

2024

**SUSTAINABILITY
REPORT**

WE DELIVER OUR WORK WITH EXCELLENCE.

BACKED BY 70 YEARS OF TRUST, WE ADD VALUE TO THE FUTURE.

We deliver our work with excellence. We shape the future in every field from energy and chemicals to urban life and digital solutions.

Contents

About the Report	2		
Message from the Chairman	4		
Message from the CEO	6		
ABOUT AKKÖK HOLDİNG	10	ENVIRONMENTAL RESPONSIBILITY	90
Akkök Holding at a Glance	12	Climate Change	92
Akkök Holding Companies	13	Energy Management	94
Why Akkök Holding?	31	Water Management	96
Highlights from 2024	32	Waste Management	99
		Biodiversity	101
SUSTAINABILITY AT AKKÖK	36	FUTURE-FIT BUSINESS	105
Value Creation Model	38	R&D and Innovation	106
Global Sustainability Trends	40	Digitalization	111
Strategic Approach – Enabling the Transition	48		
Sustainability Policy	52	EFFECTIVE TALENT MANAGEMENT	118
Sustainability Goals	54	The Future of Work	123
Prioritization Analysis	56	Diversity and Inclusion	128
Communication with Stakeholders	58	Occupational Health and Safety (OHS)	130
		CORPORATE SOCIAL RESPONSIBILITY	136
CORPORATE GOVERNANCE	65	APPENDICES	140
Committees of the Board of Directors	66	Social Performance Indicators	142
Corporate Governance Achievements of Group Companies	67	Environmental Performance Indicators	146
Sustainability Management	68	GRI Content Index	148
Sustainability Governance Structure	70		
ESG Scores	74		
Risk Management	75		
Ethics and Human Rights	82		
Human Rights	85		



About the Report

We share our sustainability journey with transparency, and build a more livable future *for all of our stakeholders* with a performance that improves every year.

Akkök Holding has been preparing a Sustainability Progress Report in line with the requirements of the United Nations Global Compact since 2007 and sharing it with all of its stakeholders. The 2024 Sustainability Report, prepared with reference to the GRI (Global Reporting Initiative) standards, sets out Akkök Holding's sustainability strategy, activities and performance in this field. It also covers our Progress Communication under the United Nations (UN) Global Compact (UNGC).

This report presents the consolidated information for Akkök Holding and its subsidiaries (Aksa Akrilik, Akkim Kimya, DowAksa, Akcoat, Akenerji, SEDAŞ, Sepaş Enerji, Akiş REIT, Akyaşam, Aktek and Akgirişim) for the operating year from January 1 - December 31, 2024. Detailed information is presented in the integrated annual reports and the sustainability reports on the websites of our group companies.

We welcome your feedback, suggestions and questions about the report by e-mail at surdurulebilirlik@akkok.com.tr.





Message from the Chairman

Dear Stakeholders,

The year 2024 marked a period of reshaping economic and political dynamics on a global scale and a search for new balances. The strong and stable performance of the US economy stood out while a gamut of political and economic challenges in Europe presented hurdles to the establishment of common policy-making processes. The slowdown in the Chinese economy highlighted the need to re-evaluate global supply chains and market expectations. Increasingly protectionist tendencies around the world and the fallout of the US elections on global governance have once again revealed the importance of agility and resilience in the business world. The political shift in Syria in December ushered in a new chapter for regional dynamics in the Middle East.

All of these multi-layered developments have underlined the need for sustainable growth, building resilient structures and developing responsible corporate behaviour. Climate change, digitalization, social inequalities and geopolitical vulnerabilities are not just risks for the business world; they also mark a transformation, offer opportunities for innovation and bring new responsibilities. Rather than being a spectator in this process, we at Akkök Holding welcome these changes, as a player that creates value, produces solutions and directs the transformation on the axis of sustainability.

