

BRISA

Sustainability & Inclusion Day

19 NOVEMBER 2024



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01

Who We Are:

BRISA AT A GLANCE

Bridgestone Corporation & Sabancı Holding

Strong Partnership of 36 Years



Global leader in
tire and rubber
industry

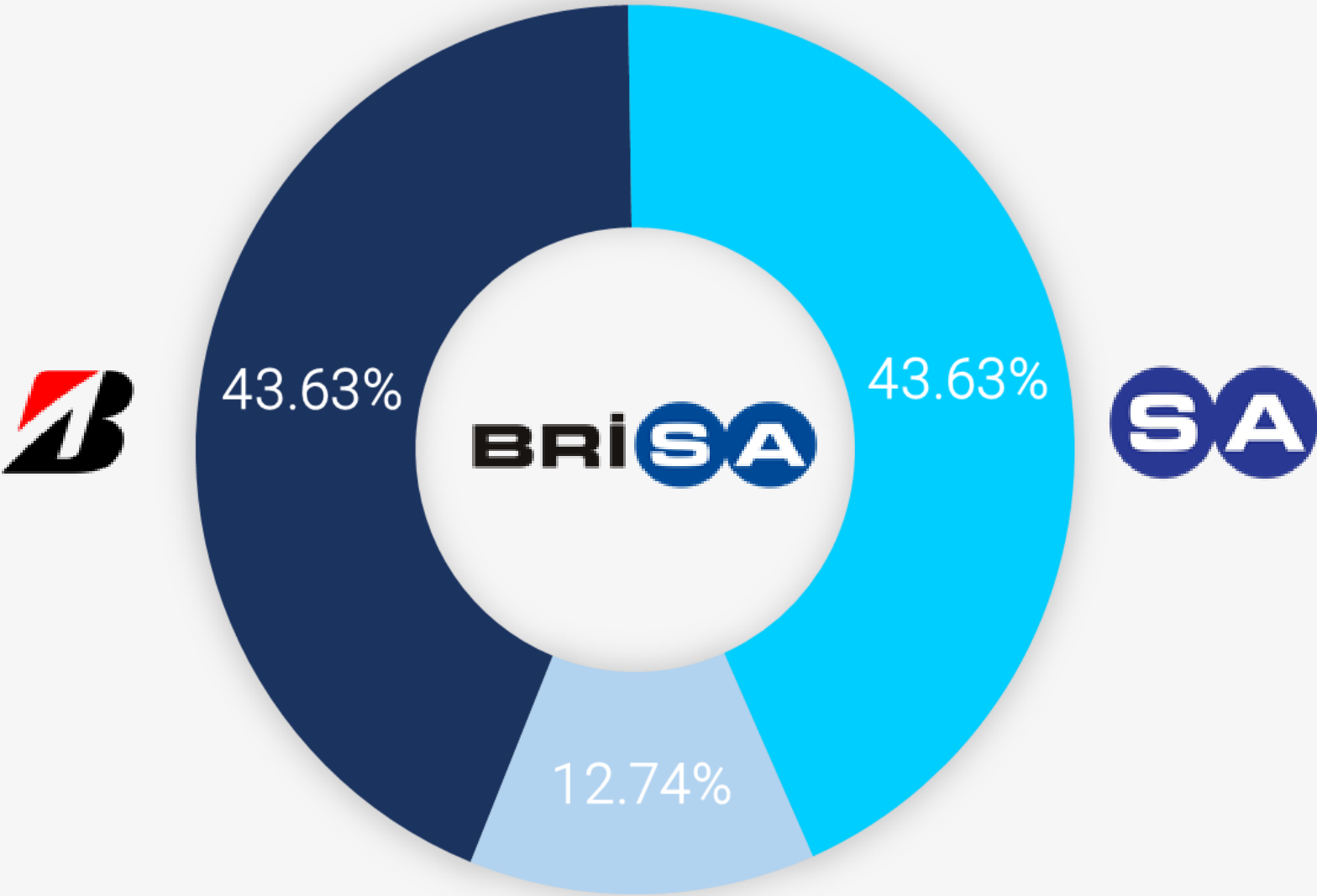
~125,000
Employees

150+
Countries

110
Plants

10
R&D
Facilities

94
Years of
Heritage



Türkiye's preeminent
investment holding
company

60,000+
Employees

15
Portfolio
Companies

6
Global
Partnerships

16
Countries
(Active in)

Diversified
Portfolio

Leader in Turkish Tire Industry

2
Plants in Türkiye
(İzmit & Aksaray)

3,000+
Employees

1,200+
Sales Points

84
Countries
(Export to)

6,000+
Sales Points

1.7+ billion USD
Investment in 36 Years



Best-in-Class Global Tire Company Growing into a Leading Mobility Solutions Provider

Superior Operations & Quality

- ◉ Leading factories in Bridgestone network: Operational, manufacturing and cost excellence
- ◉ 1st Turkish company to receive the European Quality Award (1996)
- ◉ Türkiye's 1st dark plant - Aksaray Plant
- ◉ Labor efficiency with operational excellence
- ◉ Produce 1 tire every 2 seconds: 13.5 million total tire production capacity; 1/2 of premium consumer tires in Türkiye

Catalyst in EV & Mobility

- ◉ Supplier of choice for global and local OEMs for EV tires
- ◉ Fastest and largest e-charge station network in Türkiye (Eşarj)
- ◉ Sole Turkish company investing in E2E mobility
- ◉ Mobility leader in Türkiye with Arvento: Data driven tire performance, breakdown prediction and early intervention

Brand Equity & Network

- ◉ Leading brands and broad product portfolio with the focus on Strategic Mix (High Rim Diameter tires)
- ◉ Massive market share in tire market
- ◉ Highest Bridgestone market share outside of Japan
- ◉ Dan Totsu in Türkiye with the strongest dealer network: 6,000+ sales points outside Türkiye

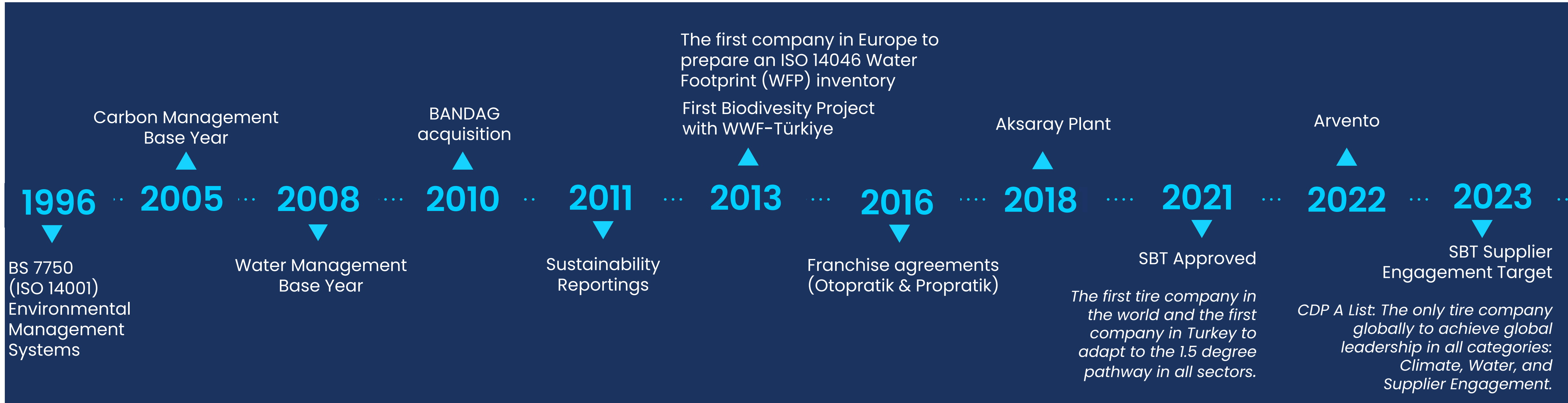
Leader in Technology & Sustainability

- 1st international tire company and 1st Turkish company in SBTi: Approved emission reduction targets
- Among the top three in the world tire industry to receive Refinitiv "Excellent" rating (since 2021)
- Global Leader (2023) in CDP Climate Change & Water Security categories
- Sustainable tires with Enliten & Nextgen technologies

