



Investor Presentation Q4 2022

Dec 2022



01 Brisa Strengths & Strategy

02 Sustainability

03 Technology

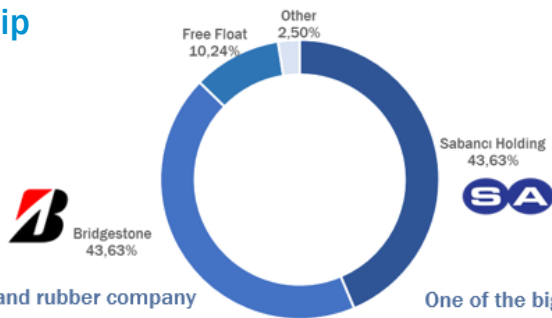
04 Market & Sales Operations

05 Financial Performance

BRISA

at a Glance

Strong Partnership



- No. 1 worldwide tyre and rubber company
- 142.000+ employees
- 150 countries, 144 plants
- 90 years of heritage

One of the biggest company groups in Turkey

- 60.000+ employees
- 12 public companies
- 9 global partnerships
- Activities in 14 countries
- Diversified Portfolio

Tyre Manufacturing in Two Plant



İZMİT



AKSARAY

Izmit Plant one of the most important manufacturing facilities of Bridgestone in the World.

Aksaray Plant is the first factory equipped with smart applications in the sector. Our factory is equipped with more than 40 years of industry experience and competence in the tire industry, as well as Bridgestone's advanced technology and global experience.



Turkey's Leader in the Tyre Market and Mobility Solutions

Balanced Sales Channel

Domestic Sales	Export Sales	Mobility & Smart Services
RL- Replacement Channel	Lassa Export	Bandag
OE- Original Equipment	OE Export	Otopratik
	Bridgestone Export	Profleet
		Arvento
		Digital Filo

Leading and Highly Recognized Brands



Tyre brand with the strongest Top Of Mind performance.

* Every 1 consumer out of 2 answers with Lassa when asked about a tire brand.



The tyre brand with the highest reputation in Turkey.