In the chemicals, advanced materials, energy and real estate sectors, in which we operate, sustainability goes far beyond being a compliance requirement; we view it as a key element of long-term value creation. The business world is no longer only concerned with economic performance; it is also defined by environmental and social contributions. With this understanding, we continue to build inclusive and resilient systems in line with global standards in all of our group companies.

In addition to shifting economic conditions and trade balances, 2024 was a year in which the digital transformation and AI have shaped the business world. While companies turn to digital solutions to increase efficiency, especially in the production and logistics processes, AI applications have also begun to transform the dynamics of the workforce. With this transformation, sustainability has become an integral part of long-term strategies and has started to be handled with a more holistic approach in every business line. Akkök Holding positions digitalization and AI as key components in the sustainable transformation, and we continue to adhere to the principles of sustainability in all processes from production to the supply chain, being an active part of the transformation.



In our investment decisions, **we are not only consider the economic angle but also environmental and social performance criterias and constantly re-evaluating** our portfolio with this holistic view.

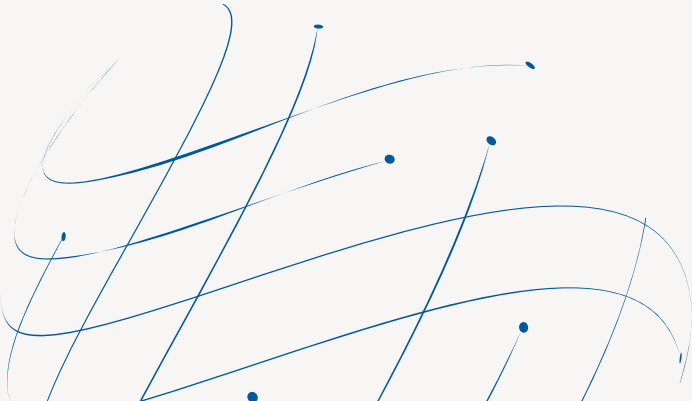
In this regard, 2024 has been a year in which we have transformed this vision into concrete actions. We have achieved significant progress across the board in the more efficient use of resources, reducing our carbon footprint, integrating digital technologies into our processes and providing a more inclusive working environment to our stakeholders. The investments being undertaken by our group companies in the field of climate and energy, such as Aksa Akrilik's water recovery practices, DowAksa's production optimization and Akkim Kimya's digital energy monitoring systems demonstrate that this transformation has not only become a target but also a way of doing business.

Rather than viewing innovation as something limited to technological fields, we also adopt it in projects that touch society. We continue to work in a wide range of areas of influence that pave the way for a people-centric transformation, such as increasing women's representation, supporting the areas ravaged by the earthquake, our Energy Group's "Women's Energy" project and the "Chemistry of Equality" initiative implemented by our Chemicals Group in cooperation with AÇEV. At the heart of these efforts is a corporate sustainability approach that is focused on the long-term impact, designed with systematic thinking and developed with the contribution of all our stakeholders. In our investment decisions, we not only consider the economic angle but also environmental and social performance criteria, and we constantly re-evaluate our portfolio with this holistic view.

At Akkök Holding, we take responsibility in the present to create value for the future. Our strategic priorities are to work for a more resilient, fairer and more sustainable future by adapting to the climate crisis, the technological transformation and changing social expectations. I would like to express my sincere thanks to all of our stakeholders who have accompanied us on this journey.

Yours Sincerely,

Raif Ali Dinçkök
Chairman of the Board of Directors





Message from the CEO

Dear Stakeholders,

The year 2024 was a strong period for Akkök Holding, in which we are not only adapted to challenging global conditions, but also realized our strategic transformation goals, step by step. At a time when global economic dynamics and geopolitical developments have been in a state of constant flux, we have steadily moved forward and continued our growth journey by demonstrating a balanced and agile management approach with a focus on digitalization, energy efficiency and talent management.

At the end of 2024, we employed more than 6,400 people in our 24 operational companies and 22 production facilities operating under the umbrella of Akkök Holding. The total duration of the training we provided throughout the year to improve our human resources, not only in terms of quantity but also quality, reached 260,551 hours.

