



AKSA SUSTAINABILITY BULLETIN

FEBRUARY 2026



NEWS FROM AKSA

AKSA POWER GENERATION
TAKES A NEW STEP IN
SUSTAINABLE ENERGY:
GREENTECH SERIES

AWARD FOR BOARD OF
DIRECTORS EMPOWERED
BY WOMEN

E-WASTE COLLECTION
HAS STARTED AT KAZANCI
HOLDING

AKSA POWER GENERATION TAKES A NEW STEP IN SUSTAINABLE ENERGY: GREENTECH SERIES

Aksa Power Generation, one of the leading companies in the energy sector, is taking its sustainable, innovative, and environmentally friendly power solutions one step further with the GreenTech Series developed in line with its sustainability vision. The GreenTech Series stands out with its low fuel consumption and emission performance, as well as its high efficiency, low noise level, and safety-focused design.



Aiming to shape the technologies of the future today, Aksa Power Generation develops solutions focused on low fuel consumption, low emissions, and high efficiency in line with its sustainability vision. With this approach, the company has added the GreenTech Series generators—centered on environmental responsibility and an advanced technology vision—to its portfolio.

Strengthening Aksa Power Generation commitment to sustainable energy solutions, the GreenTech Series draws attention with its low emission and high efficiency performance. Thanks to HVO fuel compatibility, the GreenTech Series can reduce carbon emissions by up to 90 percent, while offering low emission values through its advanced exhaust system and catalytic converter.

With its optimized acoustic design, the series operates at a lower noise level compared to previous generations, and prioritizes environmental and on-site safety with its double-walled fuel tank and leak-proof chassis structure.

The environmental performance of the GreenTech Series is also verified by EPD and LCA certifications. Recycled sheet metal and sound insulation materials are used in the production process, while up to 40 percent recyclable components are incorporated into the design. By preferring bioplastic materials produced from olive pits in panel components, the aim is to reduce the environmental impact of the products throughout their life cycle. With infrastructure ready for hybrid systems and powder coating applications that minimize waste generation, the GreenTech Series offers a structure that is compatible with the sustainable energy solutions of the future.

7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



AWARD FOR BOARD OF DIRECTORS EMPOWERED BY WOMEN

Aksa Energy was honored with the “Board of Directors Empowered by Women Award” presented at the 12th Women Directors Conference. The award was received by Seçil Şendağ, Independent Board Member.



Aksa Energy, one of two energy companies listed on the BIST 100 Index with three female board members, stands out for its approach to strengthening diversity and inclusive management in decision-making processes. The inclusion of different perspectives in its management structure is evaluated alongside principles of transparency, sustainability, and strong corporate governance.

This approach to increasing the representation of women at senior levels is seen as an important factor contributing to the development of corporate governance practices, while the award reflects a determined stance and sustainable governance approach in this area.

5 GENDER EQUALITY



E-WASTE COLLECTION HAS STARTED AT KAZANCI HOLDING

February theme under the 2026 Zero Waste Plan: E-Transformation

Atığınızı Getir, Enerjiyi Dönüştür

Sıfır Atık
E-Dönüşüm Hareketi



In line with its 2026 Zero Waste Plan, Kazancı Holding has launched an electronic waste collection initiative as part of the February theme. The project aims to enable employees to recycle small electronic devices that are no longer in use, thereby reducing environmental impact and contributing to resource efficiency.

Mobile phones, computer equipment, cables, and similar small electronic devices can be dropped off throughout the month at the collection point located in the lobby area of the headquarters building. The collected waste will be directed to appropriate recycling processes, supporting the company's sustainability goals.

The initiative is part of zero waste efforts that encourage small individual steps to translate into collective environmental benefits.



SOCIAL CONTRIBUTION AWARD FROM NAMIK KEMAL UNIVERSITY TO AKSA TARIM



Within the scope of the “2025–2026 Academic Year Gowning and Awards Ceremony” organized by Tekirdağ Namık Kemal University, Akxa Tarım was presented with the Social Contribution Award in recognition of the collaborations carried out with the university. The award was presented by Rector Prof. Dr. Mümin Şahin to General Manager and Executive Board Member Ayhan Pekgöz and İnanlı Agricultural Enterprise Operations Manager Orhan Yelken.