Holds the 2nd place among the most valuable brands



Low-cost tyre with Brisa Bridgestone assurance

Broad Product Portfolio

CAR

Consumer Tyres



- PSR
- LT

Best-Better (Premium) & Fighting Segments

- UHP
- 4x4
- RFT

LCV

Commercial Tyres



- TBR
 - LSR All
- Commercial Segments

Agriculture Tyres



- AGR

Off the Road Tyres



- OTR

Technology Oriented Production: Brisa R&D Center

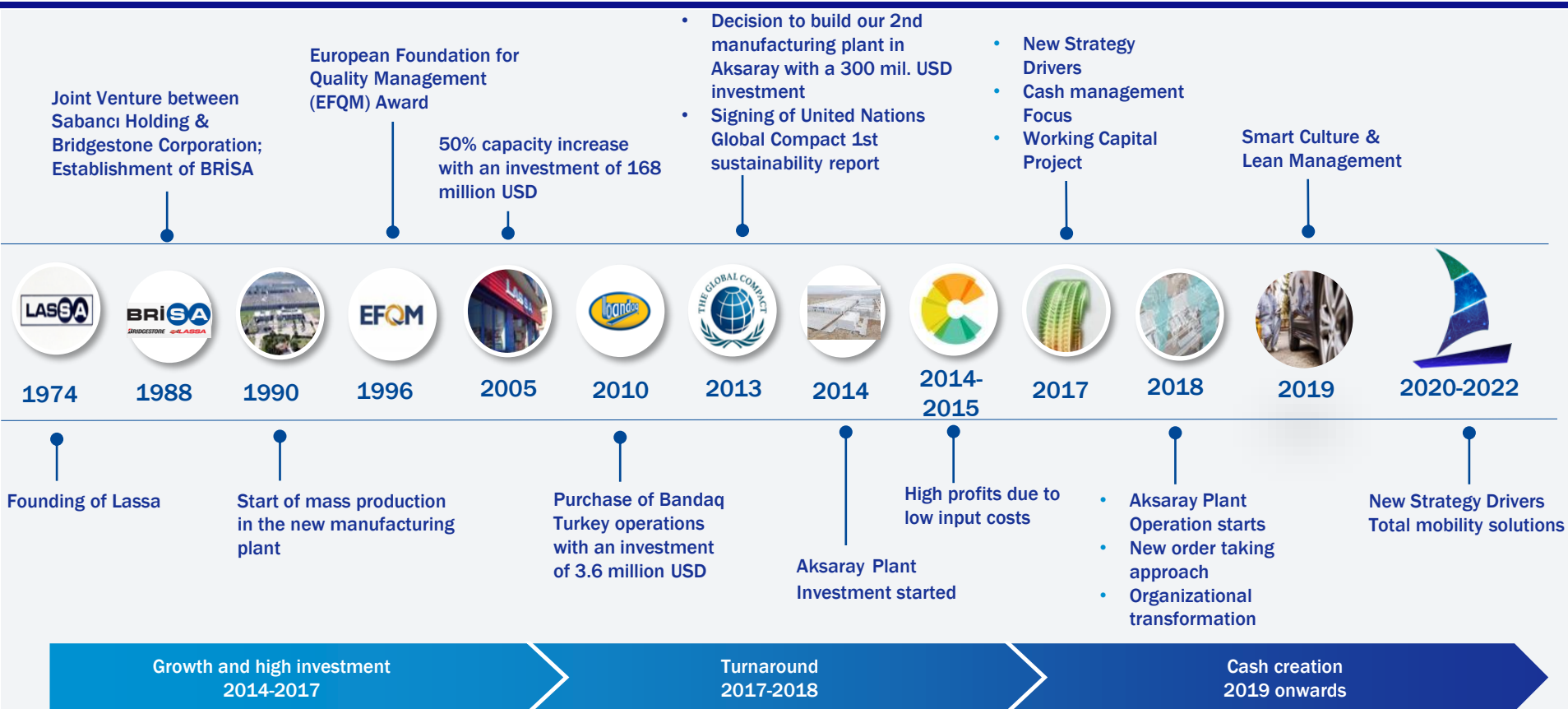
Smart production technologies

Innovative R&D studies for adaptation to new trends.



Strong Local & Global Network

1300 pos locally, 6000 pos globally, 88 countries



SMART CULTURE

- Continuing Digital Transformation
- Future of Work

ENHANCE EXPORT

OPERATIONAL EXCELLENCE

DAN-TOTSU

- Replacement E2E Premium Enhancement
- Enhance Sales Network
- Widen Customer Experience (Consumer & Commercial)
- OE Selective Market Share Increase

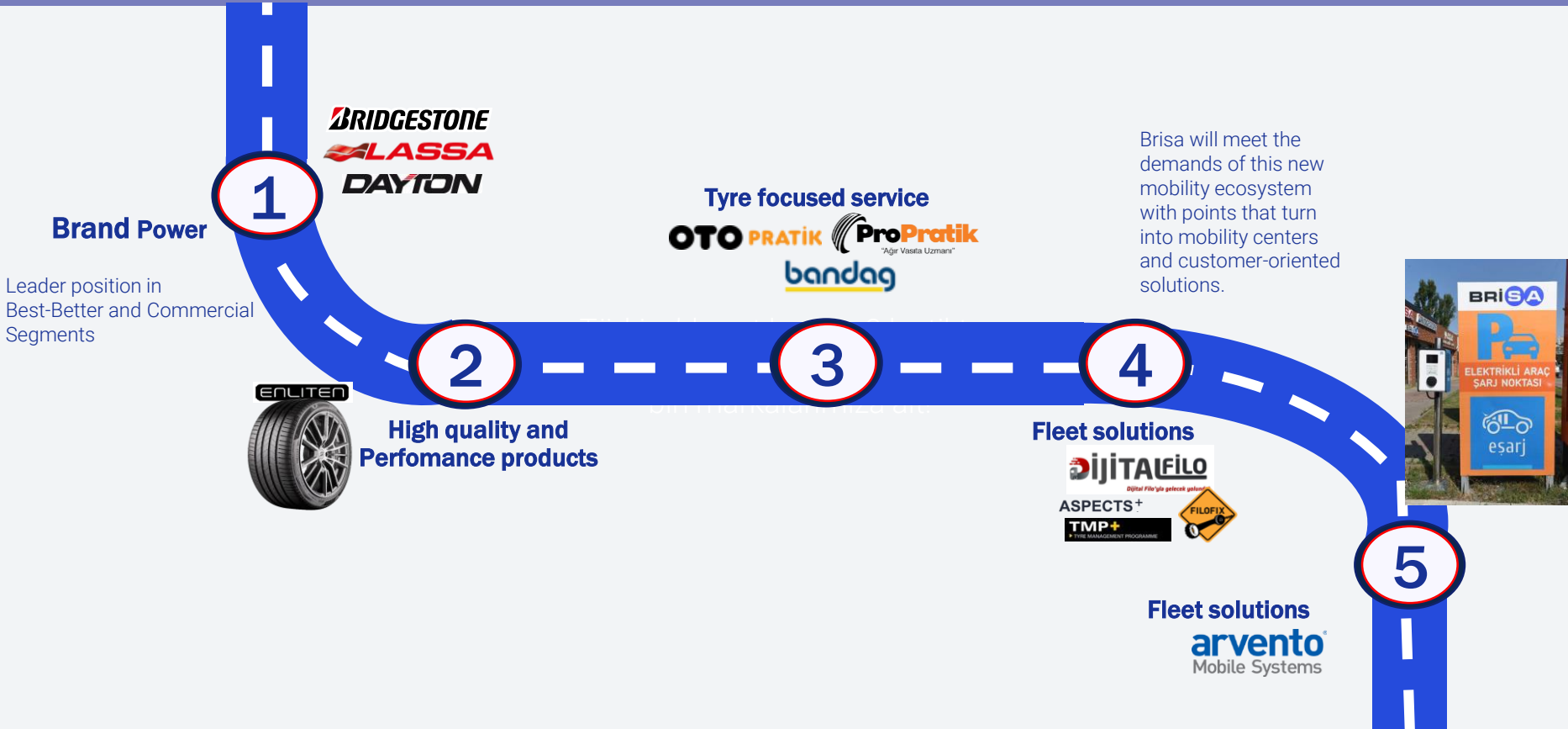
TOTAL MOBILITY SOLUTIONS

- Premium Products
- Car Mobility Solutions
- Commercial Fleet Mobility Solutions
- New Generation Retail Services