Akkök Holding generated USD 4.2 billion of turnover during 2024, while our total exports amounted to approximately USD 802 million. We have unabatedly pressed ahead with the digitalization of processes in our production facilities as we strive to increase our operational efficiency and reduce our environmental footprint.

According to the World Economic Forum's 2024 Global Risks Report, environmental threats constitute four of the top ten risks likely to be encountered in the next 10 years. Against this striking backdrop, it is imperative for the business world to take more concrete and measurable steps against climate change. At Akkök Holding, we continue to contribute to the efforts to tackle climate change by implementing our environmental responsibility with concrete steps.



Akkök Holding generated USD 4.2 billion of turnover during 2024, while our total exports amounted to approximately USD 802 million. We have unabatedly pressed ahead with the digitalization of processes in our production facilities as we strive to increase our operational efficiency and reduce our environmental footprint.

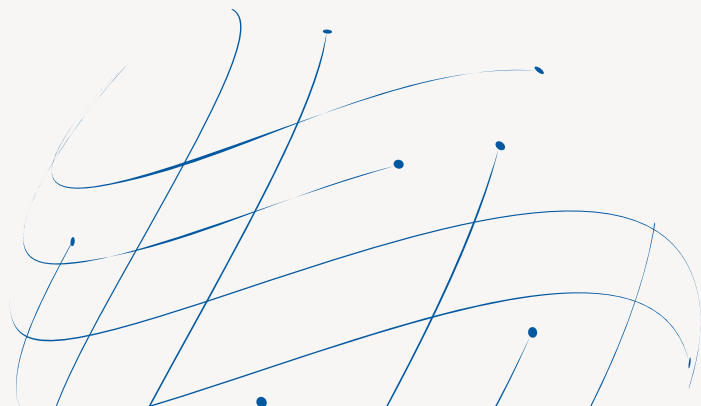
In this context, we are taking steps to recycle and reduce the use of resources, particularly water, and to transparently report our impact in compliance with national and international reporting standards. In addition to these steps, Akiş REIT was rated at level B in the CDP Climate Change Program, with Aksa Akriklik and Akenerji given a B rating, and Aksa Kimya and Akkim Kimya given a C rating.

The budget allocated by our group companies to R&D projects in the field of Chemicals and Advanced Materials in the last three years has reached USD 63 million. In 2024, we aimed to increase our market share in high value-added products and ensure our long-term growth was sustainable by increasing our investments in R&D and innovation projects in line with our targets.

At Akkök Holding, we will continue to work resolutely to offer a stronger, innovative and sustainable future for all our stakeholders. In 2025, we will combine our environmental responsibility with our economic and social impact and resolutely maintain our steady growth, boldly taking new steps in our transformation process. I would like to take this opportunity to express my endless thanks to our valuable stakeholders and all our business partners, who are such an integral part of our sustainability journey.

