



Investor Presentation

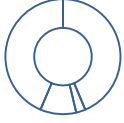
3Q 2020

02.11.2020

BRIDGESTONE

SABANCI

BRISA AT A GLANCE



Strong Partnership

Sabancı Holding (43,64%), Bridgestone (43,64%)
Free float (10,2%), Bayraktar Family (2,5%)



Brands, Products, Mobility Services

BRIDGESTONE

LASSA

profleet
Müşteriye odaklı

DAYTON

bandag

OTO PRATİK



Manufacturing

1.8 Billion \$ investment in 30 years
İzmit - 11M Production Capacity
Aksaray - 2.5M Production Capacity

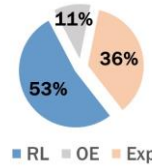


R&D Center



Sales Channels

% Revenue SepYTD 2020



Digital Solutions

Genba Room, BEC (Business Excellence Center)



Our Talents

2900 employees



Our Local & Global Network

1242 pos locally, 6000 pos globally, 83 countries

Precautions for COVID-19

Health and Safety First

For Employees

Action plans & Info sharing

- Risk committee meetings
- CEO Messages
- HRCD Mailings, Posters
- Online Town Hall
- Daily Risk Man. Action Plan

Programs

- Online Employee Support Program
- Witamin – Extra (online courses, podcast, link suggestions)
- BriLearn – Massive Open Courses

Working models

- Home Office
- Short Term Employment Models (White&Blue Collar)
- Digital Work Place

Hygiene & Precautions

- Covid-19 Safe Production Certificate / by TSE
- Thermal Camera Usage, UV Sterilizers, HVAC Labellings
- Catering & Shuttle service precautions
- Disinfectant & cologne implementations, continuous disinfection in offices & plants, disinfection for supplier trucks

For society & customers

University students

- Brisa Academy – Open Courses

Customers

- Info@social media
- Disinfection for cars at Otopratik points
- Mobile Service camp
- Service Camp for Health Personal
- Disinfection at stores and social distance applications

For Dealers, Business Partners, Suppliers

- CEO Messages – Mailing, Video
- Thank You messages
- BRBS – Dealer Info System sharings
- Precautions Messages by Ministry Of Health Messages



Environment and Society

Sustainability is fundamental at Brisa operations

Smart Mobility

Importance on product safety

Digitalization

Creating value for everyone with analytical and mobile solutions

Innovation and Corporate Entrepreneurship

Cultivating a customer driven innovation culture

Energy and Emission Management

Efficient use of energy, elimination of wasted or inefficient energy

Environmentally Friendly Products&Services

Lower rolling resistance and weight products causing reduced carbon emission and noise

Respecting Biodiversity

No lands taken under preservation or harm biodiversity within or in proximity to Brisa' operational zones

Equality and Diversity

Eliminating obstacles such as age, gender, social infrastructure, religion, language, physical conditions, etc. for equal participation in employment

Use of Natural Resources

Efficient use of natural resources and less waste generation

Contributing to Circular Economy

Enabling tyre wasted to be transformed into fuel and energy. Elimination of tyres that completed their lifecycle

Distribution Channels Management

Owning largest dealer network in Turkey, appx. 1,400 branded sales points

Smart Culture

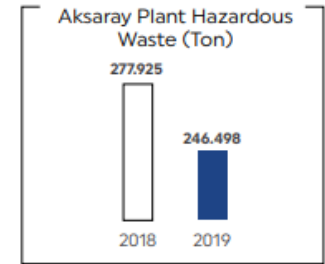
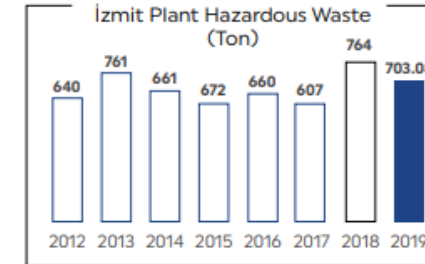
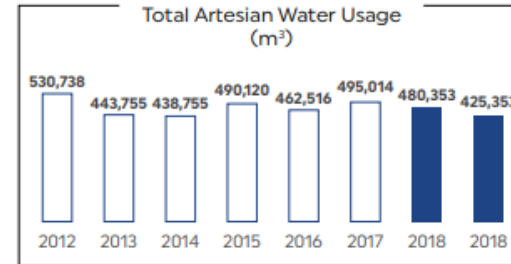
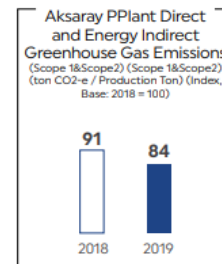
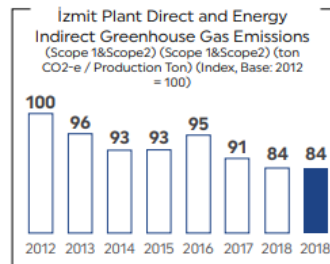
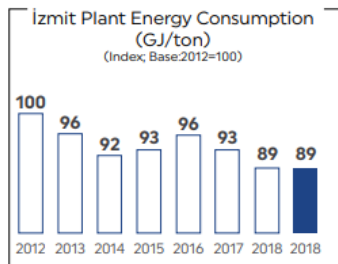
Increase in digital literacy and enable the efficient use of cutting-edge technological devices



