



KAZANCI HOLDİNG
Sustainability Report 2023

VALUE BENEFIT FOR THE FUTURE





Table of Contents

About the Report

Message from the Management

About Kazancı Holding and Aksa Group Companies

- 10 Corporate Profile
- 11 Aksa Group Companies
- 12 History and Milestones
- 13 Mission, Vision and Values
- 14 Economic Value Generated

Corporate Governance

- 16 Corporate Governance Approach
- 17 Governance Structure
- 19 Ethical Principles and Compliance
- 20 Audit
- 21 Risk Management and Internal Control

Sustainability Approach

- 24 Sustainability Strategy
- 25 Sustainability Policy
- 26 Sustainability Priorities
- 28 Mapping of the Sustainable Development Goals (SDGs)
- 29 Sustainability Governance Structure

Environmental Management

- 31 Combating Climate Change
- 32 Energy Management and Resource Efficiency
- 33 Water Management
- 34 Waste Management and Circular Economy
- 35 Biodiversity

Our People-Oriented Approach

- 37 Human Resources Approach
- 38 Employee Profile
- 39 Employee Engagement and Satisfaction
- 41 Talent Management and Employee Development
- 43 Diversity, Inclusiveness and Equal Opportunities
- 44 Occupational Health and Safety

Value Chain Management

- 46 Stakeholder Relations
- 47 Value Chain Management
- 48 Corporate Social Responsibility

Digitalization and Information Security

- 52 R&D and Innovation
- 53 Digitalization
- 55 Information Security

Appendices

- 58 Environmental Performance Indicators
- 60 Social Performance Indicators
- 64 GRI Content Index

As Kazancı Holding, we are a group that has achieved great success in all areas of the energy sector with our Aksa brand and continues to grow rapidly in agriculture and tourism.

With more than half a century of experience, we are building a sustainable success story and moving towards a productive future. Through our first Sustainability Report, we are proud of sharing with you the results of our long-standing investments and efforts in this area.

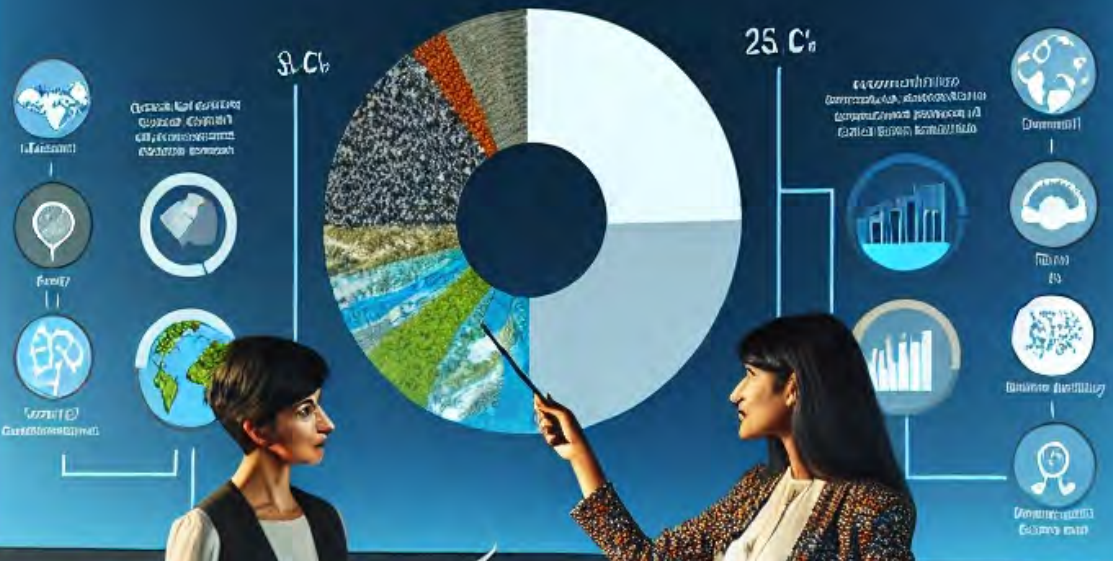
At Kazancı Holding, we have set important sustainability targets within our Aksa 2030 Global Strategy. As we carry our AKSA Group Companies to 2030 and beyond with much greater success, we aim to leave a livable world for future generations.



VALUE-ADDING **DETERMINATION**

At Kazancı Holding, we have established our Corporate Governance Policies in line with our 2030 Global Strategy. We aim to regulate the relations between our employees, our management team and other related parties and to conduct our company's activities in an ethical and transparent manner based on these policies, which we have designed with a shared wisdom and by observing the best global governance practices and principles. We are taking a strong step into the future with this study, which will also strengthen our Holding's presence in the international arena.

ACHIEVING NET CARBON ZERO



VALUE-ENHANCING RESPONSIBILITY

Another important step we took for the future was the Carbon Footprint Working Group we established during the year. The Group conducted a detailed study and identified the carbon emissions generated in all areas of our company's operations. Within our study, we considered many factors such as energy consumption, transportation, production processes and waste management. Using this data, we calculated the carbon footprint and set out towards improvement targets in the light of concrete data.



VALUE-ADDED **RESULTS**

As we execute our sustainability projects with heartfelt efforts beyond obligations, the results we achieve encourage us even more. We neutralized the carbon footprint of Aksa Head Office's electricity consumption with the YEK-G (Renewable Energy Guarantees of Origin System) Certificate. We will continue to deliver valuable results with a commitment to leave a cleaner environment for future generations.



VALUE-ENHANCING EQUALITY

We aim to establish strong ties with both our employees and stakeholders through our motto “Value for people and the future.” We are a global power that produces on 4 continents and exports to 178 countries. With more than 10,000 employees, we prioritize the welfare and happiness of our employees while touching the lives of millions. As a signatory to the UN Global Compact, we have taken an important step towards fulfilling our commitments on both human rights and gender equality within the scope of Aksa 2030 Global Strategy.



ABOUT THE REPORT

SUSTAINABILITY WILL ALWAYS BE OUR MAIN FOCUS AS KAZANCI HOLDING

As Kazancı Holding, we drew up our first sustainability report by taking into account our Aksa 2030 Global Strategy, our sustainability priorities, GRI Standards, and every stage of our value chain.

At Kazancı Holding, we have achieved great success with our Aksa brand in various fields of activity in the energy sector, and we continue to grow rapidly in agriculture and tourism. Our Aksa 2030 Global Strategy and the roadmap we have formulated in parallel with this strategy aim to reinforce our global role in the sectors we operate and take it one step further. In line with this strategy, we focus on creating value in environmental, social and economic terms by putting sustainability at our center.

Our 2030 goals aim not only to be a global leader in the energy sector, but also to make a difference with sustainable solutions. Based on this future-oriented vision, we aim to increase the use of renewable energy resources and minimize negative impacts on the environment through our investments in energy efficiency. We also fulfill our responsibility to nature and society in all our business processes through our globalization, institutionalization and sustainable high growth targets.

At Kazancı Holding, sustainability will always be our main focus. In this context, we diversify our activities not only in existing markets but also in new geographies and shape the future of the energy sector with the use of advanced technology. With our investments in agriculture and tourism, we also undertake

projects that contribute to both environmental and social sustainability. Throughout this process, we will prioritize energy efficiency, protection of natural resources and the use of environmentally friendly technologies at every step.

As Kazancı Holding, we drew up our first sustainability report by taking into account our Aksa 2030 Global Strategy, our sustainability priorities, GRI Standards, and every stage of our value chain. Within this report, we disclose the sustainability performance of our company's activities between January 1 - December 31, 2023 to our stakeholders in line with our principle of transparency.

We attach great importance to the opinions of our stakeholders in all our business processes. In this regard, feedback on our sustainability report published for the first time is very valuable in terms of improving business processes and increasing the added value offered. Thus, you can send all your comments and suggestions regarding the report or our sustainability activities to surdurulebilirlik@aksa.com.tr.





MESSAGE FROM OUR HONORARY CHAIRPERSON

BY INCREASING OUR INVESTMENTS IN RENEWABLE ENERGY, WE PRIORITIZE THE USE OF ENVIRONMENTALLY FRIENDLY PRODUCTS IN ENERGY GENERATION

Through the responsibility of being Türkiye's largest publicly traded energy company, we aim to further strengthen our corporate governance structure and bring it to a level in line with international standards.

As we continue to engage in efforts to leave a more livable future for our children, we aim to create a sustainable impact in all geographies where we operate.

Esteemed Stakeholders,

In 2023, we were shaken by one of the biggest earthquake disasters in our history. As Kazancı Holding and Aksa Group Companies, we mobilized all our means to heal the wounds of the earthquake. Our teams worked hard to restore living conditions and support those in need. We continue to engage in efforts for the socio-economic recovery of the region. I wish Allah's mercy to the citizens who lost their lives, a speedy recovery to the wounded and my condolences to our country.

We are happy to have contributed to the development of our country since our establishment. In 2023, we succeeded in creating value in the energy sector both in Türkiye and around the world by adhering to our sustainable high growth and globalization targets. We continued to increase our investments with a focus on environmental, social and economic sustainability while contributing to our stakeholders in every region we operate.

As Aksa Group Companies, we are expanding our operations in 24 countries and exporting to 178 countries, while enhancing our renewable energy projects in line with our 2030 Global Strategy. We are also moving forward with the goal of reducing our carbon footprint and integrating circular economy practices into our processes. Along this journey, we continue to create value in all regions where we operate through our competent human resources, sectoral expertise and strong financial infrastructure.

Kazancı Holding and Aksa Group Companies resolutely pursue our goal of becoming a global player in the energy sector with new geographies and opportunities.

In this journey, we aim to expand the boundaries of our influence by diversifying the regions in which we operate in line with our sustainable high growth target and our vision of globalization.

Through the responsibility of being Türkiye's largest publicly traded energy company, we aim to further strengthen our corporate governance structure and bring it to a level in line with international standards. As an important step within our institutionalization process, we have made the United Nations Sustainable Development Goals one of the cornerstones of our 2030 strategy. With this understanding, we focus not only on economic growth but also on creating environmental and social benefits.

We prioritize environmentally friendly solutions in energy generation by increasing our renewable energy investments. Our main priorities include reducing our carbon emissions, ensuring more efficient use of natural resources and integrating circular economy practices into our business processes. As we continue to engage in efforts to leave a more livable future for our children, we aim to create a sustainable impact in all geographies where we operate.

Kazancı Holding and Aksa Group Companies continued to work with the vision of building a sustainable future in 2023, the centennial anniversary of the Republic of Türkiye. I would like to thank our more than 10,000 colleagues and all our stakeholders for their valuable efforts and contributions.

Sincerely,

ALİ METİN KAZANCI
Honorary Chairperson of Kazancı Holding





MESSAGE FROM THE CEO

WE WILL AIM FOR EXCELLENCE IN ALL OUR OPERATIONS AS WE MOVE FORWARD WITH FIRM AND STRONG STEPS IN THE SECOND CENTURY OF OUR REPUBLIC

We aim to respond to the needs of future generations with our corporate culture, which is based on a solid understanding of sustainability. Via our people-oriented approach, we contribute to local economies, support social development and fulfill our environmental responsibilities in all geographies where we operate.

In line with our goals for the future, we continue to place our sustainability strategies at the center of our business processes. We will continue to create value for our stakeholders by enhancing energy efficiency and developing environmentally friendly and innovative solutions.

Esteemed Stakeholders,

At Kazancı Holding, we resolutely pursue our vision of building a sustainable future with our companies operating in various sectors. We aim to respond to the needs of future generations with our corporate culture, which is based on a solid understanding of sustainability. Via our people-oriented approach, we contribute to local economies, support social development and fulfill our environmental responsibilities in all geographies where we operate.

At Kazancı Holding, we operate in four main sectors, including electricity generation, natural gas distribution and trade, generator production, electricity distribution and trade, thanks to the new projects we launched and the success we achieved in 2023. In addition to our energy companies, we remained on course along our 2030 journey with our other companies operating in the agriculture and tourism sectors.

In 2023, we made significant progress in areas such as renewable energy, digitalization, innovation and social responsibility projects. Our companies operating in almost all areas of energy contribute to the global energy transformation by offering reliable and efficient solutions. We accelerated our renewable energy investments and obtained preliminary licenses for our projects in Central Anatolia and Aegean regions. Through our customer-oriented approach, we invested heavily in digitalization and R&D efforts, thereby improving the quality of energy supply, enhancing customer satisfaction and achieving sustainable growth.

In the field of environmental sustainability, we undertook important projects by adopting the principles of reducing carbon emissions and zero waste. We developed strategies to neutralize our carbon footprint and ensured the efficient use of natural resources. We also conducted projects to protect biodiversity. In fulfilling our social responsibilities, we stood by the community by providing energy supply and support services in disaster areas. We prioritized the development of our employees and supported their professional development through training programs and seminars. In line with the principles of diversity and equal opportunities, we continued to increase women's employment and facilitate the participation of individuals with disabilities in the workforce.

In line with our goals for the future, we continue to place our sustainability strategies at the center of our business processes. We will continue to create value for our stakeholders by enhancing energy efficiency and developing environmentally friendly and innovative solutions. As we take firm and strong steps forward in the second century of our Republic, we will aim for excellence in all our activities. We would like to thank all our customers and business partners for their trust and support, and our valuable colleagues who contributed to the preparation of this report.

Sincerely,

CEO
Cemil Kazancı





About the
Report

Message from the
Management

About Kazancı Holding and
Akso Group Companies

Corporate
Governance

Sustainability
Approach

Environmental
Management

Our People-Oriented
Approach

Value Chain
Management

Digitalization and
Information Security

Appendices

KAZANCI HOLDING



ABOUT KAZANCI HOLDING AND AKSA GROUP COMPANIES

- 10 Corporate Profile
- 11 Akso Group Companies
- 12 History and Milestones
- 13 Mission, Vision and Values
- 14 Economic Value Generated



CORPORATE PROFILE

OUR GOAL IS TO MAINTAIN OUR GROWTH AND LEADERSHIP WITH STRATEGIC FOCUS

10 thousand+
employees

Operating in
24 countries

Exports to
178 countries

Founded in the 1950s, Kazancı Holding is one of the leading companies in the energy sector. Shaping its operations based on the principles of customer satisfaction and trust along its journey of more than half a century, the Group has become a global power with its visionary identity and innovative perspective and the investments it has made all over the world.

Kazancı Holding began the journey that laid the foundation for its subsidiaries in 1968 with the Watt Electric Motor Factory. Kazancı Holding began manufacturing generators in the 1980s, added power plant construction and electricity generation to its value chain in the 1990s, natural gas distribution in the early 2000s, and electricity distribution and sales in 2010, achieving a unique position through its vertical and horizontal structure in the energy sector over time.

Positioned ahead of the competition with its expertise and integrated service competence in the energy sector, the Group's goal is to grow and maintain its leading position in this sector with a long-term strategic focus. In addition to energy, the Group continuously increases the permanent added value it generates for the Turkish economy through its investments in agriculture and tourism, the foreign currency inflow it offers and the employment it creates. Today, Kazancı Holding is a global power with more than 10,000 employees, manufacturing on four continents, operating in 24 countries and exporting to 178 countries.



AKSA GROUP COMPANIES

Our group companies within the Holding are among the leading companies in their respective sectors with their achievements in their fields.



AKSA ENERGY

Aksa Energy is Türkiye's largest publicly traded independent electricity generator with power plants built and operated in Türkiye and abroad. Since 2015, Aksa Energy has taken important steps towards globalization. It operates in seven countries with power plant investments in Türkiye, Turkish Republic of Northern Cyprus, Ghana, Madagascar, Mali, Congo and Uzbekistan, and has an ongoing power plant investment in Kazakhstan. Aksa Energy shares are traded on the BIST 100, BIST Electricity, BIST Sustainability, BIST Corporate Governance, BIST Participation, MSCl Small Cap Stocks and FTSE Emerging European Countries Mid-Cap Companies Indices.



AKSA NATURAL GAS

Aksa Natural Gas serves a population of approximately 17.4 million and 5 million subscribers with its 44,690 km-long network infrastructure and 175 offices, which it has established and safely operates in 27 provincial centers, 298 districts and towns under 21 distribution licenses. Operating in Türkiye's largest geographical distribution area, Aksa Natural Gas is Türkiye's largest private natural gas distribution company with 9.7 billion m³ of gas distributed and a 20.7% market share.