PIONEER IN SUSTAINABILITY



Our Business Is Beyond the Tyre Manufacturing



Evolve to "Solutions Business", leveraging the strengths and expertise of Tire & Rubber Business

FLEET SERVICES

- Leader in Digital Fleet Solutions with 10 different services



- Operational productivity and cost minimization with Profleet Fleet Management
- 40% reduction in Fleet Tyre Cost with rethread services, Bandag

15K+fleet customers
120 field team
3240 customer visits

ELECTRIFICATION

- In cooperation with Esarj, a subsidiary of Enerjisa, we provide services for all consumer and commercial tire types with our 33 esarj stations at Otopratik, Propratik and BS performance center points.
- Tyres for electric vehicles (Low rolling resistance, low noise level, lightness)
- HEV-EV maintenance in 40 Fast Fit Services: Completion of trainings, new design for workshop, totem and outside sign, purchasing special tools and safety materials



33 E-charge service points

END TO END SERVICES

- Mobile and onsite mounting services
- E-commerce: Lastik.com.tr
- New generation vehicle maintenance experience with Otopratik with online price quoting & instant booking
- First in customer experience: Digital Tyre Assistant

2x increase in number of Lastik.com.tr customers

Vehicle Tracking System Leader in Turkey- Arvento

Brisa acquired 88.89% of Arvento Mobile Systems (Arvento) for 337 MTL.

Arvento develops and produces vehicle tracking and fleet management systems, object-person tracking systems, boat tracking systems and M2M solutions.

- ✓ One of the world's top 10 companies in its sector
- ✓ Market leader in the last 15 years in Turkey
- ✓ More than 1,200,000 devices sold to over 100,000 customers
- ✓ Capacity to process more than 1,000,000,000 data packets per day



FINANCIALLY STRONG

- Strong revenue growth
- Balanced Portfolio (Domestic and Export markets)
- Market Leader in Best & Better and Commercial Market in Turkey.
- Market share expansion in 23 export markets
- Low level of TWC days

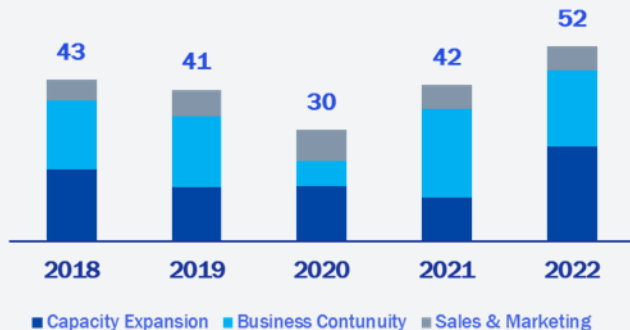
A LEADING COMPANY IN ESG

- SBTi, Targets Set Category, per 1.5 C scenario, 1st international tyre company, 1st company in Turkey
- Among Climate Change Global leaders in 2022
- CDP Turkey Water Safety leader (4th time)
- CDP Turkey Climate Change Leader (6th time)
- In cooperation with Enerjisa, over 10,400 solar panels have been installed at Brisa Aksaray Factory roof, which supplies ~20% of our facility's current energy need.

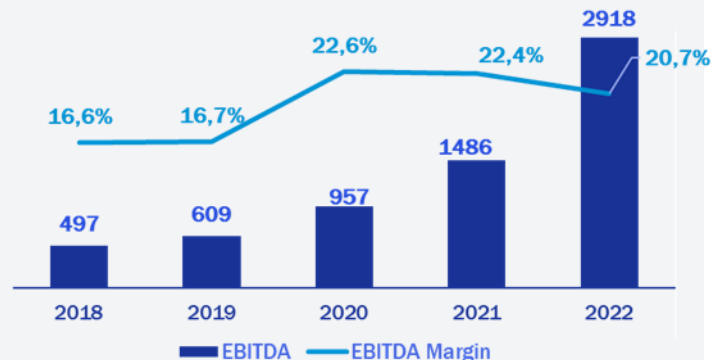
FUTURE-ORIENTED, TECHNOLOGICALLY STRONG

- Strong R&D adaptable to the new automobile Technologies.
- Sector Leader in Turkey R&D 250 Research
- Smart technologies in production
- Mobility leader in Turkey: Data driven tyre performance, breakdown prediction and early intervention
- Growing E-charge stations

Investment (MUSD)



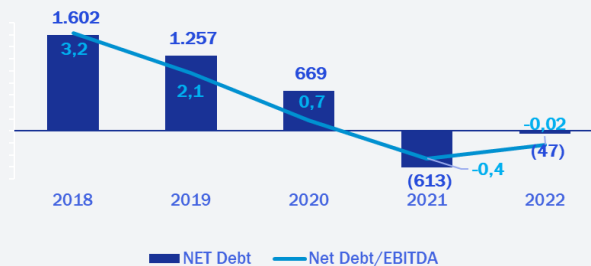
Sustainable Profitability



Healthy Balance Sheet



Remarkable Deleveraging



KKM: FX indexed deposit

Solid Revenue Growth

- Pricing
- Order book
- Cost management
- Operational Efficiency
- Well-managed financing through profound hedging
- Balanced sales channel portfolio
- Productivity management
- Net cash position at the year end