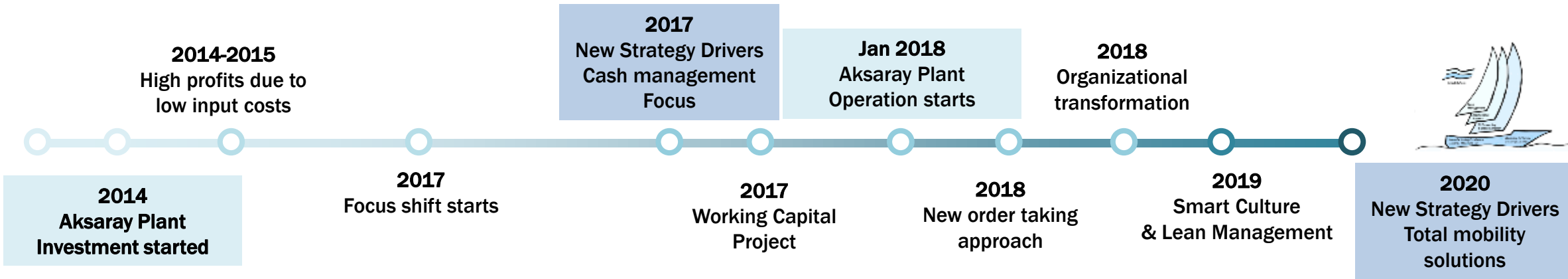
The Climate Leader in Turkey for the 4th time by the CDP

- 31% Less carbon emission
- Lowered water consumption by 53% vs. previous year
- Energy saving by 40% vs the year 2008

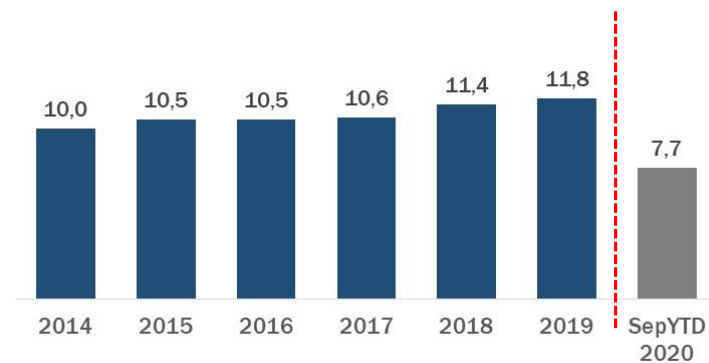
R&D Investment leader in its sector (Turkish Time)



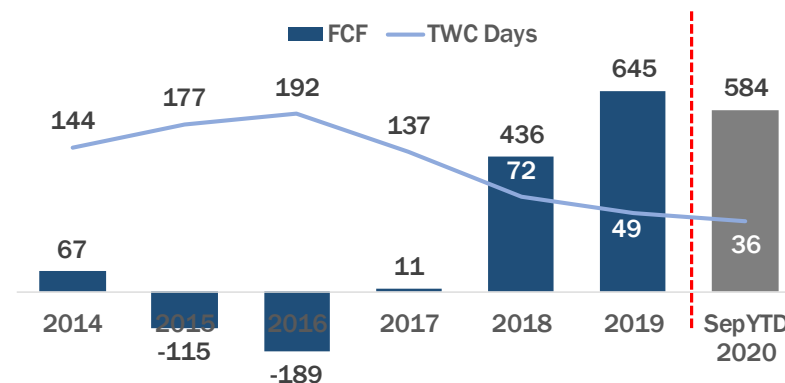
FOCUS SHIFTS, GREAT IMPACT



Production (M Units)