AKSA ELECTRICITY

Aksa Electricity provides electricity sales and consultancy services across Türkiye, and is the electricity supply company in charge in 9 provinces in the Çoruh and Fırat license regions, as one of the strongest brands in the Turkish energy sector with its customer-focused and innovative approach. Aksa Electricity responds to the electricity needs of approximately 4 million people in a high-quality and uninterrupted manner. Çoruh Elektrik Dağıtım A.Ş. (Çoruh EDAŞ) and Fırat Elektrik Dağıtım A.Ş. (Fırat EDAŞ), both operating under the roof of Aksa Electricity operate to make sure the electricity needs of approximately 4 million people in their field of responsibility are met without any interruptions. Çoruh EDAŞ and Fırat EDAŞ continue working to ensure uninterrupted electricity supply by increasing their network and infrastructure investments every year, while diversifying the innovative services and solutions they offer to their customers. Aksa Çoruh and Aksa Fırat Retail Sales companies supply electricity to 101 districts in 9 provinces within the scope of the incumbent supply company activities and enjoy a leading position in sectoral competition thanks to their strong financial standing, efficiency-oriented strategy, expert staff and integration with Group Companies.



AKSA CUSTOMER SOLUTIONS

Aksa Customer Solutions offers innovative and environmentally friendly energy solutions, providing end-to-end services ranging from solar energy systems to electric vehicle charging stations, energy efficiency projects and green energy. Specializing in solar energy installations, Aksa Solar installed 7.2 MWp in 2023. The company also draws attention with its investments in electric vehicle charging stations across Türkiye, and completed the installation of 155 charging stations in 2023 under the Charging Network Operator License. It continues to offer reliable and fast energy solutions for electric vehicles.



AKSA ELECTRICITY SALES COMPANIES

Aksa Electricity Sales Companies offers electricity sales, consultancy and green energy solutions in 81 cities across Türkiye based on an innovative and people-oriented business model. It offers green energy supply through sustainability-oriented projects. In 2023, the company sold 1,635,224 MWh of International Renewable Energy Certificates (I-REC), maintaining its leadership in this field. It also maintains its leading position in the sector with its annual electricity sales of 9.9 TWh, strong financial structure and extensive service network. While the company stands out with its customer satisfaction-oriented efforts, it continues to contribute to reducing carbon emissions and protecting natural resources.



AKSA POWER GENERATION

Aksa Power Generation is the leader of the Turkish generator market and one of Türkiye's largest exporters. Exporting to 178 countries, Aksa Power Generation ranks among the top 5 companies in the global industry with 25 offices, 3 production facilities and 2 trade centers in Asia, Europe, Africa and the Americas.



AKSA TOURISM

Aksa Tourism established Mirada Hotels & Resorts brand in 2005 with the vision of becoming a pioneer in the sector. The company's portfolio includes 4 hotels in total; Mirada Del Mar in Antalya, Mirada Del Lago and Mirada Del Monte in Erciyes and Mirada Exclusive Bodrum in Bodrum.

Mirada Hotels & Resorts has an important position in summer and convention tourism with the 5-star Mirada Del Mar Hotel in Göynük, Antalya, while making successful breakthroughs in winter tourism with the Mirada Del Lago Hotel on Mount Erciyes. Upgraded from 4 to 5 stars in 2021, Mirada Del Lago Hotel is a testament to Kazancı Holding's commitment to world-class hospitality. Bringing a new dimension to the Mirada Hotels & Resorts chain, Mirada Exclusive Bodrum brought a new perspective to the sector with its innovative concept in 2022. Through the new facility, the company aims to expand its operations and offer its guests a wider variety of accommodation experiences that exceed their expectations.



AKSA AGRICULTURE

Aksa Agriculture has taken its place among the leading companies in livestock breeding, dairy farming, horticulture and field crops via the corporate structure it has brought to the agricultural sector since 2005. The company operates at EU standards at its two farms in Samsun and Tekirdağ.



HISTORY AND MILESTONES

1950

We laid the commercial foundations of our group.

1968

We established Watt Elektrik Engine, our Group's first company in the energy sector.

1984

We started manufacturing generators.

1986

We established Aksa Service and Spare Parts company.

1994

- We established Kazancı Holding A.Ş.
- We opened Aksa Power Generation's Istanbul plant.

1997

We established Aksa Enerji Üretim A.Ş.

2002

We entered the natural gas distribution sector.

2004

- We obtained our first natural gas distribution license.
- We established Aksa Elektrik Toptan Satış A.Ş.
- Our Aksa Agriculture company started its operations.
- Our Aksa Tourism company started its operations with Mirada Del Mar Hotel.

2006

We established Aksa Doğalgaz Toptan Satış A.Ş., Türkiye's first private natural gas wholesale company.

2007

- We merged our natural gas distribution activities under Aksa Doğalgaz Dağıtım A.Ş.
- We opened Aksa Power Generation's first plant in China.
- We launched Aksa Tourism's Mirada Del Lago and Mirada Del Monte hotels.

2010

- Aksa Enerji Üretim A.Ş. went public.
- We took over Çoruh and Fırat electricity distribution regions.

2011

Ali Metin Kazancı Antalya Natural Gas Combined Cycle Power Plant reached an installed capacity of 1,150 MW.

2012

We opened Aksa Power Generation's generator plant in China, which has the world's largest production capacity.

2013

We opened Aksa Power Generation's US plant.

2015

- We commissioned Bolu Göynük Thermal Power Plant, Türkiye's second private lignite power plant.
- We established Aksa Aksen Enerji Ticaret A.Ş.
- Aksa Energy took our first step into Africa with the establishment of a power plant in the Republic of Ghana and a guaranteed energy sales agreement.

2016

Aksa Energy signed power plant construction and energy sales agreements in the Republic of Madagascar and the Republic of Mali.

2017

Through Aksa Energy, we started commercial operations in Ghana, Madagascar and Mali for fuel oil power plants.

2018

- Aksa Energy signed an agreement for the rehabilitation and operation of Madagascar CTA-2 Fuel Oil Power Plant with an installed capacity of 24 MW in Madagascar.
- Aksa Energy increased the installed capacity of Ghana Fuel Oil Power Plant from 280 MW to 370 MW.
- We added 36 new districts to Aksa Natural Gas' service network, bringing the number of districts and towns in which it operates to 180.
- We opened Aksa Power Generation's sales offices in Miami and Uzbekistan.

2019

- At Aksa Power Generation, we established a joint company with Mitsubishi to manufacture high-tech generators.
- Aksa Energy increased the installed capacity of Madagascar CTA-2 Fuel Oil Power Plant to 24 MW.
- Aksa Energy signed a preliminary memorandum of understanding to develop a power generation project in Cameroon.
- Through Aksa Energy, we obtained preliminary licenses for two projects in the Republic of Congo for the generation and sales of natural gas-based energy.
- Aksa Power Generation was accepted into Turquality, Türkiye's most prestigious brand program.
- We launched Aksa Power Generation's online sales portal.

2020

- Aksa Energy signed an agreement with the Ministry of Energy of Uzbekistan.
- Aksa Power Generation established a new trade center in Rotterdam, the Netherlands.
- Aksa Electricity customers now have the opportunity to obtain a "Renewable Energy Certificate" by procuring their energy from renewable energy sources.

2021

- Aksa Energy won three solar power plant tenders totaling 35 MW in Bingöl, Yozgat and Kırşehir.
- Aksa Energy performed its first test production in Uzbekistan.
- Aksa Power Generation moved its production facility in Türkiye to its new factory in Çerkezköy, Tekirdağ.
- We introduced one of the most comprehensive digital transformation projects in the energy sector in cooperation with SAP.

2022

- Aksa Energy ranked among Türkiye's 30 Most Valuable Publicly Listed Companies.
- Aksa Natural Gas subscribers reached 4.5 million.
- Aksa Power Generation opened a new office in New Jersey, USA. We also continued to expand our sales and service network by opening offices in Kenya and Sudan.
- We launched Mirada Bodrum Exclusive Hotel.

2023

- Aksa Energy signed an agreement for the construction of a new natural gas combined cycle power plant with an installed capacity of 350 MW in Kumasi, Ghana and 430 MW in Talimarjan, Uzbekistan, and the guaranteed sale of the electricity generated at the power plants.
- Aksa Energy obtained pre-licenses for wind and solar power plants with storage in 8 cities in Türkiye, with a total capacity of 831.41 MW.
- The 42 thousand km-long Aksa Natural Gas distribution network is long enough to make one full circle around the world.
- In September 2023, Aksa Power Generation acquired the majority of the shares of the Spanish generator manufacturer Dagartech.



MISSION, VISION AND VALUES

Our Mission

We produce reliable, sustainable and value-added energy solutions.

Our Vision

Becoming one of the world's leading energy solution partners.

Our Values

Since our establishment in the 1950s, Kazancı Holding has always strived to offer reliable and high-quality products and services. Our stakeholders' trust in our brand has been our main driving force to achieve better every day and to grow the value we create.

Lying at the heart of our corporate culture, our values have been shaped by the experiences we have gained over more than half a century. In other words, we have adopted not to create our values and act accordingly, but to embrace as our values the characteristics that nourish us, bind us together towards common goals, carry us to the present and keep us together in the future.

Our corporate values embrace the elements expressed in our mission and vision statements, which serve as the compass of our Company, but also define our culture, way of doing business and future goals. While uniting our employees from various cultures, countries and backgrounds under Aksa values, we have built our competencies on the basis of these values.

Our Values and Principles



Respect and trust are our priority:

We value all the world's assets and sincerely and unconditionally respect nature, society and individuals. Mutual trust is a key priority in all our relationships.

Entrepreneurship ingrained in our spirit:

We evaluate new ideas and new opportunities together. We take measurable risks. We go beyond boundaries. We continue our struggle patiently and resolutely until we achieve our goals.

We start every day to succeed:

We start every day, no matter where in the world, to write a new success story.

Together we exist:

We aim to achieve the highest value together with all our stakeholders to create a better future. Because we exist together.

We act boldly:

We face challenges boldly and creatively to create a long-term vision and realize our dreams.

Agility prevails:

In line with different opportunities or developments, we finish our work in an agile and meticulous way with a good command of detail.

We believe in the improving effect of competition:

We thrive on fair and competitive environments, and we take the improving power of competition behind us as we move forward.



ECONOMIC VALUE GENERATED

WE HAVE BEEN STRIVING TO OFFER RELIABLE AND HIGH QUALITY PRODUCTS AND SERVICES SINCE THE 1950s

Kazancı Holding continuously increases the permanent added value it generates for the Turkish economy through its investments in all fields of activity, the foreign currency inflow it offers and the employment it creates.

THE WORLD'S BENEFIT

Production in
4
Continents

Operations in
24
Countries

Exports to
178
Countries

Aksa Energy
Türkiye, Ghana, Turkish Republic of Northern Cyprus, Congo, Madagascar, Mali, Uzbekistan and Kazakhstan*

Aksa Natural Gas
Türkiye

Aksa Electricity
Türkiye

Aksa Power Generation
Türkiye, USA, UAE, Algeria, China, Indonesia, Ghana, South Africa, the Netherlands, Iraq, the United Kingdom, Kazakhstan, Kenya, Uzbekistan, Singapore, Vietnam, Sudan and Spain

Aksa Tourism
Türkiye

Aksa Agriculture
Türkiye

TÜRKİYE'S BENEFIT

TL **142**
Billion of
Turnover

TL **20.3**
Billion of
EBITDA

TL **138.8**
Billion in
Assets

Aksa Energy
Antalya, Bolu, Şanlıurfa, Turkish Republic of Northern Cyprus

Aksa Natural Gas
Adana, Afyon, Ağrı, Amasya, Balıkesir, Batman, Bayburt, Bilecik, Bolu, Çanakkale, Düzce, Elazığ, Giresun, Gümüşhane, Hatay, Malatya, Manisa, Mersin, Ordu, Osmaniye, Rize, Siirt, Sivas, Şanlıurfa, Tokat, Trabzon, Van

Natural gas distribution services are provided in Mustafakemalpaşa, Karacabey, Gemlik in Bursa; Karadeniz Ereğli in Zonguldak; İnönü in Eskişehir; and Çarşamba and Terme districts in Samsun.

Aksa Electricity Group
Electricity Distribution and Retail Sales Services: Trabzon, Rize, Gümüşhane, Artvin, Giresun in the Eastern Black Sea Region, Elazığ, Malatya, Bingöl and Tunceli in the Eastern Anatolia Region

Aksa Electricity Sales
Aksa Charging
Aksa Solar

Aksa Power Generation
Adana, Ankara, Antalya, Bursa, Denizli, Diyarbakır, Gaziantep, İzmir, İstanbul, Kayseri, Muğla, Samsun, Şanlıurfa, Trabzon, Tekirdağ

Aksa Tourism
Antalya, Kayseri and Muğla

Aksa Agriculture
Samsun, Tekirdağ



About the
Report

Message from the
Management

About Kazancı Holding and
Aksa Group Companies

**Corporate
Governance**

Sustainability
Approach

Environmental
Management

Our People-Oriented
Approach

Value Chain
Management

Digitalization and
Information Security

Appendices



KAZANCI HOLDING

CORPORATE GOVERNANCE

- 16 Corporate Governance Approach
- 17 Governance Structure
- 19 Ethical Principles and Compliance
- 20 Audit
- 21 Risk Management and Internal Control



CORPORATE GOVERNANCE APPROACH

A GLOBAL POWER WITH MORE THAN 10,000 EMPLOYEES AND OPERATIONS SPANNING 4 CONTINENTS

Kazancı Holding and its Subsidiaries' corporate governance business model helps us lay the foundations for an effective management structure.



Since 1968, Kazancı Holding has built its governance structure to manage all of its operations and has been successfully implementing it with more than half a century of experience in various sectors. At Kazancı Holding, we have become a global power with more than 10,000 employees, manufacturing on four continents, operating in 24 countries and exporting to 178 countries. Our experience of more than half a century has made it possible for the Holding's subsidiaries to become pioneering companies in their sectors with the success they have achieved in their respective fields.

Kazancı Holding's Board of Directors lies at the heart of our governance structure. The Holding Joint Units Coordination Committee, Joint Units Working Group and Finance and Accounting Working Groups report to the Holding's Board of Directors. The Energy Executive Committee, Generator Executive Committee, Natural Gas Executive Committee, Electricity Executive Committee, Agriculture and Tourism Executive Committee are responsible for the management of our Subsidiaries and report directly to the Holding's Board of Directors.

Kazancı Holding and its subsidiaries' corporate governance business model helps us lay the foundations for an effective management structure. Under this model, Kazancı Holding's Board of Directors sets the overall strategies of the Holding and its subsidiaries. The Boards of Directors of the Subsidiaries develop their own targets and

strategies in line with these strategies. They also implement the corporate strategies approved and optimized by the Holding via a performance-based approach.

Kazancı Holding's Board of Directors provides necessary supervision to effectively implement the managerial autonomy of the Subsidiaries. As the most senior management body with the broadest authorities, it also undertakes important tasks such as formulating strategies at the Holding level, approving the strategies and targets of the Subsidiaries, determining organizational structures and approving medium-term financial targets and budget targets.

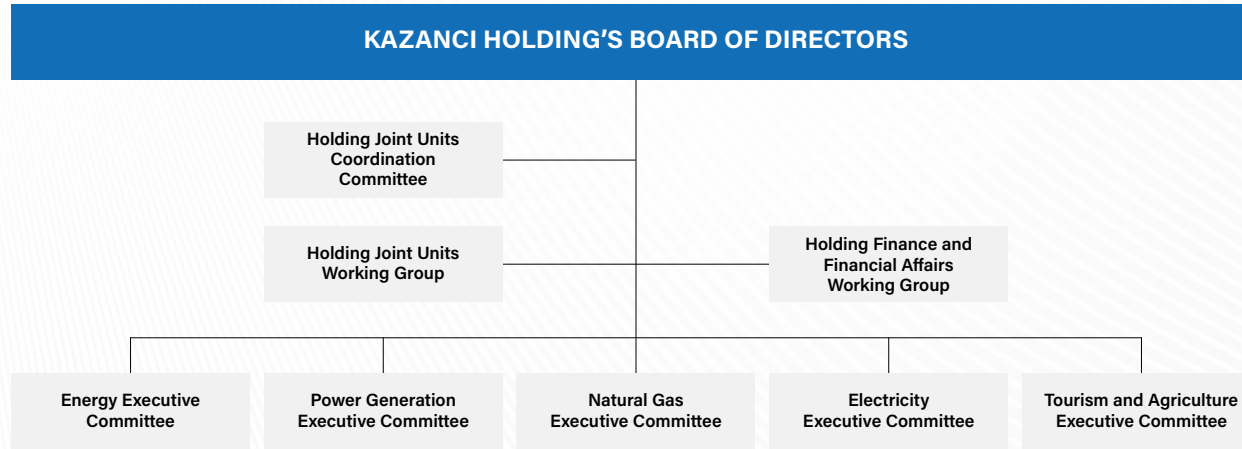
Critical investment decisions at the strategic level and transactions such as acquisitions, mergers and divestitures are also approved by the Holding's Board of Directors. In addition to the strategic goods and services to be provided to the subsidiaries, it defines the services that will create synergies and establishes the conditions for providing services.