02

Sustainability

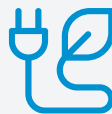
Transition to Low Carbon Economy



- Carbon Emission
- Energy Management
- Water Management
- Waste Management
- Responsible consumption & production
- Green Procurement
- Biodiversity



Transition to Low Touch Economy



- Digital transformation
- Mobility solutions



Social and Cultural Transformation



- Health&Safety
- Education
- Desired Workplace
- Entrepreneurship
- Equality&Diverstiy



LOW CARBON



01

2050

Net Zero

02

2030

%56 Emission
Reduction

03

2023

ZERO DISPOSABLE
PLASTIC

04

2023

RENEWABLE
ENERGY 23% TO
29%

2025

%75 REDUCTION IN
GROUND WATER
CONSUMPTION IN İZMİT PLANT

2030

%70 REDUCTION
IN WATER WITHDRAWALS
IN AKSARAY PLANT



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SCIENCE
BASED
TARGETS

- SBTi, Targets Set Category, acc.to 1.5C scenario, 1st international tyre company
- Turkey Water Leader, 4th time
- Turkey Climate Change Leader, 6th time
- Supplier Engagement Global Leader, 3rd time
- Leed, Gold Certificate, Academy Building



- Inovalig, Innovation Organization and Culture, Grand Prize
- Brandon Hall, Boost-Sales Development Program”, Excellence Award
- Digital Maturity Index Score above Turkey average
- Digital Tyre Assistant, TUSIAD Digital Transformation in Industry Program, “Sustainability of Technology” award

03 Technology

- Certified R&D Center
- Bridgestone know-how and co-operation with technical centers
- Focus areas: Innovative products, tyres for electrical cars, mobility solutions, local raw materials, production & design

#1 in Tire Industry

R&D Investment list in Turkey (2020)

Among The Best Factories

within 48 Bridgestone factories, in quality & cost competitiveness parameters

34

Active
Projects

41

The number of
new products in
2022

20

Million TL

Direct material
Annual cost
improvement

177

Million USD

R&D, Technology and
Business Continuity
Investments Last six years





SMART FACTORY

Aksaray : First factory equipped with smart technologies in Turkish tyre sector:

- 30% savings in energy with completely automated tyre transfer system
- Smart quality, smart maintenance, and smart energy with data stream of daily 800 million data
- Renewable energy production via solar panels.



DEALER SYSTEM

Data Analytics: Dealer Trust Index, 700 tyre sales points

- 92% of B2B customers coming from digital channels
- Virtual POS at dealer points, 80% of collection



SUPPLY CHAIN & SMART PROCESS

Warehouse automation

- Logistics Tower Center

Robi: AI Based Team Member

- Employee efficiency: %50 %98



CUSTOMER EXPERIENCE

Digital Genba Room at the heart of field

Dealer Complaint Closure Period:
From 30 hours to 20 mins

Self Service BI :

Single data pool (Carbon Data Lake) for self-service descriptive and diagnostic analytics
~ 350 Reports & Dashboards created , +300 User trained



E-COMMERCE & NEW CHANNELS

Lastik.com.tr

- Turkey's first online tyre sales platform,
- Among top 20 global companies in terms of infrastructure
- On-site tyre mounting services across Turkey

04

Market & Sales Operations

Strongest sales network in Turkey

1300 pos, a Brista pos makes 2,5 times of competitors' pos

Fast fit services

Otopratik and Propratik

First and leading online tyre sales platform

Lastik.com.tr



468

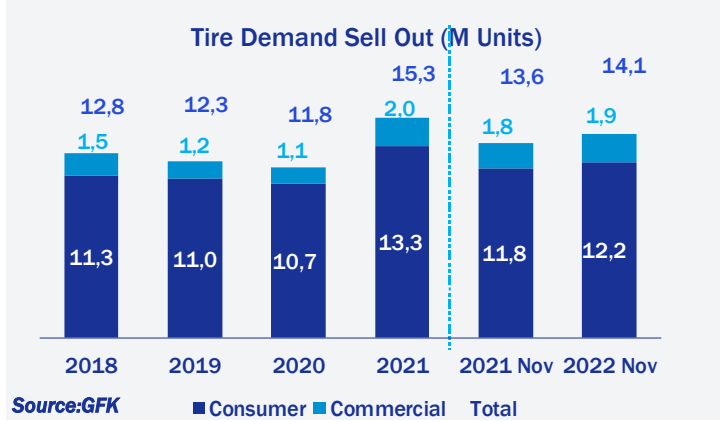
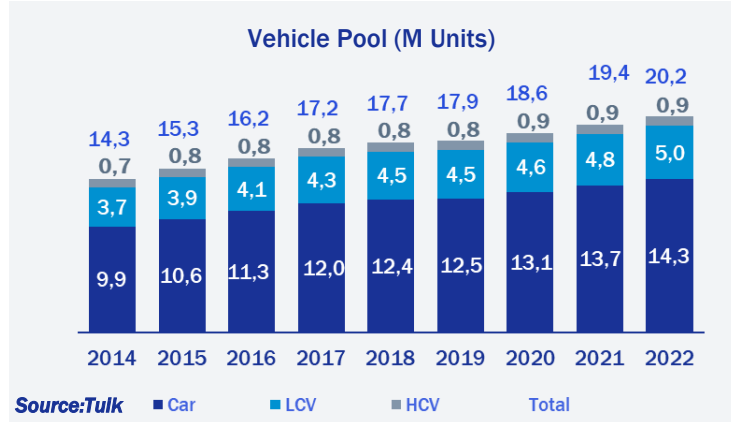
620

