We organize trainings and development programs in order to generalize the culture of feedback. We ensure the effective implementation of the feedback process through Brinsan performance module.



## Process Development

### Benchmarking

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

We performed 25 benchmarking studies for our corporate development projects and priority issues.

### Brinsan

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

We made performed needs assessment in Training and Development Modules, and improvements in the steps of Development Plan and monitoring 360° Reports.

### Strategy House

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

We conducted the "SEI – Strategy Implementation" survey and we formed our action plan. We reviewed our strategies at the two day workshop together with the top management."

### Process House

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

We reviewed and modeled 422 processes explaining detailed business flows. We provided 75 employees with 1.450 hours of process management training.

### 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 started the software application of our project and portfolio management system "Project House".

We provided 30 employees with 550 hours of project

## Suru-Raku Philosophy



Provided  
384 man\*hour of  
Suru-Raku training  
to 24 employees.

Suru-Raku, a philosophy which emphasizes that standards must be uninterruptedly complied with in all operational processes within the scope

of quality product and service production and turns improvement activities into a component of this process, is among our essential corporate values.

We have provided 24 employees with 384 man\*hour Suru-Raku and Problem Solving training for the dissemination of the Suru-Raku philosophy and participants shared the projects they prepared with the executive team. The number of employees we have trained to ensure the propagation of the Suru-Raku philosophy reached 155, whereas the total hours of training reached 2.294 hours.

Within the scope of the Brisa 10th Suru-Raku Conference we organized in 2014, 7 teams constituted by 27 of our employees shared their projects with all Brisa employees.





G4-43, G4-LA10

## Employees' Leadership and Development Journey



40,54\*

Annual average hours of training per person for our employees.

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 accumulation to the society.



### Leadership Journey

#### SALT - Sabancı Leader Team



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

We supported our leaders through personal coaching processes.

#### Mid-Level Managers– Leadership Workshop



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

\* Mentoring \* 360 Evaluation and Leadership WS \* Manager as Coach / Coaching Supervision

\* Performance Management / Recruitment Techniques \* Development Planning / One-to-one Coaching \* Management Simulation \* Future Forums (Sabancı Market Orientation Program)

76 of our managers benefited from coaching programs while 73 of our manager and employees benefited from mentoring programs.

#### LGP - Leader Development Program



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

We started our 3rd leadership development program aimed at First Level Managers with the participation of 14 people. 40 of our employees have participated in this program to this day.

#### ELYP - Team Leader Development Program

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

We started the 5th Group of our program, which is a first in its sector, with 19 new participants. 141 employees have hitherto attended this program.



**Tim Bright**

**OneWorld Consulting – Consultant**

#### Coaching and development

The aim of the Manager as coach programme is to support and challenge managers to coach their own teams more effectively. This means having conversations with them that focus on their own development. There are

two important issues of sustainability here.

Firstly we are making the organisation more sustainable by helping our managers develop the next generation of managers, within the organisation, themselves. Secondly, the aim of the manager coach is to encourage the employee to find their own solutions and to learn how to develop themselves, which is also a sustainable form of leadership development.

We have seen a gradual change in the organisational culture, with employees coming to managers ready for coaching, and expecting to solve their own problems themselves, and ready for their manager to ask questions, rather than provide answers. Also through this method employees are encouraged to think more for themselves and use their own inner resources to develop themselves and solve problems.

“Coaching for managers” program helps managers improve their own team and have quality talks about the development of employees and contributes significantly to sustainability.

BRISA 2014  
SUSTAINABILITY  
REPORT

WORK LIFE

- OCCUPATIONAL  
HEALTH AND SAFETY  
APPROACH

> DEVELOPMENT  
JOURNEY

- EMPLOYEE RIGHTS  
- DEVELOPMENT  
REPORT





G4-LA10

BRISA 2014  
SUSTAINABILITY  
REPORT

#### WORK LIFE

- OCCUPATIONAL HEALTH AND SAFETY APPROACH
- > **DEVELOPMENT JOURNEY**
- EMPLOYEE RIGHTS
- DEVELOPMENT REPORT

## Development Journey

### Orientation

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

\* Brisa Overview (All Departments & Model Store & Field Trip & Museum) \* Occupational Safety & Health \* SA-Etik \* Competition Law \* Information Security \* Sustainability  
We provided 611 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 208 employees have attended this program to this day.

### BRISA MEC - Brisa Manufacturing Education Center

Provided  
a total of 9.134  
hours of training  
to 2.675 of our  
employees at Brisa MEC.

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.

### Brisa Academy



Provided  
a total of 23.856  
hours of training to  
3.592 people  
through Brisa Academy.

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.

### 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 Day with the participation of 152 employees in order to ensure the generalization of the concept of sustainability within the corporation and to raise awareness.

We ensured the participation of 4 of our employees in Corporate Sustainability certificate programs.

### 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 7 employees from our Production, Technology and Marketing functions participated in this program.



### Merve Gülşen

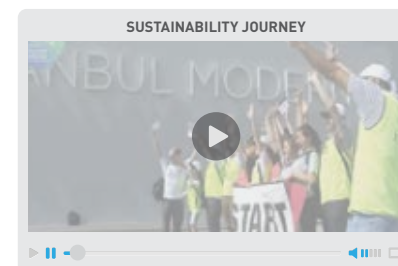
Brisa – Agricultural Radial and Bias Tyres Development Engineer

### Sustainability Journey

I have been working at Brisa for about a year. During this time, besides technical trainings, social responsibility projects and personal development seminars I participated, I have also attended an entertaining orientation program about Brisa's Sustainability activities.

In this orientation program realized in Istanbul's historic and cultural places, I have learned about the mission of our company and its sensitivity about leaving future generations a more livable world by answering questions chosen from Brisa Sustainability Report. I think the Sustainability Journey Orientation Program is an entertaining practice effective in creating the awareness of "being a part of Brisa" in new employees.

Brisa has a working environment that entrepreneur employees with a strong will to succeed, who want to design their career journeys in the most "sustainable" manner, will enjoy. I have been proud and happy of being a part of this family, which considers the environment and people while achieving the goals it determines and creates awareness, since the very first day.



[Click here to watch.](#)





# EMPLOYEE RIGHTS

As Brisa, providing an environment where our employees can work efficiently, happily and productively during their working life is among our essential priorities. The prevalence of mutual love, respect and trust matters for the sustainability of our working environment. In order to achieve this, we ensure a transparent communication as well as the active implementation of ethical rules, we collect stakeholder feedbacks effectively and we actively evaluate development points.

## Business Relations and Union Rights

Providing our employees with the opportunity to work in a dignified working environment based on mutual trust is among our priorities. In parallel, we respect all of our employees' basic rights emanating from constitutional and international agreements, such as organization, unionization and collective bargaining.

In accordance with importance we attach to sustainable labor peace, there is a transparent and constant communication between our Company Management and Union Management, one of our significant stakeholders. All our blue collar workers are members of the Turkish Union of Petrol, Chemistry and Tyre Industry Workers (Lastik-İş).

### Collective Labor Contract Practice

Negotiations for the 18th Period Collective Labor Agreement between Turkish Union of Petrol, Chemistry and Tyre Industry Workers and the Company, covering the 24 month period between January 1st 2014 and December 31st 2015, were started on January 17th 2014; the Collective Labor Agreement concerning this period was signed with the agreement of parties on March 3rd 2014.

In addition to the wages of employees included in the Collective Labor Agreement and those excluded, we provide them with benefits such as a premium worth their 4 month gross wage, Personal Retirement Insurance (BES), health insurance, and life insurance for those not covered. We provide benefits such as annual leave allowance, maternity benefit, death benefit, matrimony benefit, education support, family-food aid, and child allowance only for employees included in the Collective Labor Agreement. We also provide food and transportation services for all our employees.

## Business Ethics Approach

Creating a dignified working environment respectful of human rights matters deeply to us. For this reason, we adopt the principle of providing equal opportunities for all our employees under equal conditions in all stages beginning with recruitment. In light of our understanding of fairness we take precautions against all kinds of discrimination. We periodically review our Human Rights approach and we conduct improvement works.