Yours Sincerely,

İhsan Gökşin Durusoy
CEO and Member of the Board of Directors

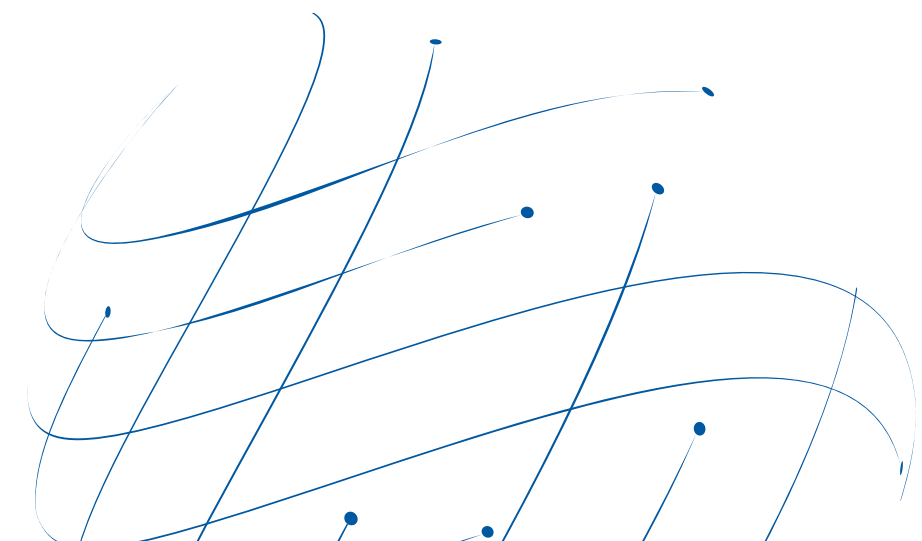




ABOUT AKKÖK HOLDİNG



About Akkök Holding	10
Akkök Holding at a Glance	12
Akkök Holding Companies	13
Why Akkök Holding?	31
Highlights from 2024	32



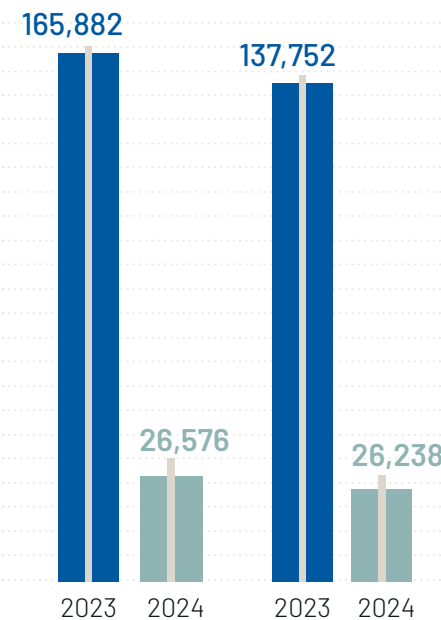


About Akkök Holding

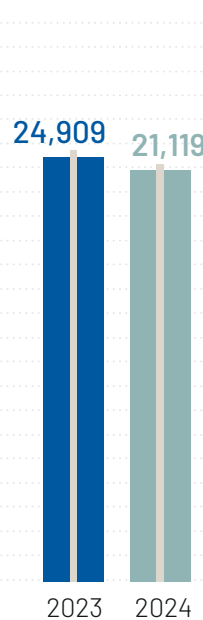
Akkök Holding, the foundations of which were laid in 1952 by the late Raif Dinçök, one of the esteemed entrepreneurs of our country, is among the most established organizations in Türkiye with more than 70 years of experience. Operating in many different sectors, especially the chemicals and advanced materials, real estate and energy sectors, the holding has 24 operational companies and 22 production facilities, 4 of which are abroad. By closely following the trends in the world's markets and in its operating industries, Akkök Holding aims to catch up with the global competition, and achieve world-class standards together with all the companies under its roof. Akkök Holding, which builds its business strategies with a focus on society and sustainability, is constantly building on its commitment to its principles and values. The Holding is a signatory to the United Nations Global Compact and has been regularly publishing the Sustainable CoP Progress Report every year since 2008. In order to contribute to the development of social and cultural life wherever it operates, Akkök Holding leads many projects focused on the arts, education and sports.

■ Net Sales ■ Foreign Sales

Combined Sales (TL Million)



Combined EBITDA (TL Million)



CORPORATE MEMBERSHIPS

We continue to add value to all ecosystems with our innovative, stakeholder-oriented approach, reliable management style, sustainable business models and success-oriented perspective.

