

**BRİSA BRIDGESTONE SABANCI
TYRE MANUFACTURING AND
TRADING INC.**



01.01.2021 – 31.12.2021 PERIOD

ANNUAL REPORT



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CONVENIENCE TRANSLATION INTO ENGLISH OF INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF DIRECTORS' ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH

To the Shareholders of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret
Anonim Şirketi

Opinion

We have audited the annual report of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret Anonim Şirketi (the "Company") for the period between 1 January 2021 and 31 December 2021, since we have audited the complete set financial statements for this period.

In our opinion, the financial information included in the annual report and the analysis of the Board of Directors by using the information included in the audited financial statements regarding the position of the Company are consistent, in all material respects, with the audited complete set of financial statements and information obtained during the audit and provides a fair presentation.

Basis for Opinion

We conducted our audit in accordance with the standards on auditing issued by the Capital Markets Board of Turkey and Standards on Auditing which is a component of the Turkish Auditing Standards issued by the Public Oversight, Accounting and Auditing Standards Authority ("POA") ("Standards on Auditing issued by POA"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Annual Report* section of our report. We declare that we are independent of the Company in accordance with the Code of Ethics for Auditors issued by POA (POA's Code of Ethics) (including Independence Standards) and the ethical requirements in the regulations issued by POA that are relevant to audit of financial statements, and we have fulfilled our other ethical responsibilities in accordance with the POA's Code of Ethics and regulations. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Auditor's Opinion on Complete Set of Financial Statements

We have expressed an unqualified opinion on the complete set of financial statements of the Company for the period between 1 January 2021 and 31 December 2021 on 18 February 2022.

Board of Directors' Responsibility for the Annual Report

In accordance with the Articles 514 and 516 of the Turkish Commercial Code numbered 6102 ("TCC") and Communiqué on the Principles of Financial Reporting In Capital Markets numbered II – 14.1 (the "Communiqué"), the Company's management is responsible for the following regarding the annual report:

- a) The Company's management prepares its annual report within the first three months following the date of statement of financial position and submits it to the general assembly.
- b) The Company's management prepares its annual report in such a way that it reflects the operations of the year and the financial position of the Company accurately, completely, directly, true and fairly in all respects. In this report, the financial position is assessed in accordance with the Company's financial statements. The annual report shall also clearly indicates the details about the Company's development and risks that might be encountered. The assessment of the Board of Directors on these matters is included in the report.
- c) The annual report also includes the matters below:
 - Significant events occurred in the Company after the reporting period,
 - The Company's research and development activities.
 - Financial benefits such as wages, premiums and bonuses paid to board members and key management personnel, appropriations, travel, accommodation and representation expenses, benefits in cash and kind, insurance and similar guarantees.

When preparing the annual report, the Board of Directors also considers the secondary legislation arrangements issued by the Ministry of Trade and related institutions.

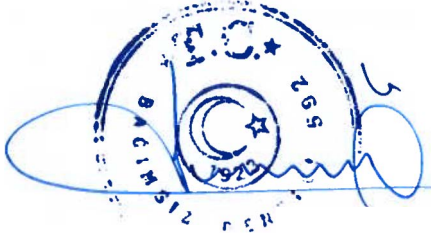
Auditor's Responsibility for the Audit of the Annual Report

Our objective is to express an opinion on whether the financial information included in the annual report in accordance with the TCC and the Communiqué and analysis of the Board of Directors by using the information included in the audited financial statements regarding the position of the Company are consistent with the audited financial statements of the Company and the information obtained during the audit and give a true and fair view and form a report that includes this opinion.



We conducted our audit in accordance with the standards on auditing issued by the Capital Markets Board of Turkey and Standards on Auditing issued by POA. These standards require compliance with ethical requirements and planning of audit to obtain reasonable assurance on whether the financial information included in the annual report and analysis of the Board of Directors by using the information included in the audited financial statements regarding the position of the Company are consistent with the financial statements and the information obtained during the audit and provides a fair presentation.

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Hakan Ölekli, SMMM

Partner

18 February 2022

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Reporting Period

1 January 2021 – 31 December 2021

Name of Partnership/Commercial Registry No.

Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. / 126429 - 73647

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Message from the Chairperson of the Board

“Whatever the conditions may be, Brisa keeps on moving forward courageously, and it is strengthening its pioneering position both in the national and in the international arenas as a company, which provides safe and uninterrupted journey solutions, beyond being a tyre company. Brisa crowned its financial success, which it accomplished in 2021 by focusing on the future of the business using digital transformation, sustainability and innovation as the driving forces behind it, with many first-time achievements.”

Valuable Shareholders,

Brisa continues to move forward courageously and furthers its business activities under the strong partnership of Sabancı Holding and Bridgestone Corporation whatever the conditions may be at a time when the whole world is going through a difficult period, and it is strengthening its pioneering position both in the national and in the international arenas as a company, which provides safe and uninterrupted journey solutions, beyond being a tyre company.

While the way of conducting business is changing at a rapid pace both with the repercussions of the pandemic and the increasing rate of digitalization, Brisa adapted to the transformation in a swift and agile manner as a result of its smart culture, which it has been investing into for many years. During this period, we started a comprehensive, multidimensional, and exciting transformation journey for our employees, whom we think as our most valuable asset, in order to facilitate their adaptation to the changing ways of conducting business and to improve their working experience by stating “The Future of Work: For You”. In that manner, we focused on our ways of conducting business, our working environments, and the future of our workforce through a holistic and human-oriented perspective and detailed our road map under 7 main dimensions and 12 subsections consisting of Remote Working, Mental and Physical Health, Flexible Workforce, Performance-oriented Workforce, Talent and Skill Management, Leadership of the Future, Purpose-oriented Organization and Culture, Digital and Data, and Agile Working. As a result, we are getting prepared for the future of work, and featuring amongst the pioneering companies of new generation of business world with more than 3.000 employees as our human resources.

We are enriching the value we provide for our shareholders with our local production and R&D power based in our İzmit and smart technology equipped Aksaray Manufacturing Plants, and our products and services at national and international markets. We are solidifying our leadership with the investments we make into our dealer network, brands, and services. We are executing pioneering implementations in order to provide the best experience to our customers. As a result of these efforts, Brisa has been chosen as the most valuable brand of the Turkish Tyre Industry by the international brand valuation company, Brand Finance. Compared to the previous year, Brisa rose 4 places and ranked at the 38th position in the list of most valuable brands. In the international markets, Brisa added 2 new countries to its list of international markets and increased its market share in 87 countries.

Brisa also showed a strong performance in the tyre market that exercised a better trend in 2021 compared to 2020. Our company, which has continued its successful management of cash flow, reached 6.634 million TL in terms of annual sales revenue, and EBITDA margin is %22,4. Brisa

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achieved 61% increase in terms of TL international sales revenues in the international markets. The working capital turnover rate reached the minimum level negative -9,7 level in 2021.

Valuable Shareholders,

As the leading company of the Turkish tyre industry and one of the largest tyre manufacturers in Europe, our smart solutions that answer the holistic needs of all our stakeholders with the added value we create with technology and digitalization take place behind many of the successful results we have achieved from production to employment, and R&D to export. Today, at Brisa, we not only digitize our work with technologies such as automation, advanced data tracking, robotic applications, artificial intelligence, but we also implement the best practices of digital transformation with our smart glasses that allow remote intervention, our smart gloves that facilitate product tracking, and the digital twin of our factory, where we can plan production with simulations.

Moreover, we execute our digital transformation process within an ecosystem consisting of all our shareholders in addition to our production process. In that manner, as our projects in the entrepreneurship ecosystem continue with new start-up partnerships within the context of mega trends such as connectivity, autonomous driving, digitalizing customer experience and electrification, we continued to support the digitalization process of our business partners. While we increased the awareness and capabilities of our dealers within the framework of the “My Business Partner is Digitalizing” project, we strengthened the flow of communication between ourselves through the “Brisaliyiz.biz” mobile and web applications. We also received the honor of being awarded the Golden Award for the “Brisaliyiz.biz” platform in the B2B web site category at the MarCom Awards of the Association of Marketing and Communication Professionals (AMCP) headquartered in the United States of America, at which projects from 41 countries competed.

Through our Otopratik and Propratik fast maintenance service store chains, which reinforce our innovative position in the world of mobility, we continued to provide all the needs of vehicles while supplying tyres to vehicles. We increased the number of our service points and our coverage in 2021. We started informative training sessions on electric vehicle technologies and services in order to increase the knowledge of new vehicle technologies at Otopratik service points.

In accordance with our efforts towards the electrification megatrend, we have increased the number of our e-charging stations available in the Otopatik service points and reached our 11th station. In that manner, we enabled ourselves to offer e-charging services to electric vehicles at the Otopratik service points located in İstanbul, Bursa, Denizli, Antalya, Tekirdağ, Trabzon, Adana, Mersin, and Diyarbakır.

The most exciting development in the field of mobility is the start of the acquisition process of Arvento Mobile Systems, an important player in the vehicle tracking and fleet management systems market in Turkey, in order to accelerate sustainable mobility solutions. This acquisition supports Bridgestone's and Sabanci Holding's growth strategies for sustainable mobility. We are demonstrating the benefit we will provide to our fleet customers with the synergy that will be generated by combining tire, service, and telematics business lines from today.

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As part of the mobile services that we offer to our customers, we have started to provide an artificial intelligence-based digital assistant service with high learning ability through Lassa Tyres and Bridgestone websites. Through the digital assistant, we have enabled our customers to reach the most suitable tyre recommendation for their vehicles after uploading the photo of their vehicle's tyre to the application. The digital tyre assistant, which differentiates with the comprehensive customer experience that it offers, answered more than 350 thousand questions by chatting with users about their tyre purchasing and use inquiries.

As a result of all these digitalization efforts, Brisa increased its Digital Maturity Score measured by the independent consultancy firm Digitopia from 3,4 to 3,7 in 2021 in the Digital Maturity Index. Brisa, which achieved a result above the average score of Turkey, became the company with the highest average score in the manufacturing industry, while reaching the "best" score in 4 different categories of innovation, technology, operations, and people in its own industry.

Valuable Shareholders,

"Sustainability" took the center stage in our agenda this year as well. In that perspective, we laid our mid-term and long-term environmental, social, and organizational governance strategy focus areas within the three fundamental fields of transition to low carbon economy, transition to low contact economy, and socio-cultural transformation in a manner that embodies all our shareholders. We became the first and sole Turkish company to have our emission reduction targets approved by the Science Based Target Initiative, which is a global organization in the field, according to the 1,5 Celsius degree change scenario, while we furthered our performance to higher levels in terms of sustainability. Moreover, we became the only company to accomplish this success in the global tyre industry. We target to achieve net-zero goal by 2050.

Brisa became the Turkey Climate Change Leader for the 6th time and Turkey Water Leader for the 3rd time in Carbon Disclosure Project's (CDP) evaluation, which is one of the most important global non-profit environmental initiatives working on environmental reporting.

Brisa considers providing environmental and social benefits among its responsibilities, and in accordance we carried out support campaigns and sapling planting activities for those who suffered from the fire and flood disasters that saddened our country in the summer of 2021. We also continued our trainings, awareness increasing activities, and dealer female employee and female engineer candidate empowerment programs with Brisa Academy.

We are decisively moving towards 2022 from the strength we derive from these accomplishments. We will continue to move forward courageously and add value to our country and all our shareholders with our human resource capabilities that have adapted to the future of the business, our production power that places technology at its core, and our passion for innovation.

I sincerely thank the Brisa Family who accompanied, supported, and contributed to our journey, our business partners, and our shareholders, who believed in us and supported us, and wish to achieve many successful results.

Cevdet Alemdar

Yönetim Kurulu Başkanı

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1. Brisa

1.1. We Drive On With Courage

We are focusing on innovation combining the forces of our İzmit Factory, which has already proven its production capabilities, and our new production base Aksaray Factory, which is the first of its kind in the industry equipped with smart applications, together with our technology, innovation power and the valuable effort of our people. We are adding value to our industry with innovations and developing unique services and differentiating products. We are courageously moving forward as the innovation leader of the Turkish tyre industry.

The foundations of our company, which is the leader of the Turkish tyre industry, were laid with our Lassa brand in 1974 by the initiative of Sabancı Holding and its partners. The start of Brisa's establishment and the journey of the Lassa and Bridgestone brands are based on the partnership of Sabancı Holding and the world tyre industry leader Bridgestone Corporation in 1988.

Sabancı Group reinforces its role as a global player with its contribution for a sustainable future and creates enduring value for its stakeholders and Turkish economy. By combining its solid financial structure, dynamic portfolio management and robust sense of corporate governance with its innovation and technology-oriented business approach, Sabancı Group is not only delivering a strong growth from its core businesses but also gaining significant opportunities in new growth platforms. Acknowledging sustainability as fundamental principle, and setting strong growth and stakeholders returns as key drivers in its investment decisions, Sabancı Group unites Turkey and the World for a sustainable life with leading enterprises. Rising from a foundation of global experience, high-performance culture and value-focused ecosystem built in the course of 94 years, the Sabancı Group advances towards its second century with a high confidence and enhanced strategic focus to accelerate its growth and transformation.

Brisa being Turkish tyre market leader with its product portfolio and services beyond tyres, constitutes one of the important building blocks of Sabancı Group's ecosystem.

Having won the first National Quality Award in 1993, we became the first Turkish company to win the European Quality Grand Prize in 1996, which was the result of its outstanding performance in business excellence. Today, we are also one of the biggest tyre manufacturers of Europe. We strengthen our sector leadership by adding value to our business partners and customers with our product and service brands.

We are pioneering the industry and adding value to our business partners alongside our customers with our main tyre brands Bridgestone, Lassa Tyres, Dayton, Kinesis, Firestone, and with our main retreading brand Bandag along with Lastiğim and Lastik Vs sales points, Otopratik and Propratik service points, Lastik.com.tr online sales web site, Profleet fleet services, Mobilfix, which provides on site mobile maintenance services for commercial vehicle fleets, Probox and Bridgestone Box mobile sales and services points, road assistance for commercial vehicles (Filofix) and Lastik Oteli (tyre storing services) services and with our education platform Brisa Academy.

We are producing especially designed tyres with our Bridgestone, Lassa Tyres, and Dayton brands for passenger vehicles, light commercial vehicles, buses, trucks, and agricultural and construction vehicles. In addition to the above-mentioned tyres, we are offering a total of 1.800 different types of tyres with Kinesis tyres, which meet international industrial machinery safety and quality standards, Firestone agricultural tyres, and Bridgestone motorcycle tyres. As part of our target to offer balanced products to vehicle owners through both our brands, our Bridgestone brand products stand out in terms of

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performance and safety criteria, while our Lassa Tyres brand products stand out in terms of economy, comfort, and durability parameters.

Our products and services meet with vehicle owners domestically at more than 1.300 sales points, and tyres produced by Brisa workers under the Lassa Tyres brand meet with vehicle owners in the international markets in 87 countries through more than 600 Lassa Tyres branded shops and 6.000 sales points. In the meantime, vehicle manufacturers such as Anadolu Isuzu, BMC, Ford Otosan, Honda, Karsan, Kolman Treyler, Krone, MAN, Mercedes Benz Türk, Otokar, Oyak Renault, Tafe, Temsa, Tırsan, Tofaş, Toyota, Türk Traktör, Makinsan Treyler, Hidromek prefer Lassa Tyres and Bridgestone products as their original equipment tyres.

We foresee that demand for mobility will be increasing in the period ahead of us. Our customers started to demand high value-added products, which offer low rolling resistance, higher fuel efficiency, durability, and better handling on wet surfaces within the wake of new trends like autonomous driving, connectivity, electrification. Customers further expect smart services and solutions being offered beyond being just a product provider. In line with this requirement, we develop new generation services geared towards final consumers. We started to set-up charging stations for electric vehicles at our Otopratik service points.

Our company also aims to be the first choice of vehicle owners and we continue our operations in line with being close and accessible to final consumers. While our Lassa Tyres brand became the most reputable tyre brand of Turkey, our corporate brand Brisa has been entitled the most valuable brand of the Turkish tyre industry by the international brand evaluation agency Brand Finance in the list of "Turkey's Most Valuable and Powerful Brands -Turkey 100".

We generate value in production with our İzmit and Aksaray Manufacturing Plants.

Reaching to 361.000 m² of closed area, our İzmit Manufacturing Plant is one of the biggest tyre manufacturing plants of the World set-up under one roof and is also one of the most important production bases of Bridgestone around the World. Our second manufacturing plant set-up in the Aksaray Organized Industrial Zone on a 952.000 m² area with a 300 million USD investment is the first of its kind in the industry equipped with smart technologies. Our manufacturing plant is equipped with advanced Technologies and global accumulated knowledge of Bridgestone in addition to the more than 40 years of industrial experience and business competence of Brisa in the tyre industry. As a result, we were able to realize a pioneering industrious investment in terms of productivity, environmental friendliness, and product quality performance. Amongst our applications are energy savings applications, fully automated transfer systems, virtual digital twin applications, virtual reality, and smart machines operating with advanced data analytics offering solutions.

Brisa cultivating technology in Turkey's lands

We are accelerating the pace of developing and producing value added products at our Brisa R&D Center, which is located at our İzmit Manufacturing Plant and is certified with the incentive of the Ministry of Science, Industry and Technology. We take advantage of many benefits that our R&D Center provides, with new generation national technologies and with our Turkish engineers, such as increasing our capabilities to develop World standard products, enabling faster availability of products that are demanded by the market, and creating cost advantages due to approval of raw materials in shorter time periods. We are focusing on innovative production techniques and raw materials that help us strengthen in terms of international competition and we are cultivating technology in Turkish lands. While we contribute to industrial accumulation by increasing domestic production, we are also providing value to national economy by accelerating the pace of our export business.

Brisa's certified R&D Center is important for Turkish engineers with its international culture, technical superiorities and learning environments. Engineers working in the Brisa R&D Center, get the opportunity to participate in R&D studies with the most advanced technology in the field.

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We are building the future with our intelligence and with a smart culture.

We know that in today's World selling products is just not enough. We have to be pioneering innovation as well in order to differentiate. We are trying to differentiate ourselves with our innovative ideas, which we derive from close contact with vehicle owners and our business partners and by nourishing on their needs and opinions. With our innovative services and solutions, which are the first of their kind in our industry, we are aiming to always be together with and in the service of our customers in order to make their lives easier and to provide the perfect customer experience.

In this manner, we are investing into the future of our country in terms of information and technology. We are reflecting technological transformation into how we carry on our operations; we are transforming our business processes into autonomous structures by taking advantage of artificial intelligence based robotic applications, advanced data analytics and new generation technologies while designing these solutions. We are proceeding with designing many innovative ideas just like our smart glasses technology that enables simultaneous communication and data transfer between our İzmit and Aksaray manufacturing bases. We are starting the application of future technologies with our ergonomics program. We are helping our sales team to be even stronger by offering training sessions at the Business Excellence Centre (BEC) where we use various simulation designs.

We are moving swiftly through our digital transformation journey. As a result of our efforts in the field, we are placed above the Turkish average in the digital maturity index, which we measure with the cooperation of Digitopia. Our artificial intelligence-based teammate Robi, and our "Genba Room" project, with which we follow our working capital management efforts together with our field, finance, sales, and marketing processes in a digital environment, have become case studies at the academic level. These case studies, which serve as an example to the business World, are accessible to academicians and students through digital case study library, Markalarfisildiyor.com as well as international Case Centre.

We are offering innovative services to our business partners and customers with mobile solutions, and we are working on designs and differentiated services that await the future of the journey experience. We encourage entrepreneurs to innovate initiatives, prototypes, and business ideas that will shape the future of the journey as we provide them with Brisa's innovation experience and strong resources. In this way, we encourage entrepreneurs to create innovations and digital solutions within the scope of mega trends such as Industry 4.0, connectivity, autonomous driving, sharing economy, digitalizing customer experience and electrification.

We are carrying on all these efforts focused on the competences required by the digital age and by building up on a smart culture. We are organizing the work force and talent management of tomorrow with the initiatives we take today. We are supporting Brisa employees, who are passionate about developing innovations continuously with digital transformation and continuous development. We are exploring the avenues to make our success sustainable in a new generation of business with our digital workplace studies. Data engineering and mobility team projects are just a few of the examples we can give in terms of these studies. We are furthering our projects in order to make all our decisions based on concrete data. We are focusing on workshops and processes that increase the digital capabilities of our employees.

As part of our efforts to strengthen our services on sustainable mobility solutions, we are acquiring Arvento Mobil Systems Company, which is an important technology provider in the field of vehicle tracking and fleet management systems. By merging our tyre, service provider and telematics businesses together with this acquisition, we will be focusing on experiences from which our fleet customers will benefit.

We are taking responsibility for the development of our national economy as well as the advancement

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of our social development while we strive to answer the requirements of our customers in many different geographies accompanied with different road and climate conditions by manufacturing the highest quality products with our sustainability perspective. We are realizing projects focused on environment, society and governance while we conduct our business. We have witnessed the value added by our responsible environmental and societal actions both in terms of an individual perspective and in terms of a corporate perspective during the Covid-19 pandemic. In that regard, we are determined to advance our actions forward.

As an outcome of this perspective, we have experienced the honor of becoming the Turkey Climate Change Leader for the 6th time and the Water Leader for the 3rd in CDP (Carbon Disclosure Project) program in 2021. Moreover, we are also featured amongst the “Global Leaders” in the Supplier Engagement Rating.

On the one hand, we are decreasing our CO₂ emissions with methods that accommodate our operations with the balance of nature, and on the other hand we are trying our best to provide our contribution to the society and environment in the field of sustainability through “Brisa Members Educational Support Association” in education, “Brisaspor Club Lassa Tyres Cycling Team” in sports, “Lassa Tyres Take Off Safely” for traffic safety, Lassa brand’s social responsibility project for agricultural tyres “Soil is Our Passion, Joint is Our Future”, “Brisa Museum” as a cultural value, “Let the Cranes Fly” project we carry out together with WWF-Turkey (World Wildlife Fund) in order to contribute to biodiversity and to help cranes continue their breed.

We have been reporting our sustainability practices that we have realized to Global Compact, which we have become a signatory since 2013.

As members of Brisa Family, we hold the Green Office program diploma, which we have co-created together with WWF-Turkey, and with which we prove our personal contribution to the environment. Our Brisa Academy and Museum building inspire us for our sustainability journey with its “LEED Gold” sustainable building certificate. The Brisa Academy and Museum building host our guests as well as the Kocaeli public and students from kindergarten to university.

Brisa is also the part of Borsa Istanbul’s (Istanbul Stock Exchange Market) BIST Sustainability Index that features companies that are traded in Borsa Istanbul and who perform with highest sustainability standards, since 2015 as a result of its sustainability perspective. We are sharing this perspective and our determination to contribute to this field in the years to follow in detail with the public according to the GRI (Global Reporting Initiative) standards since 2012, when we first published our report, by including our reports of the previous years. Our report of 2014 has been awarded as the “Best B2B Sustainability Report” by the Ethical Corporation.

Today, we are a family of 3.115. A family that is working hard for the bright tomorrows of Turkey.

We are more than a tyre manufacturer as Brisa. We are positioned as a value provider who can foresee the requirements that may arise in the world of the future from today for our environment, society, and all our shareholders.

We are determined to continue our leadership position and increase the value that we create for our shareholders with our high production technology smart Aksaray Manufacturing Plant, our Izmit Manufacturing Plant, which have proven its manufacturing power, our R/D Center, our balanced brand portfolio, innovative communication tools and business models, our service innovations and powerful human resources.

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1.2. Capital and Shareholding Structure

We gathered speed from our reliable shareholders and our giant capital strengthened through the years. Now we continue to progress on our way, further increasing the momentum of our success.

Authorized Capital : 400.000.000.-TL

Paid-in Capital : 305.116.875.-TL

Shareholders Holding More Than 10% of the Capital

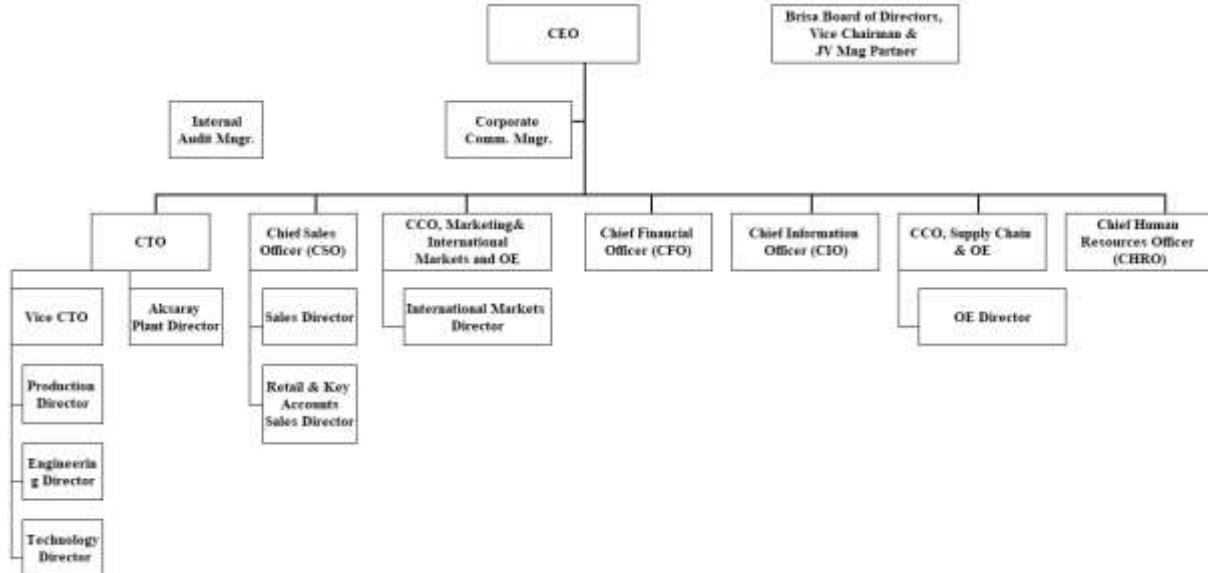
Shareholder	Share Amount (TL)	Capital Ratio (%)	Voting Right	Voting Right Ratio (%)
Hacı Ömer Sabancı Holding A.Ş.	133.111.388	%43,63	13.311.138.806	%43,63
Bridgestone Corporation	133.111.388	%43,63	13.311.138.806	%43,63
Other	38.894.099	%12,74	3.889.409.888	%12,74
Total	305.116.875	%100,00	30.511.687.500	%100,00

There has not been any change during the financial period regarding shareholder and capital structure.

Disclosure on privileged shares and the voting rights of shares

In accordance with the Articles of Association, each share holds one voting right at the General Assembly. There are no privileged voting rights.

1.3. Organization of the company



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1.4. Mission, Vision and Corporate Values

Our values and ethics constitute the basis of our strong stance.

Our Mission

To provide superior values to society through sustainable growth.

Our Motto

“We Drive On With Courage”.

Our Vision

We innovate your journey.

Brisa Values

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

Our Ethics

▪ **Integrity**

We base relationships with our employees and stakeholders on the principles of transparency and integrity.