### Our Ethics Understanding

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

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

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

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

The most significant determinant of our Business Ethics approach is Sabancı Group Business Ethics Guidelines (SA-ETİK). We share our business ethics approach with our external stakeholders in different settings in order to extend it throughout our value chain. Besides our internal communication works aimed at our internal stakeholders, our employees have a chance to update their knowledge regarding business ethics guidelines every year, with an e-learning program.

In the reporting period, we have provided a total of 611 hours of Business Ethics, 1.218 hours of Competition Law, and 968 hours of Sustainability training to our employees.

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

G4-41, G4-56, G4-57,  
G4-58, G4-EC3, G4-LA2,  
G4-LA8, G4-LA15,  
G4-LA16, G4-HR2,  
G4-HR4, G4-HR5,  
G4-HR6

BRISA 2014  
SUSTAINABILITY  
REPORT

WORK LIFE

- OCCUPATIONAL HEALTH AND SAFETY APPROACH
- DEVELOPMENT JOURNEY
- > EMPLOYEE RIGHTS
- DEVELOPMENT REPORT





## DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
We aimed to constitute the steps of action for our "Employer Branding" project,	<span style="color: yellow;">●</span>	We determined our action plans.	We aim to form activity plans devoted to university students in the context of "Employer Branding",
To review and plan our processes in relation to our new investment,	<span style="color: yellow;">●</span>	We continue planning our processes in relation to our new investment. We have formed our Project Office (PMO) structuring and detailed project plan.	To continue working within the scope of our plans concerning our new investment,
To carry out the pilot development program devoted to the development of entrepreneurial competence,	<span style="color: green;">●</span>	We provided training for 22 people with the joint participation of industrial group companies.	To support the Entrepreneurship Day practice,
To organize information meetings with our managers and employees about climate & culture and engagement results,	<span style="color: green;">●</span>	We planned to hold informational meetings in 2015. Our Results for the Year 2014 were realized as White Collar 62% and Blue Collar 52%.	To organize joint information meetings with all the management and 6 different information séances for our mid-level managers about climate & culture and engagement results,
To repeat our Employee Engagement survey,	<span style="color: green;">●</span>	We directed our employees who received 360 reports to prepare their development plans.	To perform midterm short assessments to be able to track Employee Engagement improvement,
To prepare and monitor individual development plans for our employees in line with 360° evaluation reports,	<span style="color: green;">●</span>	We planned for the time management module to go live in 2015. We conducted our Brinsan Satisfaction Survey and our results were realized as 88%.	The integration of the process of forming a Development Plan with the process of training and performance in order to internalize it,
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,	<span style="color: green;">●</span>	We completed our new logo and visual designs. We started our Sustainability Journey program with 3 groups and 60 participants.	To put the Time Management Module, Nakisa and Mobile application processes into practice,

● Completed
 ● In Progress
 ● Incomplete

### BRISA 2014 SUSTAINABILITY REPORT

#### WORK LIFE

- OCCUPATIONAL HEALTH AND SAFETY APPROACH
- DEVELOPMENT JOURNEY
- EMPLOYEE RIGHTS
- > **DEVELOPMENT REPORT**





## DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
To create a new logo and visual design for our Training & Development programs,	●	We completed our new logo and visual designs.	To provide information for the extensive usage and explanation of the logo and visuals we have designed 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,	●	We started our Sustainability Journey program with 3 groups and 60 participants.	To enrich and maintain our Sustainability Journey program with new participants,
To provide Competition Law trainings for new recruits as part of the Orientation program,	●	We provide Competition Law training for all new recruits in the Orientation process. We also started an information and refreshing training for our employees once a year.	To continue our practices concerning Competition Law training.
To sustain our Occupational Safety Basic Activities practices	●	We maintain our practices.	

● Completed ● In Progress ● Incomplete

### BRISA 2014 SUSTAINABILITY REPORT

#### WORK LIFE

- OCCUPATIONAL HEALTH AND SAFETY APPROACH
- DEVELOPMENT JOURNEY
- EMPLOYEE RIGHTS
- > **DEVELOPMENT REPORT**





G4-EC7, G4-EC8, G4-S02

# 6 SOCIETY RELATIONS

**We observe social benefit in all the activities we conduct and we embrace the understanding of “social responsibility conscious management” whereby we integrate stakeholder expectations in our business manner.**

We extend our sustainability studies with many projects that will contribute to social development, we take the active and volunteer participation of our widest stakeholder chain as the basis for our projects. We determine our social responsibility works in line with the principles of establishing favorable relations with the local community, benefiting social, cultural and economic development.



Continued providing support for public institutions and civil initiatives.

54 first place  
50 second place  
34 third place



Our Brisaspor team continued its successes, we won a total of 138 medals.



Provided **7.500 farmers** across Turkey with efficient farming training.

BRİSA 2014  
SUSTAINABILITY  
REPORT

## > SOCIETY RELATIONS

- CONTRIBUTION TO TRAFFIC SAFETY
- CONTRIBUTION TO SECTORAL PRACTICES
- CONTRIBUTION TO EDUCATION AND SPORTS
- DEVELOPMENT REPORT



In the context of **Lassa Reflector** for Farmers Campaign, we mounted reflectors on a total of 4.010 trailers in 13 provinces free of charge.



“Yola Sağlam Çık”

We provided counselling concerning nutrition and healthy living to **2.281 heavy vehicle and long distance drivers at 37 points.**



We were considered worthy of an award in the category of Food and Nutrition with “**Yola Sağlam Çık**” by Turkish Public Health Association.



We have contributed to over 300 students to this day and we continue to provide scholarships for 80 students through **Brisa Members Educational Support Association.**



Received **LEED Gold certification** for our Brisa Academy and Museum building.



Organized our **Sustainable Change Conference.**



G4-EC7, G4-EC8, G4-S02

We take into consideration direct and indirect impacts on the local community in the planning and implementation stages of all our process, we measure and take under control activities that might create a negative impact. We provide significant local employment in the regions where we operate, we prioritize collaborations with local suppliers in purchasing processes. In order to be able to conduct systematic relations with the local community in our regions of operation, we work to achieve improvements in the issues of stakeholder communication and feedback methods. Besides supporting social responsibility projects realized by H. Ömer Sabancı Foundation, we also develop our own projects with the participation of our stakeholders and our own resources.

Since our establishment, we have realized many successful social projects. We regard contributing in the issue of driving safety in traffic, which concerns the sector within which we operate directly, as our primary responsibility, we actualize projects to raise and expand awareness regarding safe and secure driving in traffic. Besides we perceive creating value for the society through the contributions we provide in the fields of sectoral development, education and sports to be one of our priorities.

## CONTRIBUTION TO TRAFFIC SAFETY

As one of the leading companies of the industry who became a signatory of the "Corporate Traffic Safety Declaration" in the context of the "Responsibility in Traffic Movement", we attach great importance to the issues of safety in tyre and traffic, we regard the constitution of a safe and sustainable traffic environment as the primary component of our social responsibility. In this scope, we have actualized various training and information practices alongside projects about safe and secure driving in traffic, in the reporting period.

### To the Tyre for a Safe Journey

We aim to create awareness regarding tyre tread depth, which is a very important issue in the subject of safe driving, in the context of the "Güvenli Yolculuk için Lastik Başına" (To the Tyre for a Safe Journey) project we implemented with our brands Lassa and Bridgestone. Within the scope of the project, we realize the tread depth measurement of tyres at our Otopratik sales and service points and we perform information works to raise the awareness of vehicle drivers. We provided tyre tread depth measurement and information concerning the significance of tyre in traffic safety for visiting vehicles in the parking lot of the activity area for the "5th Highway Traffic Safety Symposium and Exhibition" organized at Ankara ATO Congress Center which we supported as a sponsor, in the reporting period.

### Bridgestone Safety Tyre

With Bridgestone Safety Tyre campaign, which we conduct aimed at automobile and light commercial vehicle drivers, we emphasize the importance of the safety belt while bringing to the attention of consumers the significance of tyre tread depth and tyre pressure. In the context of the campaign we performed tyre tread depth measurement, tyre pressure measurement and information for safe long distance driving at IDO piers and on Susurluk - Söke road which is frequented by vacationers, in order to ensure that vehicle owners continue their journeys safely during the festive holiday.