The Holding's Board of Directors monitors the implementation of competent internal control and compliance processes to continuously improve the subsidiaries' corporate governance structures. The aforementioned Corporate Governance approach supports Kazancı Holding and its subsidiaries in achieving their sustainable growth and development targets.

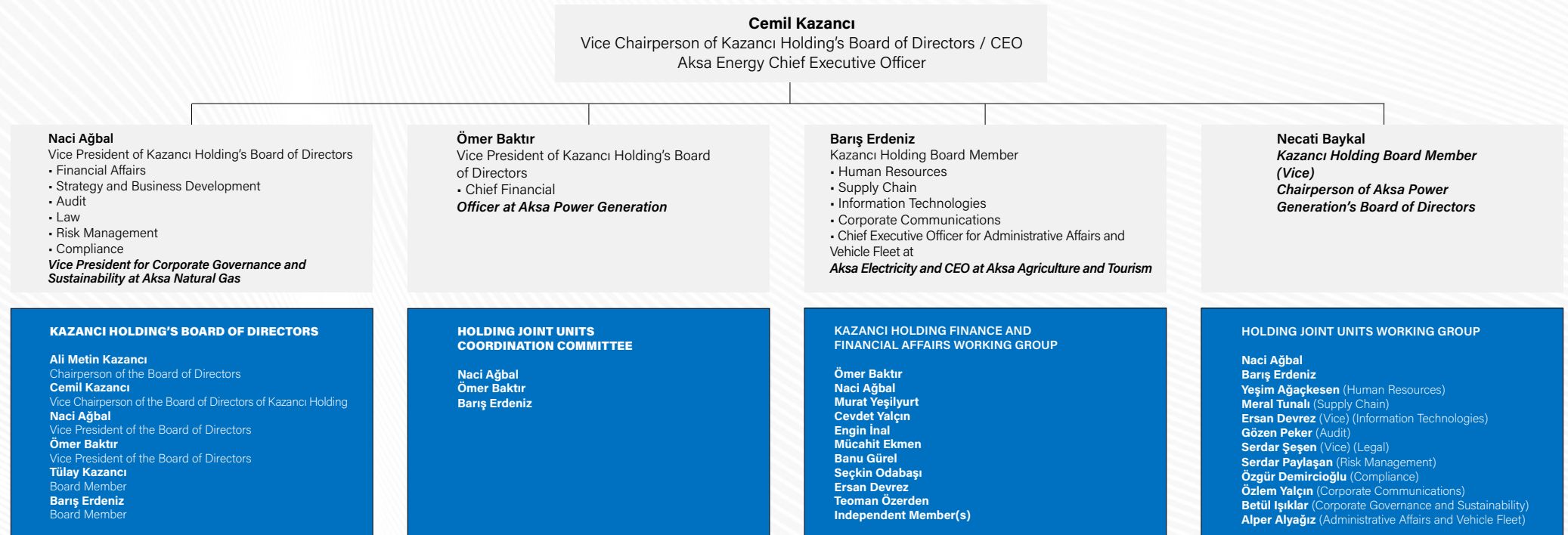


GOVERNANCE STRUCTURE

Kazancı Holding Structure



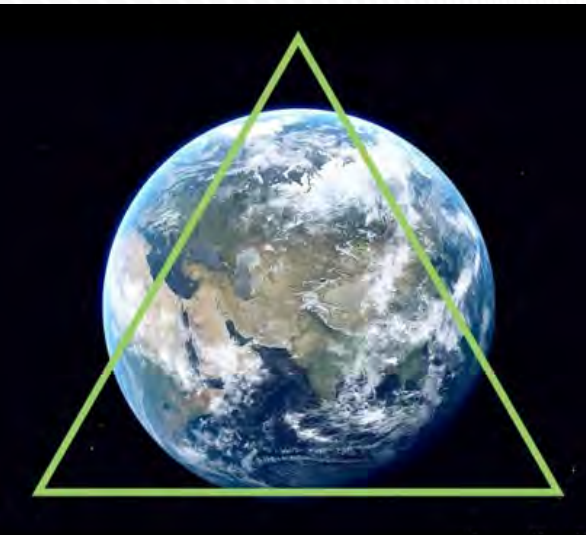
Areas of Responsibility for the Board Members of Kazancı Holding



GOVERNANCE STRUCTURE

IN LINE WITH OUR 2030 GLOBAL STRATEGY, WE FOCUS ON OUR SUSTAINABLE GROWTH TARGETS

2023 has taken its place in our history as a year during which we also built the future and moved forward in line with the principles of transparency, accountability and engagement.



In line with our 2030 Global Strategy, we focus on our sustainable growth targets. 2023 will always be remembered as a year of strategic transformation. To this end, we established “Kazancı Holding & Aksa Subsidiaries Global Corporate Governance Policies” to promote a transparent and responsible corporate culture.

Our policies are based on our vision, mission and values and the best global governance principles. They were also created in a way to demonstrate our approach and commitments with a focus on environmental, social and economic sustainability. Taking into account the views of our internal stakeholders, we formulate our policies through a participatory process and move towards our goal of institutionalization in line with our 2030 Global Strategy. Thus, we made the foundations of our company more solid and up to date.

Throughout 2023, we planned and started the implementation of major action steps in preparation for the future. These action steps were key milestones on the way to attaining our strategic goals. The steps we have taken on our institutionalization journey have secured our company’s success today as well as its sustainable growth for the future. By upscaling our corporate governance structure, we have secured a stronger and more resilient structure.

This transformation process has been the most tangible indicator of our achievement of a transparent, accountable and corporate structure while remaining true to our company’s vision. 2023 has taken its place in our history as a year during which we also built the future and moved forward in line with the principles of transparency, accountability and engagement.

The year we left behind marked just the beginning of our strategic transformation journey. We will keep improving further, aiming for the best to become a role model. In line with the principles of transparency, accountability and engagement, we will keep fortifying our structure for the future. Driven by such determination, our company will always be a symbol of excellence and sustainable success.

As a result of the corporate governance policies we developed throughout this process, we updated our corporate principles in many areas such as compliance with ethical principles, anti-bribery and anti-corruption, corporate governance approach, human rights, diversity, equality and inclusiveness, reputation, competition compliance and risk management, and paved the way for becoming an exemplary corporate structure.

Kazancı Holding & Subsidiaries Global Corporate Governance Policies

- Global Corporate Governance Policy
- Global Corporate Compliance Policy
- Global Ethical Principles and Code of Conduct Policy
- Global Anti-Bribery and Anti-Corruption Policy
- Global Donations and Sponsorships Policy
- Global Trade Sanctions and Controls Policy
- Global Conflicts of Interest Policy
- Global Gifts and Hospitality Policy
- Global Personal Data Protection and Processing Policy
- Global Human Resources Policy
- Global Remuneration Policy
- Global Diversity, Equality and Inclusiveness Policy
- Global Human Rights Policy
- Global Supply Chain Policies and Principles
- Global Stakeholder Engagement Policy
- Global Corporate Tax Policy
- Global Competition Compliance Policy
- Global Financial Management Policy
- Global Risk Management Policy
- Global Corporate Communications Policy
- Global Reputation Policy
- Global Information Security Policy
- Global Innovation Policy
- Global Dividend Distribution Policy
- Global Shareholding Policy
- Global Disclosure Policy

ETHICAL PRINCIPLES AND COMPLIANCE

MANAGEMENT APPROACH BASED ON CORE VALUES

We adopt a respectful, fair and honest service approach towards our customers. We operate in compliance with competition rules and aim to create value for our shareholders. We act fairly towards our suppliers and business partners and take care to provide equal opportunities for our employees.

At Kazancı Holding, we recognize the importance of creating a consistent, effective and transparent communication model to achieve success on a global scale. In this respect, we have developed a comprehensive Global Ethical Principles and Code of Conduct Policy to ensure open and reliable communication with all our stakeholders. This policy is designed to ensure that our employees and business partners act in accordance with our ethical values.

The purpose of our policy is to establish certain principles in our relations with national and international public institutions and the private sector in our Holding's activities. This policy is an integral part of our Holding's Global Corporate Compliance Program along with national and international regulations to ensure an honest, transparent and ethical business environment.

The policy covers managers and employees in all countries where we operate. The rules that our suppliers must comply with are set out in the "Global Supply Chain Policies and Principles." The Holding has set ethical principles based on the United Nations Global Compact and aims to ensure that employees act in accordance with these principles. The senior management is responsible for leading employees in compliance with regulations. All our employees are obliged to comply with this policy.

The Holding's management approach is based on core values such as respect, trust, unity, courage, agility, competitiveness, entrepreneurship and sustainable success. We also prioritize principles such as integrity, honesty, transparency and accountability.

Operating with a sense of social responsibility, our Holding supports human rights, cares about environmental issues and is sensitive to local cultures. We adopt a respectful, fair and honest service approach towards our customers. We operate in compliance with competition rules and aim to create value for our shareholders. We act fairly towards our suppliers and business partners and take care to provide equal opportunities for our employees.

Our Holding complies with ethical and transparency rules in its relations with public institutions and ensures that all records are kept accurately and reliably. Our priorities include avoiding conflicts of interest, complying with rules on gifts and hospitality, acting meticulously in the fight against bribery and corruption, and conducting donations and sponsorship activities in accordance with ethical rules. We have published separate policies that address these issues and incorporate them into our business processes.



Cases of non-compliance with the policy are evaluated by the Ethics Committee. Calls to the "Kazancı Holding Ethics Communication Hotline," which was launched in 2017 for the use of the Holding's employees in detecting unethical incidents, are answered by the Audit Department. Kazancı Holding's Code of Ethics is available at https://www.kazanciholding.com.tr/assets/politicspdf/global_etik_politikasi.pdf.

All employees of Kazancı Holding and its Subsidiaries are obliged to comply with applicable regulations and other Holding policies.

Reports of actions that are not in compliance with the Code of Ethics and Conduct should be made to the following communication channels:

- E-Posta: etik@aksa.com.tr,
- Etik Hattı: 0 850 511 11 12

AUDIT

WE STRENGTHEN OUR INTERNAL AUDIT PROCESSES AND ENSURE ORGANIZATIONAL INTEGRITY BY TARGETING CONTINUOUS IMPROVEMENT

We audit the reliability of our financial reporting system, our Holding and Subsidiaries' compliance with legal and internal regulations, the effectiveness and efficiency of our operations, and the security and reliability of our information systems based on our risk management-oriented approach.



At Kazancı Holding, we have an internal audit unit striving to evaluate and improve the effectiveness of our control and governance processes. We audit the reliability of our financial reporting system, our Holding and Subsidiaries' compliance with legal and internal regulations, the effectiveness and efficiency of our operations, and the security and reliability of our information systems based on our risk management-oriented approach. As a result of these audits, we adopt a transparent management approach by providing reasonable assurance to the Board of Directors.

Kazancı Holding's Office of Assistant Audit Chief left behind the years 2022 and 2023 with significant achievements. In 2022, the compliance of the activities of the Office of Assistant Audit Chief with international auditing standards was audited by the independent audit firm KPMG under many headings, and the Quality Assurance Service (QAR) Report was certified to be in the highest level of compliance with international auditing standards. With this success recognized by KPMG, our principles of impartiality and reliability were underlined once again. As a result of this assessment, it has been confirmed that the Internal Audit Department's positioning within the company is supportive of independence and objectivity,

it has a reputable position, it provides added value to the processes, the department performs its duties impartially and objectively with the utmost professional care, and the audit reports provide added value to the organization and are sufficiently detailed. Throughout 2023, we made a comprehensive assessment of both our central internal audit and field internal audit activities. As a result of these audits, the effectiveness of our internal control and governance processes was deemed adequate. We also submit necessary recommendations for action to the management units regarding the individual control weaknesses identified and effectively monitor whether or not these actions are implemented in a timely manner.

At Kazancı Holding and its Subsidiaries, we aim for continuous development, strengthen our internal audit processes and ensure organizational integrity.

The Office of Assistant Audit Chief was deemed worthy of the Internal Audit Awareness Award in 2023 as a result of the evaluations conducted across Türkiye by the Institute of Internal Auditing - Türkiye.

RISK MANAGEMENT AND INTERNAL CONTROL

WE ENSURE THAT RISKS ARE MANAGED AT THE RIGHT TIME BY ESTABLISHING STRUCTURES THAT WILL OFFER MAXIMUM RESILIENCE WITHIN OUR MANAGEMENT AGAINST ALL RISKS

While taking firm steps towards a sustainable future, we also prioritize adhering to our ethical values and contributing to society. Throughout this process, we encourage the participation of all our employees, rendering risk management a shared responsibility.

By integrating enterprise risk management into our strategies and corporate culture at Kazancı Holding, we align our corporate strategy with risk management. We adopt an approach encompassing social, environmental, economic and ethical risks and integrate these elements into our decision-making processes. We ensure that risks are managed at the right time by establishing structures within our Holding management that will provide maximum resilience against all risks.

We also continuously conduct risk analyses, identify potential threats in advance and develop proactive strategies accordingly. Thus, we strengthen our relations with both our internal stakeholders and the external environment. While taking firm steps towards a sustainable future, we also prioritize adhering to our ethical values and contributing to society. Throughout this process, we encourage the participation of all our employees, rendering risk management a shared responsibility.

Risks of the Holding are identified and monitored under the following main headings:

Strategic Risks: Structural risks that may prevent the Holding from achieving its strategic goals set in the short, medium or long term are monitored under this heading. Risks such as planning risk, business model risk, business portfolio risk, reputation risk, market forecasting risk and risk of inadequacy in internal control systems are monitored under strategic risks.

Operational Risks: Operational risks refer to risks that may prevent the Holding from fulfilling its core business activities or that may harm all of its operations. Risks such as information security risk, capacity utilization risk, effective inventory management risk, production loss risk, productivity risk, employee health and safety risk are monitored in this category.

Financial Risks: Financial risks refer to the risks that may arise as a result of the corporation's financial position and preferences. Under financial risks, risks such as interest rate risk, currency risk, liquidity risk, receivables/collection risk and commodity price risk are monitored.

Compliance Risks: These are risks arising from the Holding's inadequacies and delays in complying with national and international regulations. Risks regarding the compliance program are monitored in this category.

Kazancı Holding commits to:

- Integrate risk/opportunity vision into the Holding's management,
- Detect risks early through risk analysis, continuous improvement and monitoring of the Holding's activities,
- Organize trainings to raise awareness throughout the Holding and to encourage all employees to fulfill their duties and responsibilities,
- Use hedging instruments appropriately and keep records as required by applicable regulations,

- Transparently inform regulators and other stakeholders about the risks the Holding faces and the functioning of the systems developed to monitor these risks.

We focus on improving the effectiveness of our risk management processes in order to manage more effectively the increasing uncertainties brought about by global developments and to maintain the trust we provide to our stakeholders in a fierce internal and external competitive environment. Our Board of Directors is responsible for monitoring all risks related to its subsidiaries in a consolidated manner and making strategic decisions on these risks across all companies. We adhere to our risk management strategy by considering the balance of risk, return and growth in our decisions in light of global developments.

We try to limit our risk levels by making use of hedging instruments in line with the policies set by the senior management. We centrally manage our financial and strategic risks. Our CFO Office engages in activities related to taking and implementing measures regarding potential financial risks and reviewing them within the framework of a risk management system, and reports regularly to the Board of Directors. As a holding operating in an investment-oriented sector, we finance our investments with long-term syndicated loans. We regularly monitor liquidity, exchange rate and interest rate risks

and observe developments in the markets. When deemed necessary, we effectively manage the financial risks and opportunities we are exposed to through policy changes. Our subsidiaries are obliged to adapt this model to their own structures, monitor their risks and take actions regarding risks. Thus, we create a strong partnership approach in risk management.

At every stage, we aim to create an effective risk management and control environment, thus sustaining our mission to deliver the highest value to our stakeholders. The objectives of Kazancı Holding's risk management and internal control systems are set out below:

- Protection of corporate assets;
- Ensuring compliance with laws, regulations and contracts;
- Ensuring the efficiency and effectiveness of operations;
- Ensuring the accuracy and reliability of financial and operational information;
- Eliminating or controlling the activities and transactions that contain previously identified and reported risk elements within the framework of the recommendations deemed appropriate by the management.