- Acrylic Based Composite, Advanced Materials and Technology Producers' Association
- CEO Club
- Foreign Economic Relations Board (DEİK)
- Entrepreneurial Institutions Platform
- The Business and Sustainable Development Council
- Istanbul Chamber of Commerce
- Corporate Communicators Association
- Enterprise Risk Management Association
- Corporate Treasury Managers Association
- Association of Signatories of the Global Principles Agreement
- Woman In Technology Association
- Turkish Ethics and Reputation Association
- Turkish Industrialists and Business Association
- The Institute of Internal Auditing
- Corporate Governance Association of Türkiye
- UN Global Compact (UNGC)
- Yanındayız Association
- Yenidenbiz Association
- Women on Board Association Türkiye (WOB Türkiye)
- Yuvam Dünya Association for Combating Climate Change



Akkök Holding at a Glance



6
industries



24
operational
companies



22
production
facilities



More than
+6,400
employees



A presence on
6
continents

1

The world's
leading
manufacturer
of acrylic fibres



320 MW
renewable
energy capacity



44% of the
members of our
Board Directors
are women



3
R&D centres



Akkök Holding Companies

CHEMISTRY AND ADVANCED MATERIALS

Aksa Akrilik

Aksa Akrilik Kimya Sanayii A.Ş. was established in Yalova in 1968 to meet Türkiye's acrylic fibre needs and entered production in 1971 with an annual capacity of 5,000 tonnes. With the investments it has undertaken over the years and the innovations which it has developed, it has become the world's largest producer of acrylic fibre. Today, it reaches approximately 400 customers in over 50 countries spread over 5 continents. With more than 1,400 employees, a production area of 600,000 square metres and an annual production capacity of 355,000 tonnes, it is the world's largest producer of acrylic fibre located under one roof and the only producer of acrylic fibre in Türkiye.

It ranks first in the world with a 25% share in the global market and 94% in exports, commanding a strong international presence with a network of customers in 40 countries. Aksa Akrilik, which started outdoor fibre production in 2001, is constantly strengthening its position in the field of technical fibres with flock tow, homopolymer and filament type products. The company is constantly expanding its special product portfolio with its innovative approaches, supplying raw materials in a wide range of areas including carpets, upholstery, sweaters, socks, yarn and hand knitting, velvet, rugs, blankets, awnings and industrial filters for the textile and technical textile sectors.

In addition, thanks to its electricity generation license, with a 155MW power plant, it meets both its own energy needs and the energy needs of companies located in the organized industrial zone in Yalova.





Akkim Kimya

Founded in Yalova in 1977, Akkim Kimya carries out its manufacturing activities in five different locations with more than 1,400 personnel and occupies an important position in the chemical industry thanks to its product diversity. It exports to more than 70 countries in six continents with its wide range of products consisting of chlor-alkali and its derivatives, peroxides, methylamines, persulfates, bisulfites, textile auxiliaries, paper and water chemicals, construction chemicals and plastic additives.

As the market leader in Türkiye in basic and performance chemicals, Akkim Kimya offers products and solutions to a range of sectors such as hygiene, water treatment, textiles, paper, building, construction, plastic, food, detergent, drilling and mining. The R&D center has strengthened its corporate structure with its digitalized product portfolio and innovation infrastructure in accordance with international standards. In 2016, it was the only manufacturer in Türkiye in the advanced technology treatment sector with its modern factory commissioned in its facility in Yalova and its ultrafiltration membrane module investment.

In 2017, Akkim Kimya acquired the Germany-based chemical sales and marketing company, Dincox Handels GmbH, and was continuing its activities in Europe under the name of Akkim Kimya Europe as of 2024. In addition, with Türkiye's first epoxy resin production facility, which is planned to be commissioned in mid-2025, it aims to start domestic production of this strategically important product group which is currently entirely imported.



Akcoat

Founded in 1979, Akcoat is the world's leading manufacturer of chemical coating materials, focusing on R&D and customer satisfaction, producing in five main product groups of enamel, ceramic, non-stick-decorative coatings, pigment and glass coatings, producing from two continents. Akcoat has an annual production capacity of 155,000 tonnes, from its 100,000 square metre facility, which includes an enclosed area of 40,000 square metres.

The company provides direct employment for around 500 people at its production facilities in Türkiye and Spain, as well as its regional offices in the USA and China, and indirect employment for nearly 1,000 people in total. It is positioned as a preferred brand in six continents and more than 65 countries, actively serving its customers with its sales representatives and technical service points in Europe, South America, Asia and Africa.