### Yola Sağlam Çık



"Yola Sağlam Çık"  
We provided counselling concerning nutrition and healthy living to **2.281 heavy vehicle and long distance drivers at 37 points.**



We were considered worthy of an award in the category of Food and Nutrition with "**Yola Sağlam Çık**" by Turkish Public Health Association.

We continue our works towards increasing social awareness about safe and secure driving through informative projects we prepare for heavy vehicle operators and farmers on a variety of issues ranging from healthy nutrition to physical exercises with the slogan "Yola Sağlam Çık". We offered counselling about proper nutrition and healthy living to 2.281 commercial vehicle drivers at 37 points in the year 2014, and to approximately 12.000 long distance drivers at 161 points since the beginning of the project. Our "Yola Sağlam Çık" project was deemed worthy of an award in the category of Food and Nutrition by the Turkish Public Health Association.

### Lassa Reflector Campaign for Farmers

Provided **7.500 farmers** across Turkey with efficient farming training.



In the context of **Lassa Reflector** for Farmers Campaign, we mounted reflectors on a total of 4.010 trailers in 13 provinces free of charge.



We provided information and counselling services regarding productivity practices in agriculture and agricultural economy to 7.500 farmers in 140 villages in 13 provinces across Turkey, with the participation of agricultural engineers. In the context of the project where we provided a total of 170 hours of productive agriculture training, we have also mounted 4.010 reflectors on tractor trailers.

BRİSA 2014  
SUSTAINABILITY  
REPORT

SOCIETY  
RELATIONS

> CONTRIBUTION TO  
TRAFFIC SAFETY

- CONTRIBUTION TO  
SECTORAL  
PRACTICES  
- CONTRIBUTION TO  
EDUCATION AND  
SPORTS  
- DEVELOPMENT  
REPORT





G4-EC7, G4-EC8, G4-S02

# CONTRIBUTION TO SECTORAL PRACTICES



We adopt experience and accumulation sharing as our corporate culture, 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.

Our CEO Hakan Bayman is currently the Chairman of the Board of the Tyre Industrialists and Importers Association (LASID) which was founded in 2014 in order to improve tyre production and tyre industry by bringing tyre manufacturers and importers in Turkey together and to share sectoral activities concerning sustainability, public and transportation safety with the society.

In the reporting period, we continued providing support for the Traffic Safety Platform and sharing our industry specific knowledge and experiences at the Tyre and Life Safety Workshop organized by the Ministry of Transportation, Maritime Affairs and Communication. Besides, our managers continued transferring their knowledge and experience by giving classes at universities as part of Sabanci Managers in Class Program.

## Sustainable Change Conference



We opened Brisa Improvement Conferences, which we started in 1992 for our company employees, to the participation of institutions and companies from different sectors beginning in 1995, thereby acquiring an international qualification. We named this platform, which has hosted over 200 presentations and 10.000 participants to this day,

"Sustainable Change Conference" in 2014 deriving on our sustainability and innovation approach. We brought together representatives of leading companies in the world and the industry at the conference which was organized for the 25th time last year. At the conference whose main theme was "Journey of the Future", we have presented exemplary practices enriching the society concerning innovation in the age of digital communication and technology as well as sustainability to the participants.



**Bertrand Picard, PhD.**  
Initiator, pilot and Chairman  
of Solar Impulse

### Renewable Energy

We can halve the energy consumption in the world if we replace all of the old and inefficient technologies with today's clean and more energy efficient technologies. This would protect the environment as well as stimulate job creation, profit and economical growth, as the world needs cleaner products. But we need to increase public awareness and demand aroused from public opinion. The previous century was the period of discovering and conquering the world. And the 21st century should be a period where we will discover how to increase the quality of life. Countries such as Turkey, which do not have natural resources like oil and natural gas, should use this opportunity in their very public interest. As a supporter of Solar Impulse journey, Brisa has undertaken a critical responsibility in its country regarding the matter. We would like to thank them for their pioneering role in Turkey.



[Click here to watch.](#)

BRISA 2014  
SUSTAINABILITY  
REPORT

SOCIETY  
RELATIONS

- CONTRIBUTION TO TRAFFIC SAFETY
- > **CONTRIBUTION TO SECTORAL PRACTICES**
- CONTRIBUTION TO EDUCATION AND SPORTS
- **DEVELOPMENT REPORT**





G4-S02

BRISA 2014  
SUSTAINABILITY  
REPORT

SOCIETY  
RELATIONS

- CONTRIBUTION TO TRAFFIC SAFETY
- CONTRIBUTION TO SECTORAL PRACTICES
- > **CONTRIBUTION TO EDUCATION AND SPORTS**
- DEVELOPMENT REPORT

## Brisa Museum



During the reporting period, we have revised our processes related Brisa Museum, which is the first tyre museum of Turkey, and we received LEED Gold certification. Brisa Museum, which we have designed as a "Sustainable Green Building", has the characteristics of an extensive archive for future generations.

At our Brisa Museum, whose main theme was identified as "Journey", we tell the story of how Lassa/Brisa transformed from an industrial company into an innovation company offering a range of services besides the product. Alongside the corporate history of our company, we exhibit developments offering an insight to the history of the tyre industry, the anatomy of tyre and many other subjects to our visitors through interactive applications.

## CONTRIBUTION TO EDUCATION AND SPORTS

We continue to provide support for the education of students with the income we receive from Brisa Academy virtual trainings and the fund we have constituted through Brisa Members Educational Support Association. We contribute to the spread of the cycling sport with our sports club Brisaspor.

### Brisa Members Educational Support Association



We continue to add value in the field of education through Brisa Members Educational Support Association which came to life 20 years ago with the contributions of our employees. Our employees participate voluntarily in the activities of the Association which provides support to youth who lack the sufficient financial resources to continue their education. We have contributed to over 300 students to this day and we continued providing scholarships for 80 students in the 2013-2014 school year, through Brisa Members Educational Support Association.

## Brisa Snowball Volunteers

We believe in the importance of raising the social responsibility awareness of Brisa employees and stakeholders and of transferring their knowledge, accumulation and skills to the society sustainably with a we-feeling. We maintain "Brisa Snowball Volunteers" works, which we have been conducting with this purpose since 2010, by taking part of the Volunteerism Training Program and Workshop Study with the support of Private Sector Volunteers Association (ÖSGD). We support female students receiving vocational education through Vocational High School Coaches program with the support of ÖSGD.

## Brisaspor

Our Brisa Cycling Team, which we established in 1978 in accordance with our social sustainability and support for sports approach, has competed in a total of 29 competitions, of which 18 National and 14 International, and achieved great successes in the 2014 season.



Our athletes, who played for the national team 18 times during 4 championships, won a total of 138 medals, of which 54 gold, 50 silver and 34 bronze, in 2014.



**Cansu Türkmenoğlu**  
Brisaspor – Cyclist

### Cycling

Today, as the cycling interest is increasing, it is very important to invest in this field and to support sportsman. The contribution of Brisaspor which is one of the long-established cycle team for the development of cycling sport in Turkey since 1978 helps us to gain achievement in both domestic and overseas tournament. In addition to generalize cycle which is environmental friendly vehicle, Brisa conducted to win championship in international competition in many countries such as; Japan, Egypt, Serbia, Iran, Azerbaijan, Cameroon, Romania, Macedonia, Bulgaria. Thanks to Brisa and my club for their help in my sportman personality development and contribution to my awards.