▪ **Confidentiality**

We protect the confidentiality of our customers, employees and other parties in association.

• **Conflict of Interest**

We use our Sabancı identity not for our personal interests, but for exalting our corporate spirit.

• **Responsibility**

Our responsibility is not only to our own business and partners, but also for the benefit of the society and humanity at large.

1.5. Steps to Add Value to Our Journey

From our first day of service up until today, our vision and our brave steps towards the future have always shed light on our path. We wish to be able to inspire all of our stakeholders in this direction and to be able to finish all of our years with the confidence success brings

▪ **1970'S**

1974

Incorporation of Lassa Lastik Sanayi ve Ticaret A.Ş.

Lassa and the BF Goodrich Company sign “Technical Know-How” and “Engineering Services” agreements.

1975

Selection of the first “Lassa” logo via a design competition.

The establishment of a dealer network in Turkey, granting dealership authorizations to 186 dealers across 60 provinces.

Undersigning an agency agreement with BF Goodrich. LİSA Lastik İthalat ve Satış A.Ş. starts to import tyres under the same brand.

1977

Test production starts at the manufacturing plant.

The first comprehensive TV and press promotional campaigns.

1978

Lassa Lastik Sanayi ve Ticaret A.Ş. commences mass production.

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Organization of the First Lassa Dealers Convention.

1979

The company turns a profit for the first time.

Turkey's first steel-belted radial passenger tyre enters production.

One-millionth Lassa tyre produced.

Establishment of Lassaspor (currently known as Brisaspor).

▪ **1980s**

1980

Turkey's first radial snow tyre.

Production of the Loder, Turkey's largest local off-road tyre, commences.

1983

Turkey's first steel-belted van/ light truck tyre enters production.

1985

Turkey's first wide tread tyre enters production.

Turkey's first ECE (Economic Commission for Europe) certified tyre enters production.

1986

Number of dealers reaches 550.

1987

Lassa's total exports grow to five million tyres, and the number of export countries reaches 32.

1988

Signing of the joint venture agreement between Bridgestone Corporation and Sabancı Holding. The name of the company changes to BRISA Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.

ARGESA production plant starts to operate at full capacity.

1989

Groundbreaking for the construction of an additional production plant following the Bridgestone Corporation/Sabancı Holding partnership.

Start of test-production of radial passenger and radial bus/truck tyres at the new plant.

Establishment of the Bridgestone dealership network.

▪ **1990s**

1990

New production plant begins mass production.

Brisa adopts Total Quality Management.

1991

Turkey's first 60-series tyre (RE 88) enters production.

Celebration of the First National Quality Day.

With Turkey's first Bridgestone tyre export, Brisa becomes one of the global production hubs for Bridgestone products.

Turkey's first H-rated (210 km/h) high performance passenger tyre enters production.

Bus/truck steel-belted radial tyres introduced.

1992

Turkey's first V-rated (240 km/h) high performance passenger tyre enters production.

ISO 9001 Quality Assurance Standards certification.

1993

Brisa receives Turkey's first National Quality Award granted jointly by the Turkish Industrialists' and Businessmen's Association (TÜSİAD) and the Quality Association (KALDER).

Brisa Suppliers Convention organized.

1995

First tyre sale to the European automotive industry.

Establishment of Turkey's first Online Dealer Information System.

Tyre Service Center commences operations at the Istanbul Grand Terminal.

Total annual tyre production exceeds four million, exports exceed two million units.

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Brisa becomes a member of the European Foundation for Quality Management (EFQM) Board of Directors.

BS 7750 Environmental Management Systems certification.

1996

Brisa wins the “European Quality Award” presented by the European Foundation for Quality Management (EFQM).

Brisa granted the "Best Managed Plant" award by the Bridgestone Corporation.

Brisa receives the “Green Chimney Award” from the Kocaeli Chamber of Industry and the “Environment Award” from Istanbul Chamber of Industry.

The Istanbul Chamber of Commerce's first “Technology Development Award” goes to Brisa.

Brisa becomes the first company in Turkey and the second in Europe to obtain ISO 14001 Environment Management Systems certification.

The Automotive Industrialists Association grants Brisa the “Best Performing Supplier Award.”

1997

Brisa shares its business excellence journey that led to the European Quality Award in the European Foundation for Quality Management (EFQM) Winners' Conference held in 20 countries.

1998

Realization of 21 training programs under the title “Brisa Shares Quality.”

Corporate website established in Turkish and English.

1999

Brisa obtains QS 9000 Automotive Sector Quality Systems certification.

Brisa’s Tyre Testing Laboratory becomes Turkey's first Turkish Standards Institute (TSE) accredited laboratory within the framework of the EU Directives.

Brisa receives Toyota’s “Top Scoring Supplier Award.”

▪ **2000s**

2000

Launch of the Road Assistance Service, a milestone for the tyre industry.

2001

Turkey’s first 4x4 tyre (Lassa Competus) launched.

Establishment of the Brisaspor Women’s Cycling Team.

2002

Introduction of the Enterprise Resource Planning System (SAP) and the Dealer Information System, a B2B project, another pioneering achievement in the tyre industry.

2003

Brisa obtains ISO/TS 16949: 2002 Automotive Sector Quality Systems certification.

Turkey’s first asphalt rally tyre enters production.

Brisa obtains TS-ISO 9001: 2000 Quality Management Systems certification.

2004

Brisa receives Toyota’s “Best Scoring Supplier 2003" award.

Brisa wins MAN’s “Top Scoring Supplier" award.

Turkey’s first gravel rally tyre enters production.

Turkey’s first W-rated (270 km/h) ultra-high performance passenger tyre (Lassa Impetus Sport).

Brisa Tyre Testing Laboratory obtains TS EN ISO/EC 17025 General Requirements for the Competence of Testing and Calibration Laboratories certification.

Brisa receives Turkish Standards Institute’s “Quality Award”.

Brisa obtains the Product and System Certification (CCC) by the Chinese Quality Center (CQC).

2005

Turkey’s first W-rated (18-inch diameter) ultra-high performance passenger tyre (Lassa Impetus Sport).

Turkey’s leading tyre manufacturer Brisa launches a ^[1]USD 168-million capital investment program for the construction of new facilities. The company’s total production area reaches 300,000 m² with a 50% growth.

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Brisa obtains ISO 14001:2004 certification, the latest version of Environment Management Systems standards.

Brisa organizes a press conference with Michael Schumacher, the Formula 1 champion, at the first Formula 1TM Turkish Grand Prix.

2006

Lassa Atracta, the first passenger radial with an asymmetric tread pattern, is introduced.

Filofix Road Assistance Service launched for commercial vehicle fleets.

2007

Bridgestone becomes the exclusive tyre supplier of Formula 1TM.

Ahead of the Turkish Grand Prix Formula 1TM, drivers meet the fans at Dolmabahçe Palace, Istanbul.

The Lassa Rally Team wins the Turkish Rally Teams Championship.

2008

Lassa changes its 30-year logo.

Celebration of the 20th Anniversary of the partnership between Bridgestone Corporation and Sabancı Holding.

The Lassa Rally Team wins the Teams' Cup, Drivers' Cup, Co-drivers' Cup and Group N Cup titles at the Turkish Rally Championship.

Lassa's overseas customer base expands to include 55 countries throughout the world.

Bridgestone receives an award for the "Trafikte Dikkat On Bin Hayat (Caution on Traffic Saves Thousands)" Road Safety Platform with the campaign "Farım da Açık, Yolum da" (My Headlights Are On, My Road Is Open).

2009

Lassa commences production and sales of the AGRI 1 Radial Agricultural Tyre.

With a long list of achievements in the Turkish Rally Championship since its establishment in 2007, the Lassa Rally Team begins representing Turkey in the Italian Gravel Rally Championship.

Brisa wins first prize in the "Individual Performance Management" category at the Sabancı Golden Collar Awards.

▪ **2010s**

2010

Launch of the "Yola Güvenli Çık, Yolun Hep Açık (Set Off Safely for A Clear Road Ahead)" campaign as a part of the social responsibility and road safety campaign "Think Before You Drive" endorsed globally by Bridgestone.

Brisa assumes Turkish operations of Bandag, an American-based tyre retreading company, from the European subsidiary of Bridgestone Corporation (Bandag AG) for a fee of USD 3.6 million.

Lassa's website is published in eight foreign languages.

Foundation of the Brisa Academy.

Brisa wins first prize in the "Individual Performance Management" category of the Sabancı Golden Collar Awards for the second consecutive year.

The company wins the Grand Prize in the "Excellence" category at the Sabancı Golden Collar Awards.

2011

Launch of Brisa's "Lastığım" (My Tyre) project, which unites independent sales points under Brisa's umbrella.

Launch of "lastik.com.tr", Turkey's first web-based at-home tyre replacement and maintenance service.

The Antenna Shop opens in Maslak, Istanbul featuring state-of-the-art technology and innovative services, also designed as a training center for Brisa personnel and dealers.

Lassa brand strikes sponsorship deal with Bolton Wanderers (English Premier League), Espanyol (Spanish Liga de Fútbol Profesional) and Borussia Mönchengladbach (German Bundesliga) football clubs.

Brisa wins first prize in the "Market Orientation" and "Investment in People" categories of the Sabancı Golden Collar Awards.

2012

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Bridgestone passenger car winter tyre (Blizzak LM32) enters production in Turkey.

Implementation of the I-CAT application to provide business partners with swift, efficient access to information, and to develop new channels of communication with Brisa.

Insurance plans begin for tyres stored by customers at the Tyre Hotel.

Grand opening of the largest Lassa signboarded store in Milan, Italy. The number of international Lassa signboarded stores reaches 39.

“Sustainability” is the theme of the traditional 24th Brisa Improvement Conference.

Lassa tyres ship to Australia, Hong Kong, Venezuela, Tunisia, Albania, Serbia and Sierra Leone for the first time.

2013

Celebration of the 25th Anniversary of the partnership between Bridgestone Corporation and Sabancı Holding.

Decision for a USD 300-million investment in a second production plant to be constructed in Aksaray Organized Industrial Zone.

Opening of the first Propratık store.

Construction of the Brisa Academy and the Brisa Museum on the basis of sustainability.

The Brisa Museum opens its doors.

Issuance of the first Sustainability Report at A level

United Nations Global Compact signed.

Start of the “Let the Cranes Fly Forever” project in cooperation with World Wildlife Fund (WWF) Turkey.

Launch of the road safety project, “Güvenli Yolculuk İçin Lastik Başına (Take Care of Your Tyres For A Safe Journey)” in Otopratık stores.

“Corporate Traffic Safety Declaration” signed.

The road safety project “Yola Sağlam Çık (Take Off Strongly),” which focuses on the importance of healthy nutrition, living and road safety for long haul drivers, receives the “Public Health Award.”

The world’s first mobile truck maintenance and repair service Mobilfix receives the “Customer Oriented Service Innovation” award.

Turkey’s biggest tyre ever brought in from Bridgestone Corporation Japan.

2014

We have been awarded with the “Most Successful Subsidiary Industry of the Year” award by the Automotive Manufacturers Association (AMA)

Release of the Dayton brand.

The number of overseas stores reaches 122.

Cooperation begins with the Autority Group, offering brands on the market through Lastik Vs. and Speedy stores.

The newly redesigned Otopratık store opens its doors in Ankara with the aim of enhanced customer satisfaction.

Manufacture and roll-out of the first Y speed class Lassa tyre.

Introduction of the environmentally friendly automobile tyre Lassa Greenways and new generation snow tyre Snoways 3.

The first supplier evaluation system in place, high-performing companies awarded.

Public exposure of our 2013 sustainability initiatives at the GRI A+ level

Green Office Program launched in collaboration with WWF-Turkey

Brisa Academy and Museum obtain LEED Gold sustainable building certification.

Number of trainees at the Brisa Academy reaches 3,592 through 24 programs.

ISO 27001:2013 Information Security Management System certification.

Brisa's Greenhouse Gas Emissions from business operations verified within the scope of ISO 14064: Verification of Greenhouse Gas Emissions.

Brisa named National Champion in the European Business Awards.

2015

The company is listed on the Borsa Istanbul Sustainability Index for the period between November 2015 and October 2016.

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Lassa brand becomes the Global Official Tyre Partner for FC Barcelona.

National football player Arda Turan becomes Lassa's brand ambassador.

Brisa becomes the Official Partner in Turkey for the around-the-globe journey of Solar Impulse, an aircraft working solely on solar power without the use of any fossil fuels.

Brisa wins the “Digital Sector Leader” and ‘Pioneers of Digitalization’ awards in Accenture Digitization Index and the ‘Database Transformation Project of the Year award in the SAP Forum Awards.

2014 Sustainability Report named the “Best B2B Sustainability Report” by the Ethical Corporation.

Brisa is included in the Climate Disclosure Leadership Index, ranking among the top five companies in Turkey in terms of carbon reporting, and is placed in the best performance band in Turkey thanks to the B+ grade earned for maintaining a small water footprint.

Brisa is qualified for EN 15838:2009 Customer Contact Centers Service certification, indicating that its services are in accordance with European Union standards.

Brisa is ranked second in the Innovation Strategy category in the Innova-League Awards of the Turkish Exporters' Assembly.

Brisa receives grand prize in the “Business Continuity/Resilience Strategy of the Year” category of the CIR Business Continuity Awards.

2016

Brisa's water footprint verified within the scope of ISO 14046: Verification of Water Footprint standards Bridgestone Potenza S001 Run-Flat tyres, which can drive even if the wheels go flat, have started to be produced in our Izmit factory.

We agreed with the e-platforms Otopratik and Propratik service points for the procurement of spare parts.

In order to strengthen women in business, we launched “Heroes of the Customer – Customer Service Expert Certificate Program” with the Brisa Academy.

We were the first company in Turkey and Europe to be awarded the ISO14046 Water Footprint Standard.

We have been awarded Green Office diplomas for our Izmit Administrative Building and Altunizade Offices with works that have been passed through with the cooperation with WWF-Turkey.

2017

Brisa R&D Center has been certified with the incentives of the Turkish Ministry of Science, Industry, and Technology.

We completed our investment for a special mixing technology, which is a first in the industry, and started mass production in order to develop tyres for automotive companies in global standards.

We created a new category helping to expand the Run Flat Tyre (RFT) technology in our industry by offering the Bridgestone Driveguard tyres.

We started the domestic production of Dayton branded tyres.

Bandag introduced its new slogan “BUILT FOR BETTER” and introduced its new logo at its 60th foundation year.

We started the “Pioneers of the Journey” innovation competition amongst our business partners.

Brisa received the Golden Statue by the French based Ecovadis Sustainability Platform and was included in the “Extraordinary” statue in the environmental category.

We activated the “Tracers” project, which is an internal employee-honoring platform.

2018

Our second manufacturing plant, which is also our first production base with smart factory status, constructed in Aksaray Organized Industrial Zone started its operations.

We accelerated the pace of making our business processes autonomous and we included Robi, the first team member of our group operating with artificial intelligence, to our business processes.

We activated the new business model “Genba Room”.

We started selling Otopratik branded vehicle batteries.

We started the “Pioneers of the Journey” open innovation program in order to support entrepreneurship and entrepreneur candidates.

We started selling our products with the “Domestic Production” logo.

2019

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In memory of the 30th year of our company, we carried out the renovation works of 3 schools in Aksaray Ortaköy district.

We broke the monthly export sales record 3 times in 2019 and finalized the shipment of 500,000 tyres, bringing the record to a historical level.

We broke a total of 7 production records within 2 days at our smart manufacturing plant based in Aksaray.

We have achieved "Dynamic Experiment" and "Total Experiment" records of all time in our Tire Experiment Laboratory, which has been accredited with ISO17025 standards.

We completed the Design Registration process for 2 new products of Lassa Tyres, which were designed and developed in our R&D Center in İzmit.

With the collaboration of E-Şarj, We started to provide charging services for electric vehicles in Otopratik stores and tyre sales points.

We started the Digital Fleet era with our innovative services.

We published "Courageously Moving Forward" and "We Too Courageously Move Forward" books.

Brisa Academy is accredited as an Accredited Personnel Certification Institution.

We established the Young Advisory Board.

2020

Became the first tyre manufacturer to receive the “COVID-19 Safe Service Certificate” from Turkish Standards Institute (TSE).

Featured amongst the Turkey Climate Change Leaders List of Carbon Disclosure Project 2019 (CDP).

Became the only Turkish company amongst global leaders in the field of “Supplier Communication Evaluation”.

Registered 16 patents, beneficial prototypes, design registries, and software registries.

Organized Dealer Honoring Ceremony as part of our 30th year celebrations.

Set-up the Brisalıyız.Biz Platform, with which we communicate interactively with our Brisa dealer network.

Activated the “Tyre Money” incentive program, which is used to strengthen the “Brisalıyız Card” (the first loyalty program designed exclusively for Brisa Dealer Network) and Brisa retail applications.

Introduced Otopratik brand spare parts to the market.

Supplied bus tyres to Chinese and truck tyres to Swedish and German vehicle manufacturers for the first time.

Activated the mobile application of our Filofix 7/24 Commercial Road Assistance Service.

Broadened Lastik.com.tr’s door to door mounting services across Turkey.

Set-up Bripedia; the Digital Information Library for the use of Brisa employees.

Success stories of Brisa employees turned into case studies at academic level under the BRIKIM name.

Revised the BRINSAN Human Resources portal.

Started the Pitch Perfect program designed for entrepreneurs.

2021

We started the process for acquiring Arvento Mobile Systems within the context of our sustainable mobility focus area.

We became the Turkey Climate Change Leader for the 6th time and the Water Leader for the 3rd in CDP (Carbon Disclosure Project) program.

We became one of the 8 signatory companies of the CEO Water Mandate.

We initiated the “Rainwater Collection Pond Project” at the İzmit Manufacturing Plant.

We calculated our emissions and became the first company in our country to have received the approval for our targets from the Science Based Targets Initiative.

We were deemed worthy of the “2020 Golden Exporter Award” by the Automotive Industry Exporters Association.

We virtually opened Brisa Museum, the first tyre museum of Turkey, for public viewing.

We initialized the Digital Tyre Assistant.

We initialized the Listiğim.biz platform.

We opened the Bridgestone Performance Center.

We initialized the Future of the Work Project.

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1.6. Our Awards

Anyone to whom we can reach and to whom we can contribute is the definition of award for us.

R&D, Digitalization, and Innovation Awards and Success Stories

- We are listed in the top 20 with our R&D projects:
We were listed as the industry leader in the “R&D 250” list that features the top 250 companies of Turkey with the highest expenditure in R&D. We were ranked 42nd in the general listing, while we took our place among the top 20 companies in terms of project quantity.
- 5 patents, registries, and copyrights in total for Brisa:
In 2021, we received 2 patents and 3 registries – copyrights as a result of the hard work of 37 Brisa employees.
- Featured amongst the top 3 projects in the 2021 European Bridgestone EMIA Manufacturing TQM (Total Quality Management) contest that took place with the attendance of BSEMEA manufacturing plants with our “Mixer Capacity Increase Project”.
- We became the winners of the Digitalization and Continuous Development categories of the Golden Collar Awards.
- We received an award for our “Tyre Production Machinery Digital Transformation and Capacity Increase” project in the Digitalization and Continuous Development category of the Golden Collar Awards Ceremony, which is organized by Sabancı Holding to award the best projects, executions, and business models.
- An award to Brisa from TUSIAD
We were deemed worthy of the award for our “Smart Heating Control System” digital solution project, which we developed in cooperation with Skysens in the “Commercialization Potential” category of the Success Stories Ceremony of TUSIAD’s Digital Transformation in Industry Program.
- Bridgestone’s All-Season tyre received the “Product of the Year” award.
We received the “Product of the Year” award, which is considered as one of the most important innovation awards of the globe that is identified with consumer votes for consumer products and services, with our Bridgestone All-Season tyre A005 Evo.
- A historical first in the tyre industry: “Domestic Product Certification” for passenger vehicle tyres manufactured in our Aksaray Manufacturing Plant.
Our passenger vehicle tyres manufactured in our Aksaray Manufacturing Plant have been entitled for the “Domestic Product Certification”.
- Golden Award for the “Brisaliyız.biz” Platform from the United States of America.
Our “Brisaliyız.biz” Platform, which serves as a bridge between our company and its dealer network, received the Golden Award in the B2B web site category of the MarCom Awards of the Association of Marketing and Communication Professionals (AMCP) headquartered in the United States of America.
- EMIA Bridgestone Group Award for our “3D Master” program
The “3D Master” program, which serves as a service training program with 3D Modelling, was deemed worthy of the award in the “Customer Added Value” category of the EMIA Bridgestone Group Awards honoring ceremony.

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Sustainability Awards and Success Stories

- We calculated our emission values according to the 1.5 Celcius degree scenario until 2030. We became the first Turkish company to get these values approved by the Science Based Targets Initiative.
- We returned from CDP with two national and global awards.
We laid down the “Brimiz Hepimiz İçin” project in order to combat against climate change and became the Turkey Climate Change Leader for the 6th time and the Water Safety Leader for the 3rd time in the CDP program. We also featured amongst the “Global Leaders” in the Supplier Engagement Evaluation.
- We received the “Pale Blue Dot” plaque from Ekol Logistics company.
Based on our intermodal transportation model, we saved 199,000 liters of fuel, reduced carbon emissions by 262,000 kg, and saved 12,000 trees which equal to 30 hectares of green land through our transportation activities with Ekol Logistics since 2020. This successful result was awarded with the “Pale Blue Dot” plaque by our customer Ekol Logistics.

Promotional and Marketing Activity Awards and Success Stories

- We are the Industrial Leader of Brand Finance:
We have been chosen as the most valuable brand of the Turkish tyre industry by the international brand valuation organization Brand Finance. In the list, where 100 most valuable brands are featured, compared to the previous year we climbed up 4 ranks and took the 38th position.
- Bridgestone became the “Most Reputable Brand” of the year:
We were chosen as the “Most Reputable Brand” of the year with our Bridgestone brand in the automotive tyres category of “The One Awards Integrated Marketing Awards” organized with the cooperation of Marketing Turkey and Akademetre.
- We were deemed worthy of the “2020 Golden Exporter Award” by the Automotive Industry Exporters Association.

Human Resources Awards and Success Stories

- We won the “Best Certification Program” Silver Award in the “Educational Excellence” category of the globally renowned consultancy firm Brandon Hall’s “HMC Excellence Awards” with our “Heroes of the Customer” program that enables us to bring “female tyre technicians” to the tyre industry.
- We received the Bronze Award in the Stevie Awards organization, which is recognized to be one of the prestigious awards of the globe by the business world, with our education and development program “Brisa Journey” in the field of Human Resources in the “Best Learning and Development Strategy” category.
- We were deemed worthy of the first prize with our human resources portal Brinsan Next project in the Future of the Business – Employee Experience category within the scope of IDC Turkey CIO Awards.
- Our internal auditing quality has been certified
We were evaluated by EY, one of the independent audit firms accredited by the International Institute of Internal Auditing (The IIA) for "Internal Audit Quality Assurance Assessment", and we received the highest compliance rating.

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1.7. Board Member

The names of the members of the Board of Directors and their curriculum vitae as of December 31, 2021, are provided below:

Board Member's Name - Surname	Executive or Non-Executive	Duty
Ahmed Cevdet Alemdar	Executive	Chairman of the Board
Naohisa Yoda	Executive	Vice-Chairman of the Board
Mustafa Bayraktar	Non - Executive	Board Member
Haluk Dinçer	Non - Executive	Board Member
Frederic Jean Hubert Cecile Hendrickx	Non - Executive	Board Member
Mete Ekin	Non - Executive	Board Member
Daniel Jean Pierre Giroud	Non - Executive	Board Member
Haluk Kürkçü	Executive/CEO	Board Member
Emine Duygu KIRCA	Non - Executive	Board Member
Mehmet Tanju Ula	Non - Executive	Independent Member of the Board
Mehmet Kahya	Non - Executive	Independent Member of the Board

The Chairman of the Board and the Board Members have the duties and powers bestowed upon them that that are indicated in the relevant Articles of the Turkish Commercial Code and the Articles of Association.

The Board Members are elected within the framework of the provisions contained in the Articles of Association of our Company, pursuant to the Turkish Commercial Code and the relevant legal arrangements. The replacements take place under the resolutions of the Board of Directors, and they are submitted for approval of the General Assembly following Ordinary General Assembly Meeting.

Ahmed Cevdet Alemdar/ Chairman of the Board

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

Cevdet Alemdar received his BS degree from Industrial Engineering department of Bogazici University in 1992 and completed his MBA degree in Sabanci University in 2000.

He joined the group in 1993 and has taken various leadership positions, respectively in Beksa, Sakosa, Kordsa, Temsa Is Makinalari and Brisa. After admistering wire investments serving to manufacturing and construction industries in Turkey, he has taken on general manager roles in Brazil, Thailand and China, and lead marketing and sales functions in technical textiles for Kordsa in South America and Asia Pacific regions.

Returning to Turkey, he has steered Kordsa's R&D and innovation processes as VP of Technology and Market Development. Later, he guided Temsa Is Makinalari to transform from a construction equipment company to a heavy machines and truck provider in Turkey. Next, as CEO he lead Brisa, a joint venture of Bridgestone ve Sabancı Holding, an important tire manufacturing venture in the world and leader of Turkey's tire and mobility solutions. From April 2020 onwards, he is Sabancı Holding Industrials SBU President.

He is TUSIAD's board member, DEİK / Turkey - USA Business Council (TAİK) board member, Bogazici University alumni, Sabanci University alumni, chairman of the board for companies; Kordsa, Brisa, Temsa Skoda Transportation, Temsa Motorlu Aracları and member of the board of Akcansa.

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Naohisa Yoda / Vide President of the Board

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

After graduating from the Hokkaido University Faculty of Fisheries, Oceanography, Naohisa Yoda joined Bridgestone Corporation in April 1985

Yoda has been appointed as the General Manager of the Hikone Manufacturing Plant Production in September 2004. After assuming the Lead Advisor and Operation Manager of Bilbao Manufacturing Plant in November 2006, Director of the Production Technology of Technical Center Europe in November 2008, Tokyo Manufacturing Plant Manager in March 2011 and Director of Kyushu Production and Kurume Plant Manager in January 2013, Yoda was appointed the Vice President and Officer of Japan Tire Production. After then, Yoda has been appointed Vice President and Officer of Tire Supply Planning and Logistic, GLC Administration in March 2016, and Vice President and Officer of Tire Operation Management and Service in January 2017, Vice President and Officer of Internal Manufacturing and Procurement concurrent TOMS in January 2018, and Vice President and Senior Officer of Supply Chain Enhancement in January 2019. Since September 2019, Yoda has been assuming Vice President and Officer of Brisa.

Haluk Dinçer / Board Member

Assignment Period: 26.03.2021 - until the Ordinary General Meeting of the year 2023.

Haluk Dinçer received his undergraduate degree in Mechanical Engineering from University of Michigan and his MBA from the same institution.

Haluk Dinçer is president of Insurance Group of Sabancı Holding and also served as Chairman of the Board of Avivasa and Aksigorta

Prior, he served as president of Retail and Insurance Group between 2011-2016, president of the Retail Group between 2007-2011, president of Retail and Food Group from 2004 to 2007, president of Food group from 2002 until 2004. Having first joined Sabancı Group in 1995. Mr. Dinçer assumed key leadership roles in the Group's affiliated automobile, food, and retail companies.