91

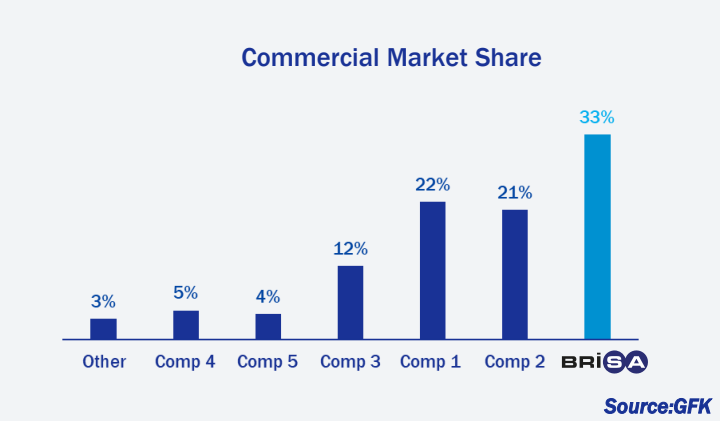
21

~85

Replacement Channel / 52% of Brisa Revenue (2022)



Vehicle pool CAGR
+3,9% between
2014-2022



Dan totsu in Turkish
Replacement Market

Replacement Channel / 52% of Brisa Revenue (2022)

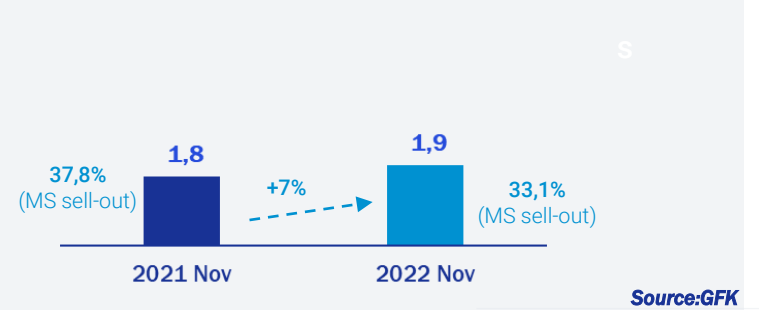


Profitable Growth

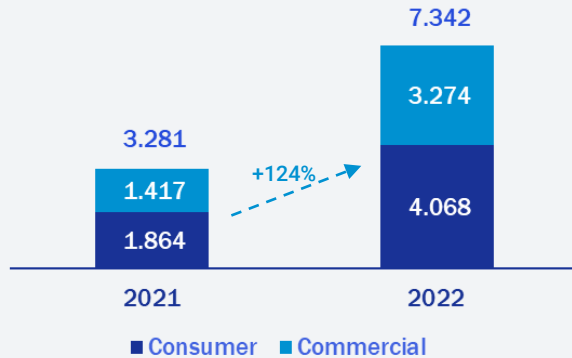
Consumer Market* (M Units)



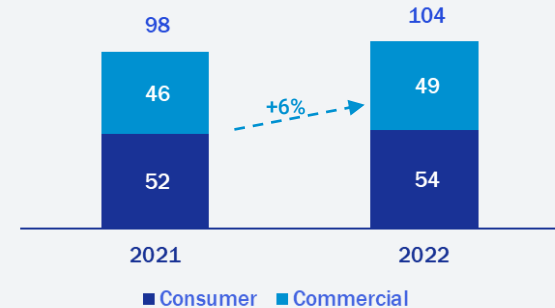
Commercial Market* (M Units)



Brisa Revenue (MTL)

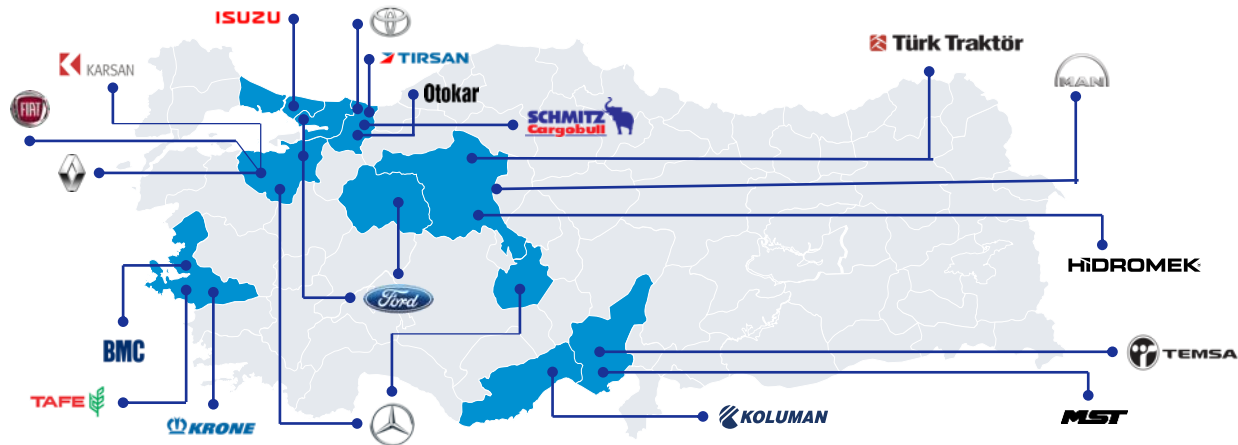


Brisa Tonnage (K Ton)