## 2014 BRISASPOR

132 RACES IN 12 DIFFERENT CATEGORIES



132 RACES IN 12 DIFFERENT CATEGORIES

SENIOR / U-23 / YOUNG / STARS / MASTER MEN / SENIOR WOMEN

ROAD RACE

SENIOR / U-23 / YOUNG / STARS / MASTER MEN / SENIOR WOMEN

MOUNTAIN CYCLING RACE

WE WENT TO 15 DIFFERENT CITIES

5 DIFFERENT COUNTRIES



WE WORE THE NATIONAL UNIFORM FOR 18 TIMES



WE WON TOTALLY 138 MEDALS

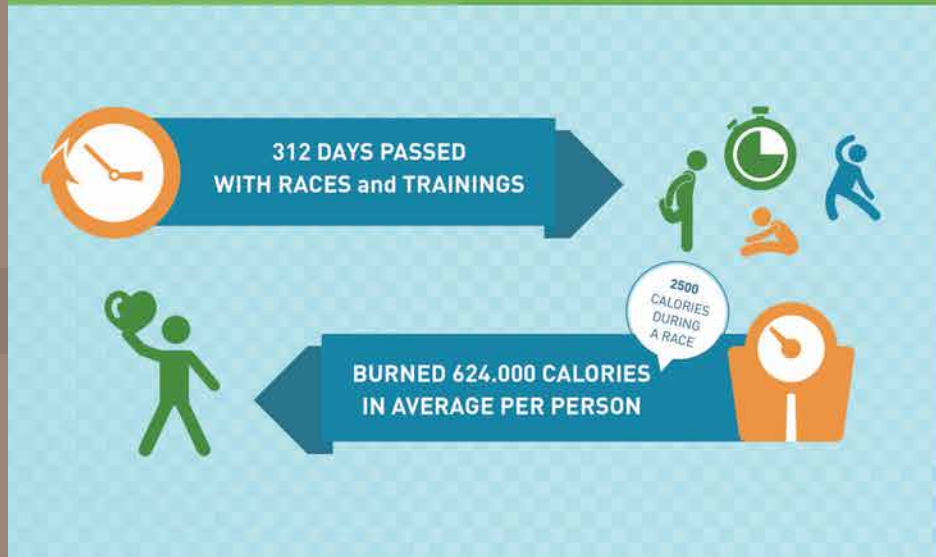
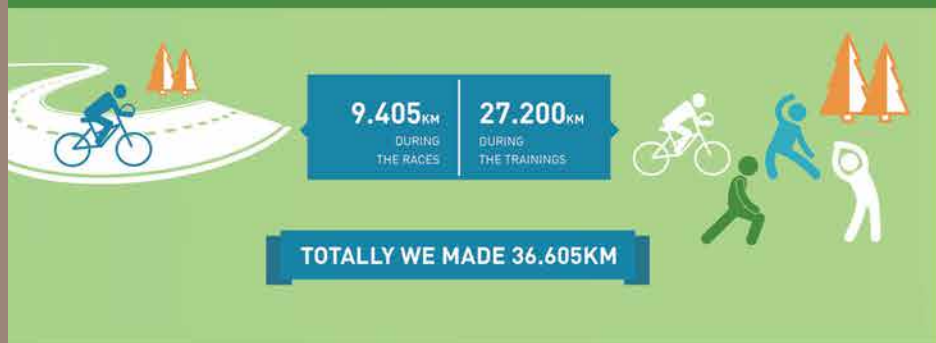
### BRİSA 2014 SUSTAINABILITY REPORT

#### SOCIETY RELATIONS

- CONTRIBUTION TO TRAFFIC SAFETY
- CONTRIBUTION TO SECTORAL PRACTICES
- > CONTRIBUTION TO EDUCATION AND SPORTS
- DEVELOPMENT REPORT









## DEVELOPMENT REPORT

WHAT DID WE AIM FOR IN THE YEAR 2014?	STATUS	2014 PERFORMANCE DISCLOSURE	OUR 2015 TARGETS
We aimed to continue our "Yola Sağlam Çık" project,	●	We have provided proper nutrition and healthy living counselling to 2.281 commercial vehicle drivers at 37 points in 28 cities.	We aim to continue our "Yola Sağlam Çık" project,
To continue our support for public institutions and civil initiatives,	●	We shared our industry-specific knowledge and experience on platforms formed by various public institutions and civil society organizations. We continued supporting civil initiatives.	To continue our support for public institutions and civil initiatives,
To open Brisa Museum, Turkey's first tyre museum, to the public,	●	We have reviewed all processes related to Brisa Museum. For this reason, we have postponed the public opening of our museum to the first quarter of 2015.	To open Brisa Museum to the public,
To maintain our support for education through Brisa Members Educational Support Association,	●	We continued supporting 80 students through Brisa Members Educational Support Association.	To maintain our support for education through Brisa Members Educational Support Association,
To continue our contribution to sports with Brisaspor,	●	Our athletes won a total of 138 medals.	To continue our contribution to sports with Brisaspor,
To give priority to traffic safety and to enrich our studies,	●	We maintained our contribution to traffic safety by enriching the contents of projects such as Güvenli yolculuk için lastik başına, Yola sağlam çık.	To give priority to traffic safety,
To establish more systematic relations with the society by developing stakeholder communication and feedback methods.	●	We conducted several focus studies with small groups. We will continue our works in the year 2015.	To establish more systematic relations with the society by developing stakeholder communication and feedback methods.

### BRISA 2014 SUSTAINABILITY REPORT

#### SOCIETY RELATIONS

- CONTRIBUTION TO TRAFFIC SAFETY
- CONTRIBUTION TO SECTORAL PRACTICES
- CONTRIBUTION TO EDUCATION AND SPORTS

#### > DEVELOPMENT REPORT

● Completed ● In Progress ● Incomplete





G4-16

# 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 Metallurgical Engineers
24. Chamber of Mechanical Engineers
25. KALDER
26. EFQM
27. Traffic Safety Platform
28. Corporate Governance Association of Turkey (TKYD)
29. Risk and Insurance Management Society Inc.(RIMS)
30. Tyre Industrialists and Importers Association (LASİD)
31. Rubber Association



The number of  
**our corporate  
memberships**



G4-09, G4-17, G4-22,  
G4-40, G4-EC1, G4-EN3,  
G4-EN10, G4-EN15,  
G4-EN16, G4-EN17,  
G4-EN21, G4-EN22

ECONOMIC AND ADMINISTRATIVE PERFORMANCE INDICATORS	2010	2011	2012	2013	2014
Income (TL)	993.530.845	1.368.845.521	1.451.919.360	1.522.032.545	1.723.135.014
Operating Costs (TL)	717.941.727	1.070.391.964	1.027.613.373	1.027.744.179	1.137.124.014
Employee Wages and Other Provided Benefits (TL)	147.006.012	165.496.251	188.512.109	201.899.957	236.497.535
Payments to Pecuniary Resource Providers (TL)	47.063.952	79.808.998	122.703.715	131.564.956	179.103.952
Payments to the State (TL)	17.183.206	20.478.732	23.470.772	24.311.200	24.449.790
Social Investments (TL)	20.820	478.090	330.441	1.269.906	453.874
Protected Economic Value (TL)	64.315.128	32.191.486	89.288.950	155.887.307	163.302.630

ENVIRONMENTAL PERFORMANCE INDICATORS	2010	2011	2012	2013	2014
--------------------------------------	------	------	------	------	------

Raw Material Group Supply Values (%) - - - - -

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

<b>Total</b>	<b>94</b>	<b>89</b>	<b>95**</b>	<b>91**</b>	<b>87**</b>
Direct	112	115	159**	125**	117**
Indirect	92	86	89**	88**	85**
Energy Savings Realized with Efficiency Projects (GJ/ton) (Cumulative Index, Base:2008=100)	593	830	968	1086	1222
Total Well Water Consumption (m3)	677.934	567.362	530.738*	443.755*	438,486*
Municipal Water(m3)	-	-	13.126	19.132*	17.132*
Recycled and Reused Water (m3, %)	-	-	-	-	-
Total Water Discharge by Destination (m3) Toplam Su Desarjı (m <sup>3</sup> ) TOPLAM	N/A	N/A	268.854	319.662	309.724

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

(ton CO2-e/Production ton) (Index, Base: 2008=100)

<b>Total (Scope 1 &amp; Scope 2)</b>	<b>95</b>	<b>93</b>	<b>96**</b>	<b>92**</b>	<b>89**</b>
Direct (Scope 1)	111	177	185**	131**	117**
Indirect (Scope 2)	94	88	91**	90**	87**

#### Other Related Indirect Greenhouse Gas Emissions

(Scope 3) (ton CO2 -e/Production ton) (Index, Base: 2011=100)