Haluk Dinçer is Executive Council Member of the B20 Turkey and is a member of the International Consultancy Board of the Washington-based Brookings Institution. Previously, Mr. Dinçer served as Chairman of the Turkish Industry and Business Association (TÜSİAD) and as President of the Foreign Economic Relations Board (DEİK) and the Turkish-American Business Council.

Daniel Jean Pierre Giroud / Board Member

Assignment Period: 26.03.2021 - until the Ordinary General Meeting of the year 2023.

Graduated in 2019 from INSEAD IDPC Cohorte 28 , Corporate Governance. Including leading from the chair, board member, advanced Strategy .

Graduated in 2009 from ESG Paris Business School of Management with an MBA in Finance Engineering .

ESCP 3rd cycle Business Administration and Management in Paris & Fashion Institute of Technology of New York in 1998 .

High Education Diploma in Marketing at Nice university 1996

Non-Group:

Claire's Accessories, United Colors of Benetton, Hutchinson Whompoa , Auchan , Etam .

CSO Bridgestone EMIA Since March 2020

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Haluk K rk   / Board Member

Assignment Period: 26.03.2021 - until the Ordinary General Meeting of the year 2023.

Haluk K rk   received his undergraduate degree in Mechanical Engineering from Middle East Technical University on the year 1984

Mr. K rk   started to work at Brisa on 1986 and served in managerial positions at production planning, industrial engineer and production areas. He was appointed as Production Directorate on 2006 and served as Engineering Directorate between 2015-2018 and CTO between 2018-2020. As of July 1st, he has served as CEO of Brisa.

In-group:

Brisa CEO

Non-Group:

LASDER (Tyre Manufacturers Association) Member of the Board

LASİD (Tyre Manufacturers and Importers Association) Chairman of the Board

ISO Member

Emine Duygu Kırca / Board Member

Assignment Period: 26.03.2021 - until the Ordinary General Meeting of the year 2023.

Emine Duygu Kırca received his undergraduate degree in law from University of Dokuz Eyl l and received her MBA degree from Boston University.

Mrs. Kırca started to work at Koloğlu Law Firm on 1995, and served as legal advisor at Sabancı Holding between 1998-2002, equity partner at Paksoy Ortak Law Firm 2002-2004, worked at BP between 2004-2005, directorate of legal at Kordsa between 2005-2015, chief legal council at Mondelez International between 2015-2017, carried out the project of the foundation of amazon.com.tr in Turkey between 2017-2019, directorate of law at Pfizer for the regions Turkey and Adriatic. From 01.06.020, she has served as president of Law, Risk and Compliance of Sabancı Holding.

Mustafa Bayraktar / Board Member

Assignment Period: 26.03.2021 - until the Ordinary General Meeting of the year 2023.

Mustafa Bayraktar graduated from the Finance Department of Alabama University and graduated from Boston College in the same field. Since 2002, he has been serving as the Chairman of the Board of Directors of H. Bayraktar Yatırım Holding A.Ş.

Non-Company Positions:

Non-Group:

Baylas Otomotiv A.Ş. Chairman of the Board

Baytur Motorlu Vasıtalar Tic. Chairman of the Board

Bayraktar Otomotiv A.Ş. Chairman of the Board

Bayraktar Holding A.Ş. Chairman of the Board

Ege Fren Sanayi ve Ticaret A.Ş. Chairman of the Board

Ege Industry and Trade Inc. Chairman of the Board

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Frederic Jean Hubert Cecile Hendrickx / Board Member

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

Frederic Jean Hubert Cecile Hendrickx graduated from the University of Leuven Law School in Belgium in 1991. In addition, he studied Environmental Management at University of Antwerp (Belgium) and Energy Law at University of Copenhagen (Denmark).

He started his career at the headquarters of United Nations Environment Program in Nairobi, Kenya, and worked for a year in the International Agreements Section of the Danish Ministry of Environment.

In 1993, Mr. Hendrickx joined the Bar Association of Brussels and worked at American law firm Hunton Williams until 1999. He then joined General Electric, assuming various legal leadership roles most recently for GE's Life Sciences Division in Stockholm and London offices.

Starting from mid-2015, he has been acting as Legal and Compliance Vice-President, General Advisor and Secretary of the Board of Directors at Bridgestone Europe. Frederic Hendrickx also acts as a visiting professor of International Business Law in the Advanced Business Management program at UC Leuven Limburg in Belgium.

Non-Company Positions:

In-Group:

Legal and Compliance Vice-President, General Advisor and Secretary of the Board of Directors at Bridgestone Europe

Mete Ekin / Board Member

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

Mete Ekin graduated from İstanbul Technical University Chemical Engineering Department in 1993. He then completed his graduate degree in Hartford University Connecticut in 1995. Mete Ekin is a fluent user of English, Italian and German languages.

In March 2016, Mete Ekin joined Bridgestone as the Regional Manager of Bridgestone Middle East Africa FZE responsible from the MEA markets (50 countries).

Mete Ekin took several different managerial positions in Turkey, Italy, Egypt and MENA region and has more than 21 years of experience in the tyre industry. Erkin started his career in Turk Pirelli. During his last five years in the company, until 2015, he held General Manager and CEO positions. Before his appointment to this position, Ekin assumed several managerial positions such as the Sales and Marketing Assistant General Manager of Pirelli Egypt and as the Global Commercial Business Unit Marketing Manager of Pirelli Italy's General Management Quarters.

Non-Company Positions:

In-Group:

Bridgestone Middle East Africa FZE (MEA) Regional Manager

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Mehmet Tanju Ula / Independent Member of the Board

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

Mehmet Tanju Ula was born in Zonguldak in 1947. He completed his secondary school education at the Kadıköy Maarif College and then enrolled to the Mechanical Engineering School of the Middle Eastern Technical University to receive his B.SC in 1969 and M.SC in 1971. He worked as a Project Engineer at the ATAS Refinery between 1971 – 1974 period and at the TPAO General Management between 1975 – 1976 period.

He started working as Planning Engineer at LASSA A.S. on 01.06.1976 and later on assumed the position of Product Planning/Control and Production Planning Director. In 1985 he became the supply Director of Kordsa A.S., where he later became the Commercial Assistant General Manager, Mehmet Tanju Ula assumed the General Management position at Dusa A.S. in 1996, at Sakosa A.S in 1999, and at Beksa A.S. in 2004.

Mehmet Tanju Ula returned to Kordsa A.S. as the General Manager in 2005 and following the reorganization of the Kordsa Global A.S., he served as the Vice President and Region One General Manager until his retirement in 2009. Following his retirement, he took the Secretary General position of the Sabancı Museum for a year and a half. He is currently an Independent Board Member of the Directors Committee (Board of Directors) of the PT Indo Kordsa TBK, Indonesia.

Non-Company Positions:

In-Group:

PT Indo Kordsa TBK, Indonesia Directors Committee, Independent Member of the Board

Mehmet Kahya / Independent Member of the Board^[1]_{SEP}

Assignment Period: 26.03.2021 – until the Ordinary General Meeting of the year 2023.

Mehmet Kahya attended the Yale University to complete his double major undergraduate degrees at the Chemical Engineering and Economy Faculties. He received his MBA from the Kellogg School of Management in Finance, Marketing and Operational Research.

Mehmet Kahya began his career in Sabancı Holding as a Management Services Supervisor at SASA and then became the founder and leader of the MKM International (Netherlands) and Sibermetik Sistemler companies. He returned to the Sabancı Group as the Automotive Group Vice President, and also assumed the positions of Temsa Vice Presidency and Presidency, ToyotaSa Vice Presidency, Sabancı Holding Planning and Processing Council Membership and TEMsa, ToyotaSa, Susa and Sapeksa Board Membership.

Mehmet Kahya later assumed Executive Director and Vice President of the Executive Board position at Carnaud Metalbox, Presidency position at Uzal Makina, Executive Board Membership at Uzel Holding, General Manager and Paint Group Vice Presidency at DYO, Executive Board Membership at Sarten AMbalaj, Vice Chairman of the Management Board at Gierlings Velpor (Portugal), and Presidency at Assan Alüminyum.

Mehmet Kahya is still offering strategy, reorganization, profitability transformation, growth, mergers and acquisitions consultancy services at the Kronus company, which he founded, and is an Independent Board Member at Carrefoursa, Çimsa, Yunsa companies, Board Member at Electrosalus, and Shareholders' Consultant at Enerjeo Gediz and Enerjeo KEmaliye companies.

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Non-Company Positions:

In-Group:

Carrefoursa Carrefour Sabancı Ticaret Merkezi A.S. Member of the Board

Yunsa Yunlu Sanayi ve Ticaret A.S. Independent Member of the Board

Çimsa Çimento Sanayi ve Ticaret A.Ş. Member of the Board

Non-Group:

Electrosalus Biyomedikal Sanayi ve Ticaret A.Ş. Member of the Board

Enerjeo Gediz Enerji Enerji Üretim A.Ş Shareholders' Consultant

Enerjeo Kemaliye Enerji Üretim A.Ş Shareholders' Consultant

1.8. Executive Committee

Haluk Kürkçü

General Manager

Haluk Kürkçü received his undergraduate degree in Mechanical Engineering from Middle East Technical University on the year 1984. As of July 1st, he has served as CEO of Brisa.

Naohisa Yoda

Executive Partner

After graduating from the Hokkaido University Faculty of Fisheries, Oceanography, Naohisa Yoda joined Bridgestone Corporation in April 1985, has been working at Brisa since 13.09.2019

Yoshio Iwasaki

Technical Groups Director

Seiichiro Tokunaga was born in 1968 and graduated from the Mechanical Engineering and Materials Science Department of Yokohama National University(Japan). He joined Bridgestone Corporation in 2009 and began his duties at Brisa on end of June, 2018.

Non-corporate responsibilities: none.

*End of 2021, Dear Tetsuya TSUTSUMI will be Technical Groups Director

Nilgün Özkan

Assistant General Manager, Human Resources

Nilgün Özkan received his undergraduate degree in Management from Boğaziçi University, has been working at Brisa since 01.05.1995.

Non-corporate responsibilities: none.

Resat Oruç

Assistant General Manager of Finance

Born in 1977, he is a graduate of Marmara University, Department of Economics. He studied Economics at the University of Guelph (Canada) and has been working at Brisa since 01.06.2010.

Non-corporate responsibilities: none.

Cenk Koçdor

Assistant General Manager, Sales

Cenk Koçdor received his undergraduate degree in Industrial Engineering from Middle East Technical University on the year 2001, has been working at Brisa since 02.06.2003.

Non-corporate responsibilities: none.

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Yakup Demir

Assistant General Manager, Supply Chain and OE

Born in 1972, he is a graduate of Yildiz Technical University, Department of Naval Architecture and Marine Engineering. He has been working at Brisa since 07.04.1997.

Non-corporate responsibilities: none.

Evren Güzel

Assistant General Manager, Marketing and International Marketing

Born in 1978, she is a graduate of Galatasaray University, Department of International Relations. She has been working at Brisa since 01.05.2006.

Non-corporate responsibilities: none.

1.9. Investor Relations

We are grateful to our valuable investors who have supported and encouraged Brisa to become an international scale leader

We thank the valuable investors who have displayed their confidence in the vision and steps taken by Brisa and encouraged us with their trust and support to embark on new steps ahead

Increased in our sharing meetings with financial analysts and investors

While the pandemic, which had negative consequences both in Turkey and in the world, Our CFO, Mr. Resat Oruc, shared Brisa's financial results and made assessments with 134 analysts and investors via video conferances

Amendments to the Articles of Association within the Period

In line with the resolution of our Board of Directors dated 11.01.2021 and 2021/01, Articles of Association of our Company was changed below,

Old Text	New Text
Article 13 - Meetings and Decisions of the Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related	Article 13 - Meetings and Decisions of the Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related agenda. In case of emergency, this procedure is not followed.

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agenda. In case of emergency, this procedure is not followed. However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Article 13 - Meetings and Decisions of The Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related agenda. In case of emergency, this procedure is not followed. However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Sayfa 2 / 5 entitled to call the board to a meeting ex officio. Unless one of the members requests for discussion, the resolutions of the Board of Directors may also be taken by receiving the written approvals of at least seven other members (eight members approval required) in response to the proposal made by a member and delivered to all Board members in relation to a certain issue as per the Article 390(4) of the Turkish Commercial Code. The Board of Directors convenes with the participation of at least 8 (eight) members and adopts its

However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Article 13 - Meetings and Decisions of The Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related agenda. In case of emergency, this procedure is not followed. However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Sayfa 2 / 5 entitled to call the board to a meeting ex officio. Unless one of the members requests for discussion, the resolutions of the Board of Directors may also be taken by receiving the written approvals of at least seven other members (eight members approval required) in response to the proposal made by a member and delivered to all Board members in relation to a certain issue as per the Article 390(4) of the Turkish Commercial Code. The Board of Directors convenes with the participation of at least 8 (eight) members and adopts its resolutions by the affirmative votes cast by 8 (eight) or more members. entitled to call the board to a meeting ex officio. All decisions of the Board of Directors are accepted by positive votes given by 8 (eight) or

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resolutions by the affirmative votes cast by 8 (eight) or more members. entitled to call the board to a meeting ex officio. All decisions of the Board of Directors are accepted by positive votes given by 8 (eight) or more directors, provided that the positive votes of at least 2 (two) members nominated by each of the shareholders of class (B) or (G) Shares and the shareholders of Class (A), (D), (E) or (F) Shares. The resolutions of the Board of Directors may also be taken by receiving the written approvals of at least seven other members (eight members approval required) in response to the proposal made by a member and delivered to all Board members in relation to a certain issue as per the Article 390(4) of the Turkish Commercial Code. Pursuant to the Turkish Commercial Code, meetings of the Board of Directors can also be held electronically or by the participation of some directors physically and other directors in electronic environment Those who have the right to attend the Board of Directors meeting of the company may also participate in these meetings electronically in accordance with Article 1527 of the Turkish Commercial Code. The company can establish an electronic Meeting system that will allow rights holders to participate and vote in these meetings electronically in accordance with the provisions of the communique on boards that will be held electronically, except for the Sayfa 3 / 5 Article 31: Limited Transfer of the Registered Shares With respect to the registered share certificates owned by Hacı Ömer Sabancı Holding Anonim Şirketi, Akbank Türk Anonim Şirketi, Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, Kordsa Kord Bezi Sanayi Ticaret Anonim Şirketi, Aksigorta Anonim Sirketi, Doğan Sigorta Anonim Şirketi (shall be hereinafter collectively referred to as "SABANCI") and Bridgestone Corporation (shall be hereinafter referred to as "BRIDGESTONE"); the transfer of the shares of Class (A), (B), (D), (E), (F) AND (G) shall be subject to the terms and conditions listed below: (The registered share certificates of class (A), (B), (D), (E), (F) AND (G) owned by SABANCI shall be hereinafter referred to as "Sabancı Shares") and similarly, those owned by BRIDGESTONE shall be hereinafter referred to as "Bridgestone Shares".) (i). Excluding the transfers from Sabancı to the subsidiaries of Hacı Ömer Sabancı Holding

more directors, provided that the positive votes of at least 2 (two) members nominated by each of the shareholders of class (B) or (G) Shares and the shareholders of Class (A), (D), (E) or (F) Shares. The resolutions of the Board of Directors may also be taken by receiving the written approvals of at least seven other members (eight members approval required) in response to the proposal made by a member and delivered to all Board members in relation to a certain issue as per the Article 390(4) of the Turkish Commercial Code. Pursuant to the Turkish Commercial Code, meetings of the Board of Directors can also be held electronically or by the participation of some directors physically and other directors in electronic environment Those who have the right to attend the Board of Directors meeting of the company may also participate in these meetings electronically in accordance with Article 1527 of the Turkish Commercial Code. The company can establish an electronic Meeting system that will allow rights holders to participate and vote in these meetings electronically in accordance with the provisions of the communique on boards that will be held electronically, except for the Sayfa 3 / 5 Article 31: Limited Transfer of the Registered Shares With respect to the registered share certificates owned by Hacı Ömer Sabancı Holding Anonim Şirketi, Akbank Türk Anonim Şirketi, Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, Kordsa Kord Bezi Sanayi Ticaret Anonim Şirketi, Aksigorta Anonim Sirketi, Doğan Sigorta Anonim Şirketi (shall be hereinafter collectively referred to as "SABANCI") and Bridgestone Corporation (shall be hereinafter referred to as "BRIDGESTONE"); the transfer of the shares of Class (A), (B), (D), (E), (F) AND (G) shall be subject to the terms and conditions listed below: (The registered share certificates of class (A), (B), (D), (E), (F) AND (G) owned by SABANCI shall be hereinafter referred to as "Sabancı Shares") and similarly, those owned by BRIDGESTONE shall be hereinafter referred to as "Bridgestone Shares".) (i). Excluding the transfers from Sabancı to the subsidiaries of Hacı Ömer Sabancı Holding A.Ş. and to the subsidiaries of the shareholders of Hacı Ömer Sabancı Holding A.Ş. and the transfers from Bridgestone to its subsidiaries, and without prejudice to the provisions of this article, neither Sabancı nor Bridgestone may, directly or indirectly, sell, pledge, assign, transfer and waive or otherwise dispose of Sabancı Shares or Bridgestone Shares or their voting rights related to

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A.Ş. and to the subsidiaries of the shareholders of Hacı Ömer Sabancı Holding A.Ş. and the transfers from Bridgestone to its subsidiaries, and without prejudice to the provisions of this article, neither Sabancı nor Bridgestone may, directly or indirectly, sell, pledge, assign, transfer and waive or otherwise dispose of Sabancı Shares or Bridgestone Shares or their voting rights related to such shares. (ii). For 10 (ten) years after registration of the provisions of these Articles of Association in the Trade Registry, neither Sabancı nor Bridgestone may transfer Sabancı Shares and Bridgestone General Meetings of a joint stock company in trading companies, as well as purchase services from systems created for this purpose. At the meetings to be held, it is ensured that right holders can use their rights specified in the relevant legislation within the framework specified in the relevant communique provisions through the system established in accordance with this provision of the Articles of Association or through the system to which support services will be received. The Board of Directors convenes with the participation of at least 8 (eight) members and adopts its resolutions by the affirmative votes cast by 8 (eight) or more members. Articles 31 : Limited Transfer of Registered Shares With respect to the registered share certificates owned by Hacı Ömer Sabancı Holding Anonim Şirketi, Akbank Türk Anonim Şirketi, Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, Kordsa Teknik Tekstil Ticaret Anonim Şirketi, Aksigorta Anonim Şirketi, Avivasa Emeklilik ve Hayat Anonim Şirketi (shall be hereinafter collectively referred to as "SABANCI") and Bridgestone Corporation (shall be hereinafter referred to as "BRIDGESTONE"); the transfer of the shares of Class (A), (B), (D), (E), (F) AND (G) shall be subject to the terms and conditions listed below: (The registered share certificates of class (A), (B), (D), (E), (F) AND (G) owned by SABANCI shall be hereinafter referred to as "Sabancı Shares") and similarly, those owned by Sayfa 4 / 5 Shares, partially or totally, to any third parties ("third parties") excluding Sabancı and Bridgestone. (iii). After expiry of aforesaid 10- year period, Sabancı Shares and Bridgestone Shares may be transferred to Third Parties under the following conditions: a) None of Sabancı Shares or Bridgestone Shares may be proposed to any third parties without being first

such shares. (ii). For 10 (ten) years after registration of the provisions of these Articles of Association in the Trade Registry, neither Sabancı nor Bridgestone may transfer Sabancı Shares and Bridgestone General Meetings of a joint stock company in trading companies, as well as purchase services from systems created for this purpose. At the meetings to be held, it is ensured that right holders can use their rights specified in the relevant legislation within the framework specified in the relevant communique provisions through the system established in accordance with this provision of the Articles of Association or through the system to which support services will be received. The Board of Directors convenes with the participation of at least 8 (eight) members and adopts its resolutions by the affirmative votes cast by 8 (eight) or more members. Articles 31 : Limited Transfer of Registered Shares With respect to the registered share certificates owned by Hacı Ömer Sabancı Holding Anonim Şirketi, Akbank Türk Anonim Şirketi, Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, Kordsa Teknik Tekstil Ticaret Anonim Şirketi, Aksigorta Anonim Şirketi, Avivasa Emeklilik ve Hayat Anonim Şirketi (shall be hereinafter collectively referred to as "SABANCI") and Bridgestone Corporation (shall be hereinafter referred to as "BRIDGESTONE"); the transfer of the shares of Class (A), (B), (D), (E), (F) AND (G) shall be subject to the terms and conditions listed below: (The registered share certificates of class (A), (B), (D), (E), (F) AND (G) owned by SABANCI shall be hereinafter referred to as "Sabancı Shares") and similarly, those owned by Sayfa 4 / 5 Shares, partially or totally, to any third parties ("third parties") excluding Sabancı and Bridgestone. (iii). After expiry of aforesaid 10- year period, Sabancı Shares and Bridgestone Shares may be transferred to Third Parties under the following conditions: a) None of Sabancı Shares or Bridgestone Shares may be proposed to any third parties without being first offered to the other party, i.e. Sabancı or Bridgestone (the "Offeree") in writing. The Offeree has to notify in writing whether it accepts the said offer in 30 days. b) If such offer is not accepted or if the Offeree remains silent until the end of 30th day, the said shares may then be offered to any Third Party, in 30 days after the end of the said 30th day and another 30-day period shall be granted for acceptance of such an offer. The offer made to the Third Parties cannot be more favourable than the offer made to

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offered to the other party, i.e. Sabancı or Bridgestone (the “Offeree”) in writing. The Offeree has to notify in writing whether it accepts the said offer in 30 days. b) If such offer is not accepted or if the Offeree remains silent until the end of 30th day, the said shares may then be offered to any Third Party, in 30 days after the end of the said 30th day and another 30-day period shall be granted for acceptance of such an offer. The offer made to the Third Parties cannot be more favourable than the offer made to Bridgestone or Sabancı in respect of both the price and the other conditions; however, the said offer cannot be made to any Third Parties who are or expected to be the rivals of either Sabancı or Bridgestone or their subsidiaries and shareholders in respect of engagement in identical or similar line of business. c) In the event that the transfer to such Third Party is not completed within 30 days following the date of receipt by such Third Party of the aforesaid Offer, then the said shares may be repurchased by the first Offeree as stipulated in the subparagraph b.(iii). (a) of this article hereby (iv). If the transfer of shares under this article is required, it shall be subject to the approval of the Turkish and/or Japanese governmental authorities BRIDGESTONE shall be hereinafter referred to as "Bridgestone Shares".) (i). Excluding the transfers from Sabancı to the subsidiaries of Hacı Ömer Sabancı Holding A.Ş. and to the subsidiaries of the shareholders of Hacı Ömer Sabancı Holding A.Ş. and the transfers from Bridgestone to its subsidiaries, and without prejudice to the provisions of this article, neither Sabancı nor Bridgestone may, directly or indirectly, sell, pledge, assign, transfer and waive or otherwise dispose of Sabancı Shares or Bridgestone Shares or their voting rights related to such shares. a) None of Sabancı Shares or Bridgestone Shares may be proposed to any third parties without being first offered to the other party, i.e. Sabancı or Bridgestone (the “Offeree”) in writing. The Offeree has to notify in writing whether it accepts the said offer in 30 days. b) If such offer is not accepted or if the Offeree remains silent until the end of 30th day, the said shares may then be offered to any Third Party, in 30 days after the end of the said 30th day and another 30-day period shall be granted for acceptance of such an offer. The offer made to the Third Parties cannot be more favourable

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<p>Article 13 - Meetings and Decisions of the Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related agenda. In case of emergency, this procedure is not followed. However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Article 13 - Meetings and Decisions of The Board of Directors The Board of Directors shall, every year, elect a Chairman among the</p>	<p>Article 13 - Meetings and Decisions of the Board of Directors The Board of Directors shall, every year, elect a Chairman among the members proposed by the Shareholders of Class (B) or (G) Shares and a Vice Chairman among the members proposed by the Shareholders of Class (A), (D), (E) or (F) Shares. The Chairman and Vice Chairman may be re-elected for one or more terms of office. The Board of Directors shall meet at least once in each quarter of the calendar year and whenever required by the works and affairs of the company upon the call of the Chairman or the Vice Chairman. Subject to the conditions as provided for in this paragraph, the meetings of the Board of Directors may be held within or outside Turkey with the participation of the Board Members. The notice of meeting shall be sent via electronic mail, registered mail or signed facsimile messages at least 10 days before the date of meeting, specifying also the related agenda. In case of emergency, this procedure is not followed. However, in such cases, 8 (eight) members of the Board of Directors should be present for opening of the meeting of the Board of Directors. The meeting date is also determined by the resolution of the Board of Directors. If the Chairman or the Vice Chairman does not call the Board of Directors for a meeting upon the written request of any of the board members, the members shall also be Article 13 - Meetings and Decisions of The Board of Directors The Board of Directors shall, every year, elect a Chairman among the members</p>

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response to the proposal made by a member and delivered to all Board members in relation to a certain issue as per the Article 390(4) of the Turkish Commercial Code. Pursuant to the Turkish Commercial Code, meetings of the Board of Directors can also be held electronically or by the participation of some directors physically and other directors in electronic environment Those who have the right to attend the Board of Directors meeting of the company may also participate in these meetings electronically in accordance with Article 1527 of the Turkish Commercial Code. The company can establish an electronic Meeting system that will allow rights holders to participate and vote in these meetings electronically in accordance with the provisions of the communique on boards that will be held electronically, except for the Sayfa 3 / 5 Article 31: Limited Transfer of the Registered Shares With respect to the registered share certificates owned by Hacı Ömer Sabancı Holding Anonim Şirketi, Akbank Türk Anonim Şirketi, Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, Kordsa Kord Bezi Sanayi Ticaret Anonim Şirketi, Aksigorta Anonim Sirketi, Doğan Sigorta Anonim Şirketi (shall be hereinafter collectively referred to as "SABANCI") and Bridgestone Corporation (shall be hereinafter referred to as "BRIDGESTONE"); the transfer of the shares of Class (A), (B), (D), (E), (F) AND (G) shall be subject to the terms and conditions listed below: (The registered share certificates of class (A), (B), (D), (E), (F) AND (G) owned by SABANCI shall be hereinafter referred to as "Sabancı Shares") and similarly, those owned by BRIDGESTONE shall be hereinafter referred to as "Bridgestone Shares".) (i). Excluding the transfers from Sabancı to the subsidiaries of Hacı Ömer Sabancı Holding A.Ş. and to the subsidiaries of the shareholders of Hacı Ömer Sabancı Holding A.Ş. and the transfers from Bridgestone to its subsidiaries, and without prejudice to the provisions of this article, neither Sabancı nor Bridgestone may, directly or indirectly, sell, pledge, assign, transfer and waive or otherwise dispose of Sabancı Shares or Bridgestone Shares or their voting rights related to such shares. (ii). For 10 (ten) years after registration of the provisions of these Articles of Association in the Trade Registry, neither Sabancı nor Bridgestone may transfer Sabancı Shares and Bridgestone

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Selection of Independent Auditing Company

At the Ordinary General Assembly Meeting dated 26 March 2021, shareholders approved the appointment of KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. to audit financial reports pertaining to the 2021 accounting period and carry out other activities within the scope of relevant legal provisions in compliance with principles according to Turkish Commercial Code No. 6102 and Capital Market Law No 6362. An independent auditing agreement was signed with KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. on March 26, 2021.