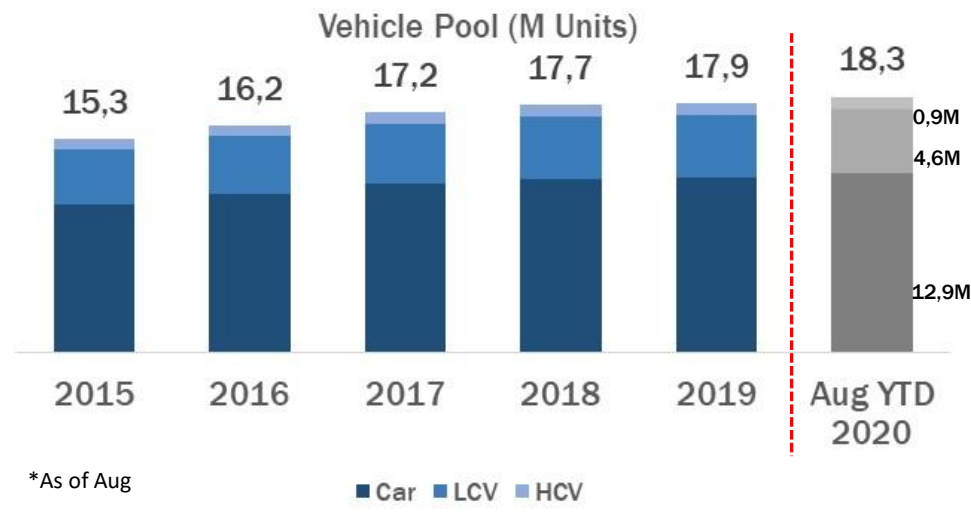
FCF (MTL), TWC Days



EBITDA (MTL), Net Debt / EBITDA



REPLACEMENT CHANNEL – 53% of BRISA REVENUE



Market (M Units) - Sep YTD

Market (M Units)	2020	2019	%
Total	13,9	11,8	117%
Consumer	12,2	10,5	117%
Commercial	1,6	1,4	118%

Sell-In M/S % - Sep YTD

Sell-In M/S %	2020	2019	%
Total	25%	29%	-3,1%
Consumer	25%	28%	-3,0%
Commercial	29%	32%	-3,9%

BRISA (K Tons) - Sep YTD

BRISA (K Tons)	2020	2019	%
Total	62,7	62,1	101%
Consumer	31,4	32,0	98%
Commercial	31,3	30,2	104%

BRISA Revenue (MTL) - Sep YTD

BRISA Revenue (MTL)	2020	2019	%
Total Tire	1.456	1.341	109%
Consumer	798	775	103%
Commercial	658	565	116%
Non-tire	58	40	144%



**As of Aug-2020, Sell – out from dealer market share

Dan totsu in Turkish Replacement Market
Proven Price Leadership

REPLACEMENT CHANNEL – STRONGEST LOCAL NETWORK

Strongest sales network in Turkey

1242 pos, a Brisa pos makes
2,5 times of competitors' pos

Fast fit services

Otopratik and Propratik

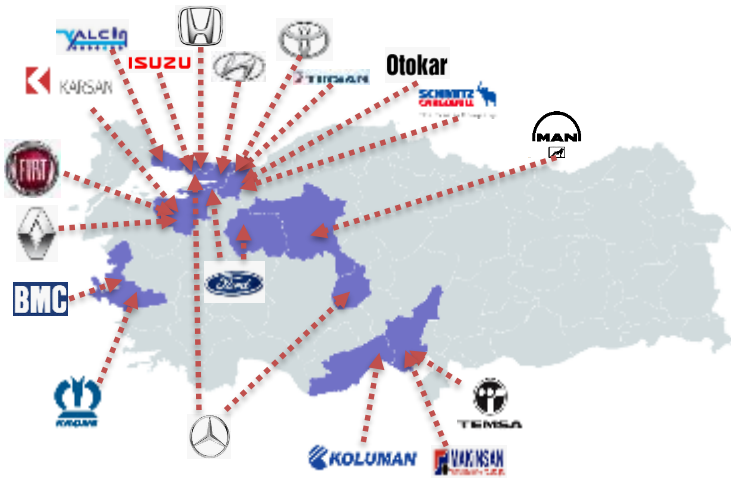
First and leading online tyre sales platform