<b>Total (Scope 3)</b>	<b>N/A</b>	<b>100</b>	<b>103</b>	<b>99</b>	<b>72</b>
Logistic Activities	N/A	100	100	97	68
Employee Transportation	N/A	100	135	124	109

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

(Ton CO2-e/Production Ton) (Index, Base: 2008=100)

<b>Total</b>	<b>97</b>	<b>90</b>	<b>112</b>	<b>94</b>	<b>87</b>
CH4 (ton CO2-e/production ton)	97	84	103	82	69
N2O (ton CO2-e/production ton)	97	94	118	101	98

\*The figures highlighted in blue indicate modified data with regards to Brisa 2013 Sustainability Report\*

\* See: Independent Limited Assurance Report

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





G4-09, G4-10, G4-11,  
G4-EN23

ENVIRONMENTAL PERFORMANCE INDICATORS	2010	2011	2012	2013	2014
<b>Total Waste Amount by Type (Ton)</b>					
Total	7.031	6.841	6.934*	7.035*	7.278*
Hazardous Wastes (Ton)	958	681	640*	761*	661*
Nonhazardous Wastes (Ton)	6.073	6.160	6.293*	6.274*	6.618*
<b>Total Waste Amount by Process Type (Ton)</b>					
Total	7.031	6.841	6.934*	7.035*	7.278*
Reuse	552	202	183	161	171
Recycle	2.687	3.137	3240	3442	3806
Recover	2.926	2.759	2676	2626	2932
Incineration	266	265	234	298	15
Storage	599	479	602	509	354
Environmental Protection and Investment Expenditures (US dollars)	349.860	880.195	1.098.097	1.198.410	847.566

SOCIAL PERFORMANCE INDICATOR	2010	2011	2012	2013	2014
Total Number of Employees	1.722	1.785	1.745	1.818	2.431
<b>Employee Breakdown by Gender and Status (Numeral, %)</b>					
Blue Collar Female	0 (0)	0 (0)	0 (0)	0 (0)*	0 (0)*
Blue Collar Male	1.291 (100)	1.337 (100)	1.305 (100)	1361(100)*	1893 (77,9)*
White Collar Female	63 (14,9)	62 (14,1)	67 (15,5)	79 (18)*	108 (4,4)*
White Collar Male	360 (85,1)	378 (85,9)	366 (84,4)	372 (82)*	430 (17,7)*
<b>Employee Breakdown by Contract Type</b>					
Permanent Female	63	62	67	79*	108*
Temporary Female	2	0	0	1*	0*
Permanent Male	1.651	1.715	1.671	1.733*	2.323*
Temporary Male	6	7	1	1*	0*
<b>Employee Breakdown by Age Groups</b>					
<30 (%)					
White Collar	28,7	27,1	23,9	18,6*	20,3*
Blue Collar	40,8	34,8	27,6	27,3*	30,3*
<30-50> (%)					
White Collar	65,2	65,2	68,8	76,1*	72,7*
Blue Collar	58,6	64,7	71,9	72,5*	69,4*
50> (%)					
White Collar	6,1	7,6	7,4	5,3*	7*
Blue Collar	0,5	0,5	0,5	0,1*	0,3*
Employees Covered by Collective Bargaining Agreement (%)	75	75	75	75	78



G4-38, G4-EC6,  
G4-LA9, G4-LA12

SOCIAL PERFORMANCE INDICATORS	2010	2011	2012	2013	2014
<b>Employee Trainings (person/hour)</b>					
Blue Collar (person/hour)	14,69	18,51	24,85*	17,7*	31,51*
White Collar (person/hour)	58,89	58,08	53,11*	71,6*	70,69*
Female					75,88*
Male					38,85*
Incidence Rate (IR)	1,37	0,74	0,69*	0,71*	0,86*
Severity Rate (SR)	26,91	15,13	14,79*	13,42*	12,27*
Absentee Rate (%)	4,66	5,36	5,68	5,09	5,34
<b>Senior Management by Gender (%)</b>					
Board of Directors Female (%)	9,1	9,1	11,1	9,1*	9,1*
Board of Directors Male (%)	90,9	90,9	89,9	90,9*	90,9*
Executive Committee Female (%)	0	0	0	0*	0*
Executive Committee Male (%)	100	100	100	100*	100*
<b>Senior Management by Age Groups</b>					
<30 (%)					
Board of Directors	0	0	0	0*	0*
Executive Committee	0	0	0	0*	0*
<30-50> (%)					
Board of Directors	36,4	44,4	44,4	36,4*	36,4*
Executive Committee	33,3	66,7	66,7	66,7*	66,7*
50> (%)					
Board of Directors	63,6	55,6	55,6	63,6*	63,6*
Executive Committee	66,7	33,3	33,3	33,3*	33,3*
<b>Senior Management by Nationality</b>					
Turkish				64,3*	64,3*
Foreign				35,7*	35,7*
Board of Directors (Turkish)				63,6*	63,6*
Board of Directors (Foreign)				36,4*	36,4*
Executive Committee (Turkish)				50*	50*
Executive Committee (Foreign)				50*	50*
<b>Hired Employees by Gender (Numeral, %)</b>					
Blue Collar Female	0(0)	0(0)	0(0)	0(0)*	0 (0)*
Blue Collar Male	234 (100)	78 (100)	42 (100)	96(100)*	586 (100)*
White Collar Female	13 (16,7)	11 (12,9)	10 (18,2)	18(30)*	35 (28,9)*
White Collar Male	65 (83,3)	74 (87,1)	45 (81,8)	42(70)*	86 (71,1)*



G4-EC5, G4-LA1

SOCIAL PERFORMANCE INDICATORS	2010	2011	2012	2013	2014
<b>Leaving Employees by Gender (Numeral, %)</b>					
Blue Collar Female	0 (0)	0 (0)	0 (0)	0 (0)*	0 (0)*
Blue Collar Male	30 (100)	32 (100)	39 (100)	38(100)*	50 (100)*
White Collar Female	3 (6,1)	11 (17,7)	6 (9,8)	6(13)*	7 (14,9)*
White Collar Male	46 (93,9)	53 (82,3)	55 (90,2)	40(87)*	40 (85,1)*
<b>Leaving Employees by Age Groups (Numeral, %)</b>					
Blue Collar <30	231 (98,7)	77 (98,7)	39 (92,9)	91(94,8)*	283 (48,3)*
Blue Collar <30-50>	3 (1,3)	1 (1,3)	3 (7,1)	5(5,2)*	299(51,0)*
Blue Collar 50>	0 (0)	0 (0)	0 (0)	0 (0)*	4(10,7)*
White Collar <30	47 (60,3)	58 (68,2)	29 (52,7)	37(61,7)*	59(49,0)*
White Collar <30-50>	31 (39,7)	27 (31,8)	25 (45,5)	22(36,7)*	59(49,0)*
White Collar 50>	0 (0)	0 (0)	1 (1,8)	1(1,7)*	3 (2,0)*
<b>Leaving Employees by Age Groups (Numeral, %)</b>					
Blue Collar <30	2 (6,7)	2 (6,3)	1 (2,6)	0(0)*	3 (6)*
Blue Collar <30-50>	25 (83,3)	29 (90,6)	33 (84,6)	35(92,1)*	45 (90)*
Blue Collar 50>	3 (10)	1 (3,1)	5 (12,8)	3(7,9)*	2 (4)*
White Collar <30	23 (46,9)	19 (29,7)	14 (23)	18(39,1)*	12(25,5)*
White Collar <30-50>	22 (44,9)	34 (53,1)	39 (63,9)	25(54,3)*	34(72,3)*
White Collar 50>	4 (8,2)	11 (17,2)	8 (13,1)	3(6,5)*	1(2,1)*
<b>Entry Level Wage by Minimum Wage</b>					
Blue Collar	4,05	3,91	3,8	3,79	3,72
White Collar	4,21	3,94	3,51	3,52	3,26

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

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

### **Scope of Reporting**

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

### **General Reporting Principles**

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

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

### **Key Definitions and Data Preparation**

#### **Energy Consumption**

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

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

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

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

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

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

Energy Consumption Rate (The energy consumption per production tone):  
Energy Consumption (GJ) / Volume of Production (tone)

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

#### **Carbon Dioxide Emission**

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

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



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

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

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

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

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

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

TABLE 1. LOWER HEATING VALUES OF ENERGY SOURCES		
Fuel / Material	Lower Heating Value	kCal/ton
Natural Gas	8.250	kCal/ton
Diesel Oil	10.200.000	kCal/kWh
LPG	27.000	kCal/ton
Oil	10.400.000	
Electricity	860	
Steam	574.300	

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

Table 2. Energy and Greenhouse Gas Emissions Conversion Factors

Fuel / Material	Scope	Conversion Factors (kg/TJ)			Ref
		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 (CO2 emission ton per production tonnage):

Carbon Dioxide Emission (ton CO2) / Production Volume (ton):

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

### Water Consumption

‘Water’ consists of all kinds of water used at the facility including well and municipality water. Well water consumption values are presented during the reporting year (the period between 1 January and 31 December). Well water consumption data includes water used for production, cooling (contact and non-contact), cleaning, back-washing filters, irrigation, washing trucks, toilets and sinks and fire control. Municipality water is used in catering service.