Dividend Distribution Policy

As stated on KAP (Public Disclosure Platform) and the website, the dividend distribution policy of the company is as follows:

“The Dividend Distribution Policy of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (BRISA) is determined within the framework of the provisions of the Turkish Commercial Code, the Capital Markets Legislation, the article on dividend distribution in our Articles of Association and in line with BRISA’s medium- and long-term strategies, investment and financial plans. The policy is formulated in such a way that considers the national economy and that of the sector while maintaining a balance between shareholder expectations and the needs of BRISA.

BRISA does not distribute advance dividends.

The dividend distribution policy shall be submitted to the approval of shareholders during the General Assembly Meeting. This policy shall be reviewed every year by the Board of Directors in the event that a negative development takes place in national and global economic conditions and in line with the status of the projects and funds on the agenda. The amendments to this policy shall be submitted to the approval of shareholders during the first general assembly meeting following the amendment and be publicly disclosed on the website.”

The Profit Distribution Policy and proposal for distribution of annual profit are available in the annual report, shared with shareholders at the General Assembly meeting, and publicly announced via the “Investor Relations” page on our website.

The company made a “Profit Before Tax” in the amount of TL 475.284.038 according to the financial statements for the period of 01.01.2020-31.12.2020 which are prepared in compliance with the Turkish Accounting Standards pursuant to “Communiqué About Guidelines For Financial Reporting in Capital Market” Serial No II, Article No 14.1 of Capital Markets Board, and are audited by KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş..

As described in the following Profit Distribution Table, it was unanimously resolved that the Net Distributable Period Profit amounted to TL 475.284.038 remained after deduction of Primary Legal Reserves and Tax Provision in compliance with CMB communiqué and as stipulated by the Article 28 of the Articles of Association, out of the Profit Before Tax amounted to TL 521.087.688,40 for the fiscal period 2020 calculated according to the CMB Regulation, is distributed as mentioned below.

First Dividend	TL	15.255.843,75
Second Dividend	TL	230.973.474,38
Total Gross Dividend	TL	246.229.318,13
Usufruct	TL	23.764.201,90
Secondary Legal Reserves	TL	25.473.767,63

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Extraordinary Reserves TL 225.620.400,74

So, it was unanimously resolved that for the fiscal year 2020, the gross amount of TL 246.229.318, shall be paid to the shareholders representing TL 305.116.875,00 capital, in a proportion of 80,7% as cash dividend, the gross amount of TL 23.764.201,90 shall be paid to the privileged shareholders as usufruct in cash, and that depending on legal status of our shareholders, an income tax withholding in the proportion of 15% shall be deducted, and that the proposal of distributing the dividend in cash as from March 27, 2021 is approved at the Ordinary General Assembly Board Meeting held in March 26, 2021

2. Developments and Activities in 2021

2.1. Developments in the Industry

We are the Turkish tyre market leader with our proximity to our customers and wide dealer network, innovative products, comprehensive customer experience that we provide, and total service solutions that extend beyond tyres.

2021 has also been a year that we continued our operations prioritizing health and safety, while we focused on the changing requirements of our customers and the market and strengthened our efforts to enrich our services beyond the extent of tyres. As Brisa, we strengthened our leadership of the tyre market with Bridgestone, Lassa Tyres, and Dayton brands, as one of every three tyres sold in the market was preferred amongst our brands.

The total Turkish automotive industry market (Passenger Vehicle, Light Commercial Vehicle, and Heavy Commercial Vehicle) shrank 3% to 772.722 units in the January – December 2021 period compared to that of the previous year. While passenger vehicle sales declined by 8%, light commercial vehicle sales increased by 8% and heavy commercial vehicle sales expanded by 51%. The total vehicles manufactured recorded a decrease of 1,7%.

The Turkish Replacement and OE tyre markets remained at similar levels in 2021 compared to that of the same period of the previous year according to the 2021 4th quarter report estimations of LMC. In 2021, the Turkish OE Tyre market declined by 0,6% in terms of passenger vehicle and light commercial vehicle segments, while it expanded by 13,3% in the heavy commercial vehicles segment compared to the previous year figures. The Turkish Replacement Tyre market grew by 0,4% in the passenger vehicles segment, while it shrank by 0,9% in terms of light commercial vehicles segment and 4,3% in terms of heavy commercial vehicles segment in 2021.

Under the highlight of these developments in the industry in Turkey, Brisa preserved its position in the Replacement Tyre market, while it strengthened its leadership position in the OE Tyre market by increasing its market share with its powerful brands and innovative solutions as one of every three tyres sold in the market was preferred amongst our brands.

According to the 2021 last quarter report estimations of the LMC, the global passenger vehicle and light commercial vehicle total vehicle sales increased by 4,6% in the January – December period compared with the same period of 2020. The largest increase was experienced in Canada with 7,2%. In 2021, passenger vehicle and light commercial vehicle total vehicle sales increased in the United States of America, Canada, Eastern Europe, China, Brazil, Argentina, and Other Countries region. While the passenger vehicle and light commercial vehicle segment new vehicle sales nearly preserved their status in the Western Europe Region, they grew by 6,3% in Central European Region, and 7,2% in Eastern European Region in 2021 compared to that of the previous year. When the expectation for the opening of the economies due to the increasing ratio of vaccination and the base effect of the reduced tyre sales

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in 2020 due to the pandemic are considered, the global tyre market remained higher in 2021 than 2020. The global Replacement and OE Tyre market sales increased by 7,2% in 2021 compared to the previous year, and the European replacement and OE Tyre market sales increased by 8% compared to the previous year.

In the January-December period of 2021, compared to the same period of the previous year, Lassa Tyres gained market share in total European and non-European markets by growing its sales faster than the market growth. The regions where Lassa Tyres grew more than the market were Central Europe and the Commonwealth of Independent States and Western Europe. In European Region Bulgaria, Croatia, Latvia, Poland, Austria, the Netherlands, the UK, Greece, Sweden, and Portugal were the countries where Lassa Tyres increased its market share. In the non-European markets region Iraq, Israel, Qatar, Ukraine, Azerbaijan, Russia, Moldova, Belarus and Libya were the countries with increased market share compared to last year. During this period, the first sales were made to the Kazakhstan and Hungary markets, increasing the number of countries where Lassa Tyres brand is exported to 87.

As a result of all these developments, our company performed similarly to the previous year in total sales in the January 1st - December 31st, 2021, period, and net sales revenues increased by a total of 56%, reaching to 6.634 billion TL.

2.2. Manufacturing and Products

Being one of Europe's largest tyre manufacturers, our company conducts its manufacturing operations in İzmit at facilities built on a closed area of 361,000 square meters and in the Aksaray Manufacturing Plant. The factory, which is a major base in the global manufacturing infrastructure of the Bridgestone Corporation, has important competitive superiorities within the sector thanks to its manufacturing planning flexibility, capacity to produce products that meet the needs of the market and customers, and its capability to manufacture import products at the local level.

Our New Products and our Growing Portfolio

We manufacture passenger vehicle, light commercial, vehicle, bus, truck, and earth mover tyres at international standards in terms of safety and quality criteria with the Bridgestone, Lassa Tyres, and Dayton brands.

In addition to our production, we import Firestone branded agricultural tyres, Bridgestone brand motorcycle tyres and Kinesis brand solid forklift tyres and offer 1,800 kinds of products to the market. We also provide tyre retreading services under the Bandag brand. While aiming to provide a well-balanced product portfolio to vehicle owners by offering them the criteria of Bridgestone brand performance, environment, and safety, we also offer a concept of 'Balanced Performance' that prioritizes economy, comfort, and sturdiness with our Lassa brand products.

- Bridgestone A005 Evo
- Bridgestone Potenza Sport
- Bridgestone M/T674
- Lassa Driveways Sport Plus
- Lassa Multiways 2
- Bridgestone Toreo R-Drive 002 (315/70R22.5) - (315/80R22.5) - (295/80R22.5)
- Lassa Energia 330D (315/70R22.5) - (315/80R22.5) - (295/80R22.5)
- Lassa Energia 510T (385/65R22.5)
- Lassa Energia 110D (275/70R22.5)
- Lassa Energia 310T (385/65R22.5)
- Dayton D500SYOL (12R22.5)
- Dayton D600DYOL (12R22.5)

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- Lassa Energia 310T (245/70R17.5)

Bridgestone A005 Evo All-Season tyre was awarded the title of Product of the Year in the All-Season tyre category in the "Product of the Year" program, one of the most established programs in the world, which was held for the 6th time in Turkey. The product provides a comfortable, enjoyable, and safe driving experience with the A label value, especially in wet surface handling. Appealing to all the needs of a consumer in need of All-Season tyre use, this premium tyre offers high maneuverability and control capabilities on all types of surfaces, including snow. The A005 Evo, which is also certified 3pmsf, has the same product life as Bridgestone summer tyres.

Potenza Sport is Bridgestone's new flagship tyre in the sport segment, developed for high and ultra-high-performance vehicles and for SUV and 4X4 vehicles. All the features of Potenza Sport, from its new compound to impact layer technology and from the special tread pattern to carcass design, are optimized for vehicle owners looking for a powerful and sportive driving performance. Independent TUV testing results also support the superior performance of this pattern. Potenza Sport, notable for its best cornering performance and straight driving decisiveness together with best dry surface braking performance and superior wet surface performance, stands out as the most powerful and performance offering product of the Potenza family in the sports segment.

The Dueler M/T674 is designed for off-road enthusiasts to meet all the challenges of off-road driving, even in dense muddy conditions. It combines revolutionary 3D technology to deliver superior durability and off-road performance, providing maximum traction and control. The M/T 674's aggressive tread design includes 3D grooves that self-clean the tyre while driving. With these features, the tyre has an unprecedented level of performance in dense mud. With its innovative tread design and 3D technology, the center wear on the M/T 674 is significantly reduced, ensuring longer tyre life. Combined with a reinforced sidewall and wear out-resistant M/T rubber compound composition, the M/T 674 showcases a product structure that is robust enough to overcome the most challenging surface conditions and promise even more.

As vehicle manufacturers around the world turn to developing and producing electric and hybrid vehicles in order to reduce fossil fuel use, the performance expectations and characteristics of the tyres to be used in these vehicles are also transforming. In line with these changes, we are accelerating our efforts to meet the tyre expectations of electric and hybrid vehicles with our strong R&D, and we are working on new concept products that offer lower rolling resistance, lower emissions and less noise, and lower weight. As a result of these efforts, we developed the special eco-friendly Bridgestone Ecopia EP150 tyres for Turkey's best-selling hybrid vehicle Toyota Corolla in 2021. Thanks to the innovative technologies used in Bridgestone EP150 tyres developed exclusively for Toyota Corolla hybrid with the 205/55R16 and 195/65R15 tyre sizes, we have reduced the rolling resistance of the tyre and increased its fuel efficiency. Bridgestone EP150 tyres provide better surface traction while reducing fuel consumption thanks to their special eco-friendly patterns. These tyres also offer a quiet and comfortable ride with a longer product life without compromising safety and comfort thanks to their lightweight construction.

Our Bridgestone Turanza 005 pattern was preferred as the OE tyre for the Egea Cross, which is the Crossover segment member of the Egea model family of Tofaş that the company started to produce in mass starting in 2015 and has exported to many countries of the world, especially to European region, since then. The Bridgestone Turanza T005 tyres, which we manufacture in our İzmit Manufacturing Plant, have a compound mix enhanced with Nano Pro-tech TM that contains a high amount of silica.

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The Nano Pro-Tech technology provides fuel savings by increasing fuel efficiency. The domestically manufactured Turanza T005, which also reduces CO2 emissions thanks to its low rolling resistance, has superior maneuverability with its reinforced carcass structure and advanced tread pattern design. In addition, thanks to its advanced tread pattern design, there is no reduction in handling performance of the tyre in case of overheating situations. According to TUV test results, the Turanza T005 has a 2-3 meters shorter braking distance than other tyres and offers superior cornering performance and short braking distances on wet surfaces as a result of its special tread pattern design. The Bridgestone Turanza 005 summer pattern, developed to meet the needs of vehicle drivers in the light of the consumer research projects that Bridgestone conducted, was deemed worthy of the 2020 Product of the Year Award by the “Product of the Year” Program, which is one of the oldest and most established programs in the world.

Lassa Tyres’ new All-season tyre Multiways 2 has regular and balanced wear out performance as a result of its interconnected central block design in addition to its improved braking distance performance on wet and dry surfaces due to its straight and chamfered grooves. Moreover, the pattern puts on an advanced snow performance with its three dimensional and kerf block structure. Thanks to new compound mix technologies, the product life of the pattern is improved with increased dry and wet surface performance without compromising its snow performance.

Lassa Driveways Sport+ is developed for consumers preferring sports and high-performance vehicles in the compact, mid and luxury class category who enjoy a sporty driving performance. It has a short braking distance on wet and dry surfaces with its lightened heel structure using new technology without sacrificing the robustness of the tyre. The pattern performed better compared to its competitors in terms of wet surface braking distance, wet surface lateral grip, dry surface braking distance, and dry surface grip performance in the TUV SUD tests.

The Bridgestone Toreo R-Drive 002 pattern has been developed in three sizes for Regional Road Transport customers who expect the lowest cost per kilometer and highest level of safety for any vehicle operating across a wide range of applications. It was chosen as the best performing tyre for traction performance in its class in independent wet surface tests.

The new generation Lassa Tyres Energia 330D regional trailer tyres developed in 3 new sizes within the Lassa Tyres Energia 330D family provides superior wet surface water evacuation performance with improved surface contact pressure. The pattern also promises long product life to consumers.

Lassa Tyres’ Energia 510T patter for developed specifically for the trailer axes of trailer trucks in the construction and earthmover segment. It offers 20% longer product life compared to the previous generation thanks to its special compound mix, wide thread design, and increased tread depth. It is a much more cut and rupture resistant tyre due to its new generation compound technology and provides confidence in off-road driving conditions. The retreading performance of the tyre is also enhanced with its robust carcass design, which simultaneously minimizes defects that might be resulting from impacts. Together with its longer product life span and enhanced retreading performance, the EG510T provides lower costs per kilometer.

The Lassa Tyres’ Energia 110D pattern is the new generation member of the Lassa Tyres family developed for inner city buses’ trailer axes that offers high resistance to cuts and ruptures with its sidewall protective design and offers high traction capabilities against ice and winter conditions.

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The Lassa Tyres 310T, is developed for the trailing axes of trailer trucks. The pattern offers 10% longer product life span compared to the previous generation and is a new generation Lassa Tyres trailer pattern with increased durability and regular wear out performance thanks to its new compound mix.

	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Production Quantity (Unit)	13.605.216	11.008.280	23,6
Production Quantity (Tonnage)	198.783	160.504	23,8
Capacity Utilization Ratio (İzmit)	97,10%	78,20%	19%
Capacity Utilization Ratio (Aksaray)	100,00%	85,00%	15%

2.3. Domestic distribution and sales channel management

Our customers are the focus of our business. With this understanding, we expand our stores every day so that our customers can easily reach them. We develop our stores in order to meet the expectations of our customers who come to our stores and idealize their purchase experience. With this sales and service network, we aim to create expert and reliable points that vehicle owners can easily reach and to offer the most effective sales and after-sales service organization to the vehicle owners.

We aim to develop and expand our sales network with our business partners who adopt a similar business culture. We focus on retail, wholesale and fleet distribution channels separately to make our business processes more effective.

In addition to our branded Bridgestone, Lassa Tyres and Lastiğim sales points, we provide fast and easy maintenance services for passenger vehicles and light commercial vehicles in Otopratik stores. We grow by adding new ones to our Otopratik store day by day. At the same time, we bring our products together with our customers through lastik.com.tr online sales channel, which is the first online tyre sales platform of our industry.

We are opening our Bridgestone Performance Center premium service points to enhance the comprehensive customer experience that we offer and to provide exclusive services in the customer segment where premium tyres are concentrated.

In our Propratik stores, which serve as our sales and service stores for heavy commercial vehicle users, we offer Bridgestone and Lassa Tyres products in the bus and truck tyres segment, along with Bandag tyre retreading services, and basic vehicle and tyre maintenance services under one roof.

We are becoming widespread with Speedy, Lastik Vs points and Bridgestone Box so that vehicle owners can access our products and services wherever they need. We are delivering our customer oriented service understanding where our customers are located with Mobilfix and Probox services.

In addition to national and local campaigns, we organize CRM projects on a regular basis to increase the preferability and traffic of our sales points. We place great importance to “Customer Relationship Management and Guarantee Practices” training to strengthen the competence of our business partners. While we highly prioritize the enrichment of products and services offered at our sales points, we also implement a reliable training and supervision system to ensure that our standards are not compromised. We have awarded our dealers, who scored 85 or higher in the Customer Experience Marathon results as Recommended Sales Points. We frequently get together with our business partners whose Customer Satisfaction Rating grades are below Turkey average in order to increase their awareness in terms of customer satisfaction.

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We place great importance to developing long-term relationships with our business partners based on solid foundations and mutual trust in order to contribute to the continuity of their businesses. In the context of Brisa's strategy to grow together with its business partners, we offer the “New Generation at Work” certificate program to contribute to expand the visions of our business partners, which are transferred from father to son, sibling, and nephew, and thus become diversified and enriched with the inclusion of their new owners, in order to increase the productivity, and institutionalization of their family businesses. The program is carrying on for the second generation and 7-13 year aged children of our dealers.

The Brisalıyız.biz platform, which serves as a common communication, information and news platform that enables us to strengthen our partnership with our dealers can be used both as a website or mobile application.

We support our dealers with the “Brisalıyız Card”, which is a loyalty card program that offers exclusive opportunities and discounts to our dealers, and with the “Lastik Para” program, which is an incentive program that we use for strengthening our retail implementations.

We opened our first Otopratik service point in Sivas

We opened the first Otopratik service point that offers fast maintenance services in Sivas on January 8th, 2021.

We increased the number of our electrical vehicle charging stations

We extended the range of the electrical charging services we offer for electrical vehicles in cooperation with Eşarj at selected fast maintenance and service chain Otopratik points. We increased the number of our electrical charging stations to 11 in total at the Otopratik service points located in İstanbul Dolapdere, Bursa, Denizli, Tekirdağ, Antalya, Adana, Trabzon, Mersin and Diyarbakır, at the Birlas service point in İstanbul and at the Tekin Kardeşler Performance Center that is designed as a premium concept store.

We reached the employees of our dealers with our communication platform Brisalıyız.biz

We designed the “Wheel of Luck” game in order to reach the information of our dealers and to form an effective line of communication with them through our Brisalıyız.biz platform. Using the game as a means of communication, we asked the dealer employees educational questions about Brisa and communicated with them important information about Brisa. 52% of our dealer employees registered to the communication platform and started to be effectively informed about Brisa.

We initialized the Lastiğim.biz platform

We launched a common communication, news, and information platform through which we will further strengthen our partnership with the sub-dealer Lastiğim service points. Participation to the informative, educational, and fun platform that offers continuous interaction is increasing swiftly.

We got together with our wholesale channel dealers

Our representative dealers and Brisa sales teams operating in the wholesale channel from 9 strategic regions of Brisa throughout Turkey met at the "Digital Wholesale Channel Dealer Council".

New Dealer Orientation

This year we organized our New Dealer Orientation program online with the participation of 30 business partners. The organization gave new Brisa dealers the opportunity to meet with all the departments they contact within the company.

Brisa senior management met with dealers with a digital meeting organization

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Brisa CEO, and Marketing & Sales Leaders met with our dealers with an online organization. 400 people attended the meeting where the priorities of 2021, the projects implemented and planned to take place were discussed.

We got together with our commercial dealers

We held the commercial dealer council with the participation of 11 dealers from 9 different regions. During the meeting we evaluated the market conditions, discussed increasing the efficiency of our dealers in our fleet services and their participation about the prevalence in mobility solutions, and the goals for the upcoming period.

We listened “the best” from Profleet consultants

We held our "We Listen to the Best" meeting with 140 participants through Brisalıyız.biz platform where our Profleet Consultants explained their best projects.

We provided an image management training to the female employees of our dealers

We got together with the female employees of our dealers in the "Image Management on The Journey Towards Success" training within the scope of our goal of empowering women in business life.

We have supported the empowerment of women working in the tyre industry with our "Heroes of the Customer" program.

The Customer Experience Specialist Certificate Program "Heroes of the Customer", designed within Brisa Academy for the professional and individual development of female employees working in the service points of our business partners, has been completed. The graduation ceremony of the Heroes of the Customer Certificate program, which was held online for the first time, also took place in an online organization.

We organized Institutionalization and Sustainability Webinars for Our Business Partners

Considering today's economic and ever-changing competitive conditions, we continued our webinars where we discussed the focus points that our business partners need to perfect in order to carry their businesses into the future and the effects of frequent mistakes made with regards to the issue.

2.4. Domestic Marketing and Sales

In our marketing and sales activities, the effective management of the digitalization process in our company enriches the values we offer to the customers. We strive to create unique customer experiences by developing new business models, and by combining information, company resources and digital technologies with new combinations. We want to be their first choice of our customers with regards to their tyre changing and vehicle maintenance preference.

We position Brisa not just a tire manufacturer but rather as a "value provider". While maintaining our leading position in the Turkish market with our strong brands, we offer value added services that meet our customers' needs and expectations. Our aim is to increase customer satisfaction levels to advanced degrees, as well as to increase the experience of all our customers and stakeholders, whose lives we touch, about our brands.

We regularly hold meetings with the randomly chosen customers of our business partners to measure customer satisfaction and the performance of our services. We follow our satisfaction and recommendation level with regular measurements and take action with our relevant business partners where necessary. In this way, we always approach our customers with a focus on improving the quality of our products and services.

We plan mystery shopper visits to the service points of our business partners. With mystery shopper visits, we want the visitors to feel real customers' experience in terms of product purchasing and to

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convey their opinions to us. We monitor the quality of the services we offer to our customers on-site, and by using the outputs received from measuring the experience with provide to our customers, we determine our improvement actions with our business partners. By combining telephone and SMS surveys with customers who purchase tyres and mystery shopper results, we follow the experience of our customers that our business partners create for them with the “Customer Satisfaction Marathon”. We evaluate and reward our dealers based on all survey & research results on a quarterly basis.

In addition, we also carry out special projects with our business partners, which play a key role in customer satisfaction. We run a coaching program to strengthen our ties and to help the swift adaptation of the new members of the Brisa family. Within the scope of the program, we aim to spread the examples of best practices by giving information about our customer approach, our customer satisfaction standards and the right practices. In addition, we regularly monitor what our business partners think of the future as a “confidence index” and organize our monthly operational agendas in line with their expectations. In that manner, in 2021 we increased the number of business partners whom we perceive as long-term business partners. We added 12 new business partners and 10 new sales points to the Brisa Family.

As part of the digitalization process that provides for efficiency and an effective management approach, we offer trainings to our business partners on digitalization and changing customer expectations within the scope of the “My Business Partner is Digitalizing” project. Within the scope of the project, we strengthen the presence of our business partners on digital platforms and aim to create customer traffic to their stores using digital marketing tools. We have awarded 10 dealers, who scored 85 or higher in the 2020 Customer Experience Marathon results as Recommended Sales Points.

Under the leadership of Brisa Academy and Marketing Excellence teams, we provide trainings to support our business partners to increase their customer satisfaction and experience by observing customer approaches on site, determining areas of development, and improving their customer satisfaction and experience. Repeating the trainings quarterly, we track the developments on the scores of customer satisfaction and recommendation.

We are on the field every month and keep the pulse of the customers in order to get the opinions of end users about our brands and products. We have one-to-one interviews with 420 vehicle users every month and reach the opinions of about 5.040 vehicle and tyre users annually on issues such as brand awareness, product satisfaction, campaign awareness, and expectations from the brand.

In addition to our investments in our business partners and customers, we also diversify our communication channels with which we reach them. We are organizing campaigns and communication projects in order to strengthen the ties of our Bridgestone and Lassa Tyres brands, which are amongst the most prestigious brands of Turkey.

In accordance with our mission to enrich our customers with innovative and value-added experiences, we enable all our customers to reach our company through Whatsapp Business application during 09:00-18:30 hours in the weekdays and 09:00-17:30 hours in the weekends. We further continue our communication with our customers interruptedly through the “live support” services we offer to our customers.

Vehicle Owners:

We strive to be their first choice by providing a comprehensive customer experience.

- **A first in Otopratik’s services for customers: Instant “online vehicle maintenance price offer” for vehicle owners**

We have developed a system with which vehicle owner of every brand and model can instantly find out the price for their vehicle’s maintenance digitally and make an appointment with the Otopratik service point of their choice by focusing on the lack of trust vehicle owners display towards vehicle service

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providers, which is the biggest problem of customers in this field. The digital service, which has been implemented for the first time in the industry in Turkey, is offered to vehicle owners through Otopratik's renewed website at otopratik.com.tr address. Customers can instantly and transparently find out the price of the services they need. Thus, before coming to Otopratik service points for the vehicle services they require, customers can plan their budgets and do not face unexpected costs. This practice, which further increases the confidence towards Otopratik service points, makes life easier for customers, allows all customers to receive the same high standard of service wherever they are in Turkey and provides them the opportunity to purchase the same quality products for the same price with guarantee.

- **Our virtual assistant service that makes it easy to choose the right tyre**

We have launched our virtual assistant service, developed in collaboration with CBOT, which is available through lassa.com.tr and bridgestone.com.tr websites and from Lassa and Bridgestone WhatsApp accounts. This virtual assistant with advanced artificial intelligence and capability answers the questions of our customers and offers them relevant tyre size recommendations for their vehicles. This virtual assistant with advanced artificial intelligence and capability makes it easy to choose the right tyres, which are amongst the most sensitive parts of the vehicles, accurately and quickly.

We have strengthened our brand promotion and sales activities to be the first choice of passenger and light commercial vehicle users

- We follow the route created by Zafer Algöz and Can Yilmaz with their unique interpretations and pleasant conversations in Yine Bekleriz program, which reflects Turkey's unique geography and delicious cuisine on the screens. In this new journey, Zafer Algöz and Can Yilmaz start their adventures in Sinop and follow the Amasra, Artvin, Ardahan, Kars, Mardin, Gaziantep, Sanliurfa, Halfeti route to reflect their experiences. Their journey is secured by Lassa Tyres' Competus AT pattern. During the journey, the food prepared by of our talented chef Zafer Algöz is meticulously evaluated by the teacher of teachers Can Yilmaz, who is a famous gourmet and an anthology expert of Turkish folk songs.

- Once every two weeks, videos of Dogan Kabak and Umut Erdim "going all the way" accompanied by Bridgestone products, where the harsh conditions are not only so-called but are felt with comments and actions, are broadcasted on Bridgestone's Turkey Youtube channel.