Operating as a global solution partner in both the industrial and consumer products sectors such as white goods, small household appliances, building materials, architectural solutions and kitchenware, it is the market leader in enamel and ceramic coating solutions in Türkiye while ranking second worldwide in terms of size. An leading exporter for 15 years in a row, Akcoat aims to achieve global leadership by doubling its exports and total turnover within the next five years.





DowAksa

Established in 2012 as a 50% equal joint venture between Dow Chemical Company and Aksa Akrilik Sanayii A.Ş., the company is one of the strongest players in the sector in the production of carbon fiber and carbon fiber intermediates. The company, which produces integrated carbon fibre composite solutions for industrial sectors such as energy, transportation, defence, aviation and infrastructure is the first and only Turkish company operating in this field.

Offering a wide range of products including precursors, carbon fibre, prepreg, laminated plate and fabric, it is one of the few fully integrated solution manufacturers in the sector with its engineering solutions, advanced technology and knowledge. The company's world-class, state-of-the-art production facility operates in Yalova.

Epsilon Kompozit

Epsilon Kompozit, which has been operating in the aerospace and defence industry since 2011, holds NADCAP Composite, NADCAP Non-Destructive Testing and AS9100 Rev D certification, meeting the requirements of the industry. The company serves Airbus, Bell Flight and KUH, while domestically it supplies composite moulds and composite parts to leading companies such as TAI, Aselsan and STM.

Epsilon Kompozit provides turnkey service to its customers with material supply management, mould, parts manufacturing and assembly operations. It provides laboratory tests and ultrasonic inspection services with a portfolio of 102 tests, regardless of the product, and is the industry leader in this field. With Epsilon Kompozit, which realizes 40% of its total sales through exports, Akkök Holding aims to be a leader in the international arena.





REAL ESTATE



Akiş REIT

Representing Akkök Holding's experience and expertise in the field of shopping centre investments and management, Akiş REIT is the pioneer of quality and reliability in the real estate sector, carrying out projects that increase the quality of life in the regions it operates in.

The company successfully carries out Akbatı and Akasya Shopping Center projects, and in addition to shopping center investments, develops street merchandising projects on Bağdat Street. In this vein, it commissioned its first operational real estate in the field of street retail in 2021 with the Erenköy Apartment, which was leased to the Boyner brand. In order to diversify its portfolio, it has also signed a housing project in the UK as an international investment.

Demonstrating a strong performance in the field of corporate sustainability, Akiş REIT participates in the United Nations Global Compact, the world's largest corporate sustainability initiative. At the same time, it boasts the highest Corporate Governance Rating among Borsa İstanbul listed companies in its sector. It maintained its place in the BIST Sustainability Index in 2024, having been included in the index in the 2022-2023 period, being assigned a high-level rating with its corporate sustainability performance. Fully integrating sustainability priorities into its business strategies, Akiş REIT aims to be a pioneer of the sustainable transformation in its sector.

Akmerkez REIT

Opening its doors in 1993 in Etiler, the beating heart of Istanbul, Akmerkez continues to be one of the city's most popular meeting points with its exclusive brands and stores, shopping points, diverse offerings of food and beverages and its entertainment areas. It has been the scene of many "firsts" with its attention to detail, being carefully designed to provide guest comfort, while bringing together business, art, culture and entertainment under the same roof.

Breaking new ground in this field by receiving the "Best Shopping Centre" awards in Europe and the world, Akmerkez sets an exemplary model for other shopping malls with its contemporary architecture and superior service approach.





ENERGY



Akenerji

Akenerji, the first electricity generation company established as an autoproducer group in Türkiye, operates as an energy company integrated not only in the field of electricity generation but also in wholesale energy trading activities, backed by more than 30 years of experience in the sector. A strategic partnership with equal participation was established between Akkök Holding and the Czech energy company CEZ in 2008, paving the way for a strong international cooperation structure.