Water consumption data is obtained from supplier invoices.

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

## Training Hours

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

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

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

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

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

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

## Employee Breakdown

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

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

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

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

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

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

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

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

## Hired Employees

Gender, age group and status breakdown of employees are provided. “Number of Hired Employees by Gender” counts the number of white and blue collar employees by gender hired between January 1st and December 31st.

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

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

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

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

### Leaving Employees

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

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

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

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

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

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

### Upper Management

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

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

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

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

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

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

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

### Occupational Health and Safety Indicators

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

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

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

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

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

Number of “Lost Days” represents the total number of working days lost due to accidents. It is calculated by determining the period of incapable of working days of an employee comparing with the incapacity report of the employee given by health institution.

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

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

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

### **Waste Amount Per Type**

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

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

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

### **Restatements**

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

## GRI INDICATORS (Comprehensive)

G4-32, G4-54, G4-55

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PROFILE INDICATORS</b>			
G4-1	Message From the CEO pp.6-7		-
G4-2	Risk Management p.18		-
G4-3	About Brisa p.10		-
G4-4	About Brisa p.11		-
G4-5	Contact (Back Cover)		-
G4-6	About Brisa p.10		-
G4-7	2014 Annual Report p.12		-
G4-8	About Brisa p.10		-
G4-9	Economic and Administrative Performance Indicators p. 76; Social Performance Indicators p.77		-
G4-10	Social Performance Indicators p.77	✓	-
G4-11	Social Performance Indicators p.77		-
G4-12	Responsible Supply Chain Practices p.34		-
G4-13	Corporate Website <a href="http://brisa.com.tr/English/Brisa/Investor-Relations/Public-Disclosure-of-Special-Circumstances.aspx">http://brisa.com.tr/English/Brisa/Investor-Relations/Public-Disclosure-of-Special-Circumstances.aspx</a>		-
G4-14	Risk Management p.18		-
G4-15	Risk Management p.18; Customer Health and Safety Throughout the Product Lifecycle p.28; Energy and Emissions Management p.47; Efficient Use of Natural Resources and Less Waste p.49		-
G4-16	Corporate Memberships p.74		-
G4-17	About Brisa p.10; Economic and Administrative Performance Indicators p. 76		-
G4-18	About Brisa p.3; Sustainability Management p.21 Priority Issues p.24		-
G4-19	Priority Issues p.24; Sustainability Priorities		-
G4-20	According to Stakeholder Groups p.25 Priority Issues p.24; Sustainability Priorities		-
G4-21	According to Stakeholder Groups p.25		-
G4-22	Environmental Performance Indicators p.76		-
G4-23	About the Report p.3		-
G4-24	Stakeholders p.23		-
G4-25	Stakeholders p.23		-
G4-26	Stakeholders p.23		-
G4-27	Stakeholders p.23		-
G4-28	About the Report p.3		-
G4-29	About the Report p.3		-
G4-30	About the Report p.3		-

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PROFILE INDICATORS</b>			
G4-31	About the Report p.3		-
G4-32	GRI Indicators Table pp.85-89, p.91		-
G4-33	Independent Limited Assurance Report p.91		-
G4-34	Corporate Governance Structure p.17		-
G4-35	Corporate Governance Structure p.17		-
G4-36	Corporate Governance Structure p.17		-
G4-37	Stakeholders p.23		-
G4-38	Corporate Governance Structure p.17; Social Performance Indicators p.78		-
G4-39	Corporate Governance Structure p.17		-
G4-40	2014 Annual Report p.75		-
G4-41	Business Ethics Approach p.65; 2014 Annual Report p.65		-
G4-42	Corporate Governance Structure p.17		-
G4-43	Risk Management p.18; Employees' Leadership and Development Journey p.63		-
G4-44	Corporate Governance Structure p.17; 2014 Annual Report pp.78-81		-
G4-45	Risk Management p.18		-
G4-46	Risk Management p.18; 2014 Annual Report pp.81-83		-
G4-47	Risk Management p.18; 2014 Annual Report pp.81-83		-
G4-48	Sustainability Management p.21		-
G4-49	Sustainability Management pp.21-22		-
G4-50	Sustainability Management pp.21-22; Priority Issues p.24		-
G4-51	2014 Annual Report p.84		-
G4-52	2014 Annual Report p.84		-
G4-53	2014 Annual Report p.84		-
G4-54	GRI Indicators Table p.85		(Proprietary information)
G4-55	GRI Indicators Table p.85		(Proprietary information)
G4-56	Business Ethics Approach p.65		-
G4-57	Business Ethics Approach p.65; Internal Auditing and Internal Control p.20		-
G4-58	Business Ethics Approach p.65; Internal Auditing and Internal Control p.20		-

G4-EC5, G4-EN1,  
G4-EN2, G4-EN4,  
G4-EN9

## GRI INDICATORS (Comprehensive)

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
Material Aspect: Economic Performance			
G4-DMA	Risk Management p.18; Economic and Administrative Performance Indicators p.76; 2014 Annual Report pp.127-128		-
G4-EC1	Economic and Administrative Performance Indicators p.76		-
G4-EC2	Risk Management p.18		-
G4-EC3	Business Relations and Union Rights p.65; 2014 Annual Report pp.127-128		-
G4-EC4	2014 Annual Report pp.110,135		-
Material Aspect: Market Presence			
G4-DMA	Employee Rights p.65, GRI Indicators Table p.87		-
G4-EC5	Social Performance Indicators p.79; GRI Indicators Table p.86 (Minimum wage does not differ with regards to gender)		-
G4-EC6	Social Performance Indicators p.77		-
Material Aspect: Indirect Economic Impacts			
G4-DMA	Society Relations pp.68-69		-
G4-EC7	Society Relations pp.68-71		-
G4-EC8	Society Relations pp.68-71		-
Material Aspect: Procurement Practices			
G4-DMA	Responsible Supply Chain Practices p.30		-
G4-EC9	Responsible Supply Chain Practices p.35		-
Material Aspect: Materials			
G4-DMA	Not Material		-
G4-EN1	GRI Indicators Table p.86		(Proprietary information)
G4-EN2	GRI Indicators Table p.86 (Recycled raw material is not used in production )		-

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
Material Aspect: Energy			
G4-DMA	Energy and Emissions Management p.47		-
G4-EN3	Environmental Performance Indicators p.76; GRI Indicators Table p.86	✓	(Resource breakdown can not be revealed for reasons of confidentiality)
G4-EN4	GRI Indicators Table p.86		(Proprietary information)
G4-EN5	Energy and Emissions Management p.48		-
G4-EN6	Energy and Emissions Management p.48		-
G4-EN7	Environment Friendly Products and Servicesp.52-53		-
Material Aspect: Water			
G4-DMA	Efficient Use of Natural Resources and Less Waste pp.49-50		-
G4-EN8	Efficient Use of Natural Resources and Less Waste p.50	✓	-
G4-EN9	GRI Indicators Table p.86 (Our facilities do not reside in RAMSAR areas)		-
G4-EN10	Efficient Use of Natural Resources and Less Waste p.50; Environmental Performance Indicators p.76		-
Material Aspect: Biodiversity			
G4-DMA	Respect for Biodiversity p.51		-
G4-EN11	Respect for Biodiversity p.51		-
G4-EN12	Respect for Biodiversity p.51		-
G4-EN13	Respect for Biodiversity p.51		-
G4-EN14	Respect for Biodiversity p.51		-
Material Aspect: Emissions			
G4-DMA	Energy and Emissions Management p.47		-
G4-EN15	Environmental Performance Indicators p.76	✓	-
G4-EN16	Environmental Performance Indicators p.76	✓	-
G4-EN17	Environmental Performance Indicators p.76		-
G4-EN18	Energy and Emissions Management p.48		-
G4-EN19	Energy and Emissions Management p.48		-