- Bridgestone's innovative music project continued with the second season of Bridgestone Studio. In the Bridgestone Studio project, where musicians we know representing different musical genres are hosted in each section, songs are reinterpreted by the musicians. In 2021, we follow the feverish work of famous names and bands such as Harun Tekin, Ayhan Sicimoglu, Evrencan Gündüz, Sattas, Baba Zula, Ege Çubukçu, Pandami and Jabbar&Deeprise from a house exclusively reserved for them in 7 different musical genres from Jazz to Rap and Rock to Ethnic throughout the day, brighten up their breaks with conversations, watch their performances and witness the rebirth of a legendary Sezen Aksu music piece in each section. In addition to the music, pleasant conversations in which participants recall the moments in their lives when they "went all the way" and talk about their stories with Sezen Aksu await. Bridgestone Studio is on YouTube with Bridgestone Türkiye in video format, and on Spotify in play list format! Moreover, carbon footprint balancing of the musicians participating in the project was also measured.

- Lassa and Bridgestone's sales campaigns were announced on TV and digital media

- We were amongst the sponsors of the 11th (ODD) Gladiator awards event organized by the Automotive Distributors Association (ODD) to accelerate industrial growth.

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- We have restarted the free vehicle disinfection service we initialized at the beginning of the pandemic period at Lassa Tyres, Bridgestone and Otopratik service points.
- Otopratik sales campaigns, free tyre, and battery maintenance service activity communication projects.
- Otopratik brand awareness advertisements.

Fleet Customers:

We are after offering our fleet customers smart solutions beyond tyres with our “Profleet” services.

- We are the leader in our industry with our service solutions that we offer to our commercial fleet customers. The average annual profit of a fleet of 100 vehicles that benefits from all the services we offer under the name of Profleet is TL 2.3 million.
- We have traveled 3.5 million km to date with our 94-person Profleet field team, which equals to traveling the world 100 times, and we have carried out a total of x thousand tyre measurements in 2021.
- We enriched our Digital Fleet services.
- Our Filofix 24/7 Commercial Road Assistance Service continued to improve our customers' experience as a mobile service.
- We improved our product performance and service quality with our new technology equipment (Shearography) investments in retreading. In 2021, we retreaded x thousand tyres.
- Commercial fleets can access our Filofix 24/7 Commercial Road Assistance Service by downloading the Digital Fleet application and access it to receive services instantly at the touch of a button when they are stranded, wherever they are in Turkey.
- Aspects+ tyre measurement screens used in field measurements can be accessed from both tablet and mobile application in order to enable our Profleet Consultants working in the field to better serve our customers.

Entrepreneurs:

We strengthened our cooperation and deepened our projects.

- We started to broadcast our Bi' Takım Terimler video series, which describes the terms used in the field of entrepreneurship.
- On the final day of the Start-Up Pitch Perfect program, a mentoring program created for entrepreneurs in collaboration with Brisa and Viveka Growth, the elevator presentations of entrepreneurs were evaluated from an investment perspective.
- Our "Pioneers of the Journey" open innovation program started with 90 applications. Together with the finalists, we had a 7-week period of cooperation led by our business units. Bren, who received the highest score, won the top prize as the winner of the program. Speedy Market won the special jury prize.
- We came together with Canadian startups working in the digital industries and "cleantech" fields.
- We got together with entrepreneurs working on "Electric Vehicles" and "Electric Vehicles Charging Technologies, and related Services" within the scope of the demoday organized by Keiretsu Forum Turkey for Brisa.
- We were guests of the "Entrepreneurship World" TV program, which was broadcasted on

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Bloomberg HT TV and brought together all the components of the entrepreneurship ecosystem.

- Formula for Creating Value/Corporate Entrepreneurship program was broadcasted on Clubhouse.

2.5. International Markets Marketing and Sales

Lassa Tyres continues to grow in its international journey at 6.000+ sales points, more than 600 Lassa Tyres branded sales points in 87 countries strengthened with our effective marketing activities.

Besides being a sector leader in Turkey, our goal is also to be an arbiter that adds value to business partners and end users in the international arena. With this in mind, we are making progress in international markets, working to increase Lassa-labeled sales points and engaging in efforts to improve brand awareness as we capture the loyalty of our business partners.

Lassa Tyres' export journey continues unabated and courageously during these difficult times for the world. The first shipment to Kazakhstan, which we have wanted to add to our export markets for a long time, took place in the first half of 2021. Our Lassa Tyres brand has also taken its place in the Hungarian market, the only country in Europe it has never been present before.

Today, Lassa Tyres branded products produced with the efforts of Brisa workers in Turkey reach to a total of 87 countries with the inclusion of 2 new markets in 2021.

Albania	Congo	Hungary	Macedonia	Portugal	Taiwan
Algeria	Croatia	Iceland	Malaysia	Qatar	Thailand
Andorra	Czech Republic	Iraq	Mali	Romania	Togo
Austria	Denmark	Israel	Malta	Russia	Tunisia
Azerbaijan	Egypt	Italy	Moldova	Saudi Arabia	TR of N.Cyprus
Bahrain	Estonia	Jordan	Montenegro	Senegal	Turkmenistan
Belarus	Faroe Islands	Kamerun	Morocco	Serbia	UAE
Belgium	Finland	Kazakhstan	Myanmar	Sierra Leone	Uganda
Bosnia-Herzegovina	Fracce	Kenya	Netherlands	Singapore	Ukraine
Brazil	Gana	Kyrgyzstan	New Zealand	Slovakia	Uzbekistan
Bulgaria	Georgia	Latvia	Oman	Slovenia	Vietnam
Cabo Verde	Germany	Lebanon	Pakistan	South Korea	Yemen
Cambodia	Great Britain	Libya	Panama	Spain	
Chile	Greece	Lithuania	Philippines	Sri Lanka	
China	Hong Kong	Luxemburg	Poland	Sweden	

While service points are an important part of our vision of business enrichment and providing added value to our customers, they also demonstrate the industry's confidence in our brand and its belief in operating under our brand.

On-Site Customs Clearance is another project that will add swiftness to our export and import activities took place in our Aksaray Manufacturing Plant. With this project, customs procedures are carried out on site at the Aksaray Manufacturing Plant. As a result of this project, Brisa will be able to ship export items directly to the border customs authority.

Lassa Tyres's Journey to Become an International Brand Continues

- **Digital meetings with Lassa in international markets:** Technical trainings to Lassa Tyres'

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sales points in Ukraine and to Lassa Tyres' distributors' own staff in Egypt and Kazakhstan were carried out through live broadcasts. More than 160 participants were given detailed training on Brisa and Lassa Tyres patterns at these 3 events.

- **We have provided digital marketing training to Lassa Tyres distributors:** We have conducted digital marketing training sessions with partners around the world in order to keep track of the trends and ways of doing business through digital marketing.

- Malaysia's Ministry of Health has started using Lassa Tyres' Transway 2 pattern in their ambulances.

- **Lassa Tyres' new sales and advertising channel in Macedonia:** We have become one of the official tyre suppliers of Cammeo, the famous ecological tyre fleet of the Balkans with our Lassa Tyres brand. We communicated this collaboration with 25 Cammeo Taxis driving on with Lassa Tyres' Driveways and Damage Warranty ads on Skopje roads for 5 months.

- **Lassa Tyres was present again on Azerbaijani screens and radios in 2021:** Lassa Tyres commercials appeared on Azerbaijani local channel CBC Sport in 9 matches, including UEFA Champions League semi-final and final matches in May, as well as two World Cup qualifiers, 1 Azerbaijan Premier League match and Turkey-Azerbaijan friendly match. Lassa Tyres, who sponsored the "Düzgün Hareket" program on national radio station Araz FM from 18:00 to 20:00 5 days a week, also continued its communication activities on the "Düzgün Hareket" social media accounts.

- **"Lassa Tyres Digital Premiere":** We organized an interactive and digital meeting for the customers of our 2 new distributors in the UK and Italy under the name "Lassa Digital Premiere".

- **Brisa Academy is available to export customers:** Brisa's online education platform Brisa Academy has been made available to export customers. Both technical and pattern-based trainings are available in English on the platform.

- **Lassa advertisements are available on TV in 7 different countries:** In the last quarter of 2021, Lassa Tyres launched brands' TV advertisements in 7 different countries at the same time in international markets with different productions and adaptations. We appeared on 40 channels in total on UK, Morocco, Ukraine, Azerbaijan, Macedonia, Moldova, and Serbia TV stations.

- **The Dealer Catch project expanded to Ukraine and Spain:** The Dealer Catch project, which began as a pilot project in London in 2020 and aims to add new Lassa Tyres dealers to the Lassa Tyres family, was expanded with communication support to Ukraine and Spain following the successful results obtained in the UK. Through the execution of the Dealer Catch Project, which targets tyre sales points, supported via join.lassa.com website for brand awareness purposes, dealership applications are collected from independent tyre sales points.

2.7. Investments & R&D Operations

With its strong faith in the potential progress of the tire industry and in an effort to supply the foreseen demand for passenger and light commercial vehicle tires, our Management Board decided at its Board Meeting number 2013/18 on October 4, 2013 to invest in a second factory that would cost around USD 300 million and be located in Aksaray Province Organized Industrial Zone (OIZ). The factory was commissioned in 2014 with our aim to establish it initially on 135,000 m² out of a total area of 952,000 m² in 2018.

We conduct our operations with the “adding value to the journey” philosophy. In 2021, we made a total investment of 34,82 million USD into the modernization of our İzmit Manufacturing Plant along with our investments into other business units.

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In 2021, we invested a total of 28,40 million USD, of which 14,43 million USD is covered by the Incentive Certificate, for the renovation, modernization, and capacity increasing processes to our manufacturing plant located in İzmit.

We invested a further 9,13 million USD into the construction of our second manufacturing plant located on the Aksaray Organized Industrial zone. The total investment spent for our Aksaray Manufacturing Plant until today is 300,06 million USD.

Brisa possesses important competitive advantages in terms of R&D operations and houses a product test center under its manufacturing plant structure, which is recognized by the Turkish Standards Institute. Brisa İzmit Manufacturing Plant is one of the pioneering facilities of Brisa's main partner Bridgestone Corporation and Brisa works in coordination with the technical centers of Bridgestone Corporation located in Rome and Tokyo.

Brisa applied to the Ministry of Science, Industry and Technology of Turkey to take advantage of and be recognized as an R&D Center under the incentives and exemptions offered within the scope of the decree no: 5746 about Supporting the Research and Development Operations, and received the right be named an R&D center as of 27.04.2017.

2.8. Financial Outcomes and Rates

While the pandemic, which had negative consequences both in Turkey and in the world, continued to make its felt in domestic sales and exports, increases in raw material prices were also observed. Within this uncertain environment, Brisa stayed strong in domestic market and the Company increased its domestic sales by 14% in tonnage and 54% in revenue basis. In export market, the Company increased its export sales by 29% in tonnage and 61% in revenue basis that is better than Europe and Non-Europe market growth. With all these developments, In 2021 total sales performance of Brisa increased by 56% in terms of sales revenue compared to the same period of the previous year and gross profit margin realized 30,39% thanks to active pricing strategy, correct steps taken on the supply chain side, hedge policies applied against exchange rate risk and efficiency increase in production, while increasing raw material prices. This considerable increase in terms of sales revenue reflected on the EBITDA performance and Brisa achieved a 55% increase in terms of EBITDA and reached TL 1.485,9 million.

With the positive effect of working capital management improvements and effective financing management, Brisa's net debt turn to cash position and became TL 613,3 million. The Company made cross currency and interest rate swaps to mitigate floating interest rate and foreign currency exchange risks for the long-term foreign currency denominated borrowings when they were received. TL values of the Company's foreign currency denominated borrowings may increase or decrease as a result of exchange rates fluctuations, in return fair value of cross currency swaps are shown under derivative assets. Considering both bank borrowings recognized in the financial statements and respective derivative assets (TL 1.912 million), net cash became TL 613,3 million.

In consequence of all such developments, 2021 net profit/loss before one off revenue&expense became 2. times higher than same period of the previous year and reached to TL 922,6 million (DEC YTD 2020: TL 455,8 million) and net profit/loss reached to TL 1004,6 million.

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Sales Tonnage	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Domestic	125.674	109.861	14,4
Export	80.342	62.171	29,2
Total	206.017	172.032	19,8

Sales Tonnage (Channel Based)	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Replacement	98.150	87.212	12,5
OE	27.524	22.649	21,5
Domestic Total	125.674	109.861	14,4
Lassa Export	50.989	42.657	19,5
Bridgestone Export	29.354	19.514	50,4
Export Total	80.342	62.171	29,2
General Total	206.017	172.032	19,8

Net Sales (Million TL)	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Domestic Sales	4.180,5	2.710,9	54,2
Export Sales	2.453,7	1.526,0	60,8
Net Sales	6.634,3	4.236,9	56,6

Million US Dollar	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Export Sales	291,4	224,6	29,8

Summarized Income Statement (Million TL)	1 January- 31 December 2021	1 January- 31 December 2020	Change %
Net Sales	6.634,3	4.236,9	56,6
Gross Profit	2.015,9	1.276,4	57,9
Operating Profit	1.248,4	731,3	70,7
Net Profit	1.004,6	539,9	86,0
Net Profit before one offs	922,6	455,8	102,4
EBITDA	1.485,9	956,5	55,3

*Export sales consist of FOB US Dollars

**EBITDA: Earnings before interest, tax, depreciation & amortization and interest, foreign exchange and derivative financial instruments gain/loss within other operating income and expenses.

***Operating Profit: Calculated by subtracting operational expenses from gross profit.

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Liquidity Ratios	31 December 2021	31 December 2020
Current Ratio (Current Assets/Current Liabilities)	1,16	1,28
Acid-Test Ratio (Current Assets-Stocks / Current Liabilities)	0,94	1,01

Financial Growth Ratios	31 December 2021	31 December 2020
Total Liabilities/Equity	3,46	3,21
Total Liabilities/Total Assets	0,78	0,76
Equity/Total Assets	0,22	0,24

Operation and Profitability Ratios	31 December 2021	30 September 2020
Gross Profit Margin (Gross Profit/Net Sales)	30,39%	30,13%
EBITDA Margin (EBITDA/Net Sales)	22,40%	22,58%
Net Profit Margin (Net Profit/Net Sales)	15,14%	12,74%
Return on Asset (Net Profit/Assets)	13,13%	9,29%
Return on Equity (Net Profit/Equity)	56,87%	48,41%

2.9. Internal Audit & Internal Controlling

Internal auditing and controls are executed for the purpose of ensuring that the company's operations and services are conducted effectively, reliably and uninterruptedly; that the company's risk management, control systems and corporate governance practices are improved and a contribution is made to having the company reach its corporate and economic goals and the integrity, consistency and reliability of the data obtained from the accounting and financial reporting system.

The existence, operation and effectiveness of internal auditing and controls are a matter conducted under the supervision of a Committee Responsible for Auditing, formed within the body of the Board of Directors. The Committee Responsible for Auditing presents the facts related to its activities, duties and responsibilities, along with its recommendations, to the Chairman of the Board of Directors.

Furthermore, in order to ensure the robust condition of internal auditing and control mechanisms, an Internal Auditing Directorship operates under the Board of Directors. The Auditing Committee holds regular meetings with the Internal Auditing Department to discuss the adequacy of the internal auditing system, informing the Board of Directors of what has been discussed.

The Internal Auditing Department Regulations, in which are contained the position of the Internal Auditing Department within the organization and matters of autonomy, have been prepared, approved by the Auditing Committee and put into force. At the same time, an Auditing Guidebook, in which the operations of the Auditing Department are described, has been prepared and applied.

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Every year, risks related to all processes are reviewed, and the processes to be audited are determined. The Auditing Universe formed within the company determines the processes that may be audited and ascertains risk score balances depending upon natural risk factors and internal control system conditions. According to this, in 2021, 5 business processes constituting of 73 sub business processes were submitted to the Committee Responsible from Audits following the completion of their audits.

In connection with internal control deficiencies spotted within the framework of Auditing Reports, actions taken by company officials are followed up and the adequacy of those decisions is questioned in the light of risk levels, with results reported to the Committee Responsible for Auditing.

2.10. Other Explanations

Affiliates and Share Ratios

Our company has no direct or indirect affiliates.

Information on Company Shares Acquired by Company

The company has no shares of its own that it has acquired between January 1, 2021 and December 31, 2021.

Information on Private and Public Audits

Independent audits are carried out on our Company's annual and semi-annual financial statements within the framework of the mandatory regulations issued by the Capital Markets Board with respect to financial reporting and independent audits.

In 2021, there was no private or public audit conducted of the Company.

There is no case that has been filed against our Company and may have an impact on our Company's financial situation and activities.

Information on Administrative or Judicial Sanctions Imposed on the company and the Board Members due to Practices in violation of Legislative Provisions

There is no administrative or judicial sanction imposed on the company and the Board Members.

Information on General Assemblies

Information on the General Assemblies held in 2021 is provided in Article 2.3 of the Corporate Governance Principles Compliance Report.

The targets set in the previous periods have been achieved. The requirements of the resolutions that were taken at our company's Ordinary General Assembly Meeting held on March 26, 2021 were fulfilled.

No Extraordinary General Assembly Meeting has been held within the year.

Donations Granted

In 2021, the total amount of donations granted in line with the company's Donation and Charity Policy was TL 760.786.

Information on the Report Describing the Relationships with Controlling Shareholders and Subsidiaries within the scope of Article 199 of the Turkish Commercial Code

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The report describing our relationships with our controlling shareholders within the scope of Article 199 of the Turkish Commercial Code was approved by our company's Board of Directors at the Board of Directors' meeting dated February 18, 2022. The report concludes as follows:

The conditions of merchandise of BRISA Bridgestone Sabancı Tire Industry and Trade Inc., which are common and continuous as regards Hacı Ömer Sabancı Holding A.S., Bridgestone Corporation and affiliated companies as well as related companies, price determination method and reasons are explained and information is given on the status of the transactions against the market conditions, based on the Article No: 199 of Turkish Commercial Code No: 6102. The transactions carried out comply with its comparables in accordance with the holding company explanations in the relevant articles of TTK (TCC) No: 6102 and no incurred loss is in question as it is included in the enterprise system.

It has been observed in this report prepared by the Board of Directors of BRISA Bridgestone Sabancı Tire Industry and Trade Inc., dated 18 February 2022 that all necessary transactions have been carried out and necessary measures have been taken in accordance with the responsibilities provided for in the Article No: 199 of TTK (TCC) No: 6102 and assigned to the board of directors in all transactions that BRISA Bridgestone Sabancı Tire Industry and Trade Inc. has carried out with its controlling shareholders and the affiliated shareholders of the controlling shareholders in 2021.

Financial Rights Provided to Board Members and Senior Management

The company's senior management team comprises the members of the Board of Directors and the Executive Board.

Remunerations and dividends to be paid to the Board Members are determined under relevant resolutions of the General Assembly. Remunerations of the members of the Executive Board are comprised of two components, with one being fixed and the other performance-based.

In compliance with international standards and statutory obligations, the fixed remunerations for the members of the Executive Board are determined by taking into consideration the macroeconomic data in the market, current wage policies in the market, the size and long-term goals of the company, and individual positions as well. Premia for Executive Board members are calculated in accordance with the performance of both the company and individuals.

In addition, the financial rights provided to the Board Members and the Senior Management are mentioned in Article 5.6 of the Corporate Governance Principles Compliance Report and in Footnote 24.4 of the Financial Statements.

3. Sustainability

We placed sustainability at the base of our business manner. We feel rightful pride in continuing to be one of the leading organizations en route to sustainable development, together with all of our stakeholders and, notably, our employees, customers and business partners, who join us on this ethical journey.

In Turkey and in all regions where we are active, we make an effort to be more successful every day with our awareness of our social and environmental responsibilities.

Being conscious of our responsibilities involving the benefits and interests of all our stakeholders, we conduct research, develop innovations, invest, work and produce.

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We believe that continuing to serve as a leading company in the area of sustainability may only be possible together with our stakeholders. Our Brisa Approach to Sustainability relies on the global knowhow of the Bridgestone Corporation and national experience of Sabancı Holding. We base our efforts on such international standards as the European Foundation for Quality Management (EFQM) or the Global Reporting Initiative (GRI) by combining the Bridgestone CSR-22 approach and the sustainability understanding of Sabancı Holding with our own corporate policies, strategies, processes and projects. We plan improvements focusing on strengthening the in-house integration of our sustainability approach. It is this structure that supports us in our journey to achieve our mission of "Providing superior values to society through sustainable growth." To this end, we constantly update our sustainability strategies, set up action plans and, with the participation of all our employees, continue to ensure the integration of all processes.

We are fully conscious that we need to act together with all our employees and our shareholders, with whom we have close relationships with, so that we can make sustainability a part of our lives. We are carrying on the "Sustainability Journey" training program in order to increase the awareness of our employees and shareholders during the orientation phase for new members who are starting their careers in Brisa.

We have been transparently sharing our Sustainability Reports since 2012, outlining the goals we have set in sustainability with our accomplishments combined with their economic, environmental and social dimensions.

In that manner, we outline and report our Sustainability Report under two headings: "Management Principles" and "Sustainability Report". We report the sustainability targets and performance of our company within the perspective of United Nations Global Compact, of which we are a signatory.

We update our sustainability policies and strategies, make improvements to strengthen corporate integration, and integrate our approach with all our business processes through the contribution of all our employees as part of our Sustainability Approach.

Our Approach to Sustainability

We are leaving our imprint on life by adopting sustainable growth strategies in an effort to leave a better world to future generations. For us, social matters and topics of the social, environment and economy are intertwined, interdependent. Sustainability is the first thing we think about when we conduct any kind of business. We expand our foremost responsibilities related to social, environmental and economic issues with our sustainability policy. Our approach to social topics involves our perspective on; human rights, occupational health and safety, and customer health and safety over the entire life cycle of products and services; anti-corruption and anti-bribery, business manner beyond legal regulations, information security, employees' rights, our growth journey and relationships with our stakeholders and the community. We popularize subjects with regards to the environment under the following headings;

- Effective use of natural resources
- Less waste generation,
- Energy efficiency,
- Carbon management,
- Environmentally friendly products and services,
- Respect to biodiversity

In the area of the economy, we prioritize responsible value chain applications, innovation, and our approach to corporate entrepreneurship.

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We held the first of our ESG (environment, social, governance) oriented investor meetings within the scope of the ESG Conference organized by Wood and Company with our investor presentation focused on ESG.

3.1. Environmental Sustainability

We design every step of our business manner starting from the supply chain and manufacturing to be in line with sustainability. By this means, we reduce our environmental effects and create benefit with high work efficiency. We lead the business world with our ethical works and responsibilities for climate change and usage of natural sources since 2005.

We undertake significant efforts to minimize the impact of our manufacturing processes on natural resources and climate change in accordance with our understanding of environmental sustainability. Setting off from this point and acting with a high level of responsibility, we monitor our environmental performance periodically and undertake improvements in conjunction with environmental management systems.

We have certified the compatibility of our employees with the standards for the first time in 1995 with the BS7750 Environmental Management System standard. We are regularly continuing to revise our benchmarking, reviewing, improving, and training practices that we set-up according to the ISO 14001 Environmental Management System certificate, which we possess for our İzmit Manufacturing Plant. We completed our ISO 14001 Environmental Management Systems certification studies at our new Aksaray Manufacturing Plant in 2020.

Relying on the support of top management, we are generating new projects for a better world, complying with environmental regulations in full, and carrying out improvements that go well beyond legal mandates.

We are honored to be the first company to be reporting and verifying our pioneering projects in terms of water saving and reporting both to Bridgestone Global and Europe within the scope of ISO 14046 Water Footprint Standard.

We are preserving our “Zero Landfill” status at our İzmit facilities since 2016 by continuing to send our domestic waste resulting from operational processes to recycling facilities. We reached this target from the 6th month at our Aksaray Manufacturing Plant, which started its activities in 2018. In that manner, we do not send any waste from our manufacturing plant to waste storage areas. We reuse, recycle, and recover the waste we have generated. Following these systemic studies, we have been entitled to hold the zero-waste certificate for our İzmit manufacturing plant in 2020 and Aksaray plant in 2021.

As a result of all our efforts, we have accomplished many successful results in 2021.

Our company, which has internalized to be part of the solution to combat global climate change, received an A(-) grade in 2021, performing above the industry average in both Climate Change and Water Program Valuations of the Carbon Disclosure Project (CDP), the international environmental reporting platform. Our company, which is the Climate Change Leader of Turkey for the 6th time and the Water Leader for the 3rd time, was among the companies evaluated in the top 19% in terms of managing climate risks.

In 2021, we successfully completed the "Corporate Environment Auditing" process carried on by Bridgestone European Technical Center for our Aksaray Manufacturing Plant with more than 100 questions on 9 different subjects within the scope of waste management, water safety, emission monitoring and mitigation, biodiversity protection activities, chemical management, and legal compliance.

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Environmental Implementations

Efficient Use of Natural Sources and Less Waste

We are calculating the environmental interference of product use and consumption already at the design phase and we pay a great deal of attention to not using raw materials that can cause pollution and health hazards

We are targeting to decrease our waste levels by regularly controlling possible pollution sources and improving them with our waste management projects. We are primarily focusing on preventing the composition of waste as we carry on our projects. Then, we are showing effort for the reuse, recovery, or recycling of composed waste. We are collecting and recovering elements like dust and gas that might result from production processes and negatively effect internal air quality at the source to be reused in the system. Thus, we are effectively managing our natural resources while also protecting internal air quality. We are implementing important projects for the minimization of wastes. In this context, we achieved a 7.68% improvement in the total amount of waste per production in our Izmit Manufacturing Plant compared to 2012 and a 48% improvement in the total amount of waste per production in our Aksaray Manufacturing Plant compared to 2019. We have reduced the amount of plastic waste in our Izmit and Aksaray manufacturing facilities by 14.5% compared to 2020.

Water Management

We have set-up long-term business plans in line with our environmental approach of effective use of water resources, which are forecasted to be reclining in the years ahead. In 2021, as a result of our efforts to reduce water use and recover wastewater, we reduced the amount of water we draw from the well in our Izmit Manufacturing Plant by 63% compared to 2008. As a result, we achieved success well above Bridgestone's global target of 35%. We are aiming to reduce groundwater consumption by 85% in 2030 compared to 2008 in our Izmit Manufacturing Plant, while we are targeting to reduce water withdrawal per unit production by 70% in 2030 compared to 2019 at our Aksaray Manufacturing Plant.

Since 2008, we have reduced our well water consumption by 63% as a result of the projects we carried on. We remain committed to our decisive approach towards sustainable water policies and practices.

We commissioned the "Rainwater Collection Pond Project" with a water collection capacity of 9,500 m³, which was started in March at the Izmit Manufacturing Plant, in May. The collected rainwater is sent by pipelines to the new process treatment plant and put into use following the implementation of the necessary treatments. The pond collects about 114,000 m² of rooftop rainwater of the Izmit Manufacturing Plant. The pond project, which is planned to contribute 47,500 m³ of water annually, will save 10% of the well water annually used by Brisa.