Having gradually commissioned wind farms and hydroelectric power plants with a total of 320 MW in renewable energy capacity, Akenerji has reached a total installed capacity of 1,224 MW with the Erzin Natural Gas Combined Cycle Power Plant. With this capacity, Akenerji has sufficient capacity to meet approximately 3% of Türkiye's electricity needs. The Erzin Power Plant, which has an average annual generation capacity of 7.4 TWh, contributes to environmental sustainability with its high levels of efficiency and low rate of carbon emissions.

Planning to expand its generation portfolio with the Kemalpaşa Natural Gas Combined Cycle Power Plant project, which is in the investment phase and is expected to generate an average of 500 GWh of electricity per year once completed, Akenerji continues to work in line with its goal of increasing its strength in generating electricity from renewable energy sources.

SEDAŞ

Operating as an equal partnership between the Akkök Group and the Torunlar Group, SEDAŞ is responsible for the distribution of electricity in the provinces of Sakarya, Kocaeli, Bolu and Düzce. It provides electricity distribution services to more than 2 million customers over an area of 19,320 square kilometers, with 5 regional directorates and a total of 22 operational centers affiliated to these directorates. As of the end of 2023, it had distributed a total of 11.2 billion kWh of electricity in its operating area covering the East Marmara region.





SERVICES



Sepaş Enerji

Sepaş Enerji, which operates as the official supplier of electricity authorized by the Energy Market Regulatory Authority (EMRA) in the provinces of Bolu, Düzce, Kocaeli and Sakarya, provides electricity supply services to 4 million residents throughout Türkiye. It maintains its position of market leadership in its region, continuing to work in line with its vision of transforming into a nationally recognized company with its innovative approaches, value-added services and customer-oriented solutions. In this context, it continuously develops digital transformation, technological infrastructure investments and multi-channel service models.

Paper Moon

The world-famous Italian restaurant, Paper Moon, opened its doors to guests in Akmerkez in 1996 after opening restaurants in Milan and New York. Providing services with Akmerkez Restaurant's professional management approach, Paper Moon offers the carefully crafted flavours of Italian cuisine in a comfortable, calm and peaceful setting.

Proving a haven away from the city bustle in heart of the city with its stylish interior design and professional lighting, Paper Moon has attracted wide acclaim with awards in a wide range of categories, with its meticulous approach recognized with the "Interior Design" award given by Restaurants and Institutions New York in 1997 and the Interior Lighting award in 1998.





KidZania

Celebrating its 10th anniversary in 2024, KidZania Istanbul has been offering children between the ages of 1 and 14 a fun-packed learning experience since it was opened in Akasya in 2014. KidZania Istanbul, which has so far hosted more than 2.5 million visitors, started to operate as the 16th city where KidZania established a presence.

Founded in 1999 under the banner of “Prepare for a better world”, KidZania set out with the aim of creating a fun and instructive world for children and became the pioneer of the concept of “edutainment”. Currently operating in 26 cities in 17 countries, KidZania completed its 25th year of activity in 2024, with the licensee in Türkiye being Akasya Çocuk Dünyası AŞ.

With its own bank, hospital, theatre, university, stadium and earthquake simulation centre, KidZania Istanbul offers children a wealth of experiences in over 120 roles in 67 different activity areas with a real city setup. In these areas, children have the chance to develop their social, physical and cognitive abilities by learning skills such as financial literacy, teamwork, communication, creative and analytical thinking.

OTHER SECTORS

Ak-Pa Tekstil

Founded in 1976, Ak-Pa Tekstil reaches more than 90 countries over six continents with its international marketing and export activities. Since its establishment, it has realized USD 10.2 billion in exports. Akkök Acrylic exports acrylic fibres, chemical products, enamel and ceramic frits and carbon fiber products produced by Akko Holding companies Aksa Akrilik, Akkim Kimya, Akcoat and DowAksa to the world’s leading large and medium-sized industrial enterprises.