This recognition once again highlights the importance of engagement with education and sharing on-the-ground experience in creating social value, while also making visible Akxa Tarım’s approach strengthened through university–industry interaction. Akxa Tarım aims to continue contributing to societal development through initiatives that bring knowledge and experience together.

17 PARTNERSHIPS
FOR THE GOALS



SUSTAINABILITY THROUGH THE EYES OF OUR EMPLOYEES

Invisible Green Energy: Measurable Sustainability Through Energy Efficiency

When we think of green energy, most of us first picture solar panels, wind turbines, or hydroelectric power plants. Yet the most powerful—and quietest—actor of sustainability is often overlooked: the cleanest energy is the energy that is never consumed. Energy efficiency is, in fact, our invisible source of green energy.

Albert Einstein's words, "We cannot solve our problems with the same thinking we used when we created them," strikingly summarize the philosophy of energy efficiency. Approaching the energy and climate crisis solely by increasing production capacity means continuing the same mindset. True sustainability is possible not by consuming more, but by creating more value with existing resources. Energy efficiency is the most concrete and actionable tool of this mental transformation.

Energy efficiency means achieving the same output using less energy—and it is not merely a cost-saving method; it is an economic, environmental, strategic, and social gain. By lowering energy costs, it boosts competitiveness; by reducing carbon emissions, it supports the fight against climate change; it slows the depletion of natural resources; and by strengthening energy supply security, it minimizes external dependency.

To see how tangible and measurable this impact is, there is no need for complex models. For example, replacing 10 incandescent bulbs of 100 W with 10 LED bulbs of 15 W that provide the same lighting level delivers an instant saving of 850 W. With 8 hours of daily use, this corresponds to approximately 2,482 kWh of annual energy savings. Based on Turkey's electricity grid average of 0.45 kg CO₂/kWh, this saving means preventing about 1.1 tons of CO₂ emissions per year. The fact that an efficiency improvement in lighting alone can prevent more than 1 ton of carbon emissions clearly demonstrates—both measurably and concretely—energy efficiency's contribution to sustainability goals.

A carbon footprint refers to the total amount of greenhouse gases released into the atmosphere as a result of individuals' and societies' daily activities. Everyday actions such as electricity consumption, transportation, and purchasing goods and services increase the carbon footprint, while conscious and efficient usage habits reduce this impact. As consumption increases, the carbon footprint grows; as efficiency increases, it shrinks.

From an industrial perspective, management thinker Peter Drucker's approach—"Efficiency is doing things right"—is decisive. In industry, energy efficiency begins with selecting motors, pumps, and compressed air systems with the right capacity and high efficiency classes. For instance, choosing a motor with 95% efficiency instead of 90% delivers a continuous gain of 5 kW in a 100 kW system. In a facility operating 8,000 hours per year, this difference corresponds to 40,000 kWh of annual savings. This gain is achieved without producing a new energy source and without building additional infrastructure. For this reason, energy efficiency is often described in the literature as the "first fuel."

Energy efficiency aligns directly with the triple-impact model of sustainability (environmental, economic, and social dimensions). Reduced resource use and lower emissions lessen environmental impact; lower costs and increased competitiveness strengthen economic impact; and reducing energy poverty supports social impact. In this respect, energy efficiency is directly linked to the United Nations Sustainable Development Goals—especially SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action). Mahatma Gandhi's words, "The world has enough for everyone's needs, but not for everyone's greed," also powerfully express how small improvements at the individual level can drive societal transformation.

In conclusion, renewable energy investments are necessary for a sustainable future, but they are not sufficient on their own. What is decisive is not how much energy is produced, but how efficiently it is used. Energy efficiency is a measurable, actionable solution that delivers concrete results in a short time. In the green transformation process, it is the invisible yet most reliable—and already available—energy resource we have.