Lastik.com.tr

BRIDGESTONE LASSA	499
lastigin BRIDGESTONE LASSA	656
OTO PRATİK	68
ProPratik	11
Bandag	7
lastik com.tr	1



OE CHANNEL- 11% of BRISA REVENUE



Partnerships with Global OEMs



	Sep YTD		
	2020	2019	%
Market (M Units)	3,9	4,9	79%
Market Share	23%	18%	5,1%
BRISA (K Tons)	15,3	11,7	130%
Brisa Revenue (MTL)	313	219	143%

ACCELERATED NEW PRODUCT DEVELOPMENT

Tires for electric cars, first in Turkey

Started export for OE manufacturers

8 new products with latest technical developments

INTERNATIONAL SALES CHANNEL – 36% of BRISA REVENUE

83

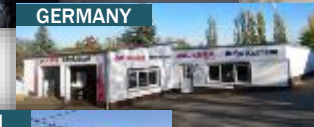
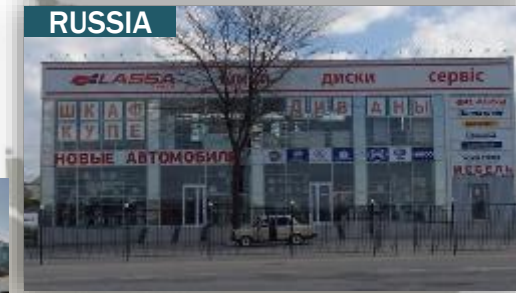
Countries

600

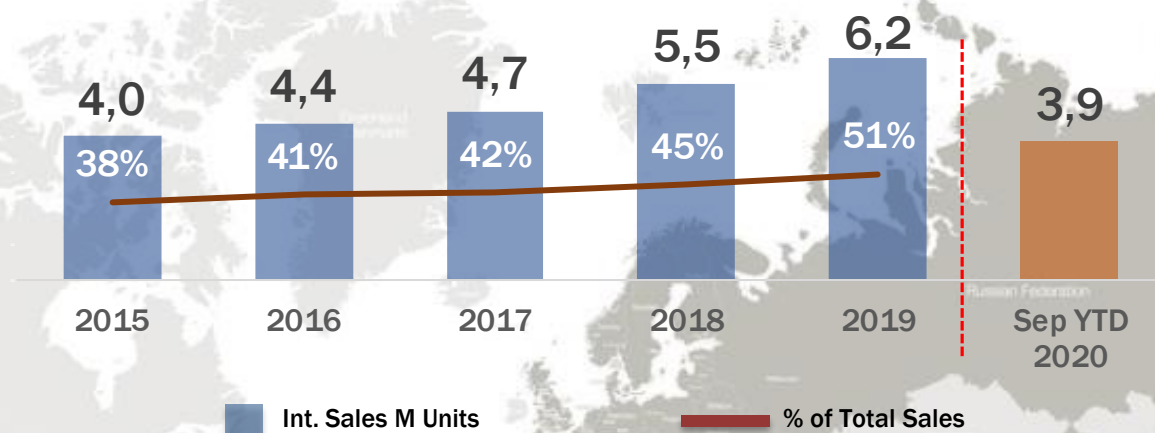
Lassa Branded Stores

6000

POS



INTERNATIONAL SALES CHANNEL – 36% of BRISA REVENUE



OE Exports

4,1K Ton – Sep YTD 2020

Sep YTD

Market	R1 (EU)	R2 (Non-EU)
Regions Growth	● -16%	● -24%
LASSA	● -21%	● -9%

BRISA Sales (M Units)

	2020	2019	%
Total	3,9	4,8	● 81%
R1 (EU)	2,1	2,9	● 74%
R2 (Non-EU)	1,7	1,9	● 91%

Sep YTD

BRISA (K Tons)	2020	2019	%
Total	44,4	56,2	● 79%
Lassa	31,7	37,5	● 84%
BS	12,7	18,7	● 68%

BRISA Revenue (MTL)