02

**Sustainability
Achievements &
Performance**

Undisputable ESG Leader with Approved Decarbonisation Roadmap



<p>SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p> <p>1st Company in Türkiye & Global Tire Industry (Scope 1-2-3)</p> <p>Approved in 2021 Aligned with 1.5-degree pathway</p>	<p>2nd CLIMATE B</p> <p>1st WATER C</p> <p>5th SUPPLIER ENGAGEMENT B- (EU Average Scores)</p>	<p>3 Gold Ranking Since 2017</p>	<p>A Excellent</p>	<p>Low ESG Risk</p>	<p>Above Universe & Industry Overall Average</p>
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Targets for Decarbonization

Our Vision

Unite with our stakeholders for a lower carbon footprint to be a social role model

2025

x4
Increase Water Recycling

2028

Scope 3 Target
79% SBTi Supplier Engagement Target

2030

56% Emission Reduction <i>Scope 1&2</i>	90% Groundwater Reduction	20% Water Withdrawal Reduction
100% Renewable Energy <i>(electricity)</i>	40% Sustainable Materials	Green Dealers 100% of Network

2050

Net Zero

100%
Sustainable Materials

03

Targets & Roadmap for Transformation

Targets & Roadmap for Transformation

Mapped Activities to UN SDGs



Transition to Low Carbon Economy

- Carbon Emission
- Energy Management
- Water Management
- Waste Management
- Responsible Consumption & Production
- Green Procurement
- Biodiversity

Transition to Low Touch Economy

- Digital Transformation
- Mobility Solutions

Cultural Transformation

- Health and safety
- FOW
- DEI
- Entrepreneurship
- Education

Regulations & Global Risks

World Economic Forum Global Risks in 10 years (2023-2024)

1st	Extreme weather events
2nd	Critical change to Earth systems
3rd	Biodiversity loss and ecosystem collapse
4th	Natural resource shortages
5th	Misinformation and disinformation
6th	Adverse outcomes of AI Technologies
7th	Involuntary migration
8th	Cyber insecurity
9th	Societal polarization
10th	Pollution



Customers

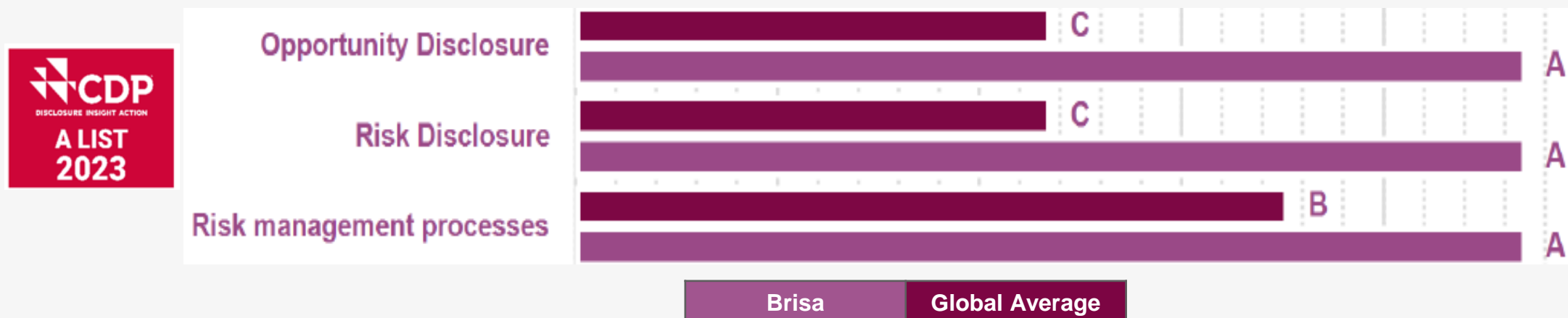
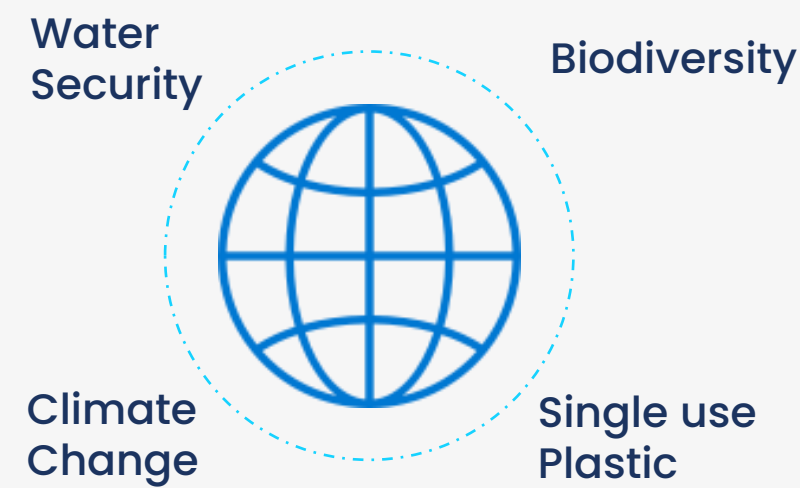
Product Development & Use Product Lifecycle

- Low rolling resistance
- Low noise level
- Lightness
- Energy savings
- Use of sustainable materials
- Tyre life

Risk Management

Nature-Based Risks

- Annual analysis of nature-based risks
- Financial analysis
- Reporting in alignment with TCFD
- Transparent information sharing in CDP and assessment ranking



Cyber Security in Digital Europe



Brisa became one of the Turkish partners in the "Cybersecurity for Industry 4.0 and Operational Technology (OT)" project funded under the European Union's Digital Europe program.