Akın HARMAN

Aksa Coruh EPSAS Trabzon
Regional Billing and
Market Operations Manager



POLICY OF THE MONTH

GLOBAL DIVERSITY, EQUALITY AND INCLUSION POLICY

STRONGER THROUGH OUR DIFFERENCES

Our Diversity, Equity and Inclusion Approach

**EQUAL OPPORTUNITY FOR EVERYONE**

At Kazancı Holding, we evaluate candidates and employees—regardless of their age, gender, background, beliefs, health status, lifestyle or identity—solely based on their competencies and qualifications.

**Differences are our value**

We see differences as a source of richness and act fairly, equitably and inclusively toward all stakeholders.

**Zero tolerance**

We respect human rights and have zero tolerance for discrimination, harassment and violence.

**Equitable HR processes**

We implement Human Resources assessment processes based on competence and equal opportunity.

“Our DEI approach is one of the company’s key sustainability priorities.”

An inclusive corporate culture grows with everyone’s contribution.
We uphold equity, support diversity, and strengthen inclusion.



KAZANCI HOLDING

COP31 KICK-OFF MEETING CONCLUDED IN ISTANBUL

As part of the preparations for the 31st Conference of the Parties (COP31) to the United Nations Framework Convention on Climate Change (UNFCCC), which will be held in Antalya under Türkiye's hosting, the kick-off meeting concluded in Istanbul following two days of sessions.



During the gathering in Istanbul, held after the Climate Change Presidency's preparatory process, the overall framework of COP31, strategic and technical preparations, legal processes, and the possible outcomes expected from the conference were discussed. The sessions also assessed the impact of global political and geopolitical dynamics on climate negotiations, while the UN Secretariat shared its institutional experience regarding the UNFCCC process and implementation-oriented areas.

In his closing remarks, COP31 President Murat Kurum stated that preparations were addressed in a multidimensional manner—from the climate events in 2026 to the COP31 presidency vision, from shaping the action agenda to the official decisions targeted at the conference. Kurum emphasized that the COP31 process will be carried out with an inclusive, transparent, and results-oriented approach.

Speaking on the second day of the meeting, President of Climate Change Prof. Dr. Halil Hasar highlighted the importance of the COP31 Action Agenda, noting that the focus of the global climate agenda is “accelerating implementation rather than setting targets.” Hasar stated that the action agenda is a critical tool aimed at transforming declarations of intent and commitments into measurable, actionable steps.

At the end of the meeting, it was reported that the discussions addressing coordination headings and priority thematic areas related to COP31 preparations were concluded with a joint press conference held by COP31 President Murat Kurum and UNFCCC Executive Secretary Simon Stiell.



CLIMATE CHANGE IS THREATENING THE FUTURE OF THE WINTER OLYMPICS

Climate change is creating a new threshold that directly affects the future of the Winter Olympics. Scientific research indicates that the number of host cities with reliable snow conditions is expected to decline rapidly in the coming decades.



According to a study by the Universities of Waterloo and Innsbruck, while there are currently 93 regions capable of hosting elite-level winter sports, this number is projected to fall to 52 in the 2050s and to below 30 in the 2080s. Former hosts such as Chamonix in France, Oslo in Norway, and Vancouver in Canada are now listed among “climate-risk” regions.

Shorter and milder winters, reduced natural snowfall, and rising temperatures are increasingly pushing organizers toward artificial snowmaking.

However, artificial snow production requires high water and energy consumption, creating additional environmental pressures. For the 2026 Milan–Cortina Games alone, approximately 946 million liters of water are estimated to be used solely for snowmaking.

In response, the International Olympic Committee has placed measures such as moving the Games to earlier dates, prioritizing existing venues, and narrowing the host pool on its agenda. The emerging picture shows that global warming is becoming one of the key factors determining where and how major sporting events can be held.



NEW ERA AGAINST INVASIVE ALIEN SPECIES: A NATIONAL LIST AND MONITORING SYSTEM ARE COMING

The Regulation on the Prevention of the Introduction and Spread of Invasive Alien Species and on Their Management, prepared by the Ministry of Agriculture and Forestry, was published in the Official Gazette and has entered into force. The regulation sets out measures regarding entry into the country and spread, with the aim of reducing the potential adverse impacts of invasive alien species on biodiversity, the economy, and human health.