	2020	2019	%
Total	1.000	1.056	● 95%
Lassa	673	676	● 99%
BS	327	379	● 86%

LONG TERM, SUSTAINABLE TECHNOLOGY

R&D Center Certified in April 2017
for OE, Replacement and Export
with Bridgestone Technical Centers

58

New products for
Sep YTD 2020

66

Active Projects

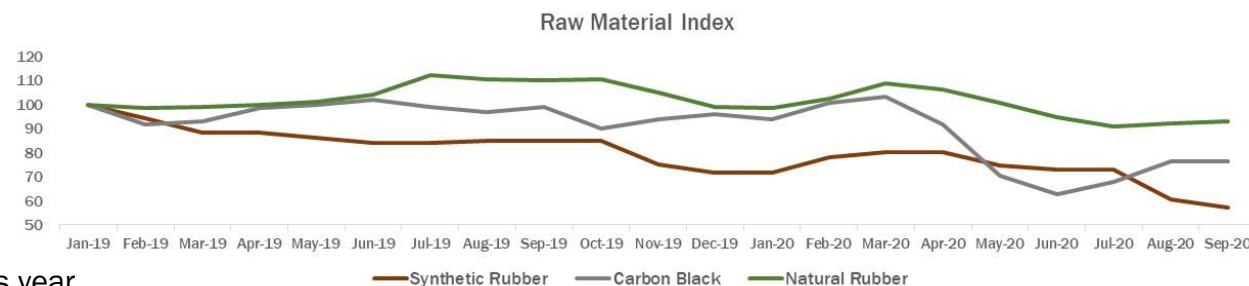
162 Million TL

R&D Investment in
last 5 years












Company Key Metrics

Key Metrics	Type	3Q				3Q YTD			
		2020	2019	vs PY	vs PY %	2020	2019	vs PY	vs PY %
Sales	MTL	1.132	1.014	119	112%	2.827	2.656	171	106%
Domestic Sales	MTL	661	591	70	112%	1.827	1.600	227	114%
Export Sales	MTL	472	423	49	112%	1.000	1.056	-56	95%
Export Sales	MUSD	71	82	-12	86%	160	208	-48	77%
EBITDA	MTL	313	194	119	161%	641	463	178	138%
EBITDA	%	27,6%	19,2%	8,5%		22,7%	17,4%	5,2%	
Net Income	MTL	215,8	57,6	158,2	374%	312,7	74,3	238,4	421%
Sales (Tire)	KTonnage	46,1	47,7	-1,6	97%	122,4	130,1	-7,7	94%
Domestic Sales	KTonnage	27,0	26,4	0,7	103%	78,0	73,9	4,1	106%
Export Sales	KTonnage	19,1	21,3	-2,3	89%	44,4	56,2	-11,8	79%
Sales	Munit	3,2	3,4	-0,2	94%	8,3	9,2	-0,9	90%
Domestic Sales	Munit	1,5	1,6	-0,1	93%	4,5	4,4	0,0	101%
Export Sales	Munit	1,7	1,8	-0,1	95%	3,9	4,8	-1,0	80%
NSR/Ton (All)	TL	24.574	21.264	3.310	116%	23.097	20.418	2.679	113%
NSR/Ton (Domestic)	TL	24.446	22.429	2.017	109%	23.425	21.656	1.769	108%
NSR/Ton (Export)	TL	24.757	19.824	4.933	125%	22.521	18.790	3.731	120%
Trade Working Capital Days*	#	36	49	-13		36	49	-13	
WC Cycle*	#	10	7	3		10	7	3	
OPCF	MTL	424,8	169,6	255	250%	702	498	203	141%
FCF	MTL	378	115	263	328%	584	302	283	194%
Net Debt*	MTL	749	1.257	-508	60%	749	1.257	-508	60%
Net Debt /EBITDA*	#	0,95	2,07	-1,11		0,95	2,07	-1,11	