Supply Chain



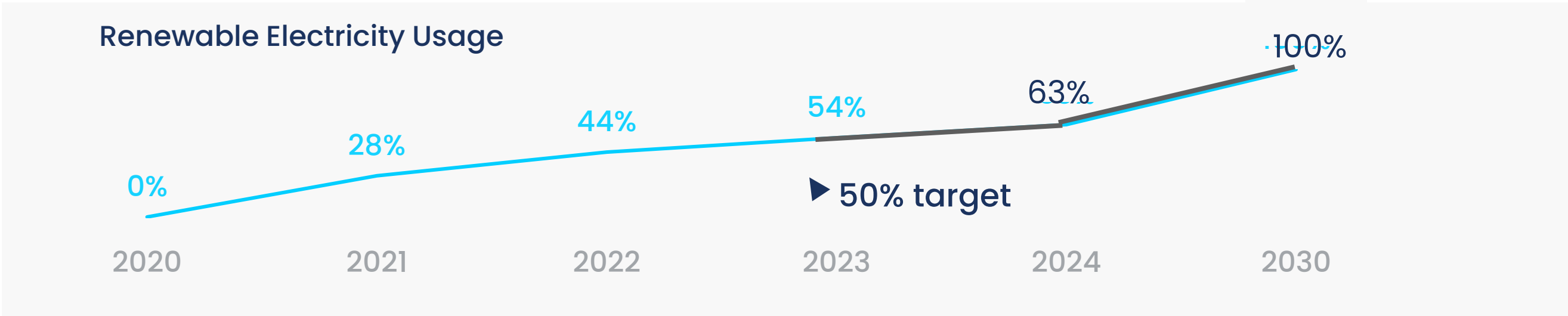
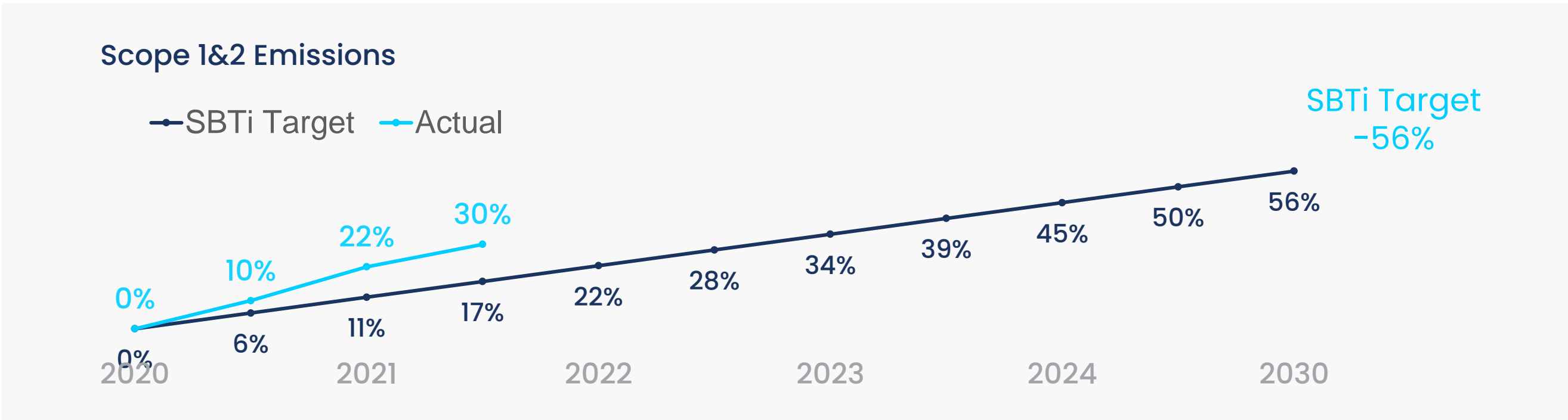
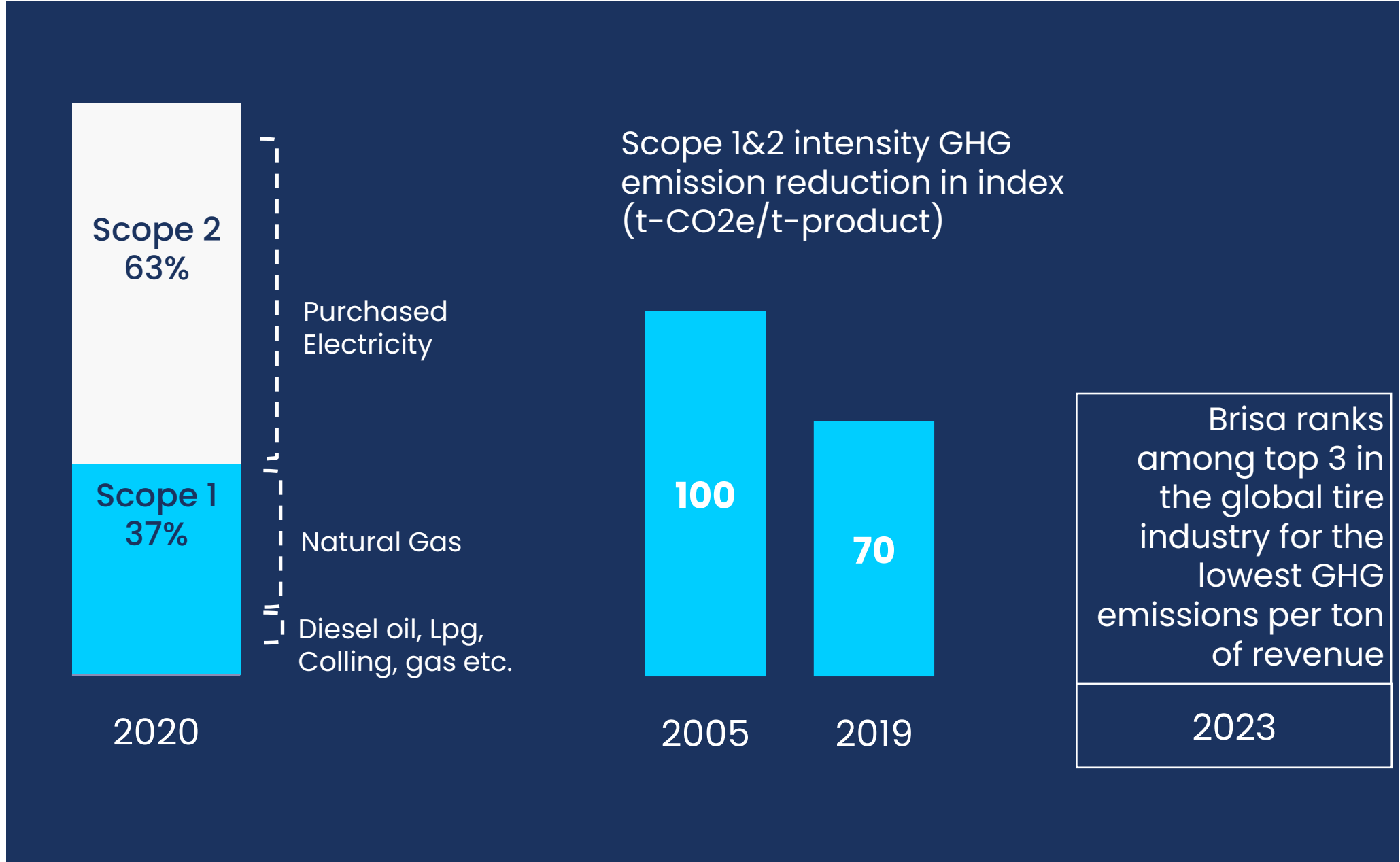
Brisa has successfully produced its first EUDR-certified tires, aligning with sustainable forest management principles and addressing the European Union's Anti-Deforestation Regulation.

Market Trend



By 2027, 90% of Brisa's EU Sales will be sustainable products, aligning with sustainability goals.