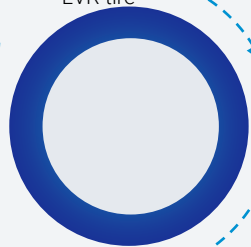


New Markets and Strengths

Strong R&D on OE,
New products
with latest technical
developments, 55 series for
Trailer segment, U-AP002 for
Coach & Buses



Iveco
1st All Season
LVR tire



Otokar
Sultan-LSR launch



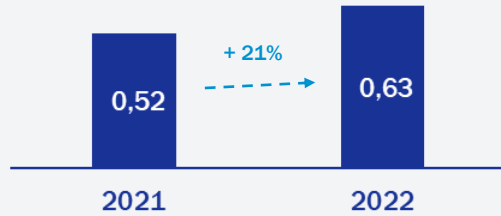
Solis/Yanmar
New AG Customer

**New Global AG
Solis/Yanmar**

OE Turkey / 11% of Brisa Revenue (2022)

Strong recovery in 2H2022 after chip crisis impact in 1Q2022

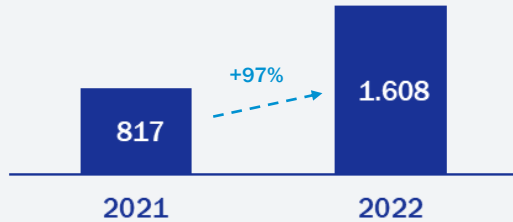
Commercial Market (M Units)



Consumer Market (M Units)



Brisa Revenue (MTL)



Brisa Sales (K Ton)