G4-EN24, G4-EN25,  
G4-EN29, G4-EN34,  
G4-LA3, G4-LA4,  
G4-LA6

## GRI INDICATORS (Comprehensive)

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Emissions</b>			
G4-EN20	GRI Indicators Table p.87		(Do not included in the report due to its effect, which is lower than 5% of total GHG emissions.)
G4-EN21	Environmental Performance Indicators p.76		-
<b>Material Aspect: Effluents and Waste</b>			
G4-DMA	Efficient Use of Natural Resources and Less Waste pp.49-50		-
G4-EN22	Efficient Use of Natural Resources and Less Waste p.50; Environmental Performance Indicators p.76		-
G4-EN23	Environmental Performance Indicators p.77	✓	-
G4-EN24	GRI Indicators Table p.87 (No spills have taken place during the reporting period)		-
G4-EN25	GRI Indicators Table p.87		(Not Applicable)
G4-EN26	Efficient Use of Natural Resources and Less Waste p.50		-
<b>Material Aspect: Products and Services</b>			
G4-DMA	Environment Friendly Products and Services p.52		-
G4-EN27	Environment Friendly Products and Services pp.52-53; Customer Health and Safety Throughout the Product Lifecycle pp.28-29		-
G4-EN28	Efficient Use of Natural Resources and Less Waste p.50		-
<b>Material Aspect: Compliance</b>			
G4-DMA	Brisa Corporate Compliance Policy p.19		-
G4-EN29	GRI Indicators Table p.87 (No sanctions were received for non-compliance with environmental regulations during the reporting period)		-
<b>Material Aspect: Transport</b>			
G4-DMA	Responsible Supply Chain Practices p.34		-
G4-EN30	Environmental Logistics Operations p.36		-

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Overall</b>			
G4-DMA	Environmental Approach pp.46-47		-
G4-EN31	Environmental Approach p.47		-
<b>Material Aspect: Supplier Environmental Assessment</b>			
G4-DMA	Responsible Supply Chain Practices pp.34-35		-
G4-EN32	Responsible Supply Chain Practices p.35		-
G4-EN33	Environmental Logistics Operations p.36		-
<b>Material Aspect: Environmental Grievance Mechanisms</b>			
G4-DMA	Brisa Corporate Compliance Policy p.19		-
G4-EN34	GRI Indicators Table p.87 (No sanctions were received for non-compliance with environmental regulations during the reporting period)		-
<b>Material Aspect: Employment</b>			
G4-DMA	Employee Rights p.65		-
G4-LA1	Social Performance Indicators p.79		-
G4-LA2	Employee Rights p.65		-
G4-LA3	GRI Indicators Table p.87 (In the reporting period, 4 male and 168 female employees used their parental leave and return to work rate is 100% for both male and female employees.)	✓	-
<b>Material Aspect: Labor/Management Relations</b>			
G4-DMA	Employee Rights p.65		-
G4-LA4	GRI Indicators Table p.87 (In cases of contract end, we apply the judgements of labour legislation and collective labour agreement. )		-
<b>Material Aspect: Occupational Health and Safety</b>			
G4-DMA	Occupational Health and Safety Approach		-
G4-LA5	pp.59-60		-
G4-LA6	Occupational Health and Safety Approach p.59; Occupational Health and Safety Approach p.59; GRI Indicators Table p.90	✓	As there are no blue-collar women employee, gender breakdown is not presented.
G4-LA7	Occupational Health and Safety Approach pp.59-60		-
G4-LA8	Business Relations and Union Rights p.65		-

## GRI INDICATORS (Comprehensive)

G4-LA13, G4-HR2,  
G4-HR3, G4-HR7,  
G4-HR8, G4-HR12

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Training and Education</b>			
G4-DMA	Development Journey pp.61-64		-
G4-LA9	Social Performance Indicators p.78	✓	-
G4-LA10	Employees' Leadership and Development Journey pp.63-64		-
G4-LA11	Corporate Development Journey p.61		-
<b>Material Aspect: Diversity and Equal Opportunity</b>			
G4-DMA	Not Material		-
G4-LA12	Social Performance Indicators p.78	✓	-
<b>Material Aspect: Equal Remuneration for Women and Men</b>			
G4-DMA	Not Material		-
G4-LA13	GRI Indicators Table p.88 (There is no gender discrimination in remuneration of employees)		-
<b>Material Aspect: Supplier Assessment for Labor Practices</b>			
G4-DMA	Responsible Supply Chain Practices pp.34-36 Supplier Audits pp.35-36		-
G4-LA14	Business Ethics Approach p.65 (In the reporting period, 4 female and 168 male employees have taken a maternal/paternal leave and all of them (%100) have returned to their posts at the end of their leave.		-
G4-LA15			-
<b>Material Aspect: Labor Practices Grievance Mechanisms</b>			
G4-DMA	Not Material		-
G4-LA16	Business Ethics Approach p.65		-
<b>Material Aspect: Investment</b>			
G4-DMA	Not Material		-
G4-HR1	Responsible Supply Chain Practices pp.34-35		-
G4-HR2	Business Ethics Approach p.65; GRI Indicators Table p.88 (Our Business Ethics Trainings involve human rights issues)		-
<b>Material Aspect: Non-discrimination</b>			
G4-DMA	Our Business Ethics Approach p.65		-
G4-HR3	GRI Indicators Table p.88 (No related incident has taken place during reporting period)		-
<b>Material Aspect: Freedom of Association and Collective Bargaining</b>			
G4-DMA	Employee Rights p.65		-
G4-HR4	Business Relations and Union Rights p.65		-

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Child Labor</b>			
G4-DMA	Employee Rights p.65		-
G4-HR5	Business Ethics Approach p.65		-
<b>Material Aspect: Forced or Compulsory Labor</b>			
G4-DMA	Employee Rights p.65		-
G4-HR5	Business Ethics Approach p.65		-
<b>Material Aspect: Security Practices</b>			
G4-DMA	Not Material		-
G4-HR7	GRI Indicators Table p.88 (Private security services are provided by third party. All security personnel are trained on human rights policy and legal obligations)		-
<b>Material Aspect: Indigenous Rights</b>			
G4-DMA	Not Material		-
G4-HR8	GRI Indicators Table p.88 (No related incident has taken place during reporting period)		-
<b>Material Aspect: Assessment</b>			
G4-DMA	Not Material		-
G4-HR9	Internal Audit and Internal Control p.20		-
<b>Material Aspect: Supplier Human Rights Assessment</b>			
G4-DMA	Responsible Supply Chain Practices pp.34-36		-
G4-HR10	Responsible Supply Chain Practices p.35		-
G4-HR11	Responsible Supply Chain Practices p.35		-
<b>Material Aspect: Human Rights Grievance Mechanisms</b>			
G4-DMA	Responsible Supply Chain Practices pp.34-36		-
G4-HR12	GRI Indicators Table p.88 (No related incident has taken place during reporting period.)		-
<b>Material Aspect: Local Communities</b>			
G4-DMA	Society Relations pp.68-71; Environmental Approach pp.45-46		-
G4-S01	Respect for Biodiversity p.51; Environmental Approach pp.45-46		-
G4-S02	Society Relations pp.68-71		-