In line with our sustainability goals, we have started to use MBR membrane filter technology to recover the waste generated by the well water filtration system. The waste of the filtration system is recovered with 95% efficiency as a result of this project and re-directed to the water cycle.

We joined amongst the supporters of the United Nations Global Compact's (UNGC) CEO Water Mandate initiative. We are one of the 8 signatories of the CEO Water Mandate in Turkey.

Energy and Carbon Management

The effective use of energy and the elimination of wasted or inefficiently used energy make up one of the corner Stones of how we operate our business. We have achieved important results in terms of providing efficiency in energy consumption and reducing our impact on climate change to minimum levels as a result of our systematically pursued improvement projects.

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Both of our facilities possess the ISO 50001 Energy Management System certificates, and we conduct our systematic operations in accordance with Energy Management principles.

We have been carrying on our projects for the reduction of carbon emissions at our İzmit Manufacturing Plant since 2005. We reduced our absolute carbon emissions by 8.89% in 2021 compared to the 2020 reference year.

The long-term emission reduction targets we have identified have been approved by the Science Based Targets Initiative, a global initiative. In order to transition to a low carbon economy as part of the combat against climate change, we aim to reduce our direct emissions by 56% in 2030 compared to 2020 and target net zero emissions in 2050.

In order to reduce the emission levels resulting from our logistic operations, we prioritize resulting from our logistic operations, we prioritize maritime transport, which has less environmental effects, and we plan our routes to reduce emissions further.

We follow-up the energy generation levels of our Leed Gold certificate holding Academy building, which generates its energy from renewable resources, with Energy Scada.

We started to build bicycle paths within the manufacturing plant in order to make healthy living conditions more effective in our İzmit Manufacturing Plant, to popularize sports culture and to contribute to reducing carbon footprint. Within the scope of the project, we have created bike paths and safe parking spaces where the personnel can park their bikes.

Environmentally Friendly Products and Contribution to Circular Economy

We make efforts to produce products and services that are environmentally friendly considering their effects on the environment during and after their uses. We are working on new concept products, which have lower rolling resistance and weight, and which cause lower carbon emissions and noise. We own a rich portfolio of products consisting of environmentally friendly tyres like the Ecopia and Greenways series as part of our environmentally friendly product manufacturing approach.

We are assuming important responsibilities in order to contribute to circular economy as one of the leading actors of the tyre industry. The use of high amounts of fossil fuels during its production makes tyres one of the most basic waste producing products. In that manner, we are adopting a sustainable recycling management style.

First of all, we are applying production models that support circular economy to contribute to natural resources management. In that manner, we are turning both the waste that is generated while tyres are being produced and the waste that is generated once tyres complete their product life cycle into fuels and energy. We are giving support the collection and recycling of tyres that have completed their product life cycles into the environment and to economy in accordance with the regulations of the Tyre Industrialists Association (LASDER), of which we are a founding member.

We contribute to the preservation of natural resources and to our national economy on a great scale with the use of good quality materials and right production conditions while we provide savings of up to 40% for the costs of fleets with our tyre re-treading services offered through our Bandag brand in line with circular economy. We multiply the product life cycle of tyres by three folds by offering re-treading services and thereby the re-use of tyres, and therefore we contribute to the protection of the environment by causing less tyre waste.

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We also provide for the collection and recycling of a certain percentage of the packaging of our products that we offer to the market in line with the regulation of packaging waste control with the help of Çevko.

We are reviewing our “increasing environmentally friendly products portfolio to enable continuous mobility” strategy with “the weighted rolling resistance of the products that we sell” and “environmentally friendly product portfolio ratio” parameters and we develop projects in that perspective.

We are cultivating cooperation possibilities to carry out sensor projects to work on the management of environmental effects’ management in our warehouses and manufacturing plant fields as part of our entrepreneurship projects.

In our world, where the amount of carbon emissions is increasingly important, thanks to the new inner liner, tread, and side wall compounds that we have developed to transition to environmentally friendly tyre compounds with lower rolling resistance, we enable significant fuel savings for truck and bus tyres.

Respect for Biodiversity

We are furthering our “Turnalar Hep Uçsun” (“Let the Cranes Fly Forever”) project we started in 2013 with the partnership of WWF-Turkey (Worldwide Fund for Nature). We are preceding the project, which we developed for the sustainability of the crane breed in Anatolia, in the Çukurova Delta region where 95% of the cranes spending the winter in Turkey rest. We are opening 8 different Crane Booklets prepared for this project to the Access of children and teachers on our web site. The booklets closely present cranes, which also represent a cultural and environmental value for our country and offer information about many different crane species. We are aiming to create awareness about cranes starting from very young ages with these booklets that include various games for different age groups, stories and interesting facts.

Our forestation activities:

As Brisa, we have implemented the Digital Forest project, which makes a difference in customer experience, in order to contribute to our consumers and the environment. Within the scope of the project implemented in partnership with Tema Foundation, our potential tyre customers and anyone who wishes can visit the dijitalorman.org address, fill out the information form and plant digital saplings exclusive to their names. In 2021, a total of 8,620 trees were planted in Izmir Bademli-2 Reforestation Area.

Following in the footsteps of our "Brimiz Hepimiz İçin - Today for Nature" slogan, we met with Uygur Özsesmi on September 28, Green Consumer Day at our "Green Consumer as An Individual" event for a sustainable future. We have gifted E-cording Seed Kit to everyone who has completed the "Recycling and Zero Waste" e-training we opened at Brisa Academy.

In order to support the fire and flood zones, we participated in Sabancı Group's "We Breathe Into Our Tomorrows with 1 million saplings and 41 water tanks". We delivered emergency response equipment and basic supplies to disaster zones.

Within the scope of Sabancı Republic Mobilization Campaign, we planted 1,700 saplings at our Aksaray Manufacturing Plant.

- We have carried out communication projects to raise awareness of environmental protection.
- We drew attention to global climate change and communicated Brisa's CDP Climate Leadership messages in our advertorial project with journalist Cem Seymen at CNN Turk.
- We communicated Brisa's Climate and Water Leadership with the "our responsibilities to leave a habitable world for future generations" content in the Aposto bulletin and on the Onedio site.

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- On September 18, World Cleaning Day, we participated in the Waste Collection event organization, Let's Do It Turkey, with 49 volunteers from Brisa. Synchronously in İzmit, İstanbul and Aksaray, we tried to clean our forests, parks, and beaches from waste.
- We distributed 3 story books called "Papuduk" to students of Sanliurfa Dilekli Secondary School, Aksaray Eco School students and children of the teachers, Aksaray Children's Homes, Children of our Dealers, and Brisa employees prepared by Sabancı Foundation to share our sustainability projects and raise awareness.

Brisa employees contribute to preservation of the environment with office projects

With the "Yeşil Ofis" ("Green Office") program that started in 2014 and is run by Brisa employees, we continued our efforts for the efficient use of resources and for promoting awareness. With the support of the Green Office team, both our İzmit and Altunizade offices received the Green Office Certificate within the scope of the Green Office program that is developed by WWF Turkey.

Sustainability Week for our employees, dealers and suppliers

We have declared the week of December 13-17 as Sustainability Week to raise the awareness of green transformation of our employees, dealers, and suppliers, and to create a sustainable life with sustainable resources and efficient use of resources. We planned events and awareness trainings that spread all through the week. All white-collar employees and dealers were assigned "Environmental Awareness" training through Brisa Academy. We sent our suppliers sustainable procurement training exclusively designed for them. Online sustainability training was provided for the children of our employees and dealers. During the week, WWF-Turkey toys were sent to children who drew pictures of their dream world and shared them with us. Activities, challenges, and awareness-raising content were shared throughout the week within our corporate flexibility implementation. Volunteering projects serving different sustainable development goals were made available through the corporate volunteering platform. We organized a "Volunteering for a sustainable world" themed event presented by a guest speaker, who was hosted at the "Ortaya Çıkanlar" program organized by Industry Group Companies every month, with which successful projects are shared.

3.2. Occupational health and safety

We continue to work to provide a comfortable and safe working environment for our employees, constantly improving our conditions and investing in innovation.

Work safety is among the core values of our company and as it is our most important priority, we completed the transition to ISO 45001, the new occupational health and safety management system standard at our İzmit and Aksaray facilities. In addition to certifying our work health and safety priority, we are putting in much more effort than only complying with legal regulations and standards in all of our operations.

We believe in the immense importance of Occupational Safety training in enabling employees to adopt habits of safe behavior and transform these into a lifestyle.

We utilize the Occupational Safety Simulation Center as an active training ground to ensure "Zero Occupational Accident" at our facilities. We have made it a requirement to have every new employee in our manufacturing areas complete this training. With a view to planning and implementing the training sessions in a more effective manner, we provide our employees with Disaster Prevention (Fire and Earthquake) and Occupational Health and Safety training, within the scope of the activities of

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BRISA-MEC (Manufacturing Education Center). We are also launching “Basic Occupational Safety Activities.”

We hold our shareholders’, such as subcontractors’ and suppliers’, accident-free performance management in our agenda, and we put in effort for subcontractors and suppliers to be accident-free with our periodical field tours and daily work permit system. We are continuously trying to improve the awareness levels of our shareholders in this group with periodical trainings.

To prevent the recurrence of any occupational accident, we analyze every accident and prepare action plans to address the findings. We prioritize practical exercises and preventive actions with the aim of being continuously alert in emergency prevention and emergency management.

Our ultimate goal is to create an on-going Occupational Safety culture and turn it into a lifestyle.

Our target is “0 Accidents!”

In 2021, we completed 1.775 days in Tyre Production 1 Department, 2.087 days Mold Equipment Department with zero accidents.

In 2021, we successfully completed the inspection process for “F-Qualification” in 28 different topics with more than 5.000 questions at the Bridgestone Technical Center for our Aksaray Manufacturing Plant in work safety, disaster prevention, engineering, and maintenance and machinery work safety disciplines.

During the Covid-19 pandemic, our priority was the health of our employees, and we continued our covid-19 related measures in 2021.

Our greatest priority is to ensure that employees who leave their homes safe with health to come to work every day are reunited with their homes and families with health and safety. In all locations of our company, and especially in Izmit and Aksaray Manufacturing Plants, we carry out basic safety measures such as disinfection, hygiene, physical distance, and mask use, as well as comprehensive implementations such as ultraviolet sterilization and temperature measurement with thermal cameras. We begin the safety measures before entering manufacturing plants and offices. We keep awareness at the highest level with training and support programs. While we fulfill our responsibilities for social health and well-being with the continuity of our operations, we meet the health and safety needs of our employees at a high level by taking advantage of the opportunities provided by digitalization.

We became the first tyre manufacturer to be entitled for the "COVID-19 Safe Production Certificate" from the Turkish Standards Institute (TSE) for our Izmit and Aksaray facilities with the precautions we have taken.

3.3. Human Resources

Administrative Operations

Personnel and Worker Activities

As of December 31, 2021, the number of personnel employed in our company with contracts of indefinite duration is 3.115; 2.489 of these are subject to the Collective Labor Contract provisions, while 621 are outside its scope. 5 employees are foreign nationals. In addition, 38 people are employed on a fixed-term contract.

Labor Agreement Implementation

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The negotiations of the 21st Term of the Collective Labor Agreement negotiations between the Company and the Turkish Petroleum, Chemicals, and Tyre Industry Laborers Syndicate (Lastik-İş) 2019 started on January 10th 2020 and ended in April 28th 2020 with the parties agreement. The agreement between the parties was signed covering 24 months permanent from January 1st 2020.

Employee Benefits and Rights

In relation to the Collective Labor Contract, employees working under and outside its scope are paid, in addition to salary, a bonus worth four months gross salary, Personal Retirement Insurance and health insurance. Those covered by the contract furthermore benefit from fuel, holiday, annual leave, maternity, death, marriage, educational, family-food, shopping and child allowances. All employees receive meal and transportation allowances.

We design all our strategic projects to create the best employee experience with our Smart Culture strategy.

As part of our Brisa Talent Management Approach, we believe that every Brisa employee has potential to add value to the company, shareholders, processes, teams, and to him/herself starting from the moment he/she is first employed. In this perspective, every Brisa employee is accepted as a talent, and we expect every Brisa leader to create value by improving him/herself, his/her work, his/her team and the Brisa climate. We are reviewing our high potential and high performing employees within our Organizational Success Plan process together with all our managers and plan their development.

We believe that our employees are at the root of development, therefore we announce and impress upon our employees the practices that we strive to implement with the “YOU” (SEN) theme. Every Brisa employee has a journey in Brisa. We design and implement our “Brisa Journey” programs for all our employees, saying that you can “Reach Your Potential When YOU Discover” (“Potansiyelinle Buluşursun, KeşfederSEN”). We revise all our programs together with our employees, taking into account the changing expectations and future trends of the business. Our Brisa employees with 0-5 years of experience discover themselves with the DEV101 program to find the courage they need and take action accordingly. Our Brisa managers with 0-3 years of experience create meaning for team management with our MAN101 program, while improving their leadership skills.

We bring Brisa employees under the same roof for chatting and information sharing meetings through various communication platforms such as MidTalks, Bi’Kahve (A’Coffee) and Executive Talks, with our “YOU Share” (Paylaşmak İsterSEN) slogan.

We implement the “Digital YOU” slogan to re-design all our Human Resources applications under the “Brinsan” umbrella and open to our employees’ use. We welcome our freshly recruited colleagues through this platform before they begin to work and introduce them to Brisa with our “YeniBri” digital orientation application and enable them to follow the entire orientation process. We offer the opportunity to easily manage questions and documents related to HR transactions from the “Ask HR” field.

We change our understanding of performance management as the world changes and support continuous performance management with continuous feedback and milestones with our PerfX application.

Our priority is the formation of the most appropriate culture to encourage the employees to contribute at the highest level in Brisa which is strengthening in the change period.

While we carry on adding value to business life in line with our smart culture strategy, we simultaneously study for the future of work. We leave an imprint for the future by supporting the Brisa journey of our employees with development and leadership programs.

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We included "The Future of Work" amongst the dimensions of "Smart Culture", which is the wind of our strategy sail, together with the consensus of all our leaders while identifying our strategies and projects for 2021. For Brisa "The Future of Work" represents a comprehensive and multidimensional transformation journey that will further strengthen the company's position as one of the "best examples" both nationally and internationally in its own industry and in the related industries. On this journey, we first looked at the best practices in the world and Turkey while determining our roadmap for each dimension with our global consultancy partner. While determining our model,

- We conducted surveys with our managers to represent all functions under the guidance of our global business partner.
- We have researched best practices on a global scale and from companies in our country.
- We met one-on-one with our function leaders and determined the working model of nearly 270 positions, including the requirements and feedback of their teams, and created the company-wide implementation.
- We carried out the preparations of our documents and implementations in line with the legal regulations.
- We have completed company-wide alignment projects with Sabancı Holding, SBU Companies and Senior Management.

We analyzed our smart, flexible, and agile ways of doing business, detailed the data we obtained through interviews, and identified Brisa's current position in "The Future of Work" and its target in 2023.

As a result of these efforts, we designed "The Future of Work" to shape the year 2021 and beyond as a comprehensive and multidimensional transformation journey and shared our Brisa Remote Working Model, which is designed by the extensive work of our function leaders, with our employees and implemented our project in a way that supports our company culture, team spirit, strong communication and cooperation.

While working on our long-term "The Future of Work" project, we uninterruptedly continued our efforts towards strong communication and Smart Culture transformation with employees in 2021; we have executed exclusive meetings and projects for their development.

Our Sharing Meetings Continued:

- The meeting, where Brisa Deputy Chairman Naohisa Yoda and Brisa CEO Haluk Kürkçü communicated their strategies and goals for 2021, took place with the participation of 374 Brisa employees.
- We held our End of Year Meeting where we shared our year-end closing results.
- We arranged a Smart Culture Workshop with the participation of 257 Brisa employees. In the workshop, approximately 1,600 entries with significant added value were provided in terms of planning the actions of 2022 in the dimensions of The Future of Work and Digital Transformation.
- We organized Digital Maturity Index Workshops: With 110 of our employees participating in digital maturity index determination workshops, we evaluated the projects in 6 basic areas from customer service to innovation, technology to governance.
- Within the scope of The Future of Work activities, which Brisa considers as a transformation project, project groups contributed by 90 Brisa employees were identified and Agile trainings were completed.

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" The Future of Work" panel was organized, and the focus areas of the company and the 2023 roadmap were shared with all employees.

- Our Corporate Physical and Mental Health Application Brifit has been initialized: Brifit, our corporate wellbeing application, which is the new product of the physical and mental health team working within the scope of the future of work, has been made available to our employees. "Brifit" is an application providing personalized experts, challenges to maximize motivation, clubs to socialize, fun activities to benefit.
- Brisa's in-house entrepreneurship "Roket Focus" program focusing on the needs of the marketing team was built to bring new business ideas to life.
- Break Time Social Sharing Platform "Witamin" continued online in coordination with Brisa Academy. During Witamin sessions, held on the last Wednesday of each month taking a 20-minute break from work, inspiring speakers from inside and outside the company took the stage on many topics.
- Brisa Academy's "Öğren Arası" ("Learning Break") program welcomed guests who will contribute to the development of employees in different fields.
- Our Internal Instructors, who joined us in 2021, started their career in Brisa with our "Eğitimcinin Eğitimi" ("Educator's Training") training.
- We started our "Dar Alanda Kısa Paylaşmalar" ("Short Interactions in Narrow Spaces") project: In order to keep the strength of the Brisa Sales team fresh in the field, we set a topic focus every month, shared one paragraph short sentences each week to remind the sales team of our classroom trainings on the subject.
- We continued the Field Leaders Quality Competency Development Program: We continued the quality development program, with which we aim to improve the competence of our field leaders to respond to possible quality risks in the field by increasing their quality awareness.
- 300 Brisa employees attended our Risk Management meeting where we became aware of the risks in our lives and our business and talked about how we can manage them.
- April 23rd National Sovereignty and Children's Day celebration: We held the "Brimiz Hepimiz İçin Bugün Çocuklar İçin" event through our online platform. In partnership with the Laughing Heals Association, we practiced laughter yoga with Brisa employees and their children. The children then painted bags for themselves and for the children who were hospitalized for serious illnesses.
- Earthquake awareness week: "Earthquake and Ways of Protection" e-training has been assigned to our employees. Everyone who completed the training was gifted a flashlight. Earthquake Protection Brochures were uploaded to the company's digital information library "Bripedia" and shared with all employees. Earthquake Week awareness posters were hung in relevant spots at the Manufacturing Plants and offices; and informative, awareness-increasing images were shared on internal screens. Meanwhile, an online interview was organized with the expert guest speaker Prof. Dr. Aylin İlden Koçkar with regards to managing the fears and anxieties caused by earthquake psychology.

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- The 16th Suru Raku Conference was held with the inclusion of 10 projects and 70 participants. "Mixer Capacity Increase Project" designed by the Brisa İzmit Manufacturing Plant Team, and "Curing Capacity Increase Project" designed by Brisa Aksaray Manufacturing Plant Team were awarded the grand prize.
- The Tracers activities, in which Brisa employees share different projects with senior management and all employees every month, was held online and continued to strengthen. Within the scope of the program, 510 Tracers shared 40 new projects with of a total of 12 meetings that lasted 24-hours in total during 2021. Five projects, which were elected as "Tracers of the Year" by the Brisa management team were honored at the End of the Year Meeting event.
- In 2021, we graduated 12 Brisa employees who contributed to the " Brisa'da Brikim" project, where we carried out the case writing of 8 projects, with a cap-throwing ceremony. In addition, we have issued to all Brisa employees who have contributed to the project graduation certificates from the "Sertifler" platform, which can connect with LinkedIn, established by a new generation of entrepreneurs.
- Sabancı Holding Industry Group companies Brisa, Kordsa and Temsa shared their best projects with the 11th "Ortaya Çıkanlar" ("Emerging Projects") meeting and we established learning opportunities from each other.

3.4. Social Sustainability

We believe in the importance of social development and welfare. With this belief, for many years until now, we developed many valuable projects.

As a manufacturer and a company with 30 years of history, we realized many social contribution projects until today. We especially perceive contributions about safety driving in traffic as our priority responsibility as it directly matches with our products. It is also one of our priorities to reach every social cluster of the society with a wide range of subjects from education to culture and from sports to sharing of our accumulated experiences besides our manufacturing and products in order to value in many different fields.

The Vocational High School Coaching Program, which we run with the Private Sector Volunteers Association (OSGD), was carried out with our volunteer coaches in order to improve the skills of Vocational High School students for personal development and business life.

- Support for gender equality: We carried out our "Gender Equality and Inclusion" training on the concepts of gender, inclusion and discrimination under the leadership development programs MAN 101 and LET'S CO, in cooperation with SUGENDER and Sabancı University EDU.
- We launched the Abilitypool platform for Brisa Volunteers: Together with our physical and mental health team working within the scope of the future of the business, we have launched Abilitypool, a platform where our employees can participate in volunteering projects based on their abilities and interests and easily follow the project processes.
- Our volunteers were active throughout the year again:

We sent 3 trucks of emergency response equipment and basic necessity material for the recovery of our

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damaged lands, injured people and creatures to the regions effected by fires and floods that occurred in our country in coordination with Manavgat and Kastamonu Municipalities. We built 28 barns in a fire-damaged village in the Manavgat area. We installed rows, chairs, and libraries for schools in Aksaray and Izmit, and bicycles for Darüşşafaka students with over 500 Brisa employees and dealers within the scope of Sabancı Republican Mobilization Campaign.

- Our employees' steps have turned into donations within the scope of Bridgestone's B-Olympic internal communication program, which is carried on globally to encourage the group's employees to move. We have delivered the donations raised through the event to the "Kansersiz Yaşam Derneği".
- We presented a donation to the TEV Korona Vefa Fund on behalf of the participants of the "What Does It Mean to Be a Father?" interview, which we held with expert Psychologist Ayşegül Soysal Taşçı on Father's Day.
- We made a donation to AÇEV on behalf of each participant who took part in the Mother's Day "Self-Compassion" interview.
- Brisa volunteers, who set out to add movement and freedom to the life of a child who had lost a hand or arm for various reasons, prepared 3D arms and hands and handed them over to a child after their practice of the training and demo sessions.

Contribution to Education and Culture

We continued our empowerment programs for female employees in our dealers' sales points, our cooperation with NGOs focusing on education, and our cooperation with schools in our local operating regions with Brisa's online training and learning platform Brisa Academy.

Brisa Members' Educational Support Association (BMÖDD) is found on a volunteering basis by Brisa employees to support the continued education of students who are in need. The association supported more than 650 students with scholarship funds until today and in 2021 supported 84 students. We are proud to see the contributions of totally 621 previous students as today's profession owners.

We met with university students and contributed to their academic lives throughout the year:

On June 23, International Women in Engineering Day, we launched the "Sen de bizimle Tasarlamak İsterSEN" Ideathon program, which we started in order to encourage and incentivize female university student engineer candidates to come up with new ideas. 30 female engineering candidates sought answers to the question "What shall we do to achieve the perception of a greener company among young people?"

Within the scope of sharing case studies prepared at the academic level:

We shared our "Robi: Digital Transformation with Artificial Intelligence" and "Genba Room: Strengthening the Sales Organization with Digital Technologies" case studies with ITU Business Engineering students, and our "Creating Competitive Advantage with Working Capital" case study with Marmara university Marketing Club students. All three of our case studies were published in The Case Centre, where international exemplary case studies are collected. Our article titled "How Lean Transformation Affects the Accounting Department: A Sample Implementation" was shared with the participants at the Lean HR Summit, and the 40th National Congress of Industrial Engineering for Operations Research.

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Lasid, of which Brisa became a founding member in 2014 and is currently carrying out the chairman of the Board of Directors duty, implemented the "Safe Traffic Academic Work" ("Güvenli Trafik Akademik Eser") Project to create a reliable and reference resource for reducing traffic accidents. Associate Professor Dr. İlgin Gökaşar, founder of Boğaziçi University Civil Engineering, Local Traffic Control Center and Smart Transportation Systems Laboratory, was the consultant and editor of the academic study, which covered 10 topics and 11 studies within the scope of 'safe traffic'.

Contribution to sports

We contribute to extending the reach of sports through our Lassa Tyres Cycling Team, which is continuing its activities under the umbrella of our sports club Brisaspor that we are proud to support. Our athletes made us proud with their achievements during the challenging period this year.

CORPORATE GOVERNANCE COMPLIANCE and SUSTAINABILITY REPORT

PART 1 – DECLARATION OF COMPLIANCE WITH CORPORATE GOVERNANCE PRINCIPLES

As one of the pioneers and leader companies in the Turkish industry, Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (it is hereinafter referred to as "Brisa" or "Company"), which is aware of its responsibilities that it upholds to its stakeholders, adopts as a principle to comply with the Corporate Governance Principles issued by the Capital Markets Board and the four principles of corporate governance based on transparency, fairness, responsibility and accountability and to make provisions where circumstances require amendments thereof. In the 1 January – 31 December 2021 accounting period, in line with this principle adopted by the Company, Brisa has applied and accommodated "the Capital Markets Board Corporate Governance Principles" set out in the CORPORATE GOVERNANCE COMMUNIQUÉ No II-17.1 ("the Communiqué"), which has been issued by the Capital Markets Board ("CMB") and has entered into force upon publication in the Official Gazette dated 3 January 2014 and No 28871.

Brisa has prepared the "2021 Corporate Governance Principles Compliance Report" in accordance with the new format indicated by the Capital Markets Board's Board Bulletin No. 2014/2 published on January 27, 2014.

Brisa;

has taken the required steps in line with the Corporate Governance Principles, and its engagement to compliance thereto as well as all its activities to date have demonstrated awareness of responsibilities towards shareholders and stakeholders;

is well-aware of the advantages of adopting the Corporate Governance Principles and aims to strengthen its compliance with these principles in cooperation with all employees and top management executives; exercised due diligence in following the mandatory and non-mandatory regulations set out in the Corporate Governance Principles during 2021, published the related detailed reports to inform shareholders and stakeholders on www.kap.gov.tr and the Company's website, www.brisa.com.tr.

In this regard;

- The 2020 General Assembly information document has been prepared in detail and published on the company's website three weeks prior to the General Assembly meeting, and thereby submitted for information of the shareholders and stakeholders.
- As stipulated by Article 10 of the Communiqué on Corporate Governance and Article 5 of the CMB's Communiqué on Principles to be Followed by Joint Stock Corporations subject to Capital Market Law (Serial: IV, No: 41), the conclusion of the report on transactions exceeding the thresholds envisaged between the company and its associated parties has been submitted for information of the shareholders through the Public Disclosure Platform and the company's website.

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- In accordance with Article 19 of the Capital Market Law No. 6362, the limit of the donation to be granted by the company in 2021 has been fixed as five percent (5%) of the net profit, as approved by the General Assembly.
- Directors and Officers Liability Policy for Board Members and Executives numbered 63280532, that has been issued by Aksigorta A.Ş. effective as of September 21, 2015 in order to insure the damages to the Corporation that may be caused by faults of the board of directors during the exercise of their duties for 25 million US dollars pursuant to Article 4.2.8 of Corporate Governance Principles annex to CMB's Communiqué on Corporate Governance No. II-17.1, has been renewed in September 29, 2021 with the Policy numbered 269697544 for one year period.
- The company has simultaneously and promptly submitted any required information to all investors and analysts in a secure, consistent and regular manner. Moreover, the company has organized investor meetings and sought to reach more investors through press releases and media interviews in order to establish continuous and thorough communications with them.