The results of the Holding, the degree of achievement of its targets and the determinations and reports on the risks it faces are evaluated at the Board meetings held periodically with the participation of the relevant managers.



SUSTAINABILITY APPROACH

- 24 Sustainability Strategy
- 25 Sustainability Policy
- 26 Sustainability Priorities
- 28 Mapping of the Sustainable Development Goals (SDGs)
- 29 Sustainability Governance Structure

OUR APPROACH TO SUSTAINABILITY

WE SUPPORT THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Clean, reliable, accessible and innovative energy products and services are at the heart of our mission. This is part of our commitment to add value to our customers and society.

The UN Sustainable Development Goals (SDGs) and ESG principles form the basic framework of our sustainability strategy. In line with these goals, we work for a better world by taking effective steps in environmental, social and governance areas. Aiming for operational excellence, we embrace a sustainable, equitable and inclusive culture of doing business for all our stakeholders.

As a company, we support the United Nations Sustainable Development Goals. We focus on providing affordable and clean energy (SDG 7), combating climate change (SDG 13), providing sustainable energy to cities and communities (SDG 11) and responsible production and consumption (SDG 12). We take SDG commitments as a basis in formulating our strategies and policies and sensitively observe the same approach in all our decision-making mechanisms. We report our performance results in a clear, credible and self-critical manner in line with GRI's recommendations for sustainability reporting. We also support the Paris Agreement Climate Goals and aim to reduce greenhouse gas emissions and become carbon neutral by 2050. We are committed to the ten principles of the United Nations Global Compact, encompassing the areas of human rights, labor standards, environment and anti-corruption. We believe that good corporate governance contributes to long-term business success and we are committed to developing and implementing a Corporate Governance and Sustainability System based on internationally recognized principles of good governance.

Kazancı Holding Sustainability Approach

Focus



Direct Contribution



It commits to act in harmony with other SDGs in its Focus Activities.

It pursues all its objectives in relation to ESG.



SUSTAINABILITY STRATEGY

WE CONTINUE OUR ACTIVITIES WITH THE MISSION OF CREATING A SUSTAINABLE ENERGY FUTURE

At Kazancı Holding, we are committed to the United Nations Sustainable Development Goals (SDGs) and Environmental, Social and Governance (ESG) principles.

We are committed to a sustainable energy future. To achieve this goal, we aim to provide sustainable and affordable energy, as well as sustainable products and services to all our customers by generating energy in a cleaner way and rendering its consumption smarter. Through our core business, we remain committed to improving people's lives, also creating a better tomorrow and tackling climate change. Under sustainability, we act in a responsible, transparent and competent manner to maintain the trust and respect of all our stakeholders.





SUSTAINABILITY POLICY

WE ARE MOVING FORWARD WITH THE VISION OF LEAVING A MORE SUSTAINABLE AND RESOURCE-EFFICIENT WORLD FOR FUTURE GENERATIONS

We gather our sustainability efforts under a single roof and adopt the principle of systematic execution of our internal policies. We launch activities that support national, regional and local development.



We know the importance of a consistent, effective and transparent communication model to achieve global success in line with our goals of establishment. Therefore, we have formulated our Sustainability Policy to communicate with all our stakeholders in an open, transparent and reliable manner. We aim to become 'carbon neutral' by 2050 by reducing our greenhouse gas emissions through our policy prepared with the vision of leaving a more sustainable and resource-intact world to future generations. Our policy covers managers and employees in all countries where our company operates. As part of our company's sustainability strategy, we determine the approach, principles and sustainability governance structure to be taken as basis to contribute to the ESG principles.

We act in compliance with national and international regulations on sustainability in all countries where we operate. We integrate sustainability into our business model to reduce environmental impacts, turning sustainability into an internal culture. We gather our sustainability efforts under a single roof and adopt the principle of systematic execution of our internal policies. We launch

activities that support national, regional and local development. We effectively manage the direct impacts of our operations and take measures to protect biodiversity. We act in the light of processes and policies that prioritize human rights as well as occupational health and safety to build a safe and decent work environment. We closely monitor the risks and opportunities brought about by climate change and continue to engage in necessary activities and collaborations. We adopt technologies and practices that support energy and resource efficiency and organize R&D and innovation-oriented projects. We invest in more efficient, sustainable and cleaner energy technologies and build capacity in these areas. We implement end-to-end digitalization practices to ensure efficiency in all processes. We adopt circular economy principles and lean production approach and improve environmental and social impacts in the lifecycle of our products and services. We encourage our suppliers to achieve transition to low-carbon production processes and raise public awareness by promoting the responsible use of energy and the sustainability of natural resources. We are responsive to the sensitive needs of the local communities we interact with and prioritize their engagement

in procurement processes. We develop good governance practices and establish fair, responsible, equitable and transparent communication with all our stakeholders. We embrace diversity and equal opportunities in all our activities and continue to contribute to society through our social responsibility projects.

In our reporting processes, we use GRI's environmental, social and governance framework to demonstrate our impact in the areas of human rights, social welfare, governance and climate change. In this sense, our basic approach as a company is to ensure that all our stakeholders are transparently informed about the implementation of our principles and commitments. We share comprehensive information about our sustainability policies through open and inclusive reporting.

SUSTAINABILITY PRIORITIES

WE PRESENTED 20 SUSTAINABILITY TOPICS TO OUR STAKEHOLDERS FOR THEIR EVALUATION

We received a total of 842 responses to the survey, 802 from internal stakeholders and 40 from external stakeholders. We prioritized the topics that were above the average in both groups and identified highly material topics from the intersection of these topics.

We design the periodical Materiality Analysis process with the following basic steps:

- We identify the full list of topics to be submitted for stakeholder scoring and feedback.
- We select stakeholders from various stakeholder groups from which feedback can be obtained and conduct a stakeholder survey after determining the scope.
- We create a materiality matrix by analyzing the responses from stakeholders.

At Kazancı Holding, we considered 20 topics as our material topics universe:

- Climate Action and Decarbonization
- Renewable Energy and Energy Efficiency Practices
- Corporate Governance
- Risk Management
- Compliance, Ethics and Anti-Corruption
- R&D and Innovation
- Digitalization
- Cyber Security
- Responsible Environmental Management
- Biodiversity
- Circular Economy
- Occupational Health and Safety
- Diversity, Inclusiveness and Equality
- Employee Satisfaction and Rights

- Talent Management and Employee Development
- Sustainable Supply Chain
- Customer Satisfaction
- Regional Development
- Corporate Social Responsibility
- Sustainable and High-Quality Products

We evaluate our stakeholders under two main categories: Internal and External. To this end, our internal stakeholders include the senior management and employees. Our external stakeholders are our customers, product and service suppliers, subcontractors and consulting companies, public institutions, our partners and major shareholders.

In 2024, we designed a two-stage systematic approach while preparing our materiality survey questions. Each of the 20 sustainability topics was evaluated by our stakeholders on the adequacy of current efforts and how material they will be in the future. We received a total of 842 responses to the survey, 802 from internal stakeholders and 40 from external stakeholders. We prioritized the topics that were above the average in both groups and identified highly material topics from the intersection of these topics.



SUSTAINABILITY PRIORITIES

OUR HIGHLY MATERIAL TOPICS ARE STRATEGICALLY IMPORTANT FOR KAZANCI HOLDING'S LONG-TERM SUCCESS AND SOCIAL CONTRIBUTION

In line with the findings of the materiality analysis, we identified the areas we will focus on to improve our sustainability goals.



Results of the Materiality Analysis (Highly Material Topics)

1. Occupational Health and Safety
2. Cyber Security
3. Renewable Energy and Energy Efficiency Practices
4. Customer Satisfaction
5. Diversity, Inclusiveness and Equality

As a result of the materiality analysis, we identified our highly material topics: employee satisfaction and rights, compliance, ethics and anti-corruption, digitalization, talent management and employee development, responsible environmental management, sustainable and high-quality products, R&D and innovation, climate action and decarbonization. These topics are critical to our company's sustainability strategy. Other material topics include risk management, regional development, sustainable supply chain, circular economy, biodiversity, corporate governance and corporate social responsibility. These topics are of strategic importance for our company's long-term success and social contribution.

MAPPING OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

WE ARE SEPARATELY ASSESSING THE ALIGNMENT OF EACH OF OUR HIGHLY MATERIAL TOPICS WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

In our survey results, we separately assess the alignment of each of the five highly-material topics with the UN Sustainable Development Goals. As a result of these assessments, we map the SDGs that overlap with our material topics. This is one of the key steps to see how our sustainability goals align with global standards and to make strategic plans accordingly.

Material Topics	Sustainable Development Goals
Occupational Health and Safety (OHS)	
Cyber Security	
Customer Satisfaction	
Diversity, Inclusiveness and Equality	
Renewable Energy and Energy Efficiency Practices	

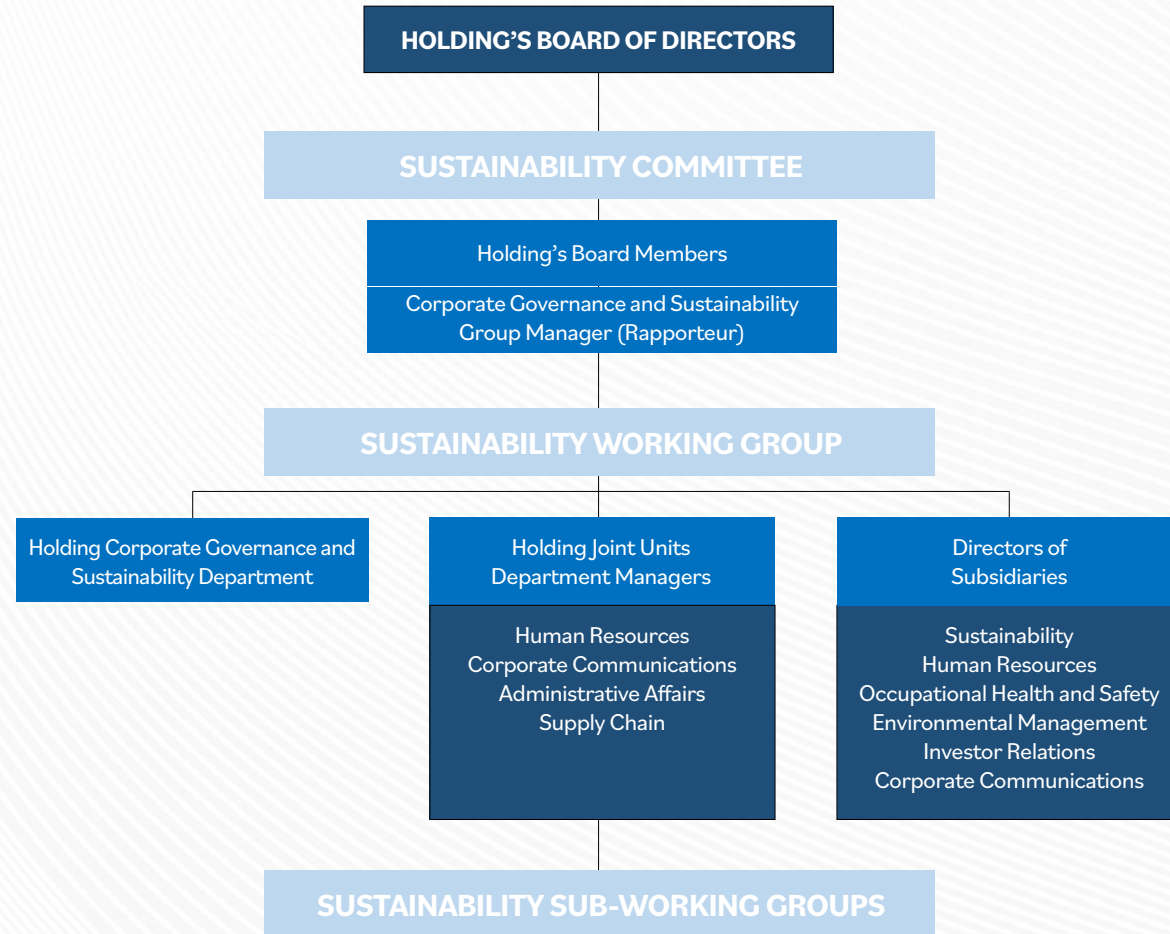
SUSTAINABILITY GOVERNANCE STRUCTURE

WE MAKE OUR DECISIONS IN LINE WITH OUR STRATEGIC GOALS AND POLICIES

Kazancı Holding and Aksa Group Companies are guided by governance principles to incorporate internationally recognized principles of good governance into their management systems, processes and decisions. A Sustainability Committee has been established to manage and oversee sustainability performance at the board level. The Sustainability Committee is composed of Board level executives.

The Sustainability Committee provides opinions and suggestions in setting the Company's sustainability strategy and policy. It forms opinions and suggestions on the implementation of the policy and monitors the implementation. It monitors the implementation of the Company's sustainability goals. It forms an opinion on the Company's compliance with sustainability reporting standards and guidelines. It monitors and evaluates risks and opportunities related to sustainability.

The Corporate Governance and Sustainability Department coordinates the Company's sustainability activities to achieve its sustainability goals. It establishes all kinds of systems, processes and reporting structures for the establishment and development of a sustainability culture within the company. It prepares sustainability strategy, policy and targets and sustainability-related commitments. It prepares sustainability-related decision frameworks for investment decisions and decisions related to key operational activities. It ensures that working groups consisting of employees specialized in these fields are established within the Company in order to make sure that sustainability activities and projects are carried out based on a participatory approach.





About the
Report

Message from the
Management

About Kazancı Holding and
Aksa Group Companies

Corporate
Governance

Sustainability
Approach

**Environmental
Management**



Our People-Oriented
Approach

Value Chain
Management

Digitalization and
Information Security

Appendices



KAZANCI HOLDING

ENVIRONMENTAL MANAGEMENT

- 31 Combating Climate Change
- 32 Energy Management and Resource Efficiency
- 33 Water Management
- 34 Waste Management and Circular Economy
- 35 Biodiversity




COMBATING CLIMATE CHANGE

WE SET OUR EMISSIONS REDUCTION TARGETS, TAKING VARIOUS MEASURES ACCORDINGLY

During the centennial anniversary of our Republic, we launched an environmentally sensitive project and donated 10,000 saplings to create “Aksa Memorial Forest” on behalf of 10,000 employees.



LET'S KEEP OUR FORESTS
ALIVE TOGETHER
for sustaining life



aksa



KAZANCI HOLDING

Climate change is a great global challenge of our time and is at the center of our company's sustainability strategy. Combating climate change, a requirement of our environmental responsibility, is also critical to making our business processes more efficient and resilient. Accordingly, we set our emissions reduction targets, taking various measures to achieve our targets.

Recently, we have made valuable gains within the framework of the ISO 14064:1:2019 Standard for the Quantification and Reporting of Greenhouse Gas emissions and Removals at the Organization Level. Following the training, we established a “Carbon Footprint Working Group” within Kazancı Holding.

In this group, employees from our company's sustainability, quality, R&D and environment departments came together to calculate the carbon footprint of Kazancı Holding and its subsidiaries. They then identified areas for improvement and started developing mitigation projects in these areas. We aim for this group to grow and diversify its activities in the upcoming years.

During the centennial anniversary of our Republic, we also launched an environmentally sensitive project and donated 10,000 saplings to create “Aksa Memorial Forest” on behalf of 10,000 employees. Under this project, we made an important contribution to our goals of protecting nature and leaving a clean environment for future generations. Aware of our responsibility to conduct our activities within the framework of the environment, society and corporate governance principles, we also observe the United Nations Sustainable Development Goals in this project, which serves our goals of protecting natural resources, supporting biodiversity and reducing carbon emissions. In line with our commitment to be carbon neutral by 2050, this initiative is a key step towards paying our debt to nature. A total of 4 hotels under the roof of Aksa Tourism, Mirada Del Mar in Antalya, Mirada Del Lago and Mirada Del Monte in Erciyes and Mirada Exclusive Bodrum in Bodrum, hold Sustainable Tourism Certificates. We strive to render the operations of our hotels more sustainable every day.

ENERGY MANAGEMENT AND RESOURCE EFFICIENCY

WE IMPLEMENT A COMPREHENSIVE ENERGY MANAGEMENT SYSTEM TO MONITOR, ANALYZE AND OPTIMIZE OUR ENERGY CONSUMPTION

As part of Kazancı Holding's commitment to leave a cleaner environment for future generations, we received the YEK-G (Renewable Energy Guarantees of Origin System) Certificate to neutralize the carbon footprint of Aksa Head Office's electricity consumption for the years 2022 and 2023.