## GRI INDICATORS (Comprehensive)

G4-S06, G4-S07,  
G4-S08, G4-S010,  
G4-S011, G4-PR2,  
G4-PR4, G4-PR6,  
G4-PR7, G4-PR8,  
G4-PR9

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Anti-corruption</b>			
G4-DMA	Sustainability Journey p.17; Internal Audit and Internal Control p.20		-
G4-S03	Internal Audit and Internal Control p.20		-
G4-S04	Sustainability Journey p.17; Internal Audit and Internal Control p.20		-
G4-S05	Internal Audit and Internal Control p.20		-
<b>Material Aspect: Public Policy</b>			
G4-DMA	Not Material		-
G4-S06	GRI Indicators Table p.89 (No financial or in-kind contribution is made for political parties, politicians and related institutions.)		-
<b>Material Aspect: Anti-competitive Behavior</b>			
G4-DMA	Not Material		-
G4-S07	GRI Indicators Table p.89 (No incident regarding non-compliance with Competition Law has taken place during the reporting period.)		-
<b>Material Aspect: Compliance</b>			
G4-DMA	Risk Management pp.18-19		-
G4-S08	GRI Indicators Table p.89 (Rno significant fines were paid for non-compliance with laws and regulations during the reporting period.)		-
<b>Material Aspect: Supplier Assessment for Impacts on Society</b>			
G4-DMA	Not Material		-
G4-S09	Responsible Supply Chain Practices pp.34-36		-
G4-S010	GRI Indicators Table p.89 (Negative impacts are measured and controlled. The systems are improved with preventive approaches (technological innovations, benchmarking studies, suggestion systems etc.)		-
<b>Material Aspect: Grievance Mechanisms for Impacts on Society</b>			
G4-DMA	Not Material		-
G4-S011	GRI Indicators Table p.89 (No related incident has taken place during reporting period.)		-

INDICATORS	DESCRIPTION	EXTERNAL ASSURANCE	IDENTIFIED OMISSIONS
<b>PERFORMANCE INDICATORS</b>			
<b>Material Aspect: Customer Health and Safety</b>			
G4-DMA	Customer Health and Safety Throughout the Product Lifecycle pp.28-29; Environment Friendly Products and Services pp.52-53		-
G4-PR1	Customer Health and Safety Throughout the Product Lifecycle pp.28-29; Environment Friendly Products and Services pp.52-53		-
G4-PR2	GRI Göstergeleri Tablosu s.89 (No related incident has taken place during reporting period.)		-
<b>Material Aspect: Product and Service Labeling</b>			
G4-DMA	Customer Health and Safety Throughout the Product Lifecycle pp.28-29; Environment Friendly Products and Services pp.52-53		-
G4-PR3	Customer Health and Safety Throughout the Product Lifecycle pp.28-29; Environment Friendly Products and Services pp.52-53		-
G4-PR4	GRI Indicators Table p.89 (No related incident has taken place during reporting period.)		-
G4-PR5	Customes p.31		-
<b>Material Aspect: Marketing Communications</b>			
G4-DMA	Not Material		-
G4-PR6	GRI Indicators Table p.89 (No such products are available in our product portfolio.)		-
G4-PR7	GRI Indicators Table p.89 (No related incident has taken place during reporting period.)		-
<b>Material Aspect: Customer Privacy</b>			
G4-DMA	Risk Management pp.18-19		-
G4-PR8	GRI Indicators Table p.89 (No related incident has taken place during reporting period.)		-
<b>Material Aspect: Compliance</b>			
G4-DMA	Internal Audit and Internal Control p.20		-
G4-PR9	GRI Indicators Table p.89 (No related incident has taken place during reporting period.)		-
<b>Material Aspect: Relations with the Society</b>			
G4-DMA	Society Relations pp.68-71		-
<b>Material Aspect: Innovation and Corporate Entrepreneurship</b>			
G4-DMA	Innovation and Corporate Entrepreneurship pp.38-41		-
<b>Material Aspect: Development Journey</b>			
G4-DMA	Development journey pp.61-64		-

# 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.34-36; 65

Principle 2: make sure that they are not complicit in human rights abuses.

pp.34-36; 65

## Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

p.65

Principle 4: the elimination of all forms of forced and compulsory labour;

p.65

Principle 5: the effective abolition of child labour; and

p.65

Principle 6: the elimination of discrimination in respect of employment and occupation.

p.65

## Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

pp.45-55

Principle 8: undertake initiatives to promote greater environmental responsibility; and

pp.45-55

Principle 9: encourage the development and diffusion of environmentally friendly technologies

pp.45-55

## Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

pp.17, 20, 26



## Independent Limited Assurance Report

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

### Introduction

We, Başaran Nas Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. a member of PricewaterhouseCoopers ("PwC Turkey"), have been engaged by the board of directors of Brisa Bridgestone Sabancı Tyre Manufacturing and Trading Inc. ("Brisa") to perform an independent limited assurance engagement in respect of Brisa's Sustainability Report 2014 (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 48, 76, 77, 78 and 79 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 year ended 31 December 2014 and employee breakdown by gender and status, employee breakdown by contract type, employee breakdown by age groups, top management by age groups, hired employees by gender, leaving employees by gender, hired employees by age groups and leaving employees by age groups for the years ended 31 December 2014 and 2013 comprising the relevant production facilities and management units in Turkey (all together the "Selected Information") and does not extend to information in respect of earlier periods or to any other information in the Sustainability Report.

### Brisa's responsibilities

The board of directors of Brisa are responsible for:

- Designing, implementing and maintaining internal controls over information relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error,
- Establishing objective assessments and preparing a reporting guidance ("Reporting Guidance", see pages 80, 81, 82, 83 and 84 of the Sustainability Report) with the purpose of measuring, recording and reporting of the Selected Information,
- Measuring Brisa's performance based on the Reporting Guidance document and
- Determining the content of the Sustainability Report.

### Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the

Selected Information is free from material misstatement, whether due to fraud or error.

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

### Professional standards applied and work done

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

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

We performed the following procedures for our independent limited assurance:

- Made enquiries of relevant Brisa management,
- Evaluated the design and implementation of key processes and controls over the Selected Information. However, this did not extend to testing that the controls operated as intended for the period under review,
- Assessed source data used to prepare the Selected Information for the years 2014 and 2013 including re-performing a sample of calculation,
- Carried out analytical procedures over the Selected Information,
- Limited substantive testing on a selective basis of the Selected Information and
- Assessing the disclosure and presentation of the Selected Information.

### Understanding reporting and measurement methodologies

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw allows for the selection of different but

acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is therefore important to read and understand the Reporting Guidance (within the Sustainability Report) that Brisa has used to evaluate and measure the Selected Information.

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

### Conclusion

As a result of our procedures, nothing has come to our attention that indicates that Brisa Bridgestone Sabancı Tyre Manufacturing and Trading Inc.'s Selected Information for the years ended 31 December 2014 and 31 December 2013 is not prepared in all material respects in accordance with the Reporting Guidance.

### Limitations

This report, including the conclusion, has been prepared for the Board of Directors of Brisa as a body, to assist the Board of Directors in reporting Brisa's sustainability performance and activities. We permit the disclosure of this report within the Brisa's Sustainability Report 2014, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning an independent assurance report in connection with the Selected Information for the years ended 31 December 2014 and 2013. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors as a body and Brisa for our work or this report save where terms are expressly agreed and with our prior consent in writing.

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

Ediz Güşel, SMMM  
Partner

Istanbul, 2 June 2015

#### Report Consultant:



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

#### Limited Assurance Study:



#### Report Design:



#### Legal Disclaimer

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

**Head Office**

Alikahya Mevkii, 41220 İzmit  
Phone : (262) 316 40 00  
Faks : (262) 316 40 40

**General Management Office**

Sabancı Center Kule: 2, Kat: 8,  
4.Levent, 34330 İstanbul  
Phone : (212) 385 84 50  
Faks : (212) 385 84 55

**Marketing and Sales Office**

Kısıklı Caddesi, Şehit Teğmen İsmail Moray Sokak  
No: 2/1 Altunizade, 34662 İstanbul  
Phone : (216) 544 35 00  
Faks : (216) 544 35 35

**Internet Address**

[www.brisa.com.tr](http://www.brisa.com.tr)

**Coorparate Email Address**

[brisa.info@brisa.com.tr](mailto:brisa.info@brisa.com.tr)