* Compared to 31 December of previous year

INCOME STATEMENT Q3

	Q3 MTL			Q3 MUSD		
	2020	2019	%	2020	2019	%
Tire Sales (K Ton)	45,6	47,7	 96%	45,6	47,7	96%
Net Sales	1.132	1.014	 112%	157	178	88%
Gross Profit	362	248	 146%	50	44	115%
%	32,0%	24,5%		32,0%	24,5%	
OPEX	(108)	(105)	 103%	(15)	(18)	81%
%	9,6%	10,4%		9,6%	10,4%	
EBITDA	313	194	 161%	43	34	127%
%	27,6%	19,2%		27,6%	19,2%	
Operating Profit ¹	254	143	 178%	35	25	140%
%	22,4%	14,1%		22,4%	14,1%	
Net Finance Exp.	-50	-84	 59%	-7	-15	47%
Net Profit bf Tax	204	59	 346%	28	10	273%
%	18,0%	5,8%		18,0%	5,8%	
Net Profit	216	58	 374%	30	10	295%
%	19,1%	5,7%		19,1%	5,7%	

¹ Operating profit does not include other financial income and expense

INCOME STATEMENT SEP YTD

	Sep YTD MTL			Sep YTD MUSD		
	2020	2019	%	2020	2019	%
Tire Sales (K Ton)	121,9	130,1	 94%	121,9	130,1	94%
Net Sales	2.827	2.656	 106%	420	473	89%
Gross Profit	779	614	 127%	116	110	106%
%	27,6%	23,1%		27,6%	23,1%	
OPEX	(307)	(297)	 103%	(46)	(53)	86%
%	10,9%	11,2%		10,9%	11,2%	
EBITDA	641	463	 138%	95	82	115%
%	22,7%	17,4%		22,7%	17,4%	
Operating Profit ¹	472	317	 149%	70	56	124%
%	16,7%	11,9%		16,7%	11,9%	
Net Finance Exp.	-177	-242	 73%	-26	-43	61%
Net Profit bf Tax	295	75	 394%	44	13	328%
%	10,4%	2,8%		10,4%	2,8%	
Net Profit	313	74	 421%	46	13	351%
%	11,1%	2,8%		11,1%	2,8%	

¹ Operating profit does not include other financial income and expense

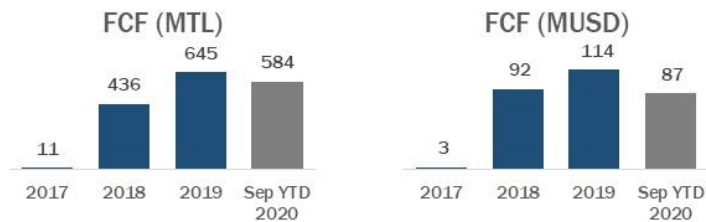
CASH FLOW AND BALANCE SHEET

(M TL)	31.09.2020	31.12.2019
Total Financial Debt	3.423	3.160
Derivative Assets (-)	1.334	1.009
Cash ¹ (-)	1.339	894
Net Financial Debt	749	1.257

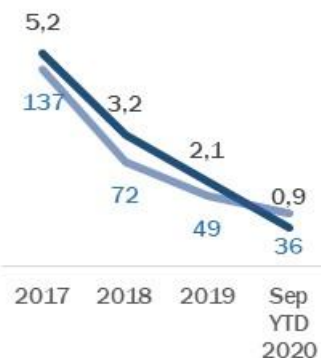
Cash Flow (M TL)	31.09.2020	31.09.2019
Oper. Cash Flow	702	498
Investment (-)	(118)	(197)
Free Cash Flow	584	302
Change in Fin. Debt	(41)	348
Financial Expense	(218)	(262)
Dividend Paid	(34)	0
Other	100	18
Change in Cash	390	406

Ratios	31.09.2020	31.12.2019
TWC (MTL)	380	281
TWC (Days)	36	49
Net Debt / EBITDA	0,9	2,1

Last 4 Years



— Net Debt / EBITDA
— TWC Days



Balance Sheet

(M TL)	31.09.2020	31.12.2019
Cash	1.339	894
Receivables	752	669
Inventory	613	635
Other	3.395	3.082
Total Asset	6.100	5.280
Payables	986	1.023
Total Financial Debt	3.423	3.160
Financial Debt	2.089	2.151
CCS	1.334	1.009
Other Liabilities	440	199
Equity	1.252	897
Liability & Equity	6.100	5.280