Within this framework, the introduction into the country, production, transport, sale, or release into nature of species included on the list may be prohibited, and early detection and rapid response processes will be put into operation. The objective is to prevent from the outset any negative impacts that may arise on ecosystems, agriculture, the economy, and human health.

According to experts, invasive alien species can lead to biodiversity loss by suppressing native species and can weaken ecosystem services. For this reason, an approach based on prevention, early detection, and effective management is also internationally recognized as the primary method of combating this challenge.



WOMEN'S REPRESENTATION IN CORPORATE GOVERNANCE IN TÜRKİYE: THE 2025 REPORT AND THE 12TH WOMEN DIRECTORS CONFERENCE

13th Annual Report
WOMEN ON BOARD
 2025 Türkiye
 Sabancı University
 Corporate Governance Forum

The “2025 Women on Board Report,” prepared by Sabancı University Corporate Governance Forum and the 30% Club Türkiye, was shared with the public at the 12th Women Directors Conference. The latest data presented in the report provides a comprehensive snapshot of women's representation in corporate leadership in Türkiye.

According to 2025 figures, the share of women on the boards of Borsa İstanbul (BIST) companies increased to 19.4%, marking a slight rise compared to the previous year. In BIST 100 companies, however, the proportion of women serving as board members declined to 17.5%, and a minor decrease was also observed in the number of independent female directors.

The report also highlights that 177 BIST companies have all-male boards, and that women hold only 9.7% of board chair positions and 5.3% of CEO roles. This indicates that while women's representation is increasing, there are still areas that need strengthening to enhance women's role in decision-making processes.

Speaking at the conference, Prof. Dr. Melsa Ararat, Chair of the Board of Directors of the 30% Club Türkiye, stated that women's representation on boards is “no longer just a matter of numbers, but a critical element that improves the quality of decision-making.” Ararat emphasized that building inclusive and resilient governance structures will support companies' competitiveness and sustainable growth.

The event also featured panels titled “The Increasing Strategic Role of Boards in a Multi-Crisis Environment,” where women's representation, leadership, crisis management, and the importance of diversity in decision-making were discussed.

While the report and conference outcomes show that the gender balance on boards in Türkiye continues to improve, they also reveal that women remain underrepresented in senior executive roles and key decision-making positions. This once again underlines the importance of developing new approaches to ensure equal representation, strengthen decision-making processes, and promote sustainable corporate behavior.



REGULATORY FATIGUE IN GREEN REGULATIONS: ARE COMPANIES DEVELOPING A “WAIT-AND-SEE” REFLEX?

A rapid succession of environmental regulations and reporting obligations is accelerating companies’ sustainability agendas, while the growing density of legislation is also prompting a cautious “wait-and-see” approach in some organizations.



In recent years, carbon regulations, sustainability reporting standards, and supply-chain requirements have triggered a wide-ranging transformation across the business world. To achieve compliance, companies are taking steps such as strengthening data infrastructures, developing emissions-reduction plans, and updating risk analyses.

At the same time, the breadth of regulations, revisions to implementation timelines, and cost pressures can lead some organizations to postpone investment decisions. While this approach may be seen as a prudent short-term strategy, it can create long-term risks in terms of competitiveness, access to finance, and market alignment.

Reference: Yeşil Büyüme. (2025, October 7). Yeşil düzenlemelerde yorgunluk: Şirketler bekle-gör refleksine mi geçiyor? [Regulatory fatigue in green regulations: Are companies shifting to a wait-and-see reflex?]

According to experts, the solution lies in adopting a “be ready—build capability” approach rather than “wait and see.” In this context, concrete steps companies can take include:

- Conducting strategic planning based on regulatory scenarios
- Strengthening ESG capabilities within internal teams
- Testing transformation risks in a controlled way through pilot projects
- Joining sectoral knowledge-sharing networks
- Integrating sustainability KPIs into internal audit systems
- Maintaining transparent and regular communication aligned with investor expectations

Sustainability is among the core elements of corporate resilience and strategic positioning. For this reason, it is considered that companies that continue their preparations even amid uncertainty, clarify their transformation roadmaps, and take proactive steps will be better positioned—and more advantaged—in an evolving regulatory environment.





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