Improving energy efficiency and transitioning to renewable energy sources are critical to both reducing our environmental impacts and lowering our operational costs. To this end, Kazancı Holding implements a comprehensive energy management system to monitor, analyze and optimize our energy consumption.

In line with the importance we attach to this topic, we maximize energy efficiency by ensuring that Kazancı Holding head office building is a smart building and that thermal insulation and indoor thermal comfort are provided by automatic systems. In our building, where we carry out heating and cooling processes through modern air conditioners, we regularly perform periodic maintenance and repairs of these devices every month. We are also aware that the greatest improvement in energy efficiency is achieved in the thermal comfort and lighting systems of the building, so we reduce unnecessary lighting and make more use of daylight. We also contribute to reducing our environmental impact with 58 hybrid-electric vehicles and an electric charging station in our fossil fuel-free building. At Aksa Agriculture, we save on energy consumption resulting from daily distances of 50-100 km by optimizing our ring service hours.

Turning to renewable energy sources is among the processes that support our environmental sustainability as well as reducing our energy dependency. As part of Kazancı Holding's commitment to leave a cleaner environment for future generations, we received the YEK-G (Renewable Energy Guarantees of Origin System) Certificate to neutralize the carbon footprint of Aksa Head Office's electricity consumption for the years 2022 and 2023. Thus, we neutralized 700.55 tons of CO₂ emissions for 2023. While strengthening our company's sustainability vision, we have also concretely demonstrated that we are taking firm steps towards our 2050 Carbon Neutrality targets under this initiative.

In addition to all these efforts, we also conduct regular trainings and awareness-raising activities to raise awareness among our employees on energy saving. Aware of the fact that every individual can contribute to energy efficiency, we encourage our employees to adopt sustainable practices in their daily work processes.





WATER MANAGEMENT

WE ARE DEVELOPING VARIOUS STRATEGIES IN LINE WITH OUR GOAL OF MINIMIZING WATER CONSUMPTION AND PROTECTING WATER RESOURCES

We aim to expand the operational scope of our “Water Footprint Working Group,” diversify our activities and raise awareness. We intend to reduce our water consumption as well as setting a role model in our sector by developing pioneering practices in water management.

Effective management of water resources is handled with great sensitivity both to ensure environmental sustainability and to increase the efficiency of our business processes. Accordingly, we develop various strategies in line with our goal of minimizing water consumption and protecting water resources.

In 2023, in line with the ISO 14046 standard, we launched a comprehensive study to use our water resources more efficiently and sustainably. As a part of this, we established a Water Footprint Working Group, which also includes representatives from our subsidiaries. Our working group analyzed the water use in the operations of both the Holding and our subsidiaries and performed a detailed water footprint calculation. Throughout this process, we assessed the environmental impacts of our water consumption and identified areas with potential for improvement.

During our work, we focused on adapting the most effective methods for water management to our business processes, drawing on international best practices and scientific approaches.

In the upcoming period, we aim to expand the operational scope of our group, diversify our activities and raise awareness. We intend not only to reduce our water consumption, but also to set a role model in our sector by developing pioneering practices in water management.

As an example of the good practices we implement at Aksa Agriculture, we use artificial ponds for plant irrigation in the fields and prefer drip irrigation technology.





WASTE MANAGEMENT AND CIRCULAR ECONOMY

WE DEVELOP COMPREHENSIVE STRATEGIES FOR WASTE MANAGEMENT

We sort our waste based on various categories as hazardous and non-hazardous waste and ensure that each group is handled correctly. Thanks to this system, we contribute to the protection of natural resources while increasing the amount of materials recycled.

At Kazancı Holding, waste management processes play a critical role in our efforts to reduce our environmental impacts. As a company, we develop comprehensive strategies to reduce waste generation, increase recycling rates and ensure proper waste management.

We prioritize reducing waste at source. To this end, we develop innovative solutions for the use of materials and methods leading to less waste in our production processes. Through the waste system, we facilitate the management of waste in our facilities and increase recycling rates. We sort our waste based on various categories as hazardous and non-hazardous waste and ensure that each group is handled correctly. Thanks to this system, we contribute to the protection of natural resources and increase the amount of materials recycled. The “Zero Waste Certificate” we hold also proves the effectiveness of these efforts.

We organize trainings and awareness-raising activities to raise awareness among our employees on reducing waste generation. This encourages each individual to contribute to waste management.

We also use our animal waste generated as a result of our activities under Aksa Agriculture as fertilizer in our fields. We store hazardous waste such as needles and disinfectants used in animal husbandry activities in accordance with the legislation and then we ensure their disposal by licensed companies.



BIODIVERSITY

WE CARRY OUT STUDIES ON ENDANGERED SPECIES IN EVERY GEOGRAPHY WHERE WE OPERATE

We signed a cooperation protocol with Isparta University of Applied Sciences, which has been working on “the protection of the Anatolian Leopard’s presence in Anatolia and biodiversity in our country” for a long time.



At Kazancı Holding, biodiversity is strongly integrated into our sustainability approach and priorities. Therefore, we have included performing studies on endangered animal and plant species in every geography where we operate among our goals.

Since 2015, Aksa Energy, one of our subsidiaries, has been conducting studies to determine the ecology of mountain gazelles, striped hyenas and red deer as well as to protect brown bears and lynx living in Türkiye. The leopards were last seen in Anatolia 50 years ago. The emergence of scientific records of the presence of the Anatolian leopard in Antalya in 2019 and the steps taken in this regard give us, Kazancı Holding, great hope for the protection of biodiversity in our country.

We identified the strength of our holding with the leopard

We signed a cooperation protocol with Isparta University of Applied Sciences, which has been working on “the protection of the Anatolian Leopard’s presence in Anatolia and biodiversity in our country” for a long time. In the process throughout which the Anatolian Leopard Protection and Wildlife Support Project will

be carried out, it is planned that teams of our own employees will take an active role in the field together with researchers from Isparta University of Applied Sciences. Our employees planned to take part in areas such as information and awareness-raising activities, camera trap installation and wildlife observation first receive training from academics on the relevant subjects and then will assume roles in the field in line with the training they receive. Under the project, camera trap support will be provided to expand the research area. We plan to learn more about the ecosystem and habitat by following the movements of the Anatolian Leopard and wildlife species more closely. Under the project, we also plan to organize training programs to raise awareness among local people, particularly children in the region where the camera traps will be installed. We aim to protect the Anatolian Leopard, which is thought to be extinct in Türkiye, and to ensure the importance and awareness of the issue by the public, thanks to the protocol, which we signed in order to create an exemplary university-industry cooperation in Türkiye and will be valid for five years.



OUR PEOPLE-ORIENTED APPROACH

- 37 Human Resources Approach
- 38 Employee Profile
- 39 Employee Engagement and Satisfaction
- 41 Talent Management and Employee Development
- 43 Diversity, Inclusiveness and Equal Opportunities
- 44 Occupational Health and Safety

HUMAN RESOURCES APPROACH

WE CONTINUE TO WORK IN LINE WITH THE GOAL OF CREATING VALUE ON A GLOBAL SCALE WITH AN INNOVATIVE CORPORATE CULTURE

Kazancı Holding employees are open to innovation and change, dynamic, aware of their potential to improve themselves and their work, and members of a team where development and creativity are pursued starting from recruitment, efforts are rewarded and achievements are recognized.



THE AIM IS TO CREATE VALUE ON A GLOBAL SCALE

As an organization acting with the awareness that our greatest strength is our highly qualified human resources, we continue to work in line with the goal of creating value on a global scale with an innovative corporate culture.

This understanding is also reflected in our Global Human Resources Policy, which we have created based on the approach that “our most valuable capital is our human resources.” Our main objectives in the human resources activities are as follows:

- Being ‘one of the best role models’ in human resources practices in the sector,
- Managing all human resources processes effectively and in a way that will provide a competitive edge,
- Selecting the organizational members of all Kazancı Holding subsidiaries from people who are team players, open to change, efficient, dynamic and comply with corporate values,
- Enhancing the company’s efficiency by implementing practices aimed at improving the performance and development of human resources.

Kazancı Holding employees are open to innovation and change, dynamic, aware of their potential to improve themselves and their work, and members of a team where development and creativity are pursued starting from recruitment, efforts are rewarded and achievements are recognized. The human resources management approach of our subsidiaries covers preparing our employees for the specific structures and needs of the sectors in which they operate, as well as developing approaches and practices that will keep them dynamic in line with the strategic goals of our Holding.

To achieve our long-term goals, we attach great importance to a sustainable human resources structure and shape our HR policies, which are designed to continuously improve human resources competencies, in line with long-term corporate goals. The goal of these human resources management approach and practices is to create a working environment that supports employee engagement and continuous development, enhances performance and loyalty, and positions the Group as “the most preferred employer for development-oriented and productive professionals” for current and potential employees.

Kazancı Holding’s perspective on human resources encompasses values such as:

- Being fair and ethical,
- Being transparent,
- Being employee-oriented,
- Diversity, equality and inclusiveness.

Our Human Resources Department engages in all end-to-end processes such as selection and placement, remuneration and benefits, training, performance and organizational development of all subsidiaries gathered under the umbrella of 6 fields of activity within a central structure.

We act with the awareness of ensuring that the subsidiaries are ready for both the present and the future with the right strategies in line with their structure. Accordingly, understanding the human resources needs of our employees in the best way possible and approaching these needs with the most appropriate and efficient solutions form the basis of our human resources activities.

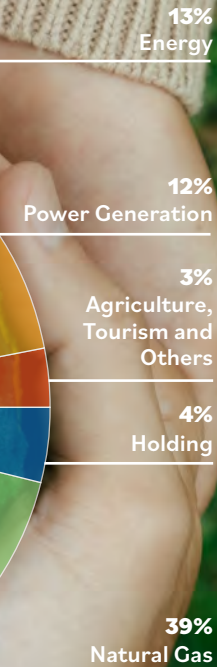
EMPLOYEE PROFILE

WE EMPLOYED 15 THOUSAND PEOPLE FROM 36 DIFFERENT NATIONALITIES DURING 2023

As of the end of 2023, we have a total of 10,890 employees based in 26 different countries. 14% of our employees work in international operations and 86% in domestic operations. Kazancı Holding employed 15 thousand people from 36 different nationalities throughout 2023.

29%
Electricity Sales and Distribution

Breakdown of Employees by Company



EMPLOYEE ENGAGEMENT AND SATISFACTION

WE DEVELOP VARIOUS STRATEGIES TO INCREASE THE SATISFACTION AND LOYALTY OF OUR EMPLOYEES

We revised the Performance System established in 2019 to reward the success of our employees, ensure their continuous development and determine their career paths by transforming the system into a leaner and more agile structure in 2023 in line with the requirements of the emerging era.

Employee engagement and satisfaction are among the matters at the center of our company's sustainability goals. The engagement of our employees is one of the key determinants of our organizational success. Therefore, we develop various strategies and practices to increase their satisfaction and strengthen their engagement.

We revised the Performance System established in 2019 to reward the success of our employees, ensure their continuous development and determine their career paths by transforming the system into a leaner and more agile structure in 2023 in line with the requirements of the emerging era. We created this new system in line with feedback from all employees and managers and in a way that best serves the needs, also taking into account best practices. Thus, we created a strategic target group, linking our goals with our corporate strategy. We also switched to a user-friendly system and created 'Target Pools' for the sustainability of the targets approved by the board of directors. Furthermore, we were able to move to a more dynamic structure through an instant target and feedback practice.

Our competencies are as important a part of performance management as achieving targets. Accordingly, at Kazancı Holding, we categorize our competency model under two categories: 'Core Competencies' and 'Managerial Competencies'. We contribute to the performance process by observing the competency dictionary within the organization as well as the behaviors serving these competencies.

Core Competencies

- Self-Development
- Relationship Management
- Cooperation
- Process Orientation
- Result Orientation

Managerial Competencies

- Leadership
- Management by Objectives
- Being Open to Change and Innovation
- Strategic Planning

We also prioritize our own employees for vacant positions within the scope of the internal advertisement project 'Aksa is My Future', giving them the opportunity for different career paths and striving to increase their engagement. Furthermore, the level of success and satisfaction we achieved in the process of responding to job applications was acknowledged by the award we won at the 'Respect for People Awards' Ceremony organized by Kariyer.net.

At Kazancı Holding, we also offer our best support in order for our employees to achieve a work-life balance. Accordingly, we contribute to the UN Sustainable Development Goals, particularly Gender Equality (SDG 5) and Quality Education (SDG 4) goals, thanks to the nursery assistance for employee mothers regarding their children aged 0 to 6. In line with the goal of striking a gender equality, we encourage women's participation in the workforce by enabling mothers to better balance their work and family responsibilities. By supporting the goal of quality education, we facilitate access to early childhood education for children aged 0-6, contributing to a healthier and more successful

future for these children. We continue to support children's post-kindergarten education through educational collaborations with Türkiye's leading and reputable educational institutions, thus contributing to the future of our employees' children. We provide various privileges to our employees with the agreements we have made within the organization and the discounts we receive. We offer discounts to all our employees at Cookshop, a Group company, and hotels within Aksa Tourism. We also offer various advantages to our employees by making discount agreements with various leading institutions in Türkiye in areas such as healthcare and education.

Creating an open and effective communication environment is critical to rendering our employees' opinions and feedback valuable. We hear the needs of our employees through regular surveys and individual interviews and turn such feedback into action. In 2023, we conducted the "Employee Engagement and Experience Survey" in cooperation with Kincentric with the participation of approximately 10,000 people and a 67% participation rate.

EMPLOYEE ENGAGEMENT AND SATISFACTION

BY CREATING A STRONG TEAM SPIRIT, WE REINFORCE OUR SUCCESS AND CONTINUE TO ENHANCE EMPLOYEE SATISFACTION

Creating an open and effective communication environment is critical to rendering our employees' opinions and feedback valuable. We hear the needs of our employees through regular surveys and individual interviews and turn such feedback into action.



In our survey, we measured 'employee engagement and experience' and 'employee satisfaction level' under 6 main categories:

Agility

- Cooperation
- Customer Focus
- Diversity and Inclusion
- Infrastructure Facilities

Engaging Leadership

- Senior Management
- First Manager

Talent Focus

- Brand
- Career and Development
- Performance Management
- Reward and Recognition
- Talent and Staffing

Basic Concepts

- Balance of Work Life and Personal Life

Business

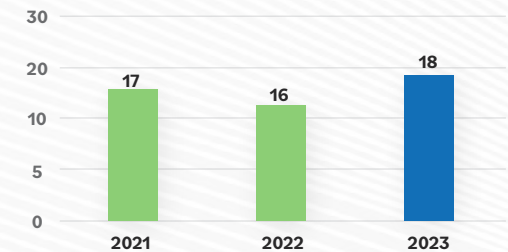
- Authorization and Autonomy
- Business Activities

Satisfaction

We also improve the overall satisfaction of our employees by providing a healthy work environment, managing stress and offering programs that promote a balanced life. In 2021, Aksa Basketball team, which we established within the Holding to participate in the inter-company basketball tournament and which consists of employees from our subsidiaries, is one of the best examples of these efforts. Displaying a strong performance on the court in many matches, our team successfully maintained its presence in the basketball in 2023 by carrying the team spirit to the game in sports as in business life.

Thanks to all these efforts, Kazancı Holding continues to build a strong team spirit, reinforcing our achievements and increasing employee satisfaction.

Employee Turnover Rate - %





TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

WE ENGAGE IN ACTIVITIES FOR THE DEVELOPMENT OF OUR EMPLOYEES FROM THE PERSPECTIVE OF A CORPORATE ACADEMY

We adopt a comprehensive approach to recognize, develop and make the best use of our employees' talents. We implement regular feedback mechanisms and performance evaluation systems to reveal the individual talents of our employees.

88

Training programs

We see talent management and employee development as one of the key elements of our company's sustainable success strategies. To this end, we adopt a comprehensive approach to recognize, develop and make the best use of our employees' talents. We implement regular feedback mechanisms and performance evaluation systems to reveal the individual talents of our employees.