International Sales Channel / 23% of Brisa Revenue (2022) - Lassa Export

88 Countries

600+ Lassa Branded Stores



Expansion to Brazil

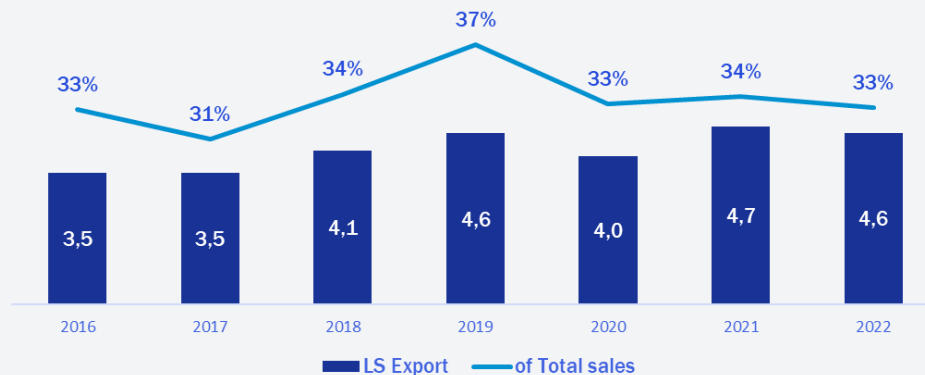
Market share gains in

23

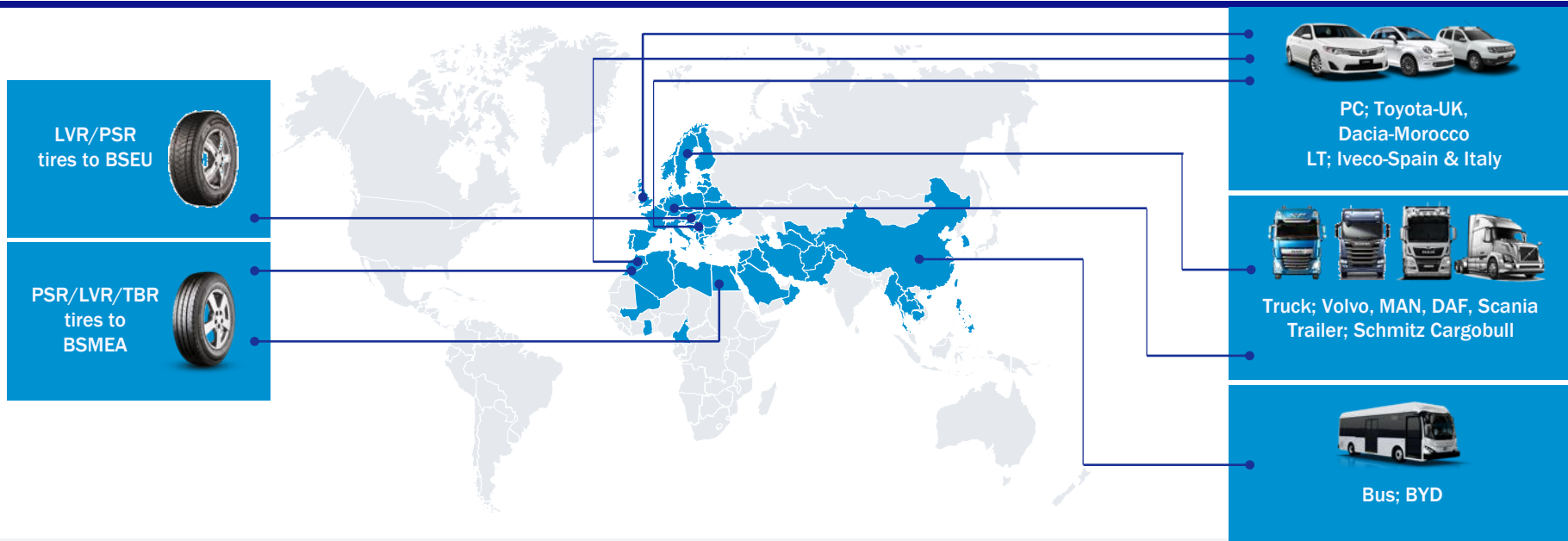
Countries

Europe: Albania, Bulgaria,, Croatia,;Montenegro, Montenegro, Poland, Romania, Serbia, Austria, Denmark, Spain, Greece, Italy and Portugal
Non - Europe: Libya, Morocco, Tunisia, Moldavia, Belarus, Georgia, Kazakhstan, Iraq, and Pakistan

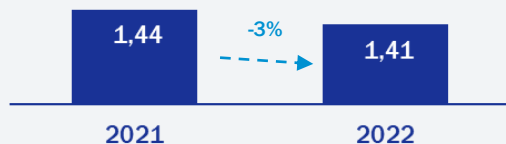
Lassa Export (M Units)



International Sales Channel / 10% of Brisa Revenue (2022) - Bridgestone Sales



Bridgestone Direct Sales Network (M Units)



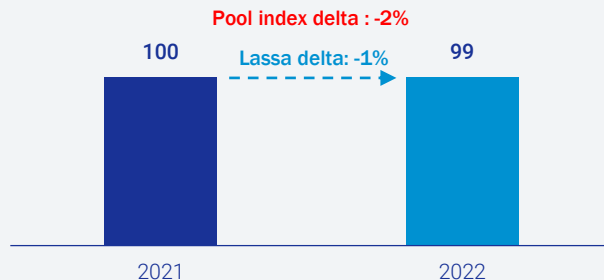
Dayton LVR tires export to Morocco for fighting segment

Release new Duravis All Season for light trucks

OEM Export Sales Network (M Units)

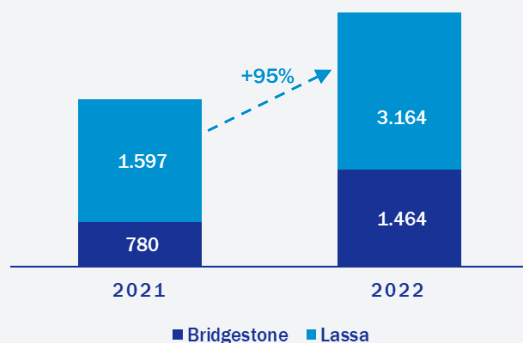


International Markets (Index)

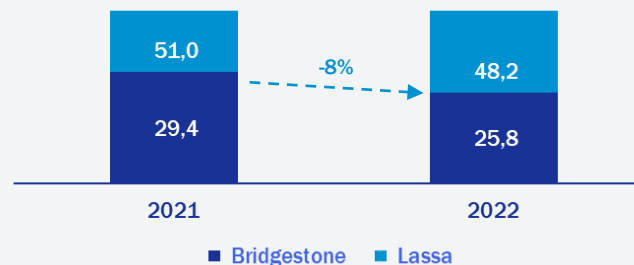


Despite tough environment, Lassa sales outperformed compared to R1&R2 market.

International Sales Revenue (MTL)



International Sales Tonnage (K Ton)



05

Financial Performance

2022 4th Quarter Performance



112%

Revenue Growth



18,6%

EBITDA Margin



126%

Net Sales Revenue per ton



-6%

Tonnage Change



866

FCF**
Million TL



511 vs.PY
53%

Net Income*
Million TL



3

TWC Days



0,02

Net DEBT
EBITDA

* Includes one-off deferred tax revenue impact arising from tax incentive.

Net income excluding one off is 446MTL

** FX indexed deposit reclassification is not included as its nature is also a cash equivalent with 3 months maturity.

Revenue Channel Breakdown 4th Quarter

RL 2.724MTL

TR OE 550MTL

LS Exp 767MTL

BS Exp 288MTL

Other 174MTL

(*includes revenues of Arvento,Bandag,Nontyre.)

2022 Full Year Performance



112%

Revenue Growth



20,7%

EBITDA Margin



114%

Net Sales Revenue per ton



-1%

Tonnage Change



374

FCF**
Million TL



1.991
vs.PY 98%

Net Income*
Million TL



3

TWC Days



0,02

Net DEBT
EBITDA

*Includes one-off deferred tax revenue impact arising from tax incentive

Net income excluding one off is 1.865MTL

** FX indexed deposit reclassification is not included as its nature is also a cash equivalent with 3 months maturity.

Revenue Channel Breakdown Dec YTD

RL 7.341MTL

TR OE 1.600MTL

LS Exp 3.164MTL

BS Exp 1.471MTL

Other 502MTL

(*includes revenues of Arvento, Bandag, Nontyre.)