Decarbonisation : Scope 1 & 2 Emissions



CLIMATE TRANSITION PLAN

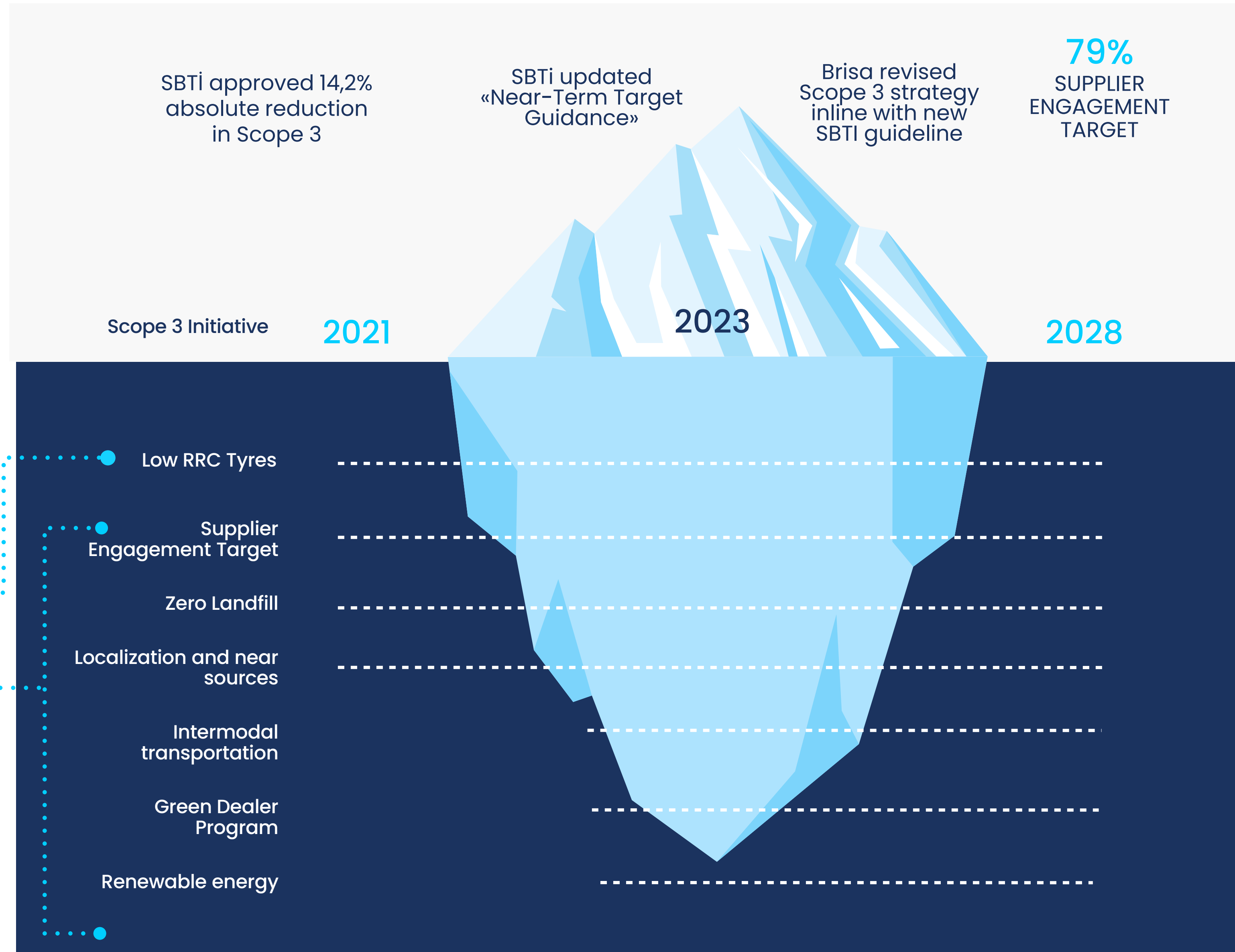
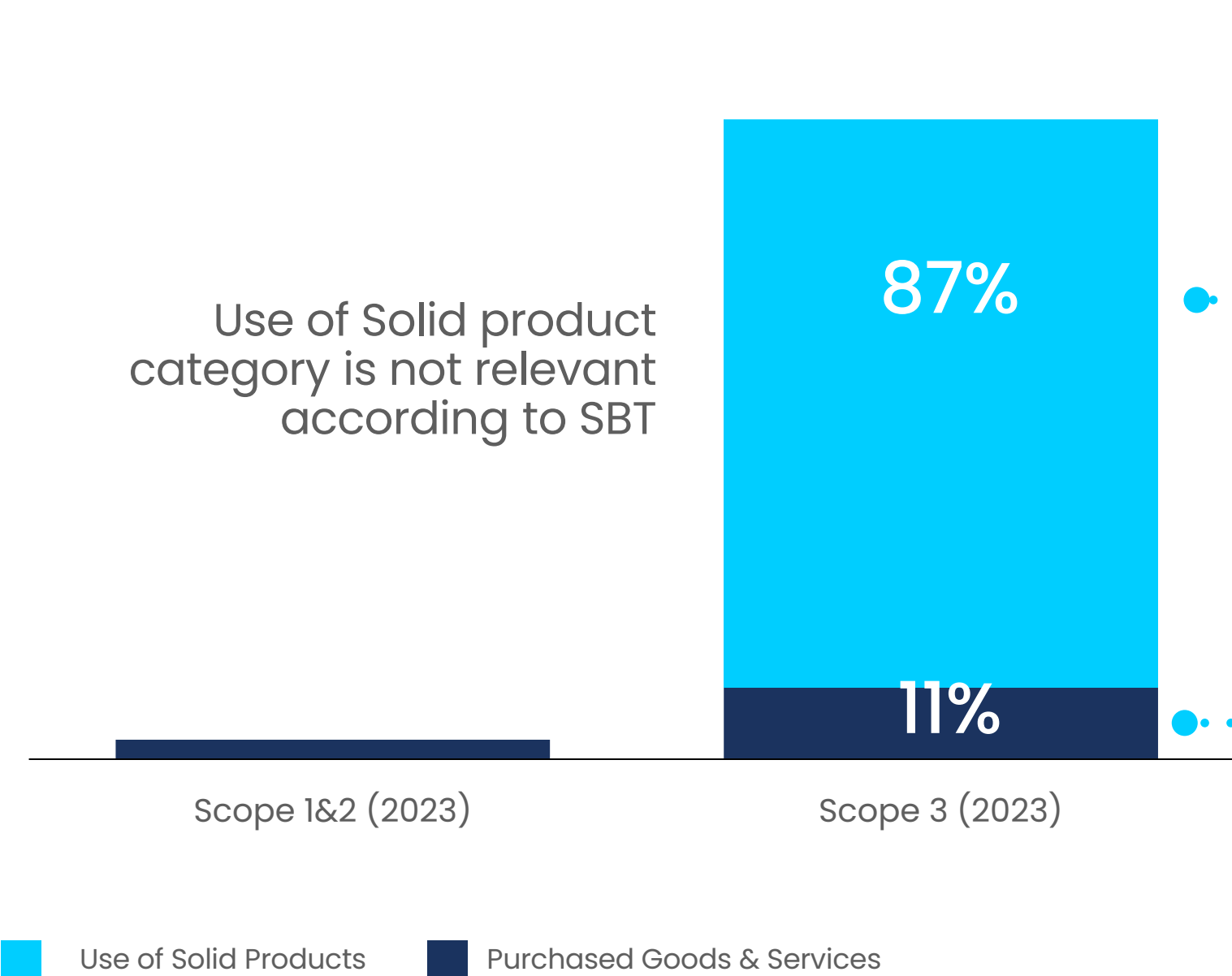
Brisa has published a TCFD-compliant Climate Transition Plan with science-based scenario analyses