We have built our talent management process on helping our employees identify their career goals and providing them with appropriate development opportunities. We apply a competency-based recruitment system in order to ensure that our domestic and international recruitment processes are carried out effectively and accurately, and we conduct the process more comprehensively, especially in our executive level recruitments. We evaluate our employees with tools such as personality inventory prepared in accordance with the set of competencies, numerical - verbal - abstract ability tests, English test and case

studies. The training programs we develop aim to increase the professional skills of our employees and advance their careers. These trainings cover technical knowledge and skills as well as core competencies such as leadership, communication and teamwork. At Kazancı Holding, we deliver efforts for the development of our employees, acting like a corporate academy in the process. This process starts with the analysis of training needs and ends with the evaluation of training performance. In 2023, we organized a total of 88 training (23 online and 65 face-to-face) programs including in-person and online trainings over the Aksa Academy Platform. We provided 15,928 hours of training with 2,786 participants, and the average training time per person was 5.72 hours. Considering training requests on a category basis, we organized 45 trainings with 1,489 participants in the professional development training category, while we offered 3 trainings with 127 participants in personal development training. Among the sector-specific training programs, we held 6 trainings with 44 participants in the

Power Generation School, 7 trainings with 40 participants in the Procurement School and 5 trainings with 13 participants in the Logistics School. We also organized monthly 'Aksa Talks', a 2-hour training seminar organized by expert trainers to support the development of our employees. Accordingly, we held 6 seminars with a total of 591 participants.

We also attach great importance to including sustainability topics in our trainings. To this end, sustainability trainings were organized under 6 main training topics in 2023. Two of these trainings were 'Sustainability Awareness' and 'Environmental Awareness and Zero Waste Awareness' trainings organized by our Sustainability Department. "Sustainability Management," "Green Certificate for Buildings and Campuses (Yes-Tr) Training Program," "ISO 14064-1:2018 Carbon Footprint Calculation Training" and "ISO 14046:2014 Water Footprint Calculation Training" were the other trainings we conducted.

TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

WE RUN YOUNG TALENT PROGRAMS TO SUPPORT THE EMPLOYMENT OF NEW GRADUATES

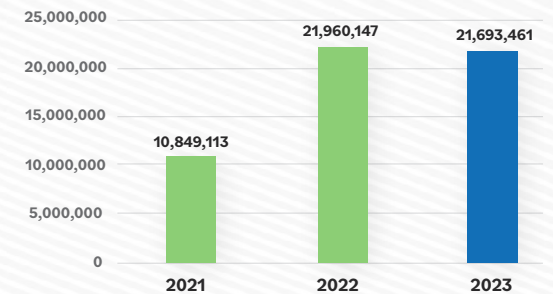
The steps we take in talent management and employee development will continue to help us build a sustainable future by improving the motivation and engagement of our employees.



At Kazancı Holding, we also value the contribution of young talents and run young talent programs to support the employment of new graduates. Through the “EnerjiMAXa” program we launched in 2020 across our subsidiaries, we have succeeded in recruiting many new graduates to be trained in the departments that best suit their competencies and skills. In 2023, we recruited 24 young talents following detailed evaluation processes among 1,124 young talent applications.

The steps we take in talent management and employee development will continue to help us build a sustainable future by improving the motivation and engagement of our employees.

Education Expenses, TL





DIVERSITY, INCLUSIVENESS AND EQUAL OPPORTUNITIES

WE ARE COMMITTED TO CREATING A WORK ENVIRONMENT THAT PROMOTES DIVERSITY

At every stage, from recruitment processes to career development programs, we attach importance to the equal evaluation of everyone regardless of gender, age, ethnic origin, disability status and other identity factors.



At Kazancı Holding, we consider diversity, inclusiveness and equal opportunities as the cornerstones of a strong organizational culture. We are aware that individuals with different backgrounds, experiences and perspectives working together increases our creativity and enables us to develop innovative solutions. To this end, we are committed to creating a working environment that encourages diversity.

We designed our inclusiveness policy with the goal of ensuring that all our employees have equal opportunities. Accordingly, we attach importance to the equal evaluation of everyone regardless of gender, age, ethnic origin, disability status and other identity factors at every stage, from recruitment processes to career development programs. We enable all our employees to maximize their potential and contribute to the organization at the highest level. In 2023, we updated our promotion process and transformed it into a data-based and result-oriented structure. We also launched assessment center practices at executive levels and started measuring the technical knowledge and competencies of our employees in line with the expectations of the relevant role.

We also attach great importance to the feedback of our employees. We create open communication channels for our employees to make their voices heard and aim to increase employee satisfaction through regular feedback mechanisms. We also aim to raise awareness and empathy among our employees through regular trainings and workshops to create an inclusive working environment.

Ensuring equal opportunities and supporting the success of every individual on equal terms is an important part of Kazancı Holding's sustainability strategy. The criteria and policies we set to achieve these goals aim to support gender equality and diversity, and to ensure social justice. Through our understanding of diversity and inclusiveness, we aim to positively impact not only our business environment but also the social structure.

As a company, we are committed to ensuring that all our employees feel valued by promoting diversity and inclusiveness. These efforts will create a strong team spirit and lead to sustainable success.

OCCUPATIONAL HEALTH AND SAFETY

WE ARE FULLY COMPLIANT WITH CURRENT SG POLICIES AND LEGAL REQUIREMENTS

Under Occupational Health and Safety Management, we conduct risk assessments by identifying the hazards related to our activities, set various targets to minimize the identified risks and continuously monitor the level of achievement of these targets.



Occupational Health and Safety (OHS) management is one of the main priorities of our company and is a systematic approach to protect the health of our employees and provide a safe working environment. In this context, we aim to fully comply with legal requirements and implement best practices by continuously updating our Global Occupational Health and Safety Policy.

In the countries and regions where we operate, we follow OHS-related regulations as well as the best practices in the international market and conduct our activities accordingly. Under the Occupational Health and Safety Management we have launched, we conduct risk assessments by identifying the hazards related to our activities, set various targets to minimize the identified risks and continuously monitor the level of achievement of these targets. All such processes are carried out by the OHS Committee.

While shaping our Global OHS Policy in line with the goal of raising awareness among our employees and ensuring occupational safety, we offer OHS trainings to our employees in our head office and other regions of operation every year.

We also conduct periodic health screenings and emergency drills to ensure the health and safety of our employees.



VALUE CHAIN MANAGEMENT

- 46 Stakeholder Relations
- 47 Value Chain Management
- 48 Corporate Social Responsibility

STAKEHOLDER RELATIONS

WE AIM TO CONTRIBUTE TO OUR SUSTAINABLE GROWTH BY COLLABORATING EFFECTIVELY WITH OUR STAKEHOLDERS

Our primary goal is to maintain transparent and continuous communication with our stakeholders and to develop relationships based on trust. Our stakeholders include our employees, customers, suppliers, public institutions and legislative bodies, and we aim to contribute to our sustainable growth by collaborating effectively with these stakeholders.

In our business processes, we attach importance to the opinions and feedback of our stakeholders and regularly interact with them to understand and meet their needs and expectations. In line with our sustainability strategies, we aim to achieve our environmental, social and economic goals with the contributions of our stakeholders. Especially with our sustainable supply chain practices, we endeavor to establish strong relationships with our suppliers and to ensure continuous cooperation. This collaboration with our stakeholders is an important part of our business continuity and sustainability performance.

Stakeholders	Communication Method	Communication Frequency
Employees	E-mail, phone and face-to-face meetings Meetings and trainings Digital communication tools Digital training programs Employee satisfaction surveys Special events for employees Committee meetings Announcements and notifications In-house publications	Continuously
Customers	Customer satisfaction surveys E-mail, phone and face-to-face meetings Customer visits and meetings Exhibitions, conferences, fairs Website News Social media Request/grievance sites	Continuously
Suppliers	E-mail, phone and face-to-face meetings Meetings Supplier audits Supplier portals	Continuously
Public Institutions and Legislative Bodies	Periodic reporting Meetings and conferences E-mail, phone and face-to-face meetings Audits	Continuously

VALUE CHAIN MANAGEMENT

WE DEVELOP LONG-TERM, ETHICAL AND MUTUALLY BENEFICIAL PARTNERSHIPS WITH OUR SUPPLIERS

We adopt a responsible and sustainable approach to supply chain management. We develop long-term, ethical and mutually beneficial collaborations with our suppliers. In our supplier selection processes, we take into account important criteria such as compliance with the law, human rights, environmental sensitivity and occupational health and safety.

At Kazancı Holding, our Global Supply Chain Policy prioritizes sustainability, ethical values and long-term collaborations. Our policy is based on strict adherence to environmental and social responsibility principles while aiming to ensure uninterrupted production flow by developing reliable alternative supply sources.

The basic principles of our Global Supply Chain Policy are as follows:

- 1. Compliance with the Law:** Our suppliers are required to act in accordance with applicable national and international legislation and Kazancı Holding's supplier code of conduct and other policies shared.
- 2. Human Rights and Employee Rights:** Our suppliers are obliged to provide a fair, safe and respectful working environment without any discrimination. A zero tolerance policy against child labor, forced labor and human trafficking is implemented. All necessary measures must be taken to protect the health and safety of employees.
- 3. Environmental Sustainability:** Our suppliers are expected to establish environmental management systems in line with sustainable development principles and take measures to reduce their carbon footprint. They are also expected to take environmental responsibilities such as the efficient use of natural resources, waste management and the protection of ecosystems.
- 4. Ethics and Compliance:** Strict measures are taken against bribery, corruption and anti-competitive activities. Our suppliers must act in full compliance with competition law and adopt fair trade principles.
- 5. Supplier Relations:** Long-term supplier relations are conducted within the framework of the win-win principle based on ethical principles. Thus, mutual synergy is created, company interests are prioritized and procurement processes are optimized.
- 6. Continuous Development:** Policies on supply chain management are continuously reviewed and improved. Supplier performances are regularly evaluated, monitored and audited.

Within the framework of this policy, our suppliers are expected to fully comply with the terms and conditions of the contract and the law, and fulfill the criteria set out regarding human rights, gender equality and environmental sustainability.



CORPORATE SOCIAL RESPONSIBILITY

AS KAZANCI HOLDING AND ITS AFFILIATED COMPANIES, WE HAVE BEEN IN THE DISASTER AREA FROM DAY ONE

As Kazancı Holding and its subsidiaries, operating in 8 of the 11 provinces declared as disaster areas, we have continuously carried out our efforts with a team of 1,300 people as part of the mobilization we launched in the earthquake zone from the very first hours of the disaster.



Aksa Members Running for Goodness

We believe that education is one of the most important tools for the sustainability of developed societies. With this awareness, Kazancı Holding ran the Istanbul Marathon in 2023 on behalf of the Darüşşafaka Foundation as part of the “Istanbul M-2023-Darüşşafaka - If Education is at Stake, We Run to Help! Campaign.” We are proud of supporting the Darüşşafaka Foundation, which provides hope and opportunity to future leaders by offering equal opportunities in education. We participated in this marathon with the understanding “If education is at stake in the centennial year of our Republic, we run to help!” and once again demonstrated our commitment to sustainable social values.

Aksa Sponsors Galatasaray Women’s Volleyball Team

To support the empowerment of women in every field, we collaborated with Galatasaray Sports Club and became the front tights sponsor of Galatasaray Daikin Women’s Volleyball Team. The sponsorship agreement was announced at a ceremony held at Ali Sami Yen Sports Complex RAMS Park.

CORPORATE SOCIAL RESPONSIBILITY

KAZANCI HOLDING AND ITS SUBSIDIARIES HAVE BEEN IN THE DISASTER AREA SINCE DAY ONE

Kazancı Holding and its subsidiaries, which operate in 8 of the 11 provinces declared as disaster zones, have mobilized a team of 1,300 people in the earthquake zone since the first hours of the disaster.



We Allocated More than 4 Thousand Generators

In coordination with AFAD and non-governmental organizations, we directed more than 4,000 generators to the disaster area for use in search and rescue operations. We also dispatched a total of 80 trucks containing basic needs and hygiene materials such as 12,000 winter clothes, 4,000 blankets, 1,500 sleeping bags, 1,500 heaters and 200 tents to be delivered urgently to those in need in the region.

We Moved Our Employees to Safe Areas

To respond to the accommodation needs of our employees and their families affected by the disaster, we relocated disaster victims to Aksa Tourism Hotels in Kayseri and Antalya and Aksa Energy's power plant in Şanlıurfa so that they could feel safe and comfortable on the second day after the earthquake. We established 2 living spaces in Hatay and Malatya for 600 employees who need to be present at their workplaces.

Container City for 10 Thousand People

While supporting search and rescue operations, we focused on food and shelter, one of the most urgent needs in the region. Accordingly, we started building container cities for 10 thousand people. We opened our first container city in Yeşilyurt district of Malatya and people started living there.

We Are Rebuilding Ayşe Kazancı Technical High School

We undertook the reconstruction of a technical high school in Malatya to support education in the earthquake zone. We signed a protocol for the Technical High School to be named after Mrs. Ayşe Kazancı through a signing ceremony held at the Governor's Office of Malatya.

Our Aksa Search and Rescue Team Received Their Certificates

Our volunteers participating in the Aksa Search and Rescue Team, which we launched with the belief that we should be individually and institutionally prepared for natural disasters, successfully completed 25 days of theoretical and practical training with the contributions of AFAD and received their certificates. 28 Aksa volunteers who successfully passed the selection process are ready to take part in disaster response.



DIGITALIZATION AND INFORMATION SECURITY

- 52 R&D and Innovation
- 53 Digitalization
- 55 Information Security



DIGITALIZATION AND INFORMATION SECURITY

STEP BY STEP INTO THE FUTURE WITH AN INNOVATION-FOCUSED STRATEGY



At Kazancı Holding, we see innovation as a critical factor in achieving our strategic goals in terms of sustainable development and ESG targets. Energy transformation, renewable energy, electrification, emerging energy technologies and digitalization are the main priorities of our innovation strategy. We also support the development of an innovation-oriented business culture.

While our digitalization efforts are carried out under the leadership of our Information Technologies (IT) Department, innovation is adopted as a company-wide approach to which all departments contribute through their own projects. Thus, each department adds value to our strategic goals by implementing innovation projects developed in its area of expertise.

R&D AND INNOVATION

WE CONTINUOUSLY STRENGTHEN OUR PRODUCT-SERVICE PORTFOLIO BY SUPPORTING INNOVATIVE PROJECTS

In line with our goal of creating an innovation ecosystem, we encourage collaboration, stakeholder interaction and knowledge sharing. We support open innovation through collaborations with other institutions, startups and academic organizations.



As a company, we prioritize our R&D investments, support innovative projects and continuously strengthen our product-service portfolio. We develop new products and services in the energy value chain, increase operational efficiency and allocate resources to this area by creating systems and processes to develop sustainable environmental solutions through end-to-end digitalization.

In line with our goal of creating an innovation ecosystem, we encourage collaboration, stakeholder interaction and knowledge sharing. We support open innovation through collaborations with other institutions, startups and academic organizations. As a result of our R&D activities, we attach special importance to intellectual property rights and adopt a sensitive approach to protecting these rights. By creating an innovation culture that encourages creative thinking, we provide the environment required for employees to develop their original projects. We offer guidance in patent applications and registration processes, making it possible to protect innovative solutions with confidence.

We bring qualified manpower to the company through our talent development and training processes and endeavor to unlock the potential of our existing employees.



DIGITALIZATION

WE TOOK STRONG STEPS THROUGH OUR DIGITAL TRANSFORMATION PROCESSES

We made progress in digital transformation with the SAP Transition Project of Aksa Overseas Companies.



We are in the process of achieving our digitalization targets and we are carrying out the following activities in line with the Key Performance Indicators (KPIs) we have identified;

SAP Transformation Projects

- **SAP S/4 Transformation Project (Prestige):** The Electricity Group's SAP S/4 Transformation Project, which we launched in April 2023, is a comprehensive project in which eight companies are involved in three separate systems, 11 modules and more than 20 integrations. Through this project, the first phase of which we completed on December 31, 2023, we optimized the SAP ECC system and enabled its transformation to SAP S/4 HANA. We categorized distribution companies in accordance with regulations. We established investment and progress payment processes. We plan to complete the second phase in 2024.
- **Aksa Hotel SAP Transition Project:** We implemented SAP S/4 HANA e-application processes at Mirada Exclusive Bodrum branch of Aksa Tourism. We manage e-ledger, e-archive, e-invoice and e-dispatch note transactions through SAP.
- **SAP Transition Project of Aksa Overseas Companies:** We took a strong step forward in our digital transformation processes through SAP transformation, for which we completed the FI and CO processes at our Aksa Netherlands, Talimarjan and Ivory Coast companies.

Intragroup Document Record Management

- We ensured that manual documents (debt receipt, receivable receipt, etc.) issued in our S/4 HANA system are automatically created through the system. Thus, we aim to prevent document losses, discrepancies and delays.