Highlights of Sep YTD

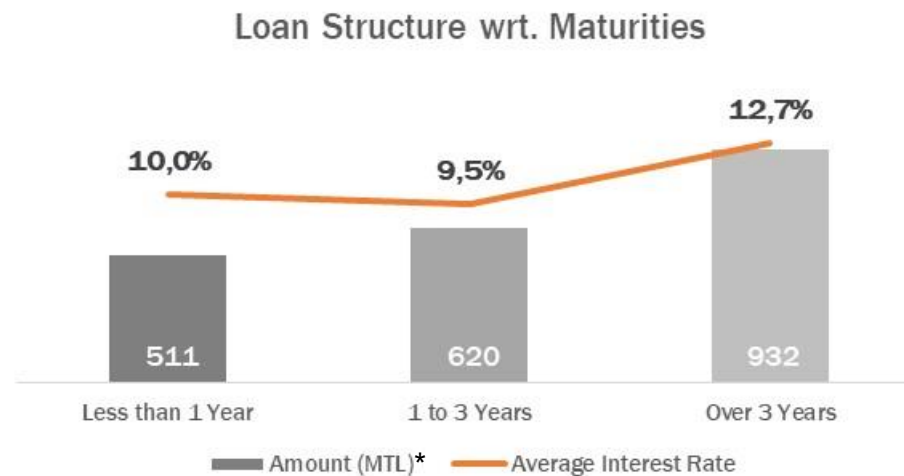
Dividend of 34MTL was distributed

Continuous improvement in TWC Days
From 49 to 36

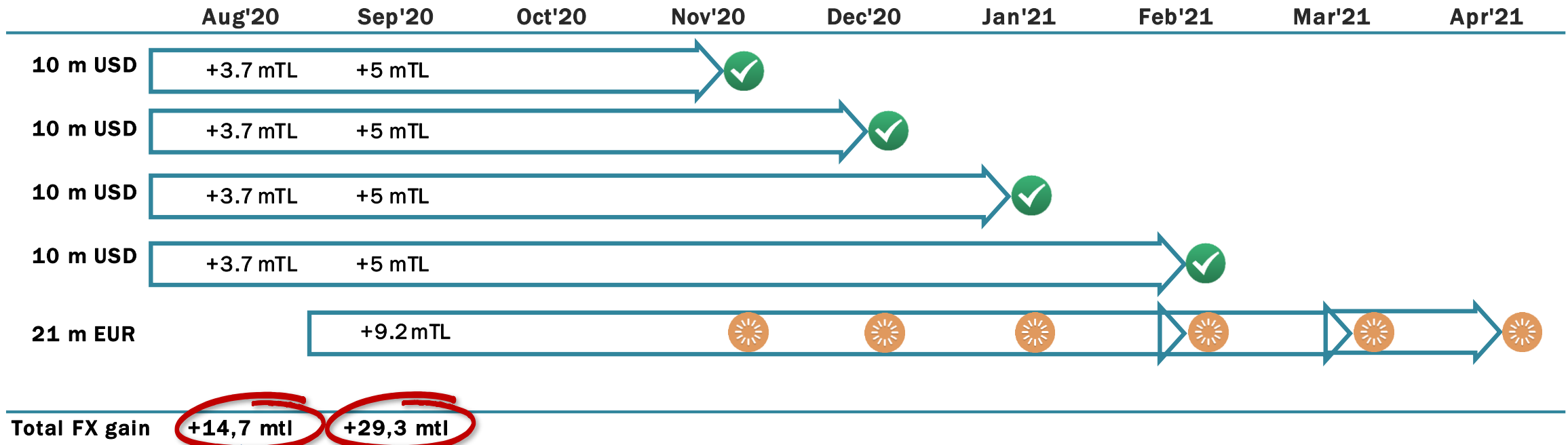
¹ Cash includes time deposits having more than three months maturity (financial investments)

Debt and Cash Details

SEP'20	USD	EUR	GBP	JPY	TL	Total in TL
Demand Deposits	5	4	1	0	11	98
Time Deposits	53	44	0	0	131	941
Credit Card Receivables	0	0	0	0	301	301
Total	58	48	1	0	442	1.339



Hedge Structure



Gain of \$40 mn deposit(cost @6,93 USD/TL) reserved for future fx need. Gain of it in August removed from P&L to Equity. Will be realized to P&L when used.

Gain of \$40+\$25 mn deposit(cost 7,32 @ USD/TL) reserved for future fx need. Gain of \$65 mn in Sep. removed from P&L to Equity. Will be realized to P&L when used.



Time deposit maturities were fixed to related month.



Amount was included in hedge structure, monthly maturities will be allocated.



44 mtl total fx gain was booked under equity reserve from Aug-Sep period.