Decarbonisation Projects

- Process optimization
- Switch to cooling gas
- Renewable electricity procurement
- Heat pump
- Solar energy investment
- Electric forklift replacement
- Waste heat recovery

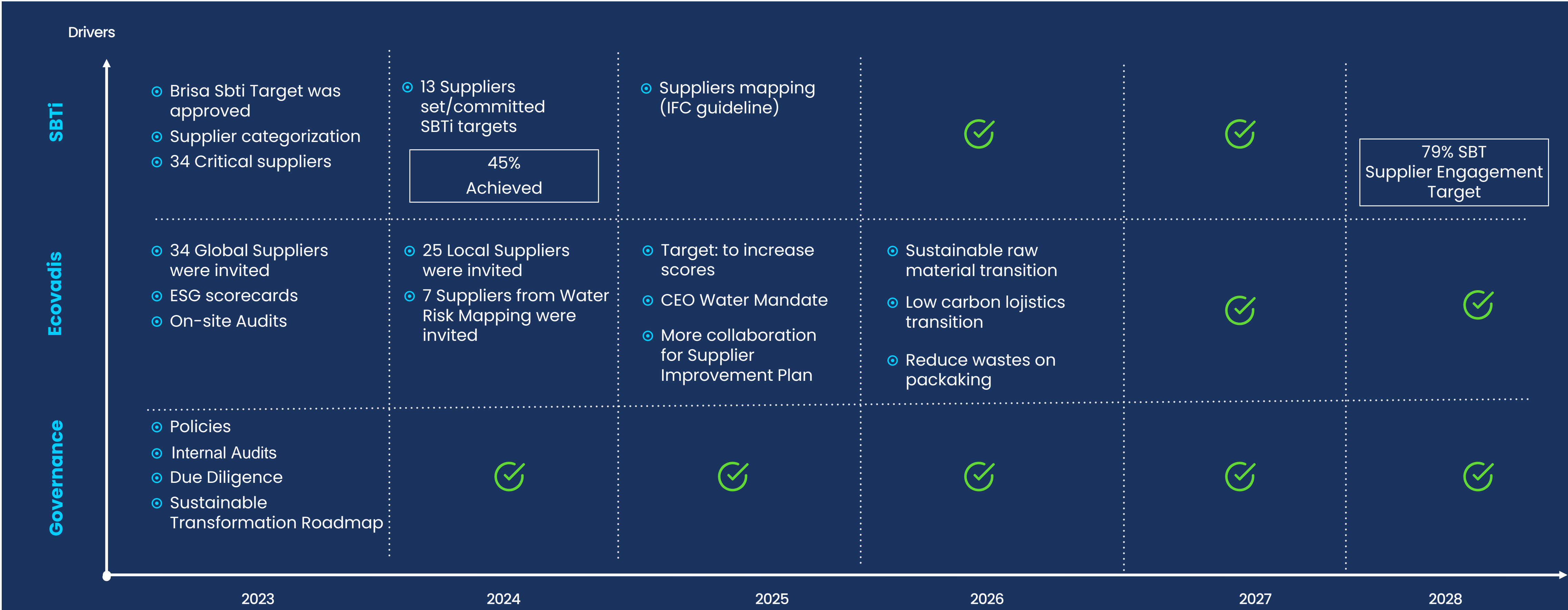
Decarbonisation : Scope 3 Emissions

Total GHG Emissions (t-CO2e)

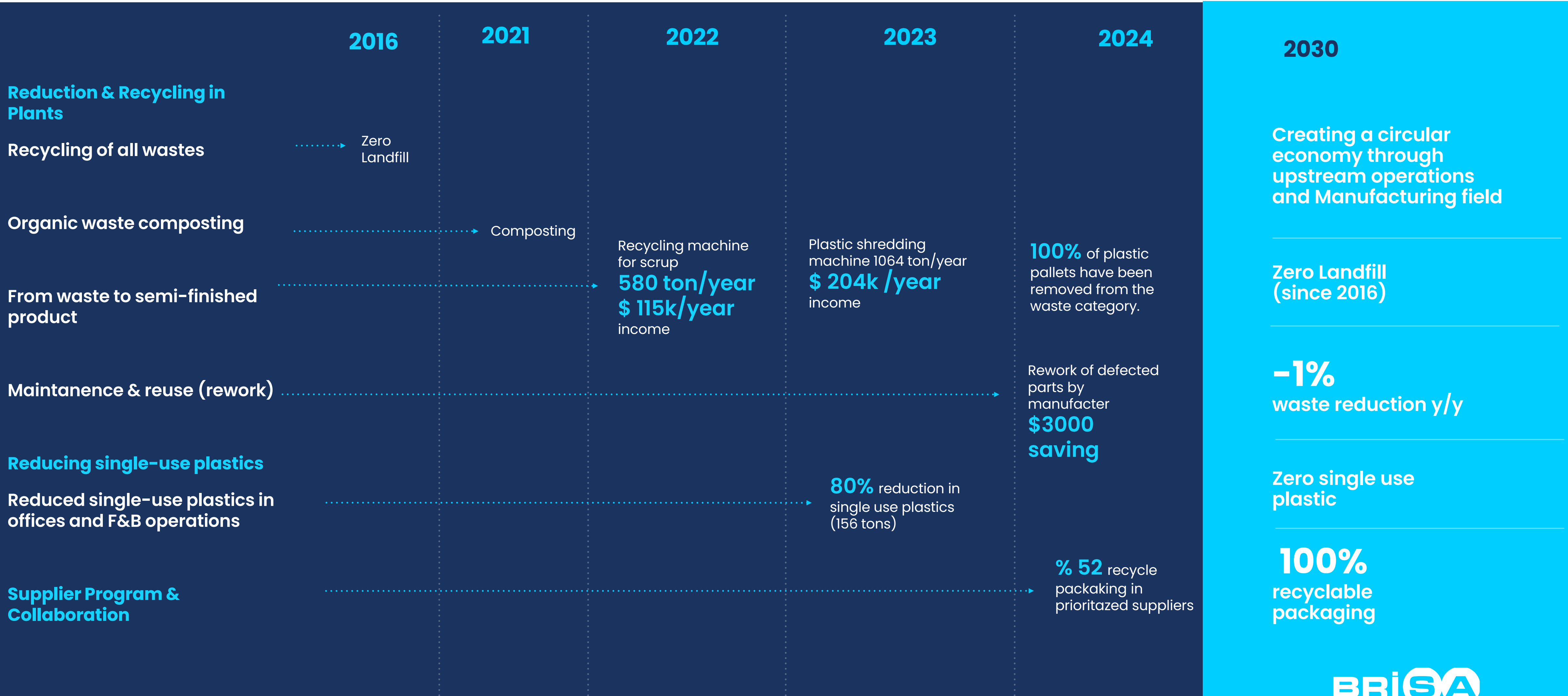


Sustainable Purchasing

Brisa commits that 79% of emissions done by suppliers of purchased goods and services will have science-based targets (SBT) by 2028.