Software Development

- **Aksa Onaylarım (Approval) Revision Project:** We centralized our approval processes and accelerated the process by integrating SAP and our HR systems. We integrate our approval processes into Aksa Mobile application through the system we have made mobile compatible.
- **Paperwork 5.0 Transformation Project:** We renewed Paperwork, the workflow and document management system of Çoruh EDAŞ, Fırat EDAŞ and AKSA Natural Gas Distribution companies, with the state-of-the-art technology and switched to version 5.0.
- **Aksa Charging Project:** We optimized our charging stations and mobile applications with Turkish Republic Identification Number (TRIN)/ Tax Identification Number (TIN) verification and improvements in line with regulations.
- **Aksa Cargo Tracking:** We launched our cargo tracking management system to make cargo operations efficient and traceable in our Subsidiaries.

- **Aksa Portal Enhancements:** We launched various enhancements such as the Employee Profile Card, My Future AKSA, Meeting Room Reservation Management System and Energy Market Management System (EMMS) reports of Enerji Piyasaları İşletme A.Ş. (EPIAŞ).
- **Elektrik Perakende Satış A.Ş. (EPSAŞ) Paperwork Processes:** We completed the requested process improvements at our Aksa Electricity Retail Sales Companies and successfully commissioned the response, invoice analysis and internet sales processes.
- **Çoruh EDAŞ and Fırat EDAŞ Workforce Management Application Project:** We developed a map-supported, integrated workforce management system and managed to increase operational efficiency.
- **Çoruh EDAŞ and Fırat EDAŞ Field Billing Application Project:** We successfully launched this project, which aims to carry out field billing activities through a map-supported application.

DIGITALIZATION

WE DEVELOPED A SYSTEM FOR DIGITIZING PRODUCTION COSTS AND ANALYZING PRICE TRENDS

Through Budget Planning and Tracking Applications, we created business intelligence reports on budget planning applications that will enable the tracking of Information Technologies budget and realizations and continuously improved processes.

Business Intelligence Applications

Through our Business Intelligence group, which was established within our organization in 2018, we continue to offer services through a global application architecture with high up-to-date technology. Projects we carry out in this context:

- **Aksa Tourism Hotel Dashboard Enhancements:** We made improvements to analyze and display performance indicators such as occupancy rates, reservation and budget data of Aksa Tourism's Mirada Exclusive Bodrum, Mirada Del Mar Kemer, Mirada Del Lago & Del Monte hotels on the basis of currency, agency, country, accommodation, room and revenue type.
- **Customer Comment and Survey Dashboards:** We created dashboards to make sense of the customer reviews, survey results and semantic analysis results of the same hotels.
- **Information Technology Service Management (ITSM) Applications:** We developed IT Personnel Tracking, Supplier Effort Tracking and Performance Management System tools. In these applications, we reported data such as the efforts made by our technicians, compliance of improvement requests with the time plan, Service-Level Agreement (SLA) tracking, incident and request records.
- **Supplier Reports:** We created special reports for IT groups to review supplier efforts.
- **APG Follow-up Reports:** Under the Performance Management System, we designed graph and table-based reports to monitor Aksa IT Group's APGs.

- **Workforce Management Projects:** We prepared reports of WFM processes by integrating source data into the WFM projects we launched in Çoruh EDAŞ and Fırat EDAŞ regions.
- **Generator Operation Dashboards:** Through Aksa Power Generation Leasing and ASAKAI Dashboards, we created operation dashboards containing process data on generator production and operations.
- **Electricity Distribution Group Reports:** We designed team occupancy rate reports and customer analysis reports by regions.
- **Electricity Retail Group Reports:** We developed many dashboards such as Aksa Customer Solutions, Faturamatik Daily Reconciliation, Demand Forecast Report, Collection Report and Aksa Charging Report.
- **Supply Chain Dashboards:** We conducted a dashboard study for the Supply Chain Department to ensure Holding-wide inventory tracking and made continuous improvements in line with the guidelines of the Energy Market Regulatory Authority (EMRA) of the Republic of Türkiye.
- **Energy Sector Reports:** We created reports for the energy sector for finance and material inventory tracking.
- **Budget Planning and Tracking Applications:** We created business intelligence reports on budget planning applications that will enable the tracking of Information Technologies budget and realizations and continuously improved processes.

Analytical Applications

- **Cost Calculation of Product Related Variants (Generator):** We created SAP codes for products without SAP codes and determined product pricing by making detailed cost calculations in this process. This has given our business flexibility in terms of pricing strategy and the ability to respond quickly to customer demands. Thanks to SAP codes, monitoring and management of products became easier.
- **Aksa Service Spare Parts Stock Optimization and Supply Time Determination (Generator):** Thanks to our inventory optimization project, we reduced our costs and improved cash flow. We improved demand forecasts based on data analytics and managed inventory levels more effectively. We improved our inventory management processes by segmenting products with methods such as RFM analysis.
- **Price-Order Decision Support and Approval System (Generator):** We transferred our quotation and order approval processes to the digital environment, enabling us to observe and analyze discount rate strategies. Storing historical data enabled us to analyze performance and set future strategies.
- **Aksa Power Generation Production Cost Simulation Phase 1 (Generator):** We developed a system to digitize production costs and analyze price trends. Thus, we can see costs instantly and gain competitive advantage by managing costs more effectively.

- **10-Year Long Term Demand Forecasting Report (EDAŞ):** We drew up reports by making 10-year demand forecasts for Fırat and Çoruh regions through ARIMA model. Thus, we can predict energy demand more accurately and make our plans accordingly.
- **Market Analysis Model Automation (Electricity Sales and Trade):** Through the automation of the Market Clearing Price (MCP) model, MCP forecasts are generated by calculating the heuristic coefficients in the optimal range. This allowed our market analysis department to make faster and more accurate forecasts.
- **Consumption and Production Forecasting Study (Electricity Sales and Trade):** We created a guiding system for suppliers to increase their profitability by developing strategies based on Türkiye Electricity Consumption and MCP forecasts.
- **Spatial Asset Management (FlexMap) Project:** Our platform offers cost advantages to businesses by running on web browsers and operating systems without requiring any installation. The platform in this project aims to make all screens, reports, queries and analysis tools manageable with Extensible Markup Language (XML) structure by developing an independent web application.

INFORMATION SECURITY

WE USE ONLY KAZANCI HOLDING INFORMATION RESOURCES IN THE EXECUTION OF OUR BUSINESS PROCESSES

As Kazancı Holding, we expect all our business partners to comply with the information security laws in the countries in which they operate and to act in accordance with this policy. We regularly audit the activities of our business partners.

We maintain a comprehensive cyber security policy to protect against cyber-attacks, unauthorized access and data leaks. In this context, we operate a measurable and auditable information security system that complies with international standards by keeping pace with the rapid changes and developments in technology. We also periodically review and continuously improve this system.

We clearly defined the duties and responsibilities within the scope of information security and identified necessary resources. We protect all kinds of corporate and personal data by ensuring confidentiality, integrity and accessibility. We maintain the integrity of information so that it is accurate and complete by ensuring that data is only accessed by authorized personnel. We also adhere to the principle of accessibility so that authorized persons can access information when needed.

We identify information assets, assess their risks in terms of confidentiality, integrity and accessibility, and establish the control mechanisms required for managing these risks. We establish systems to manage information security breaches and take measures to minimize financial losses to prevent the recurrence of these breaches.

As Kazancı Holding, we expect all our business partners to comply with the information security laws in the countries in which they operate and to act in accordance with this policy. We regularly audit the activities of our business partners. We also take quick actions by utilizing local/private intelligence services in cyber security processes. We manage our processes by authorizing within the framework of the principle of least authorization and we continuously improve our security policy in line with this principle.

We use only Kazancı Holding's IT resources to carry out our business processes. We use these resources based on their direct relevance to our research, development, service and administrative activities. We fully comply with legal requirements and policies and procedures when using the IT resources of the Holding. While protecting our assets, we take measures against the information classes we have identified and the security risks specific to them, taking into account concepts such as confidentiality, integrity and accessibility.

Our employees fully comply with the laws of the Republic of Türkiye, in particular the "Law on Regulation of Publications on the Internet and Combating Crimes Committed Through Such



Publications," as well as international laws and ethical rules when using all information systems and communication tools, including internet use and voice communication activities. None of our employees engages in activities such as providing unauthorized access to servers or searching for security vulnerabilities that do not fit their terms of reference. The access credentials assigned to users and our tools are not shared with anyone, including technical staff.

We do not transfer company address, telephone details and personal data to discussion groups, chat rooms or forums on the Internet, except for business requirements. We act in accordance with the connection and access restrictions provided by Kazancı Holding in our internet use. Our electronic messaging carries the same sensitivity as face-to-face communication. We make sure that the recipients in the groups we send messages to will want to receive these messages.

INFORMATION SECURITY

CONFIDENTIALITY, INTEGRITY AND ACCESSIBILITY OF ALL KINDS OF CORPORATE AND PERSONAL DATA ARE ENSURED AND PROTECTED

We identify information assets, assess their risks in terms of confidentiality, integrity and accessibility, and establish the control mechanisms required for managing these risks.



When printing confidential documents, we prevent unauthorized access by using a Personal Identification Number (PIN code) or ID card. We carefully manage our printed documents and data storage tools, leaving no document on machines. We reserve the right to review all information stored or transmitted on Kazancı Holding systems. We process our personal data in accordance with the Law on the Protection of Personal Data. Within Kazancı Holding, we only share data between the relevant users as required by their duties. We share information with public institutions and other authorized parties in accordance with legal requirements. When our employees notice a violation of our policies and procedures, they quickly report it via the Violation Notification Form on the Information Security Page.

Through our risk assessment report activities carried out within the scope of the Personal Data Protection Law (PDPL), it has become mandatory to add D.02 document to company cards in the SLC system. For active companies, our procurement staff takes responsibility for sourcing these documents and can add scanned documents into the SLC. We inform companies

that “signing the D.02 document is a must” when participating in tender processes and request companies to submit this document during the bidding process. We prevent companies that do not submit the document from moving forward in the tender process. If the companies that are awarded with the tender fail to submit their wet signed documents, we exclude them from the tender process. We have also made it mandatory for the companies we actively work with to attach the PDPL document signed by them through the Supplier Relationship Management (SRM) system. Through this process, we aim to increase the PDPL compliance of our suppliers, rendering our business processes more secure.

We take quick actions by utilizing local/private intelligence services in cyber security processes.



APPENDICES

- 58 Environmental Performance Indicators
- 60 Social Performance Indicators
- 64 GRI Content Index



ENVIRONMENTAL PERFORMANCE INDICATORS

Kazancı Holding

Energy Consumption Data	Unit	2021	2022	2023
Electricity Consumption	MWh	1,466	-	-
Renewable Electricity Consumption (HEPP)	MWh	-	1,362	1,592
Total Energy Consumption	MWh	1,466	1,362	1,592

Greenhouse Gas Emissions	Unit	2023	Share in Total Emissions
Category 1	tons CO ₂ e	212.05	10.50%
Category 2	tons CO ₂ e	700.55	34.60%
Category 3	tons CO ₂ e	162.57	8.00%
Category 4	tons CO ₂ e	948.5	46.90%
Category 5	tons CO ₂ e	-	0.00%
Category 6	tons CO ₂ e	-	0.00%
Total	tons CO ₂ e	2023.67	100.00%

*At Kazancı Holding, we neutralized 700.55 tons of carbon emissions from electricity consumption in Category 2.

Water Consumption Data	Unit	2021	2022	2023
Total Water Consumption	m ³	4,971	5,611	5,871

*All water was consumed from municipal water.

Amounts of Waste	Unit	2021	2022	2023
Hazardous Waste	tons	0.03	0.03	0.05
Non-Hazardous Waste	tons	2.84	2.95	5.67
Total Waste	tons	2.87	2.98	5.72
Hazardous Waste Recycled	tons	0.02	0.02	0.04
Non-Hazardous Waste Recycled	tons	2.84	2.95	5.67
Total Waste Recycled	tons	2.86	2.97	5.71



ENVIRONMENTAL PERFORMANCE INDICATORS

Kazancı Holding and Subsidiaries Consolidated

Energy Consumption Data 2023	Unit	Holding	Aksa Energy	Aksa Natural Gas	Aksa Electricity	Aksa Power Generation	Aksa Tourism	Aksa Agriculture	Total
Non-Renewable Energy Consumption	MWh	-	-	102,833.0	-	9,324.0	237.1	111.0	112,505.1
Electricity Consumption	MWh	-	588,680.6	10,178.6	5,004.0	6,217.0	4,324.5	5,331.7	619,736.4
Renewable Electricity Consumption	MWh	1,592.0	-	18.5	-	945.0	-	899.5	3,455.0
Total Energy Consumption	MWh	1,592.0	588,680.6	113,030.1	5,004.0	16,486.0	4,561.7	6,342.2	735,696.6

Water Consumption Data 2023	Unit	Holding	Aksa Energy	Aksa Natural Gas	Aksa Electricity	Aksa Power Generation	Aksa Tourism	Aksa Agriculture	Total
Water Consumption	m ³	5,871.0	24,842,077.0	46,002.9	59,779.6	43,562.0	170,087.0	865,552.7	26,032,932.2

Amounts of Waste	Unit	Holding	Aksa Energy	Aksa Natural Gas	Aksa Electricity	Aksa Power Generation	Aksa Tourism	Aksa Agriculture	Total
Hazardous Waste	tons	5.67	1,175.60	0.33	547.38	140.95	6.00	2.57	1,878.50
Non-hazardous Waste	tons	0.05	866,866.50	50.97	6,362.09	3,072.03	23.30	24.32	876,399.26
Total Waste	tons	5.72	868,042.10	51.30	6,909.47	3,212.98	29.30	26.89	878,277.76
Recycled Hazardous Waste	tons	5.67	1,175.60	0.33	547.38	77.23	6.00	0.10	1,812.31
Recycled Non-hazardous Waste	tons	0.04	2,323.84	50.97	6,362.09	3,012.81	20.30	5.06	10,599.47
Total Recycled Waste	ton	5.71	3,499.42	51.30	6,909.47	3,090.04	26.30	5.16	12,411.78

Greenhouse Gas Emissions	Unit	Holding	Aksa Energy	Aksa Natural Gas	Aksa Electricity	Aksa Power Generation	Total
Category 1	tons CO ₂ e	212.05	6,902,004.04	47,243.58	4,268.05	4,082.24	6,957,809.96
Category 2	tons CO ₂ e	700.55	10,496.33	3,736.30	2,420.21	9,462.80	26,816.19
Category 3	tons CO ₂ e	162.57	7,309.82	7,587.72	3,297.84	24,162.31	42,520.26
Category 4	tons CO ₂ e	948.50	1,609,304.20	1,820,079.78	15,344.90	346,169.12	3,791,846.50
Category 5	tons CO ₂ e	-	-	11,609,549.32	2,280,008.38	6,297,702.73	20,187,260.43
Category 6	tons CO ₂ e	-	-	-	-	-	-
TOTAL		2,023.67	8,529,114.39	13,488,196.70	2,305,339.38	6,681,579.20	31,006,253.34



SOCIAL PERFORMANCE INDICATORS

Kazancı Holding

By Category	2021		2022		2023	
Total Number of Employees	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
	39	318	40	369	33	431
	357		409		464	
Number of White Collar Employees	Male	Female	Male	Female	Male	Female
	179	139	215	154	251	180
	318		369		431	
Number of Blue Collar Employees	Male	Female	Male	Female	Male	Female
	30	9	32	8	29	4
	39		40		33	
Number of Employees with Disabilities	Male	Female	Male	Female	Male	Female
	7	1	7	2	6	3
	8		9		9	
Number of Employees Covered by Collective Labor Agreements	Male	Female	Male	Female	Male	Female
	-	-	-	-	-	-
	-		-		-	
Number of Foreign Employees	Male	Female	Male	Female	Male	Female
	1	1	3	1	3	1
	2		4		4	
Number of Persons in Governing Bodies and the Board of Directors	Male	Female	Male	Female	Male	Female
	42	22	59	21	64	24
	64		80		88	
By Age	2021		2022		2023	
Number of Employees Under 30	Male	Female	Male	Female	Male	Female
	60	51	82	79	52	54
	111		161		106	
Number of Employees Between the Ages of 30-50	Male	Female	Male	Female	Male	Female
	128	92	144	79	197	122
	220		223		319	
Number of Employees Over 50	Male	Female	Male	Female	Male	Female
	21	5	21	4	31	8
	26		25		39	
Average Length of Service for Employees	Male	Female	Male	Female	Male	Female
	4.4	3.6	4.4	3.6	3.3	3.2
	4.0		4.0		3.3	
Recruitment/Termination Data	2021		2022		2023	
Number of New Hires	Male	Female	Male	Female	Male	Female
	107	117	99	115	128	146
	224		214		274	
Turnover Rate (%) (Domestic)	29.00%		28.00%		26.00%	



SOCIAL PERFORMANCE INDICATORS

Employees Who Quit by Age and Gender	2021		2022		2023	
Number of Employees Under 30	Male	Female	Male	Female	Male	Female
	21	16	26	16	18	16
	37		42		34	
Number of Employees Between the Ages of 30-50	Male	Female	Male	Female	Male	Female
	37	19	28	31	43	28
	56		59		71	
Number of Employees Over 50	Male	Female	Male	Female	Male	Female
	4	0	5	1	6	0
	4		6		6	

Parental Leave	2021		2022		2023	
Employees Who Took Parental Leave	Male	Female	Male	Female	Male	Female
	7	7	8	12	8	7
	14		20		15	
Employees Who Returned to Work After Parental Leave	Male	Female	Male	Female	Male	Female
	7	3	8	5	8	5
	10		13		13	

Occupational Health and Safety Data	2021	2022	2023
Total Number of People Trained on OHS	131	88	69
Total OHS Trainings (person.hour)	1,048	704	552
Number of Accidents	3	2	2
Number of Fatal Accidents	0	0	0
Number of Occupational Diseases	0	0	0
Accident Frequency Rate*	3.30	1.92	1.69
Accident Severity Rate**	0	0	0

* Accident Frequency Rate: Number of accidents occurring within the working period divided by total working hours * 1,000,000

** Accident Severity Rate: Occupational accident severity rate refers to the total number of lost days caused by occupational accidents occurring within a given working period. This rate usually indicates the number of lost days per 1,000 working days.