Acknowledging the importance of full compliance with Corporate Governance Principles, Brisa is committed to follow all the mandatory principles set out by the Communiqué on Corporate Governance No II-17.1. However, challenges faced in implementation of some non-mandatory Corporate Governance Principles, ongoing domestic and international debates concerning compliance with some principles, and incompatibility of others with the market and the company's current structure constituted obstacles to full compliance. The aforementioned principles and justifications for non-implementation thereof are summarized below:

- As regards the recommendation on “vesting shareholders with the right to request for special audits and adding a provision concerning minority rights in the Articles of Association,” since the company is of the opinion that current Turkish Commercial Code provisions on appointment of special auditors and minority rights are sufficient in this regard, these rights have not additionally been regulated by the Articles of Association.
- Although the company does not have any policy with reference to the recommendation in Article 4.3.9 of the Communiqué, which reads as “Corporation shall determine a target rate provided that it is not less than 25% and a target time for membership of women in the board of directors and form a policy for this target,” due diligence will be exercised in future plans in order to reach this target.
- Besides this, the Corporate Governance Committee assumes obligations of the Nomination Committee and Compensation Committee laid down in Article 4.5.1 of the Communiqué. On another front, although effort is made to comply with the recommendation in Article 4.5.5 of the Communiqué, stating that “any member of the board of directors shall not serve duty on more than one committee,” some Board Members are indeed members of more than one committee due to committee structuring requirements, the number of Board Members, and because of the business expertise required by committee membership.
- In accordance with Article 4.6.5 of the Corporate Governance Principles, remunerations and all other benefits provided to Board Members and Senior Executives are publicly announced via annual reports. However, these disclosures are not released on a personal basis.
- There is no model or mechanism established for participation of stakeholders in the management. Nevertheless, the company and shareholders, as well as stakeholders, are represented by means of independent members taking part on the Board of Directors.

The principles that have not yet been implemented have not caused any conflict of interest among stakeholders to date. Relevant developments are followed, and efforts continue toward compliance. These efforts will be maintained in the near future by taking into consideration legislation updates as well as practices.

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PART 2 - SHAREHOLDERS

2.1. Investor Relations Department

Our company comprises an **Investor Relations Department** operating to maintain proper relations with current and potential shareholders, protect and facilitate exercise of the shareholding rights, enhance the recognizability of our Company in the capital markets, and ensure required compliance with the Legislation on Capital Markets.

The Investor Relations Department at Brisa operates under Chief Financial Officer, Reşat Oruç, who is also a Member of the Corporate Governance Committee. To fulfill the obligations inflicted from the Company's Capital Market legislation and the coordination in the Corporate Governance applications is provided by, Capital Markets Activities Advanced Level License (License number: 203738) with Corporate Governance Rating Specialists License (License Number: 700270) owner Serafettin Karakış and the Corporate Governance Committee Rapporteur Özcan Akyazı, serves as Financial Planning and Analysis Manager including responsibility of Investor Relations Department. Another member of the department is Nora Sabah.

Contact Persons			
Name Surname	Title	Phone Number	E-mail
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Özcan Akyazı	Budget and Reporting Manager	0216 547 34 06	yatirimciiliskileri@brisa.com.tr
Nora Sabah	Budget and Reporting Specialist	0216 544 21 77	yatirimciiliskileri@brisa.com.tr

Among the duties of the Investor Relations Department are ensuring exercise of shareholding rights, reporting to the Board of Directors, and providing communication between the Board of Directors and shareholders. The primary activities carried out by the Department within the period are as follows:

- It has been ensured that correspondences exchanged between investors and the Company, records of other information and documents are kept properly, securely and up-to-date, and transactions within the Central Registry Agency have been coordinated;
- Requests for company-related information—with the exclusion of confidential information and information of a trade secret nature—received by the Department during the financial year have been answered clearly and explicitly in person or via communication means in line with the Company's Disclosure Policy;
- It has been ensured that this year's Ordinary General Assembly meeting was held in compliance with the applicable legislation, the Articles of Association and other internal regulations;
- Practices have been developed to facilitate participation of the shareholders in the General Assembly and enhance the communications during the meeting. Informative documents have been prepared for shareholders to reference during the General Assembly meetings; the website has been updated continuously to provide shareholders with uninterrupted access to clear information about the company;
- In addition to disclosures released as per legal requirement, communication with the public has been coordinated and interviews have been held with investors and analysts with an eye to observing and monitoring the fulfillment of obligations arising out of the Legislation on Capital Markets including all kinds of matters concerning corporate governance and public disclosure. Conferences and roadshows organized by intermediary institutions have been well attended.

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The company's performance in providing detailed information to investors within 2020 is given with numbers in the table below:

Number of investors interviewed in conferences and meetings	79
Number of investors and analysts interviewed with Video conference	39
Number of teleconferences related to financials	16

The Investor Relations Department operating under Chief Financial Officer and establishing communication between company stakeholders and investors prepared an annual report on activities conducted in 2021 and submitted to the Board of Directors on February 18, 2022, pursuant to Article 11 of the Communiqué on Corporate Governance numbered II-17.1 issued by the Capital Markets Board.

In 2021, the company released 23 material event disclosures through KAP (Public Disclosure Platform) in accordance with CMB's regulations. These disclosures have been released in a timely manner. Therefore, CMB or BIST have not imposed any sanctions.

Finally, the "Corporate Intermedium Contract Regarding Central Registration System" was signed by and between Ak Yatırım Menkul Değerler A.Ş. and the company on February 10, 2009. This contract stipulates fulfillment of issuer operations under the Central Registry Agency and related services to be provided to company shareholders. The Contract was in effect in 2021, as well.

2.2 Shareholders' Right to Obtain Information

The Corporate Disclosure Policy requires that all shareholders, potential investors and analysts be treated equally with regard to the right to obtain and review information, and that same disclosures are accessed by everyone. All information is shared within the scope of reports previously disclosed to the public. All matters concerning the public disclosure obligation are presented in compliance with legislation and the Articles of Association. Within this scope, material event disclosures, which are of importance for investors, are released to the public through KAP (Public Disclosure Platform) and published on the Company's website, all in a timely manner and in compliance with legislation.

In 2021, written and mostly verbal information requests have been transmitted by shareholders via telephone, E-mails, and video conferences. These information requests were particularly relevant to the General Assembly meetings held within previous activity period, as well as the capital increase and profit share/dividend payments in previous years and the Company's investments. These requests have been answered meticulously by the Investor Relations Department within legal framework and without any delay. For this purpose, the information that would be of concern to shareholders has been disclosed on the website (www.brisa.com.tr) within the mandatory notification time frames.

The company's annual report is published on its website. In addition, interim financial statements, material event disclosures and announcements for shareholders issued are available on the website.

In 2021, no information or disclosure that could affect shareholders' exercise of their shareholding rights was published on our corporate website.

The Articles of Association do not define appointment of a special auditor as a right. Since Article 438 of the Turkish Commercial Code grants each shareholder of the joint stock companies the aforementioned right, it was not deemed necessary to add any provision into the Articles of Association in this regard. No request has been received with respect to appointment of a special auditor for the company during the financial year.

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The company's activities are regularly and periodically audited by the Independent Auditor appointed by the General Assembly. Independent auditing for 2021 was performed by KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (A Member Firm of KPMG International).

2.3.General Assembly Meetings

Regulations concerning Brisa's General Assembly meetings are available on the corporate website in the document titled "Internal Regulations on the Working Principles and Procedures of Brisa's General Assembly" under the "Information Society Services" category. Additionally, disclosures and documents that should be shared with the public through KAP prior to and after General Assembly meetings, as required by law, are also presented under the "Investor Relations" tab on the company's website.

Brisa's 2020 Shareholders Ordinary General Assembly meeting was held on Friday, March 26, 2021 at the company headquarters, namely at Istanbul, Beşiktaş, 4. Levent, Sabancı Center Sadıka Ana 2 Toplantı Salonu, under the supervision of the Ministry's Representative Mustafa KENDİ appointed by decree number 62643132 dated March 24, 2021 issued by the Provincial Directorate of Commerce of Istanbul Governorate. Shareholders participated in the Ordinary General Assembly meeting in a physical and electronic environment, personally and/or by means of their representatives.

The invitation to the General Assembly meeting, as well as its agenda and date, were published in the Turkish Trade Registry Gazette No. 9525 dated February 27, 2016, on the Public Disclosure Platform website www.kap.gov.tr, on the E-General Assembly System of the Central Registry Agency, and on the company's website www.brisa.com.tr as stipulated in the Code and in the Articles of Association. This was performed minimum three weeks in advance of the General Assembly meeting via all kinds of communication means, including electronic communication, which would ensure that as many shareholders as possible were informed, in addition to legally stipulated procedures.

The annual report comprising the audited 2020 figures, financial statements and reports related to 2020, profit distribution proposal, information note on agenda items of the General Assembly meeting, and other supporting documents related to agenda items have been submitted for reviews of the shareholders at our Istanbul headquarters, on our website and at KAP 22 days prior to the General Assembly meeting date. Questions with respect to these documents have been answered accordingly.

In order to ensure shareholders' representation at the General Assembly, the Electronic General Assembly System was used and the power of attorney form certified by a public notary as stipulated by Capital Markets Board's Communiqué No II-30.1. This form is available for inspection at the company headquarters and on the company's website. Shareholders, whose shares are monitored by the Central Registry Agency on a dematerialization basis, have the right to participate in General Assembly meetings in person or may send representatives authorized under public notary-certified powers of attorney. Shareholders also have the right to participate in the General Assembly meeting via Electronic General Assembly System using their secure electronic signatures. Thus, due diligence has been exercised for equal, cost-efficient and easy participation by shareholders.

Prior to the General Assembly meeting, the shareholders, the Capital Markets Board and/or other public institutions and organizations in relation with the Company did not propose any additional agenda item.

Of 30,511,687,500 shares corresponding to company's total capital amounting to TL 305,116,875.00; 46.816,7 shares corresponding to the capital amounting to TL 468.167 have been represented by acting as principal, and 27.739.606.357,2 shares corresponding to the capital amounting to TL 277.396.063 have been represented by acting as representative at Brisa's Ordinary General Assembly meeting. Rate of participation to the General Assembly was 90.91%.

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Board Members, the Company's Auditor, General Manager, Chief Finance Officer and the personnel involved in charge of meeting preparations attended the General Assembly meeting. However, stakeholders or news media did not take part in the meeting.

The main agenda articles of this meeting comprised the following: briefing on the 2020 Annual Report and Auditor's Report, discussions on and approval of the financial statements, approval of the assignments due to the resignations at the Board of Directors, discharge of obligations of the Board Members, planning how to use the 2020 profits and determining the distribution procedure/dividend ratios, informing about the 2020 donations and aids, determining the donation limit for 2021, appointment of auditor, and giving permission to the Chairperson of the Board and Board Members to carry out transactions referred to in Articles 395 and 396 of the Turkish Commercial Code.

At the General Assembly meeting, it was submitted for information of the shareholders that the total amount of donations in 2020 was TL 580.198,82. It was resolved, by a majority of votes cast by meeting participants, that the upper limit of donations to be granted by the company in 2021 shall be 5% [five per cent] of the company's net profit.

Shareholders were given the chance to declare their opinions and ask questions under equal conditions at the General Assembly meeting. During the General Assembly meeting, shareholders did not bring forward any item or proposal outside the agenda, nor did they ask any questions to Corporate Management.

At the General Assembly meeting, no proposals have been submitted by the shareholders, except for the articles of the agenda.

Minutes of the General Assembly meeting were published on KAP, the Turkish Trade Registry Gazette, and the Electronic General Assembly System. In addition, any announcement, document and paper concerning the General Assembly meeting was uploaded to Brisa's website for information of the shareholders and stakeholders.

No Extraordinary General Assembly meeting was held in 2021.

2.4.Voting Rights and Minority Rights

According to the Articles of Association, each shareholder may vote only once at General Assembly meetings, without any privilege in voting rights.

With a view to preserving and maintaining the Company's harmonious management structure, no regulation regarding granting cumulative voting rights in the current shareholding structure and in the current shareholding ratios was added to the Articles of Association.

The Company is not engaged in any cross-shareholding relationship with another company.

In the Articles of Association, there is no provision concerning representation of minority shareholders and stakeholders in the management. However, at the Board of Directors, two Independent Board Members take part in order to represent all shareholders (particularly minority shareholders) and stakeholders equally.

Brisa attaches importance to exercise of minority rights in compliance with provisions of the Turkish Commercial Code and regulations issued by CMB. In 2021, no complaints were received with respect to this matter.

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2.5.Dividend Right

As required by the Articles of Association, Hacı Ömer Sabancı Foundation holding 100 usufruct shares has privilege in the profit. These privileges are calculated as per the Articles of Association provisions.

According to the Profit Distribution Policy approved at Brisa's Ordinary General Assembly meeting on March 21, 2014, profit distribution has been determined within the framework of the Turkish Commercial Code provisions, the Legislation on Capital Markets, the relevant article of the Articles of Association on legislation and profit distribution, and also according to Brisa's medium- and long-term strategies as well as investment and financial plans. The policy considers the current situation of the national economy and of the sector, and likewise strikes a balance between shareholders' expectations and Brisa's needs.

The General Assembly may transfer net profit entirely or partially to the extraordinary reserve fund. If Brisa's Board of Directors proposes the General Assembly to not distribute the profit, during the General Assembly meeting shareholders shall be informed about the reasons thereof and how undistributed profit shall be utilized. This information shall also be shared publicly through annual report and via website.

Brisa does not distribute dividend advances.

The Profit Distribution Policy is submitted for approval of shareholders at the General Assembly meeting. This Policy is reviewed every year by the Board of Directors, taking into consideration any setback in the national and global economic conditions as well as current situation of ongoing projects and funds. Any amendments to this Policy shall be submitted for approval of the shareholders at the next General Assembly meeting following the amendments and disclosed to the public via the website.

The Profit Distribution Policy and proposal for distribution of annual profit are available in the annual report, shared with shareholders at the General Assembly meeting, and publicly announced via the "Investor Relations" page on our website.

It is resolved that Net Distributable Period Profit amounted to TL 521.087.688,40 remained after deduction of Primary Legal Reserves and Tax Provision in compliance with CMB communiqué and as stipulated by the Article 28 of the Articles of Association, out of the Profit Before Tax amounted to TL 475.284.038,00 for the fiscal period 2020 calculated according to the CMB Regulation, is distributed.

2.6.Transfer of Shares

As elaborated under Article 31 of the Articles of Association, transfer of the registered shares held by the controlling shareholders, namely Hacı Ömer Sabancı Holding A.Ş and Bridgestone Corporation, is subject to certain limitations. In brief, any controlling shareholder intending to transfer shares shall offer them firstly to the other controlling shareholder. The controlling shareholders may not transfer their shares to third parties in actual or potential competition with either Sabancı Holding or Bridgestone, or with their affiliates or subsidiaries, by engaging in the same or similar lines of business as theirs.

The Articles of Association do not include any provision limiting transfer of shares by other shareholders.

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PART 3 - PUBLIC DISCLOSURE AND TRANSPARENCY

3.1. Corporate Web Site and the Contents thereof

Our company's corporate website address is www.brisa.com.tr.

In addition, within the framework of the principles and procedures concerning creation of websites, and for allocation of a certain part of these sites for publication of announcements to be made by the company as required by law and for the information society services pursuant to the "Regulation on Web Sites Created by Corporations" and the first paragraph of Article 1524 of the Turkish Commercial Code, our company receives Central Database Service Provider support services from the Central Registry Agency (CRA). Announcements to be published by the company as required by law are accessible through CRA's "e-Company, Companies Information Portal."

For public disclosure purposes, in order to maintain relationships with the shareholders more effectively and rapidly, and communicate with the shareholders continuously, the company's website is used actively within the framework of the Corporate Governance Principles.

Information available on Brisa's website may not substitute material event disclosures and notices required by the Legislation on Capital Markets. All public disclosures of Brisa are accessible through its website configured and organized accordingly and secured with all possible measures. The company's website is reviewed and revised within the framework of the section titled "2.1. Corporate Website" within the reference Corporate Governance Principles, as part of the CMB's Corporate Governance Communiqué No II-17.1. The website provides access to information and documents stipulated by legislation. Annual financial statements, Annual Reports and other similar documents are also available in English. Announcements and agendas of the General Assembly meetings, information documents related to the agenda, other information, documents and reports related to the agenda, and participation methods of the General Assembly in particular are clearly presented on the website. Our website is improved on a regular basis.

Important website content is outlined below:

- Detailed information regarding corporate identity
- Mission, vision, corporate values, ethical rules and main strategies
- Information on board members and senior management
- Organization and shareholding structure of the company
- CMB Material Event Disclosures
- The Articles of Association
- Trade registry information
- Financial information
- Press releases
- Announcements on the date, agenda and agenda topics of General Assembly meetings
- General Assembly internal directive
- Minutes of General Assembly meetings, and list of participants
- Corporate Governance practices and compliance report
- Profit Distribution Policy
- Disclosure Policy
- Donation and Aid Policy
- Anti-Bribery and Anti-Corruption Policy
- Remuneration Policy

The website management principles are provided in our "Disclosure Policy."

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3.2. Annual Report

The Brisa Annual Report is prepared in detail to enable public access to reliable information about the company's activities in a complete and timely manner in compliance with "Regulations on Determining the Minimum Content of Companies' Annual Reports" issued by the Ministry of Customs and Trade and entered into force upon publication in the Official Gazette dated August 28, 2012. The terms are stipulated in the CMB's Communiqué No II-14.1 on "Principles of Financial Reporting in Capital Markets," the Turkish Accounting Standards/Turkish Financial Reporting Standards (TMS/TFRS), formats determined by CMB, and the Corporate Governance Principles. Unless the Board of Directors resolves, under a separate statement of responsibility, that it shall be disclosed after financial statements, it is disclosed to the public along with financial statements via KAP and the Company's website (www.brisa.com.tr).

In addition, quarterly bulletins and financial statements are published on KAP and the Company's website. Annual report is also available in printed form, ready to be shared with relevant parties.

Within this framework, the Brisa 2020 Activity Report was presented to our shareholders at company headquarters via the Central Registry Agency's (CRA) Electronic General Assembly portal and on the company's website for three weeks prior to the 2019 Ordinary General Assembly meeting as stipulated by the Turkish Commercial Code, relevant regulations and Capital Market Law. The Activity Report was then subsequently read and discussed at the Ordinary General Assembly meeting of March 26, 2021.

PART 4 – STAKEHOLDERS

4.1. Informing Stakeholders

Employees, customers, suppliers, trade unions, NGOs, the state, potential investors and similar parties who work directly with the Company are regarded as stakeholders. Recognizing the long-term benefits of close cooperation with stakeholders, the Company endeavors to respect and protect their rights as derived from legislations, bilateral agreements and contracts.

Brisa's stakeholder information process is based on the Information Policy, issued on December 25, 2014 by the Investor Relations Department and published on the Public Disclosure Platform www.kap.gov.tr and www.brisa.com.tr. Within the scope of the Disclosure Policy, information that does not constitute trade secrets is shared with stakeholders in line with the principle of transparency, through public announcements, the media, press meetings and similar activities.

Company employees are provided with information both specific to their respective field and about general topics through email, and activities such as meetings, seminars and trainings. The Company has also established an information portal where employees can access all information or documents relevant to their tasks.

Recognizing the importance of dealers as the most important points of contact with the customer, the Company has developed an online "Dealer Information System". Moreover, a dealer database management system has been created to provide dealers with the ability to manage their communications with their employees and corporate clients. These systems are complemented by a series of advanced support systems, including the Dealer Automation System developed to assist dealers in managing their operations in a more professional manner, the Guarantee System (e-Guarantee) offering end users services and information about our products, and "Customer Application Management" used primarily by the call center in order to meet customer requests concerning the Company's products, services, systems, and methods. All flow of information towards dealers and users is carried out in an integrated manner with Brisa's CRM Model, and the Company also organizes general and regional meetings with dealers to facilitate sharing of information.

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Suppliers working directly with the Company are provided with information mainly through the procurement portal (OSAT), as well as various events such as meetings, visits and notifications.

The Company has adopted a code of conduct to protect the rights of its stakeholders. Stakeholders can contact the Ethics Board of our main partner, H.Ö. Sabancı Holding via email to etik@sabanci.com or calling (212) 385 85 85, or directly contact Nilgün Özkan, Brisa Ethics Consultant, Human Resources and Corporate Development Director at (262) 316 58 00. The Audit Committee and/or Corporate Governance Committee are also informed as necessary.

4.2.Stakeholder Participation in Management

There is no established model or mechanism regarding stakeholder participation in management. However, the presence of independent members on the Board of Directors allow all stakeholders, and not only the Company or its shareholders, to take part and be represented in the management.

Shareholders participate in the management during the General Assembly, and they are given equal opportunity to voice their opinions and make inquiries. All Board members elected in a vote at the General Assembly, participated by all stakeholders.

The Company implements a governance model that promotes employee participation in key policy-making processes, dissemination of policies within the Company to inform goals, implementation of planned practices, and review of implementation results to ensure continuous improvement.

White-collar employees take part in management through periodical meetings as well as annual goal-setting and performance evaluation meetings. An Employee Loyalty Survey is used to measure loyalty and satisfaction among both white- and blue-collar employees, and results obtained from the survey is used to develop action plans in areas of opportunity. Additionally, employees provide feedback to their colleagues and management through a 360-degree feedback model, where results are evaluated in various management meetings to inform action plans to bring about the necessary change. These methods enable employees to participate in and contribute as necessary to ensure efficient governance.

Any changes in the working conditions, working environment, employee benefits and similar matters concerning blue-collar workers are discussed in meetings with participation from such employees as well as the Lastik-İş Trade Union.

Open channels of communications are maintained with all other, non-employee stakeholders (customers, suppliers, etc.), and topics discussed at meetings with such parties are taken into consideration in policymaking.

4.3.Human Resources Policy

Together with our Human Resources, Corporate Development and Working Principals, we add value to our vision of “creating the journey ahead together as the Brisa Family” in the light of our mission, vision, business ethics, excellence and social responsibility. We “leave a mark on life” together with all our stakeholders. Our policy supporting and sustaining our mid and long term business targets is to create a workplace aware of its social responsibilities, where people are proud and happy to work. This philosophy ensures work harmony and sustainability, emphasizes occupational health and safety, ethical values and fair approach, and thus becomes “the most preferred workplace.” Moreover, we want to sustain this labor environment with employees willing to take initiative because of their innovative competencies and strong desire to succeed. These are our “pioneers” who are open to transformation and development.

In order to manage our relations with the blue-collar workers, we co-operate with our employee Remzi Gürgün who is the Kocaeli Branch Board Member of Lastik-İş Trade Union, and workplace trade union representatives Barış Bülent Günel (Chief Representative Hasan Akyüz, Gürkan Yaman, Güven Sedef,

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Yasin Özgür and Murat Merdan. Representatives handle the relations with the workers, while the Branch Board member manages relations with the Representatives and the Branch Management.

Within the framework of our company's Human Resources Policy, we adopted the principle of "Providing Equal Opportunities to People with Equal Conditions." The company is committed to treating all employees fairly, respecting their religious, linguistic, ethnical and gender differences, and taking measures to protect them against mistreatment. The company has equal opportunity policies and avoids employing or forcing child labor. Our compliance is hand in hand with related laws, regulations, workplace legislation and our ethical rules in the field. Before and during 2021, we have received no complaints of discrimination.

The job descriptions, distributions, performance and rewarding criteria of personnel are announced corporate-wide. Efficiency is taken into account when determining wages, raises and other benefits.

Brisa, like other Sabancı Holding companies operating domestically and internationally, respects and complies with local law and private law arrangements such as collective labor contracts in the industry. The company shows due diligence from the beginning until the termination of the labor agreement in an attempt to protect all rights and pay the receivables of employees.

4.4.Codes of Conduct and Social Responsibility

Codes of Business Conduct have been formed, put into effect, and released for public attention on our website. Employees have been informed about the Codes via intra-company communications platforms, manuals, and trainings. Moreover, employees are updated via e-information programs and reinforce their commitment to the Codes by signing the "Business Conduct Compliance Declaration."

Brisa Sustainability Policy has been announced to share and deploy Brisa sustainability approach to stakeholders in all BRİSA's operations.

Our prior responsibilities at social dimension of the policy have been showed below.

SOCIAL

Human Rights

- Respect and support International Human Rights and take responsibility to prevent violations
- Increase awareness against all kind of violations including family violence

Occupational Health and Safety

- Recognize Health and Safety primarily

Customer Health and Safety through Products and Service lifecycle

- Give priority to customer health and safety through product and service lifecycle
- Share information about health, safety and environmental impact of our products and services with our customers systematically and transparently

Anti-Corruption and Anti-Bribery

- Recognize anti-corruption and anti-bribery as our principal responsibilities
- Review our processes by considering anti-corruption and anti-bribery

Business Beyond Legal Arrangements

- Maintain method of doing business beyond full compliance of legal requirements
- Confirm transparency, fairness, responsibility and accountability principles in corporate governance

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Information Security

- Protect information confidentiality, integrity and accessibility and increase awareness

Employee Rights

- Maintain the business ethics guidelines (SA-ETIK)
- Recognize equal opportunity is one of the fundamental part of social sustainability
- Ensure women participation in business life equally and actively, and increase women employment
- Support the elimination of all forms of forced and compulsory labor and the effective abolition of child labor
- Respect and recognize our employees' rights of organization, unionization and collective bargaining, which are most fundamental rights emanating from the constitution and international agreements
- Avoid discrimination in recruitment
- Take responsible attitude in balancing work and private life for our employees

Development Journey

- Become employer of choice
- Carry out corporate and individual performance evaluation process by deploying strategies and targets to organization and employees
- Create a participative working environment by being best practices with our corporate development approaches

Stakeholder and Society Relations

- Communicate transparently, participatively and based on mutual trust with our stakeholders in all our operations
- Manage our social, environmental and economic impacts with stakeholders proactively
- Embrace the understanding of social responsibility management based on stakeholder expectations which are reflected on our business manner, culture and values
- Shape and diversify our contribution to society based on our social responsibility strategies
- Promote and spread sustainability approach

Brisa's 2021 social responsibility projects within the framework of corporate citizenship are listed under "Social Sustainability" heading.

Brisa is responsive to its social responsibilities and abides by environmental, consumer and public health regulations as well as codes of conduct. The company supports and respects universal human rights. Complying with Corporate Governance Principles Article 3.5.2., Brisa created the Anti-Bribery and Anti-Corruption Policy in 2015 and released it to the attention of stakeholders on (www.brisa.com.tr). Brisa, struggles for any kind of malpractice including bribery and corruption within this policy.