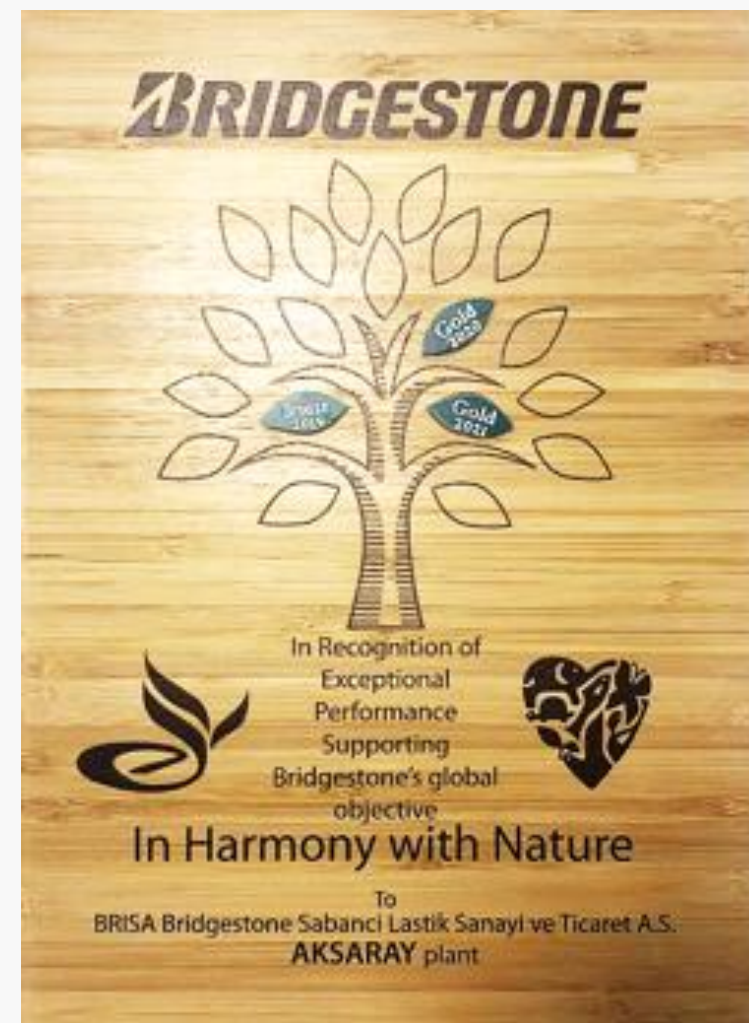


Waste Reduction and Recycling In Operations

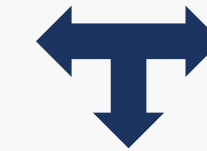


Biodiversity

2013	2019-2023	2024	 SCIENCE BASED TARGETS NETWORK <small>GLOBAL COMMONS ALLIANCE</small>	2050 & Beyond
Projects with WWF Turkey	GOLD 5 times Bridgestone Program	Science Based Target for Nature	  Kunming-Montreal Global Biodiversity Framework  GRI 101: Biodiversity	Global Goal: 1. Carbon Neutral 2. Nature-Positive



Dependencies on Biodiversity



Impact on Biodiversity

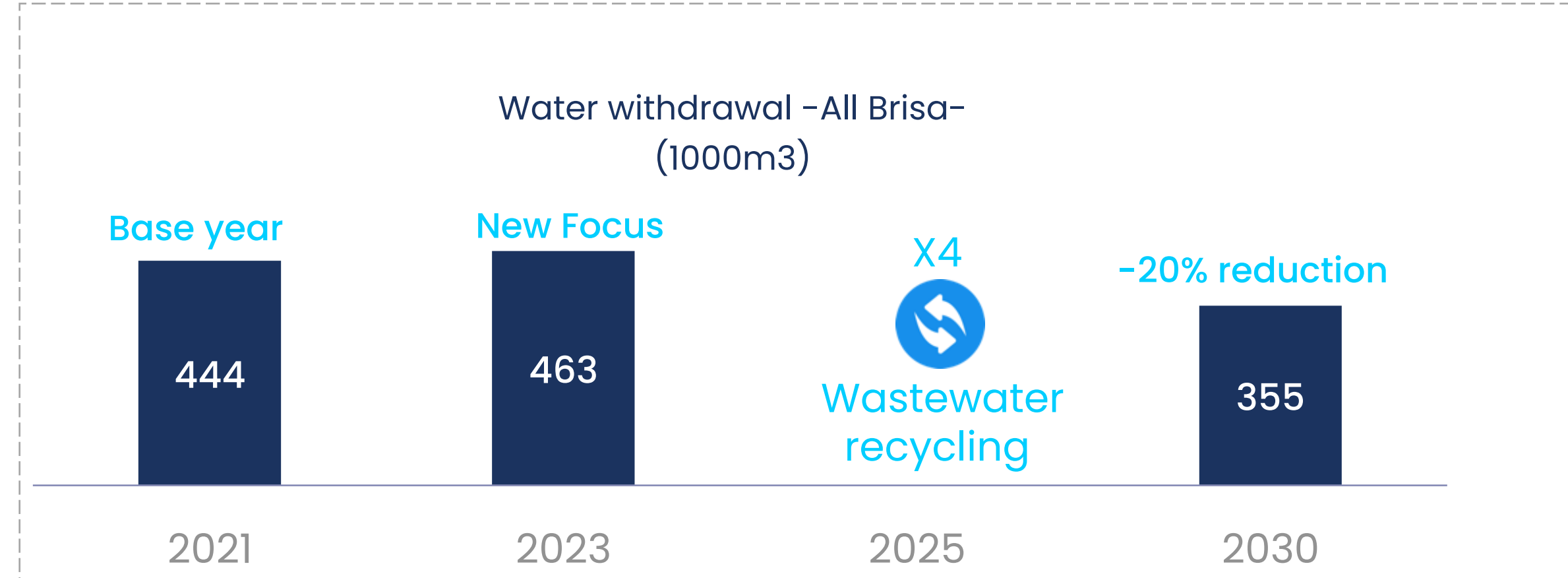
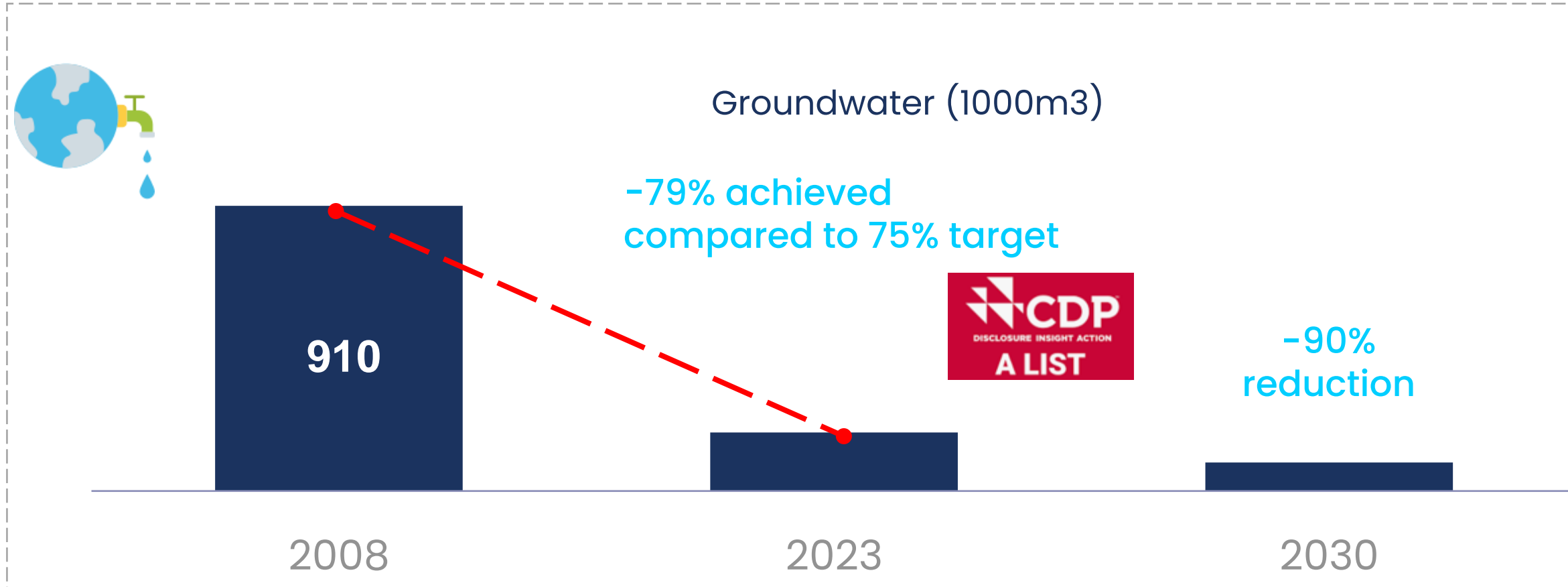
Environmental Pressures	İzmit	Aksaray
Land Use	High	Medium
Water Use	High	High
GHG Emissions	High	High
Freshwater Pollutants	High	High
Soil Pollutants	High	Medium
Marine Ecosystem	High	Low