Income Statement

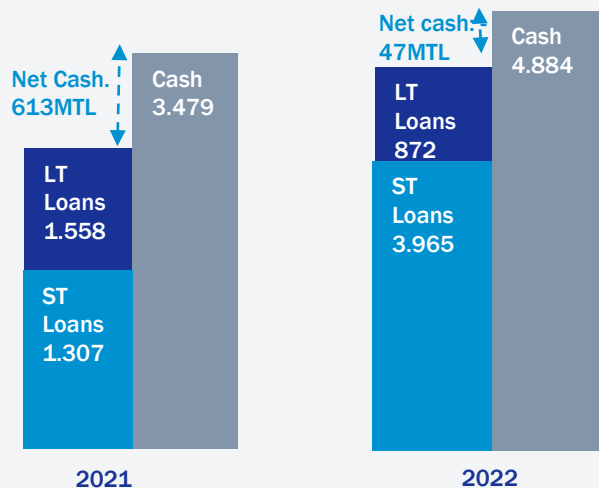
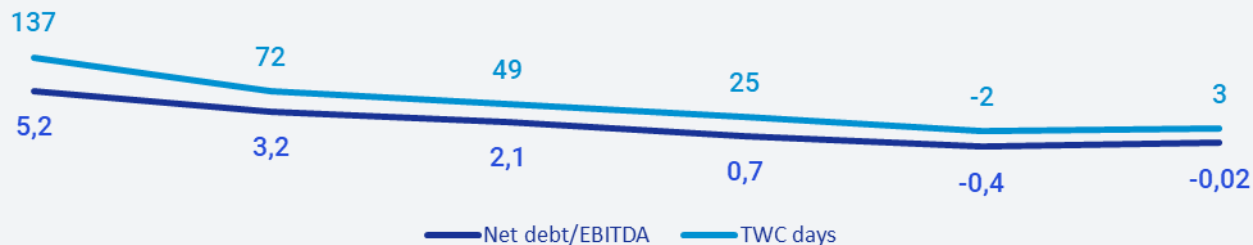
	Q4 2022				2022			
	MTL		MUSD		MTL		MUSD	
	2022	vs PY	2022	vs PY	2022	vs PY	2022	vs PY
Revenue	4.505	212%	242	125%	14.081	212%	857	116%
EBITDA	838	194%	45	115%	2.918	196%	178	107%
EBITDA Margin	18,6%	-1,6 pp	18,6%	-2%	20,7%	-2 pp	20,7%	-2%
Operating Profit	761	206%	41	122%	2.629	210%	160	115%
OP Margin	16,9%	-0,4%	16,9%	0%	18,7%	-0,2%	19%	0%
KKM Inc/Exp	21		1		72		4	
Net income	511	153%	27	90%	1.991	198%	121	108%
Net Income w/o one-off*	446	159%	24	94%	1.866	202%	114	110%

*One-off: Deferred tax revenue impact arising from tax incentives

EBITDA margin realized 20,7%

Successful financial management

Net income increase of 98% in TL terms



(M TL)	12/31/2021	12/31/2022
Cash	3.479	4.884
Receivables	1.061	2.401
Inventory	1.109	2.364
Other	4.641	5.922
Total Asset	10.289	15.572
Payables	2.807	4.376
Total Financial Debt	4.778	6.793
Financial Debt	2.865	4.837
CCS	1.912	1.956
Other Liabilities	395	1.107
Equity	2.309	3.296
Liability & Equity	10.289	15.572

Outstanding performance in leverage levels

Continuation of TWC days improvement

Thanks to high EBITDA and net cash position, ND/EBITDA less than «0»

Cash Flow Statement

	Q4 2022				2022			
	MTL		MUSD		MTL		MUSD	
	2022	vs PY	2022	vs PY	2022	vs PY	2022	vs PY
EBITDA	838	194%	45	115%	2.918	196%	178	107%
Oper. Cash Flow	1.340	146%	72	86%	1.505	85%	92	46%
Investment (-)	-474	247%	-25	146%	-995	227%	-61	124%
Subsidiary acquired, net of cash	0		0		-136		-8	
Free Cash Flow w/o KKM	867	119%	47	71%	374	28%	23	15%
KKM	187				-1.079		-66	
Free Cash Flow After KKM	1.054	145%	57	86%	-705	-53%	-43	-29%
Change in Fin. Debt	-97	297%	-5	175%	1.847	463%	112	253%
Financial Expense	-225	318%	-12	188%	-609	228%	-37	125%
Dividend Paid	0		0		-663	246%	-40	134%
Other	36	-1194%	2	-2090%	421	-52%	26	-28%
Change in Cash	768	70%	41	42%	291	14%	18	19%

Dividend of 663MTL distributed

*Other: Foreign Exchange difference gain from financial policy



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INVESTOR RELATIONS CONTACTS

Neslihan DÖNGEL ÖZLEM
CFO
n.dongel@brisa.com.tr

ÖZCAN AKYAZI
Manager, Budget and Reporting
o.akyazi@brisa.com.tr

NORA SABAH
Specialist, Budget and Reporting
n.sabah@brisa.com.tr