PART 5 – BOARD OF DIRECTORS

5.1. Structure and Composition of the Board of Directors

The Board of Directors observes the compatibility of corporate activities with legislation, the Articles of Association, internal regulations and determined policies. The Board represents and directs the company by observing its long-term interests in taking decisions with full consideration of risks, growth, and profits of the company.

The company is represented and directed by a Board of Directors which was established in accordance with the provisions of Turkish Commercial Code and Capital Market Legislation. The Board is composed of at least eleven (11) members elected in the Ordinary General Assembly meeting of 2020

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held on March 26, 2021 to serve until the Ordinary General Assembly meeting of 2021 to be held in 2022.

The Articles of Association does not specify minimum qualifications for members of the Board of Directors. However, the required qualifications for members of the Board of Directors overlap with relevant articles in the Capital Markets Board's Corporate Governance Principles.

The Board of Directors is composed of both executive and non-executive members. A greater part of the board membership is non-executive as defined in the Corporate Governance Principles. Among non-executive members are two independent members who can perform their duties under no influence. The members of the Board of Directors are elected by General Assembly in accordance with Corporate Governance Principles.

Within the framework of Capital Markets Board's Corporate Governance Principles article 4.3, amendments have been made to the Articles of Association, which now allows independent members on the Board of Directors. Independent members of the Board of Directors were determined by approval of the independent members' candidate lists comprising two persons in the Ordinary General Assembly meeting on 26 March 2021, in accordance with the Board of Directors resolution No. 2021/04 dated 12 February 2021. Upon their nomination for independent membership, independent members of the board declare to the Board that they embody the criteria of independence. During the term in question, no incidence was reported risking the independence of the independent members of the board of directors.

The maximum term of office for the members of the Board of Directors is three years. Members whose term of office has expired can be reelected. In cases where a position becomes vacant for any reason, the Board of Directors appoints a new member for the position, which they submit for the approval of the General Assembly. This member completes his predecessor's remaining term of office.

The members of the Board of Directors as of December 31, 2021, along with their types of membership are as follows:

Name and Surname	Type of Membership	Title
Ahmed Cevdet Alemdar	Executive	Chairman of the Board
Naohisa Yoda	Executive	Vice-Chairman of the Board
Mustafa Bayraktar	Non-executive	Board Member
Haluk Dinçer	Non-executive	Board Member
Frederic Jean Hubert Cecile Hendrickx	Non-executive	Board Member
Mete Ekin	Non-executive	Board Member
Daniel Jean Pierre Giroud	Non-executive	Board Member
Haluk Kürkçü	Executive/General Manager	Board Member
Emine Duygu KIRCA	Non-executive	Board Member
Mehmet Tanju Ula	Non-executive	Independent Board Member
Mehmet Kahya	Non-executive	Independent Board Member

There is no provision restricting the members of the Board of Directors from taking up extra-company positions. CVs and extra-company positions of members of the Board of Directors are contained in the activity report with in-group and out-group distinction.

Although the company does not have any policy with reference to the recommendation in Article 4.3.9 of the Communiqué, which reads as "Corporation shall determine a target rate provided that it is not

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less than 25% and a target time for membership of women in the board of directors and form a policy for this target,” due diligence will be exercised in future plans in order to reach this target.

5.2.Operating Principles of the Board of Directors

As indicated in the Articles of Association, the Board of Directors convenes as much as is necessitated by the company’s dealings and proceedings. However, holding a meeting every three months is compulsory. The Board of Directors convenes by invitation of the Chairperson or Vice-Chairman. The Board of Directors meetings can be held either at home or abroad with the attendance of its members. The resolutions of the Board of Directors are taken both in Turkish and in English.

The agenda of the Board of Directors meetings is set following the Chairperson’s negotiations with the existing members and General Manager. To make sure that the agenda is set before the meeting, the call for meeting is announced at least 10 days before the meeting via E-mail, registered letter, or signed fax. All members prioritize attendance at every meeting and share opinions in these meetings. However, this procedure can be ignored in emergency situations. Under such circumstances, at least eight (8) members of the Board of Directors are necessary for starting the meeting. The meeting date is determined by decision of the Board of Directors. When the Chairman or Vice-Chairman of the Board of Directors does not call for the meeting, the members can also assume ex-officio authority for a call upon written request by one member. Under circumstances where no member requests a meeting, the Board resolutions can be taken when one member’s written suggestion on a specific issue is approved by at least other seven (7) Board members via written statement, which means approval by a total of at least eight (8) members as stipulated in Turkish Commercial Code Article 390 (4).

The Board of Directors held 22 meetings in 2021, of which four were face-to-face meetings and 26 were meetings convened upon the written approval of members in accordance with Turkish Commercial Code and Articles of Association decrees. The decisions were taken unanimously; Corporate Governance Principles were also observed.

Each member of the Board of Directors has a single vote. The Articles of Association stipulate that at least 8 out of 11 members should cast affirmative vote for decisions to be ratified.

Members of the Board of Directors did not present any opposing views to the resolutions of the Board in the 2021 meetings. Given the absence of any questions by the members regarding the matters at hand, these questions were not recorded into minutes.

No weighting vote is given to any member of the Board of Directors.

In accordance with the Article 10 of Capital Markets Board’s Corporate Governance Communiqué with the serial number II.17.1., when the total amount of common and continuous transactions between our company and the related parties in a financial year is expected to reach at least 10 % of the proportion of the amount of sales costs as contained in the latest yearly financial tables publicly released in purchasing operations, of the amount of revenues as contained in the latest yearly financial tables publicly released in sales operations, it is necessary to prepare a report regarding the terms of the transactions and their comparison with market conditions, and to release the report or concluding part thereof.

Within this framework, the report “Planned Operations with the Related Parties” was prepared in the 2021 financial year and approved by resolution No. 2021/09 of the Board of Directors dated 19 February 2021. The conclusion part of the report was announced on Public Disclosure Platform.

Accordingly, “The purchase of goods (rubber) between Brisa and the affiliated institution Bridgestone Singapore Pte. Ltd in 2020 has been performed in accordance with market conditions and its

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counterparts. In a similar vein, the transactions with the affiliated institution in 2021 will be performed in accordance with market conditions as planned in the Company's budget."

During the relevant term, there existed no transactions with the related parties and no transactions of an important nature as submitted for the approval of the independent members of the board of directors. In addition, no unapproved transactions emanating from all these and submitted for the approval of the General Assembly were recorded.

The Board of Directors' management rights and representation authority are defined in the Articles of Association.

In accordance with the Communiqué article 4.2.8, any faulty conduct by members of the Board of Directors in the exercise of their duties and any damages by these persons to the company are insured within the framework of Aksigorta A.Ş. "Directors and Officers Liability Insurance Policy" numbered 63280532 with an insurance coverage of up to 25 million American Dollars and it has been renewed in September 29, 2021 with the Policy numbered 269697544 for one year period.

5.3.The Number, Structure, and Independence of the Committees Formed within the Board of Directors

In accordance with Capital Market Legislation, Capital Markets Board regulations, and Corporate Governance Principles, Committee Responsible for Auditing (i.e. Audit Committee), Corporate Governance Committee, and Early Identification of Risk Committee were established to help the Board of Directors exercise duties and responsibilities properly. Moreover, the duties of "Nomination Committee" and "Compensation Committee" as mentioned in the Communiqué article 4.5.1 have been assumed by "Corporate Governance Committee."

The decisions of the committees, which are taken as a consequence of studies carried out independently, are submitted to the Board of Directors as mere suggestions. The final resolution is taken by the Board of Directors.

The Board of Directors is structured in accordance with the Corporate Governance Principles Communiqué. Although the Communiqué article 4.5.5 advises that "any member of the Board of Directors cannot take part in more than one committee," an instruction seriously considered by the Board, some Board members take part in more than one committee depending on the number of members on the Board, the necessities of the committee structuring, and expertise necessitated by a specific committee membership. In this respect, due to the fact that the Audit Committee has to be completely composed of independent members of the Board and that other committee's chairmen have to be independent members of the Board, Mehmet Kahya currently serves on all three committees at the same time and serves as the chairman of Early Identification of Risk Committee as well. In addition Mehmet Tanju Ula currently serves on Corporate Governance Committee and Audit Committee as chairman. Naohisa Yoda serve as member on both Corporate Governance Committee and Early Identification of Risk Committee. Reşat Oruç serves as member of Corporate Governance Committee.

The Committees have carried out their works regularly since the day of their establishment.

No conflicts of interest were reported in the committees in year 2021.

Detailed information about the committees formed within the body of Board of Directors is provided below:

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Audit Committee

The Audit Committee was established upon the resolution of the Board of Directors dated March 21, 2003, in accordance with article 28/A added by the Communiqué with Serial: X and No. 19 to the Independent Audit in Capital Market Communiqué with Serial: X and No. 16 of Capital Markets Board. The responsibilities of the Audit Committee include informing the board of directors of the corporate accounting system, financial reporting, financial information released to the public, the activities of the internal audit department, the functions and activities of the internal control system with independent audit; supporting the company's compliance with Capital Markets Board Legislation as well as other relevant legislations and laws, Corporate Governance Principles and Code of Business Conduct; and monitoring all relevant processes on these issues.

In meeting number 2021/12 on March 29, 2021, the Board of Directors decided the below-mentioned members of the Board of Directors to be elected to the Audit Committee and the aforementioned committee to be authorized with the duties described in the Capital Markets Board's Communiqué with Serial: X and No. 22.

Name Surname	Title	Board Member Status
Mehmet Tanju Ula	Chairman	Independent Board Member
Mehmet Kahya	Member	Independent Board Member

The audit committee is composed of members who have no direct executive functions, carry the title of independent member on the board of directors, and have sufficient knowledge and expertise in financial matters. The chairman and member of the audit committee are appointed by the Board of Directors. The internal audit department acts as the rapporteur of the audit committee. Funds and any other support necessary for the functioning of the committee are provided by the Board of Directors.

The committee convenes every three months at least, which means at least four times a year, and records the conclusions of the meeting in minutes later reported to the Board of Directors. The Committee generally reviews the works of the Internal Control Department and Independent Auditing Firm, audits financial statements, and examines any violation of business conduct and code of behavior in these meetings.

The Audit Committee convened four times over the course of 12 months in 2021 and submitted a report to the Board of Directors regarding the authenticity and accuracy of the financial statements to be released to the public. Moreover, the Audit Committee convened with the internal control department four times in 2021 to approve the auditing schedule, to examine internal audit reports corresponding to five business processes, and to discuss competence of the internal control system.

Main activities performed by the Audit Committee in 2021 are as follows:

- Tracking the company's financial and operational activities,
- Monitoring and approving the authenticity, accuracy, and congruity of the yearly and interim financial statements to be released to the public with the company's accounting principles,
- Choosing the independent auditing firm, preparing independent auditing contracts, and initiating independent auditing processes,
- Tracking the efficiency and performance of independent auditing activities,
- Monitoring the function and efficiency of the internal control and internal auditing system,
- Evaluating the findings of the internal control system and reporting them to the Board of Directors,
- Auditing and approving the reports on internal control and internal audits.

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Corporate Governance Committee

Corporate Governance Committee was established in accordance with the Capital Markets Board's Corporate Governance Communiqué with an attempt to follow up the company's compliance with corporate governance principles, to make improvements in the process, and make suggestions to the Board of Directors. The Committee has been established and its Internal Directive has been approved by resolution No. 600 of the Board of Directors of Brisa Bridgestone Sabancı Tire Manufacturing and Trading Inc. dated April 30, 2012. Early Identification of Risk Committee was separated from the Corporate Governance Committee by Board resolution No. 2013/13 dated August 2, 2013, which necessitated revisions be made on the Internal Directive in question. As prescribed by the Communiqué and the Board resolution No. 2014/16 dated June 30, 2014, the existing Chief Finance Officer, who meets the predetermined criteria in the Communiqué, was appointed as a member of the Corporate Governance Committee, thereby increasing the number of members to four and necessitating more revisions be made to the Internal Directive and subsequent approval. Finally, in accordance with Board of Directors resolution No. 2015/13 dated March 24, 2015, re-modifications were made to Internal Directive of Corporate Governance Committee and the number of committee members was increased from four to five.

Name Surname	Title	Board Member Status
Mehmet Kahya	Chairman	Independent Board Member
Mehmet Tanju Ula	Member	Independent Board Member
Haluk Dinçer	Member	Board Member – Non-executive
Naohisa Yoda	Member	Board Member – Executive
Reşat Oruç	Member	Chief Finance Officer

In accordance with Capital Markets Board "Corporate Governance Principles" Corporate Governance Committee is composed of a maximum of four members excluding the chairman, appointed by Brisa Bridgestone Sabancı Tire Manufacturing and Trading Inc. Board of Directors from among its independent members, and two rapporteurs. Committee members (excluding the Chairman) include three members of the Board of Directors appointed by the Board of Directors and Chief Finance Officer (CFO) from Investor Relations Department, which makes a maximum of four members in total. The rapporteurs of the Committee include the Director of Human Resources and the Manager of Investor Relations Department.

In cases where the position of the committee chairman becomes vacant for whatever reason, the Chairman of the Board of Directors appoints a member of the Committee as interim chairman in the first Board of Directors meeting following the incidence of vacancy. The interim serves until a new chairman is appointed.

The agenda of the meeting is determined by the Chairman of the Committee. Members and shareholders communicate the issues they wish to be put on the agenda to the rapporteurs, who report them to the Chairman of the Corporate Governance Committee.

Corporate Governance Committee meetings are held at least four times a year at the places and on the dates the Chairman deems appropriate. The meeting and resolution quorum is the absolute majority of the total number of members. Other people can also attend the meetings if the Chairman deems appropriate.

Corporate Governance Committee keeps a written record of all its works and reports all relevant information and conclusions to the Board of Directors.

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Corporate Governance Committee convened four meetings in year 2021.

The Committee's activities in 2021 included:

- Discussed investor relations activities.
- Discussed Company's status on the eyes of investors and analysts
- Roles and Responsibilities of Board of Directors
- Amendments To Be Made In the Articles Of Association
- Discussed ethics policy and procedures

Early Identification of Risk Committee

Early Identification of Risk Committee has been established upon the resolution of Brisa Board of Directors dated August 2, 2013 and numbered 2012/13. The Committee was commissioned and authorized by Turkish Commercial Code numbered 6102 and by article 378 thereof, as well as Capital Markets Board's Corporate Governance Communiqué.

The activities of the Committee include early identification of any strategic, operational, financial, external and miscellaneous risks threatening the existence, development and sustainability of Brisa; implementation of necessary measures and remedies; and the management of risks.

The members of the Early Identification of Risk Committee include:

Name Surname	Title	Board Member Status
Mehmet Kahya	Chairman	Independent Board Member
Emine Duygu Kırca	Member	Board Member – Non-executive
Naohisa Yoda	Member	Board Member – Executive

The chairman of the Early Identification of Risk Committee is appointed among the independent members by Brisa Board of Directors.

The Committee is composed of a minimum of two members appointed by the Board of Directors. Other persons can also participate in the meetings if the chairman approves. The term of office for committee members is parallel to that of the members of the Board of Directors. The committee membership is renewed upon the renewal of the members of the Board of Directors.

The Early Identification of Risk Committee convenes at least six times a year at a venue the chairman deems appropriate.

The Early Identification of Risk Committee convened six times in 2021.

5.4.Risk Management and Internal Control Mechanism

In accordance with the New Turkish Commercial Code article 378 entering into force on July 1, 2012 and the relevant sections of the Capital Markets Board Communiqué with Serial: IV, Number 56 dated December 30, 2011, the Board of Directors in companies whose certificates of stock are traded at the exchange are responsible for early identification of risks threatening the company's existence, development, and sustainability. Therefore Brisa established an expert committee, operated and developed the system for the purposes of taking necessary measures, implementing remedies, and managing risks.

The Early Identification of Risk Committee has been established in accordance with article 6 of the Communiqué with Serial: VI, Number 63 amending Determining and Implementing Corporate Governance Principles of the Capital Markets Board with Serial: IV, Number 63 and dated February 22,

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2013. The committee has taken over all responsibilities performed by “Corporate Governance Committee” pertaining to the early identification of risks.

The Early Identification of Risk Committee has also taken over the duties of the risk committee as mentioned in the New Turkish Commercial Code Article 378. The Committee reports to the Board of Directors every two months, when it evaluates the critical risks, points out the threats and proposes remedies if any. The report submitted to the Board of Directors is also made accessible to the company’s independent auditor. The Committee evaluates the efficiency of the company’s risk management system once a year.

Risk Committee and Risk Management Department are established for the early identification of risks, their efficient management, and integration with the company’s strategies and processes. Risk Committee is composed of Executive Board Members including the General Manager, Executive Coordinator, Chief Technical Officer, Deputy General Manager for International and OE Markets, Deputy General Manager for Sales, Marketing Director and Chief Finance Officer and as well as Risk Management Department.

The Framework and Process of Risk Management

Risk Management Department seeks to integrate corporate risk management with corporate strategies and corporate culture so that all employees are aware of risks, opportunities, and responsibilities in the performance of their daily duties and so that the company achieves sustainable growth while simultaneously creating value.

Within the framework of policies and standards concerning risk management as supported and approved by the senior managers and with full support of the management team and active participation by company employees, the Risk Management Department is responsible for determining and evaluating all corporate risks. Risk Management Department furthermore cooperates with employees to determine strategies and actions aimed at efficient risk management process, and coordinates the work and tracks the risk management action plans of the functions. Risk Management Department also formulates policies and procedures in line with the risk propensity of the company to ensure that processes are managed in line with these policies and procedures; formulates and manages policies and plans for business continuity; prepares and shares risk management reports.

Critical factors for successful risk management are that all employees ranging from high level executives to low level employees understand the concept of risk, corporate risks, responsibilities, and common risk consciousness; that risk management responsibilities are determined and embraced by all; that changes are tracked and reported; and that the process is handled with an understanding of perpetual improvement. The company also embraces these factors as key strategic objectives.

Risk Management Department arranges yearly risk evaluation workshops with managers and employees. In these workshops the company’s strategic, financial, operational and responsibility risks are determined and defined. The impact and probability of financial, nominal, environmental and human loss scenarios are measured and prioritized. Strategies and actions are formulated to reduce, remove or transfer the negative impacts of the related risks. Critical risk indicators are determined, and existing risk management actions are tracked. Risk Committee convenes every year to evaluate yearly risk evaluation results and risk management strategies.

Risk Management Department shares monthly numerical indicators on critical risk areas as well as monthly development trends, their situation as determined by limits and tolerances, the reasons for deviations and changes, the costs of and reasons for business interruptions, and actions taken with the whole management team, thereby providing an early warning mechanism against the growth of the risks. This policy ensures that all interacting functions formulate a common perception of risk and

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management strategy. Besides, Risk Management Department also reports to relevant directors the specific risk studies based on global and local sources and completed risk analyses.

Early Identification of Risk Committee, made up of people chosen from among the Board of Directors, performs critical risks assessment every two months in the report prepared in light of information coming from Risk Management Department and Risk Committee and submitted to the Board of Directors. This Committee also annually evaluates the efficiency of the company's risk management system.

Operational Risk Management and Business Continuity Planning

The company attaches great importance to the continuity of all business processes and institutional operations so that it can provide the greatest value possible. The company performs its operational risk management activities, which include emergency situations, crisis management, business continuity and recovery stages, on a platform comprising all employees. This is achieved with the help of a planned roadmap which is subject to constant reviews and improvements.

Risk Management Department seeks to minimize losses induced by business and production interruptions in cases of operational risks such as supply-chain problems, interruptions in information systems, machine breakdowns, fire, natural disaster, epidemics, among others. To this end, Risk Management Department cooperates with related functions in devising policies and plans for business continuity, extending their viability across the institution, updating and testing. Closely observing product safety and quality, relevant laws and legislation, corporate reputation and social responsibility, priority for and dignity of human life, and environmental awareness, the company's ultimate objectives include:

- Providing correct information flow externally/internally and managing incidents/emergencies in cases of business interruptions,
- Developing and constantly improving reaction and response plans to make sure that our customers have access to our services of critical importance without any interruption,
- Benefiting from resources efficiently in cases of employee-related and other resource-related scarcities,
- Minimizing the duration of interruption for the company, customers, suppliers, and other critical shareholders,
- Ensuring the efficient normalization of the working order after possible interruptions and the ensuing recovery operations
- Investing in the corporate infrastructure to minimize the prospects for interruption,
- Minimizing the negative financial and nominal impacts of business interruptions.

Company employees have the core responsibility for determining the reasons for business interruptions in the operational processes they manage or work. They must take measures and implement the very business continuity plans which they formulated previously. Risk Management Department is responsible for preparing business continuity plans across the company and coordinating the review and test processes. Risk Management Department, with the contribution of senior management, has developed an institutional policy and guideline for business continuity management and planning across the company.

Future Risks

The purchases of raw materials are transacted in American Dollars, while the products are sold in various currencies including Turkish Lira, Euro, and American Dollar. Therefore, currency fluctuations are the leading macroeconomic risk for our company. For an ideal management of this risk, the company implements the "hedging" policy efficiently, which is designed in full accordance with the financial instruments, tools, company profile, and operations for protecting the company against currency risks.

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This policy enables the company to take early measures against the possible negative consequences of currency fluctuations.

Raw materials costs comprise an important part of total products costs, which means that sudden fluctuations in raw materials costs can possibly have critical impact on corporate profitability. In cases where raw materials costs exhibit high volatility, and hence where fluctuation is harsh, several problems might occur with the supply of goods: scarcity, delay, postponement, and retraction. Our company implements the policy of forward-buying, which includes close tracking and detailed analyses of international markets. The company thus purchases raw materials with affordable prices in particular amounts for future terms, thereby minimizing problems arising from harsh price changes and supply imbalances.

Because of the economic fluctuations in Turkey's economy, dealers may have difficulty in collecting their receivables and consequently may have difficulty in paying their debts to Brisa. Towards this risk, with the close follow-up of Brisa top management, the actions are being taken and closely monitored to increase the dealers' collateral amounts.

Internal Audit and Internal Control

Our company has internal audit and internal control mechanisms to ensure the efficient, reliable, and uninterrupted conduct of activities and services; the development of applications for risk management, control system and institutional management; contribution to the achievement of institutional and economic targets; and the unity, consistency, and safety of information derived from accounting and financial reporting system.

Audit Committee, which is established within the body of the Board of Directors, is responsible for ensuring the existence, functioning and efficiency of internal audit and control processes. Audit Committee performs the duties assigned by Board of Directors within the framework of the existing internal regulations and reports its activities, findings and suggestions to the Chairman of the Board of Directors.

Moreover, by the principle of independence, the Internal Audit Department, which is organizationally affiliated with the Board of Directors, helps ensure that internal audit and control mechanisms function in a healthy manner. Audit Committee regularly convenes with Internal Audit Department to discuss the efficiency of the internal control system. Finally the Committee reports its findings to the Board of Directors.

Internal Audit Department Directive explains the organizational position and independency of the department. This directive has been approved by Audit Committee and entered into force. In addition, the Audit Guide, which defines business manners for the Audit Department, has been prepared and put into practice.

5.5.Company's Strategic Goals

Brisa's mission, vision, values and policies are reviewed by the senior management each year, and strategic targets determined in line with this direction are communicated to employees at annual meetings and through the Brisa's website.

Brisa's Mission: "To provide superior value to society through sustainable growth"

Brisa's Vision: "We drive on with courage"

Strategic goals and targets, set by the Executive Board in line with the mission and vision of Brisa, are discussed by the Board of Directors for approval within the scope of budget and mid-term plans. The budget is prepared per annum, along with a three mid-term plan.

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Strategic goals are determined in line with,

- Financial Results
- Customer Experience
- Operational Excellence
- Human Resources and Organizational Development
- Information Systems
- Risk Management
- Corporate Governance
- Sustainability
- Innovation

Goals approved through these general areas are then used to determine the specific goals for each individual function within the Company. All company employees perform their tasks in accordance with the vision and strategic goals as they also guide individual performance targets, as well as annual performance evaluations.

Strategic goals and performance indicators are monitored using made-to-purpose software, outputs of which are used by the Executive Board who convenes twice a month to evaluate the Company's performance and relevant agenda items. These comprehensive evaluations, as well as the constantly updated projections, are used to determine the actions that must be taken in order to achieve key performance indicators.

The Board of Directors convenes at least four times per year to evaluate the progress towards goals, current operations, and term performance.

5.6.Financial Rights

The Board of Directors is responsible for making sure that the company reaches operational and financial performance targets specified and released to the public.

Any rights, benefits, and wages, as well as the criteria for determination and principles for setting remuneration for members of the Board of Directors and senior executives with administrative responsibilities, were communicated to shareholders as a separate item in the 2014 Ordinary General Assembly meeting held on March 23, 2015 in accordance with Capital Market Board's compulsory Corporate Governance Principles numbered 4.6.2. Shareholders have been given the opportunity to express their views on this issue. Moreover, this issue is also released to the public via company website under "Remuneration Policy."

In accordance with Capital Markets Board's compulsory Corporate Governance Principle numbered 4.6.3, stock options or payment plans based on the Company's performance do not apply in the remuneration of the Independent Board Members.

Rights, benefits, and wages bestowed upon senior executives are collectively given in the footnotes of the financial tables of related terms. In this respect, the aggregate salaries and remunerations paid in the 12-month term which ended on December 31, 2021 amount to TL 18.033 thousand (2019: TL 13,821 thousand).

In 2021, the Company has not advanced money, has not provided any loan facilities and has not extended credits (under the name of personal loan through a third party) or sureties (such as surety in favor) to any Board Members or the senior executives.

PART 6 – SUSTAINABILITY

6.1.Sustainability Approach

In Turkey and in all regions where we are active, we make an effort to be more successful every day with our awareness of our social and environmental responsibilities.

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Being conscious of our responsibilities involving the benefits and interests of all our stakeholders, we conduct research, develop innovations, invest, work and produce.

6.2.Declaration Of Compliance With Sustainability Principles

We believe that continuing to serve as a leading company in the area of sustainability may only be possible together with our stakeholders. Our Brisa Approach to Sustainability relies on the global knowhow of the Bridgestone Corporation and national experience of Sabancı Holding. We base our efforts on such international standards as the European Foundation for Quality Management (EFQM) or the Global Reporting Initiative (GRI) by combining the Bridgestone CSR-22 approach and the sustainability understanding of Sabancı Holding with our own corporate policies, strategies, processes and projects. We also aim to comply 100% to Sustainability Principles Compliance Framework prepared in line with the amendment dated 02.10.2020 made by the Capital Markets Board in the Corporate Governance Communiqué.

The compliance status of Brisa with the Sustainability Principles in 2020 is summarized in the table below.

Type	Full Compliance	Partially Compliance	Not Complied
Common	12	0	-
Environment	26	0	-
Social	16	0	-
Management	6	0	-
Total	60	0	-

The Sustainability Principles Compliance Report, which shows the compliance with the principles in the Sustainability Principles Compliance Framework of the Capital Markets Board, is available at the internet address.

Kurumsal Uyum Raporu KAP linki: <https://www.kap.org.tr/tr/Bildirim/1002918>

Kurumsal Yönetim Bilgi Formu linki: <https://www.kap.org.tr/tr/Bildirim/1002916>