High
Medium
Low

-  Measure contribution to nature positive outcome
-  Expanded industry leadership
-  Uncover hidden risks in supply chain
-  Leverage data for CSRD and other reporting requirements
-  Sustainable cost saving
-  Stronger brand reputation

Next Step:
Set a Science-Based Target for Nature

Water Management: Securing Sustainability and Resilience



Transparency & Credibility

- ISO 14046 WFP
- CDP Water Security
- CEO Water Mandate

Strategy

- Aksaray Plant
- Rainwater harvesting
- Waste water recycling
- Water circularity (CTI)

Collaboration & Digitalization

- iSU (for grey water usage)
- BLUE IT (start-up)
- TUBİTAK MAM

2014, 2015, 2021, 2018, 2021, 2022, 2024, 2023, 2024

21.61% Water Circularity (inline with WBCSD&CTI tool)

Increasing water circularity

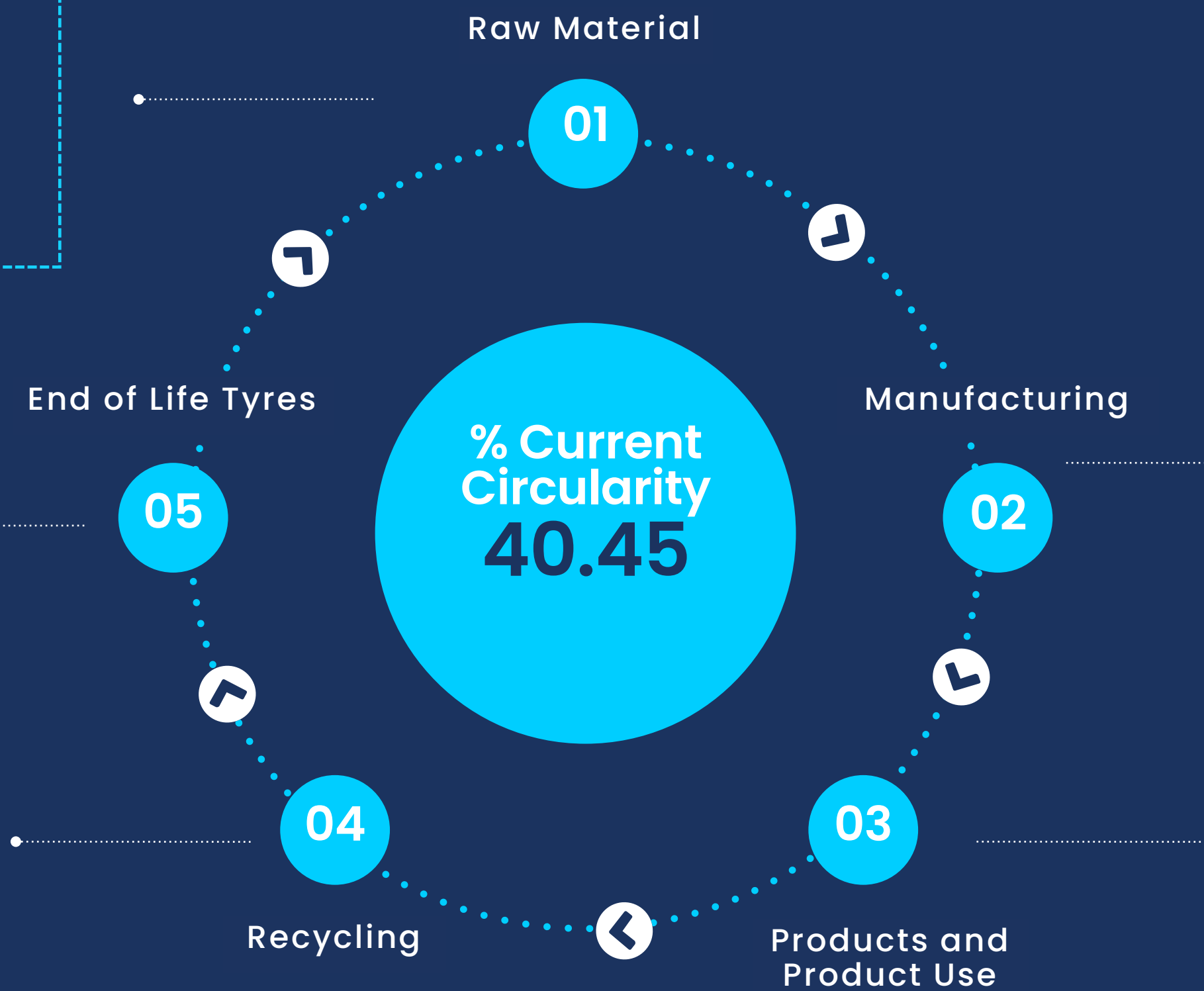
-1% water pollution load y/y

Innovative And Sustainable Products and Services

Traceability = DPP

- EUDR
- 2030 : 40% sustainable raw material
- 2050: 100% sustainable raw material

- Lasder
- 262 tonnes CO₂ reduction by ETL
- Bandag Retreat Business
79K retread annually
- Veloxia Retread Brand
(25K / 500 tonnes retread/annually)



- MRV
- 2030: 56 % scope 1 and 2 emission reduction
- EU Taxonomy Eligible
- Labelling
- 55-60%: R&D Investments in sustainable products
- 10-30%: Improvement of Wearlife
- 90%: Fuel efficiency product # in total EU Sales (2027)
- 64%: Sustainable product and services in total revenue (2026)

DPP: Digital product passport , EUDR: EU Deforestation Regulation, MRV: Monitoring, Reporting and Verification
LASDER: Association of Tyre Industrialists to collect End Of Life Tyres