Ethics Data		2021	2022	2023
Kazancı Holding	Number of complaints submitted to the Ethics Hotline	50	72	45
	Number of complaints resolved by the Ethics Hotline	48	69	35



SOCIAL PERFORMANCE INDICATORS

Kazancı Holding and Subsidiaries Consolidated

By Category	2021		2022		2023	
Total Number of Employees	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
	6,137	3,161	6,713	3,404	7,166	3,724
	9,298		10,117		10,890	
Number of White Collar Employees	Male	Female	Male	Female	Male	Female
	2,141	1,020	2,297	1,107	2,490	1,234
	3,161		3,404		3,724	
Number of Blue Collar Employees	Male	Female	Male	Female	Male	Female
	5,796	341	6,345	368	6,764	402
	6,137		6,713		7,166	
Number of Employees with Disabilities	Male	Female	Male	Female	Male	Female
	143	29	179	34	183	46
	172		213		229	
Number of Employees Covered by Collective Labor Agreements	Male	Female	Male	Female	Male	Female
	2,241	66	2,256	45	2,264	47
	2,307		2,301		2,311	
Number of Foreign Employees	Male	Female	Male	Female	Male	Female
	776	225	883	239	929	244
	1,001		1,122		1,173	
Number of Persons in Governing Bodies and the Board of Directors	Male	Female	Male	Female	Male	Female
	364	60	391	64	434	75
	424		455		509	
By Age	2021		2022		2023	
Number of Employees Under 30	Male	Female	Male	Female	Male	Female
	2,870	496	3,546	623	2,813	477
	3,366		4,169		3,290	
Number of Employees Between the Ages of 30-50	Male	Female	Male	Female	Male	Female
	4,769	815	4,811	802	5,939	1,075
	5,584		5,613		7,014	
Number of Employees Over 50	Male	Female	Male	Female	Male	Female
	298	50	285	50	502	84
	348		335		586	
By Length of Service	2021		2022		2023	
Average Length of Service for Employees	Male	Female	Male	Female	Male	Female
	5.3	5.1	5.2	5.1	5.2	5
	5.2		5.2		5.1	



SOCIAL PERFORMANCE INDICATORS

Recruitment/Termination Data	2021		2022		2023	
Number of New Hires	Male	Female	Male	Female	Male	Female
	2,238	443	1,923	455	2,142	453
	2,681		2,378		2,595	
Turnover Rate (%) (Domestic)	17%		16%		18%	

Employees Who Quit by Age and Gender	2021		2022		2023	
Number of Employees Under 30	Male	Female	Male	Female	Male	Female
	596	115	617	146	627	130
	711		763		757	
Number of Employees Between the Ages of 30-50	Male	Female	Male	Female	Male	Female
	446	105	368	140	647	145
	551		508		792	
Number of Employees Over 50	Male	Female	Male	Female	Male	Female
	54	13	29	14	65	10
	67		43		75	

Parental Leave	2021		2022		2023	
Employees Who Took Parental Leave	Male	Female	Male	Female	Male	Female
	326	52	312	49	323	42
	378		361		365	
Employees Who Returned to Work After Parental Leave	Male	Female	Male	Female	Male	Female
	326	34	312	32	323	31
	360		344		354	

Occupational Health and Safety Data	2021	2022	2023
Total Number of People Trained on OHS	12,881	12,434	13,457
Total OHS Trainings (person.hour)	162,435	101,059	160,799
Number of Accidents	210	273	232
Number of Fatal Accidents	5	0	4
Number of Occupational Diseases	0	0	0
Accident Frequency Rate*	8.86	10.58	6.35
Accident Severity Rate**	14.95	0.82	10.37

* Accident Frequency Rate: Number of accidents occurring within the working period divided by total working hours * 1,000,000

** Accident Severity Rate: Occupational accident severity rate refers to the total number of lost days caused by occupational accidents occurring within a given working period. This rate usually indicates the number of lost days per 1,000 working days.



GRI CONTENT INDEX

GRI 1 Kazancı Holding reported in compliance with GRI Standards for the period of January-December 2023. For the Content Index-Essentials Service, the GRI Services Team reviewed that the information is presented in a manner consistent with GRI Standards reporting requirements and that the information within the index is clear and accessible to stakeholders. This service was delivered on the Turkish version of the report.



CONTENT INDEX
ESSENTIALS SERVICE

2025

GRI Standard	Disclosure	Page numbers and/or descriptions	Exclusions
Organizational Profile, Corporate Governance and Effective Risk Management			
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report, p.6 Corporate Profile, p.10	-
	2-2 Entities included in the organization's sustainability reporting	About the Report, p.6	-
	2-3 Reporting period, frequency and contact point	About the Report, p.6	-
	2-4 Restatements of information	This is Kazancı Holding's first sustainability report.	-
	2-5 External assurance	No external assurance was received within the scope of the report.	-
	2-6 Activities, value chain and other business relationships	Corporate Profile, p.10 Governance Structure, pp.17-18 Value Chain Management, pp. 46-49 Supply Chain Management, p.47	-
	2-7 Employees	About Kazancı Holding and its Subsidiaries, pp.10-14 Our People-Oriented Approach, pp.37-44	-
	2-8 Workers who are not employees	Value Chain Management, pp. 46-49	-
	2-9 Governance structure and composition	Corporate Governance, pp.16-21 Corporate Governance Approach, p.16 Governance Structure, pp.17-18 Sustainability Governance Structure, p.29	-
	2-10 Nomination and selection of the highest governance body	Corporate Governance Approach, p.16 Governance Structure, pp.17-18	-
	2-11 Chair of the highest governance body	Message from the Management, p.7-8 Corporate Governance Approach, p.16 Governance Structure, pp.17-18	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Message from the Management, p.7-8 Corporate Governance Approach, p.16 Sustainability Governance Structure, p.29	-
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Approach, p.16 Sustainability Governance Structure, p.29	-
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, pp.16-21 Sustainability Governance Structure, p.29	-
	2-15 Conflicts of interest	Ethical Principles and Compliance, p.19	-



GRI CONTENT INDEX

GRI Standard	Disclosure	Page numbers and/or descriptions	Exclusions
Organizational Profile, Corporate Governance and Effective Risk Management			
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Governance Structure, pp.17-18 Ethical Principles and Compliance, p.19 Stakeholder Relations, p.46 Employee Engagement and Satisfaction, pp.39-40 During the reporting period, Kazancı Holding did not receive reports on any critical issues.	-
	2-17 Collective knowledge of the highest governance body	Corporate Governance Approach, p.16 Governance Structure, pp.17-18	-
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Approach, p.16 Employee Engagement and Satisfaction, pp.39-40	-
	2-19 Remuneration policies	Economic Value Generated, p.14 Human Resources Approach, p.37	-
	2-20 Process to determine remuneration	Human Resources Approach, p.37	-
	2-21 Annual total compensation ratio		Privacy Restrictions In accordance with Kazancı Holding's current policies, this data is classified as confidential and therefore cannot be disclosed to the public at this time. Kazancı Holding is evaluating the possibility of changing this approach in the future.
	2-22 Statement on sustainable development strategy	Sustainability Strategy, p.24 Sustainability Priorities, pp.26-27 Mapping of Sustainable Development Goals (SDGs), p.28	-
	2-23 Policy commitments	Governance Structure, pp.17-18	-
	2-24 Embedding policy commitments	Governance Structure, pp.17-18	-
	2-25 Processes to remediate negative impacts	Environmental Management, pp.31-35 Combating Climate Change, p.31 Energy Management and Resource Efficiency, p.32 Waste Management and Circular Economy, p.34 Water Management, p.33 Biodiversity, p.35 Human Resources Approach, p.37 Supply Chain Management, p.47	-
	2-26 Mechanisms for seeking advice and raising concerns	Governance Structure, pp.17-18 Mission, Vision and Values, p.13 Ethical Principles and Compliance, p.19	
	2-27 Compliance with laws and regulations	Ethical Principles and Compliance, p.19 Governance Structure, pp.17-18	-
	2-28 Membership associations	Biodiversity, p.35 Corporate Social Responsibility, p.48	-
	2-29 Approach to stakeholder engagement	Stakeholder Relations, p.46	-
	2-30 Collective bargaining agreements	Kazancı Holding does not have any employee working under collective bargaining agreement.	-



GRI CONTENT INDEX

Material Topics			
GRI Standard	Disclosure	Page Numbers and/or Descriptions	Exclusions
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities, pp.26-27	-
	3-2 List of material topics	<ul style="list-style-type: none"> • Climate Action and Decarbonization • Renewable Energy and Energy Efficiency Practices • Corporate Governance • Risk Management • Compliance, Ethics and Anti-Corruption • R&D and Innovation • Digitalization • Cyber Security • Responsible Environmental Management • Biodiversity • Circular Economy • Occupational Health and Safety • Diversity, Inclusiveness and Equality • Employee Satisfaction and Rights • Talent Management and Employee Development • Sustainable Supply Chain • Customer Satisfaction • Regional Development • Corporate Social Responsibility • Sustainable and High-Quality Products 	-
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Risk Management, p.21 Occupational Health and Safety, p.44	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Risk Management, p.21 Occupational Health and Safety, p.44	-
	403-2 Types of injuries and accident frequency rates, occupational diseases, lost days and absenteeism, and total number of work-related fatalities	Occupational Health and Safety, p.44	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p.44	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Risk Management, p.21 Occupational Health and Safety, p.44	
	403-9 Work-related injuries	Occupational Health and Safety, p.44	
Cyber Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management, p.21 Digitalization and Information Security, pp.51-56	-



GRI CONTENT INDEX

Material Topics			
GRI Standard	Disclosure	Page Numbers and/or Descriptions	Exclusions
Renewable Energy and Energy Efficiency Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management and Resource Efficiency, p.32	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Resource Efficiency, p.32	-
	302-4 Reduction of energy consumption	Energy Management and Resource Efficiency, p.32	-
	302-5 Reductions in energy requirements of products and services	Energy Management and Resource Efficiency, p.32	-
Customer Satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Stakeholder Relations, p.46	-
Diversity, Inclusiveness and Equality			
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Sustainability Priorities, pp.26-27 Human Resources Approach, p.37 Diversity, Inclusiveness and Equal Opportunities, p.43	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Resources Approach, p.37	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Economic Value Generated, p.14 Human Resources Approach, p.37	-
	401-3 Parental leave	Employee Engagement and Satisfaction, pp.39-40	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Inclusiveness and Equal Opportunities, p.43 Human Resources Approach, p.37	-
	406-1 Incidents of discrimination and corrective actions taken	Governance Structure, pp.17-18 Ethical Principles and Compliance, p.19	-
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor and actions taken	Diversity, Inclusiveness and Equal Opportunities, p.43 Human Resources Approach, p.37	-
Compliance, Ethics and Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Ethical Principles and Compliance, p.19	-
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Governance Structure, pp.17-18 Ethical Principles and Compliance, p.19 Supply Chain Management, p.47	-
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Principles and Compliance, p.19	-
	205-3 Confirmed incidents of corruption and actions taken	Ethical Principles and Compliance, p.19	
Employee Satisfaction and Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Employee Engagement and Satisfaction, pp.39-40	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor and actions taken	Human Resources Approach, p.37	-



GRI CONTENT INDEX

Material Topics			
GRI Standard	Disclosure	Page Numbers and/or Descriptions	Exclusions
Digitalization			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Digitalization, pp.53-54	-
Talent Management and Employee Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Talent Management and Employee Development, pp.41-42	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management and Employee Development, pp.41-42 Social Performance Indicators, pp.60-63	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Development, pp.41-42	-
R&D and Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 R&D and Innovation, p.52	-
Responsible Environmental Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Sustainability Priorities, pp.26-27 Environmental Management, pp.31-35	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy, p.34	-
	306-3 Waste generated	Waste Management and Circular Economy, p.34 Environmental Performance Indicators, pp.58-59	-
	306-5 Waste directed to disposal	Waste Management and Circular Economy, p.34 Environmental Performance Indicators, pp.58-59	-
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Sustainability Priorities, pp.26-27 Environmental Management, pp.31-35	-
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	Water Management, p.33	-
	303-3 Water withdrawal	Water Management, p.33 Environmental Performance Indicators, pp.58-59	-
	303-4 Water discharge	Water Management, p.33 Environmental Performance Indicators, pp.58-59	-
	303-5 Water consumption	Water Management, p.33	-
		Environmental Performance Indicators, pp.58-59	-
Climate Action and Decarbonization			
GRI 3: Material Topics 2021	3-3 Management of material topics	Message from the Management, p.7-8 About Kazancı Holding and its Subsidiaries, pp.10-14 Combating Climate Change, p.31	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Combating Climate Change, p.31 Environmental Performance Indicators, pp.58-59	-
	305-2 Energy indirect (Scope 2) GHG emissions	Combating Climate Change, p.31 Environmental Performance Indicators, pp.58-59	-
	305-3 Other indirect (Scope 3) greenhouse gas emissions	Combating Climate Change, p.31 Environmental Performance Indicators, pp.58-59	-



GRI CONTENT INDEX

Material Topics			
GRI Standard	Disclosure	Page Numbers and/or Descriptions	Exclusions
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Combating Climate Change, p.31 Environmental Performance Indicators, pp.58-59	-
	305-5 Reduction of GHG emissions	Combating Climate Change, p.31	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Performance Indicators, pp.58-59	-
Sustainable and High-Quality Products			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 R&D and Innovation, p.52	-
Risk Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Risk Management, p.21	-
Regional Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	About the Report, p.6 Human Resources Approach, p.37 Employee Engagement and Satisfaction, pp.39-40 Corporate Social Responsibility, p.48	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Generated, p.14	-
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Value Generated, p.14 Combating Climate Change, p.31	-
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Economic Value Generated, p.14	-
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	About Kazancı Holding and its Subsidiaries, pp.10-14 Economic Value Generated, p.14 Sustainability Priorities, pp.26-27	-
Sustainable Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities, pp.26-27 Supply Chain Management, p.47	-
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity, p.35	-
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	Biodiversity, p.35	-
	304-3 Habitats protected or restored	Biodiversity, p.35	-
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Structure, pp.17-18 Corporate Social Responsibility, p.48	-
Corporate Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Approach, p.16	-

Disclaimer

The information and analyses contained in this report have been obtained from sources believed to be reliable and prepared for informational purposes only. The information presented in the report does not constitute any basis for making any investment decision. Kazancı Holding, its executives, employees or other persons or entities that contributed to the preparation of this report cannot be held liable for any damages that may arise from the use of the information contained in this report.

All rights in this report belong to Kazancı Holding.

KAZANCI HOLDING

Rüzgarlıbahçe Mahallesi, Özalp Çıkması No: 10
34805 Kavacık Beykoz - İstanbul/Türkiye
T +90 216 681 00 00
F +90 216 681 57 84

www.kazanciholding.com.tr

Contact: sürdürülebilirlik@aksa.com.tr

Proudly produced by **FINAR**.
www.finarkurumsal.com



KAZANCI HOLDİNG