Social Life Impact Education for All



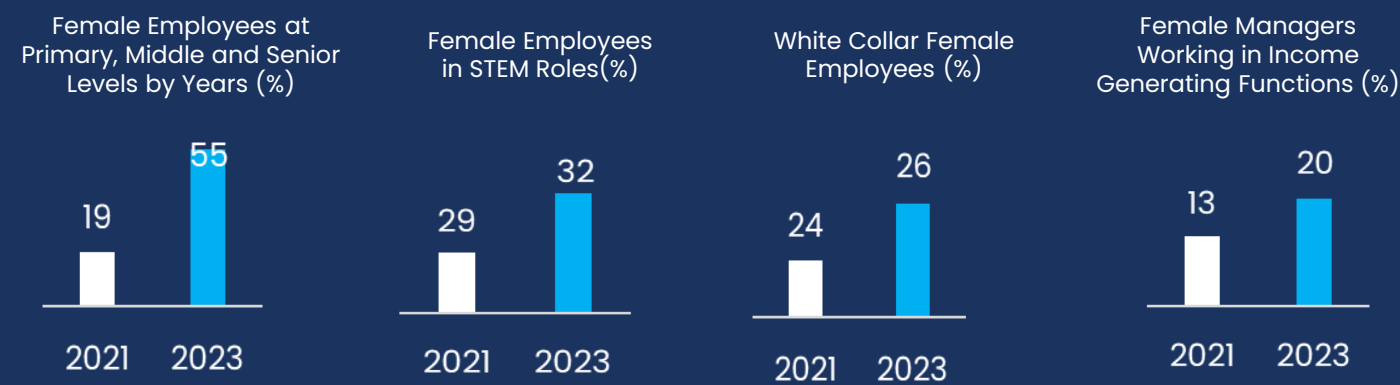
14,500
Participants reached Brisa Academy training programs

83%
Increase in Training hours per employee (2021-2023)



Social Life Impact Women Empowerment

Empowerment of Women @Brisa



Increase in Women % (R&D) **19% -> 23%**

Increase in Women % (Executive Level) **13% -> 22%**

Education (hours) / Female Employee: **47 -> 73**
(55% increase)

Special Employment Programs

“Female Sales Executive Candidate Program”
“Sahada Biriz Kadın Platformu”

Customized Support Programs
Young Advisory Board
BRIMOMS Mother Mentoring Program

Women’s Empowerment Principles (WEPs)

- 1 PRINCIPLE
High-level corporate leadership
- 2 PRINCIPLE
Treat all women and men fairly at work without discrimination
- 3 PRINCIPLE
Employee health, well-being and safety
- 4 PRINCIPLE
Education and training for career advancement
- 5 PRINCIPLE
Enterprise development, supply chain and marketing practices
- 6 PRINCIPLE
Community initiatives and advocacy
- 7 PRINCIPLE
Measurement and reporting

Empowerment of Women @Dealers SROI 1:6,5 (2022)

Heroes of Customers

Customer Experience Specialist Certificate Program

- Vocational Information
- Technical Tyre information
- Store Management
- Innovation and sustainability
- Customer Experience

Heroes of Services

Service Consultant Training Program

- Tyre service technical information
- Services from tyre mounting to wheelbase services

2030 Target

- Employment of at least 1 female employee in each of our dealer
- Collobraitons for programs

Empowerment of Women @Community

Collaboration Trainings for NEET
“Young Women Building Their Future”

6.214

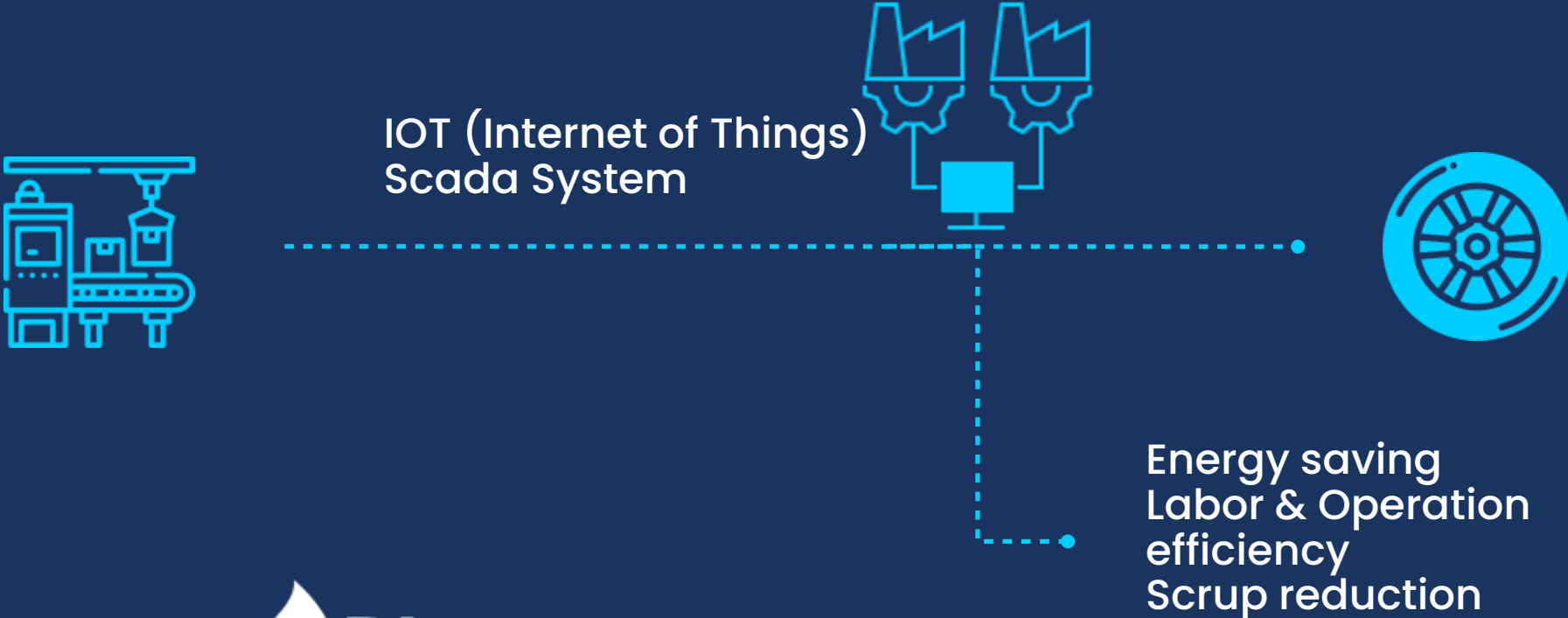
People reached by Inclusion Programs (2021-2023)

50%
(Women)

Digital Transformation for Sustainability

MANUFACTURING FIELD

Manufacturing Process



Water leakage elimination
Real time water consumption tracking

Data Management and Reporting



KPI Monitoring:
Energy & GHG Emissions
Water Waste
Decarbonization projects

AI Based Data Analysis



Consumption and prediction opportunities

SUSTAINABILITY BUSINESS DEVELOPMENT & COMMERCIALIZATION

GHG Emission Tracking



Project management & Innovation Portal



Concrete Sustainability Roadmap

Progress in Key Sustainability Metrics

Environmental

Scope 1&2 Reduction



Renewable Energy Usage



Total Water Withdrawal Reduction



Increase Water Recycling



SBT Supplier Engagement Target (Scope 3)



Social

Women Employee % In Total



Women Employee % In Total (Executive Level)



Green Dealer % in Total



Economic

Sustainability Linked Finance



Sustainability Linked Investments



R&D for Sustainable Products in total R&D investment



Sustainable Products Revenue in total Portfolio



Fuel Efficiency Improved Tyres in Total European Sales



04

Q&A

Thank You

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