Dinkal Sigorta

Founded in 1976, Dinkal Sigorta is one of the most esteemed companies in the insurance sector, providing services such as consultancy, risk analysis and management, policy management and claims management to its internal and external customers. Backed by its ability to present and analyse the prices and guarantees of 30 insurance and pension companies operating in Türkiye, the company offers its customers a significant competitive advantage.

In addition to providing cover for the risks of Türkiye's large-scale power plants, ranging from the project stage to the operation process, Dinkal Sigorta's risk portfolio also includes policies for chemical plants operating on a global scale and facilities belonging to leading companies in specific sectors.



Akkök Next

Akkök Holding invests in innovative startups in the growing deep technology market in Türkiye and around the world with its venture capital company, Akkök Next, which was established in 2023. One of the founders of 212 NexT, the first deep-tech fund focusing on material technologies, Akkök Next focuses on advanced materials and innovative deep technology startups which lead the transformation of global value chains with 212 NexT.





Akgirişim

Operating as a 100% subsidiary of Akkök Holding since 2011, Akgirişim specializes in EPC-F (Engineering, Procurement, Construction and Financing) contracting services, developing a wide range of projects ranging from shopping malls to industrial facilities.

Akgirişim provides services in areas such as construction, installation and project consultancy construction, positioning, measurement and delivery processes in a holistic manner for projects such as mass housing projects, turnkey chemicals and industrial facilities, and industrial and domestic wastewater treatment plants.

Aktek Bilişim

Aktek Bilişim was established in 2007 to meet Akkök Holding's IT needs, and has achieved significant success by offering hundreds of value-added projects in the field of technology not only to its group companies but also to many customers from a wide range of sectors. It offers integrated and flexible solutions in the service areas of Corporate Information Systems, Artificial Intelligence, Data Science and Business Intelligence, IT Infrastructure, Database Management, Cyber Security and Software Development, standing by its stakeholders, business partners and customers and guiding them.

Operating for 17 years with a strong and experienced workforce, Aktek aims to increase the competitiveness of companies in the digital transformation processes and ensure sustainable customer satisfaction. Once again proving its success in 2024, Aktek ranks among the top five IT companies in Türkiye in the fields of IT Consultancy and Hosting Management Services in the "ICT 500" list.

Becoming one of Türkiye's leading technology companies in the field of generative artificial intelligence, Aktek leads the technology-oriented transformation by offering artificial intelligence-based solutions with the Aktek GenAI WorkBench and Agentic Architecture platforms it has developed.





Akyaşam

Akyaşam Management Services Inc., a subsidiary of Akiş REIT, undertakes the management of multifunctional living spaces. Projects managed by the company include Akbati, which opened in 2011, and Akasya Shopping Mall, which was put into service in 2014. With an occupancy rate of 97% and Zero Waste Certificates, these are shopping and living centers that play host to some of Türkiye’s distinguished brands. In addition, while offering children a fun-packed learning experience with KidZania in the Akasya Shopping Mall, the Mall continues to host theatrical performances and events with Akasya Culture and Art. Proudly included in the Best Workplaces for Women list, the shopping malls within AkYaşam have been awarded the “Excellent” rating in the “Asset Performance” category of the BREEAM Sustainable Building Certificate. AkYaşam will continue to prioritize sustainable and innovative projects in its operations and set itself apart with new experience centers within the shopping centers under its management by maintaining high stakeholder satisfaction and occupancy rates.



Why Akkök Holding?

We aim to be a well-established community that seeks to be a stakeholder with leading companies in its field.

With the strength we derive from our roots, we aim to improve the quality of life of society.

With our pioneering and innovative solutions, we carry the deeply rooted and sustainable ecosystems we have created to the future.

● Innovation ● Sustainability ● Stakeholder Orientation ● Determination to Succeed ● Reliability

- Our corporate culture, that supports the sustainable transformation of our fields of activity in every field
- Our visionary and future-oriented goals
- Our integrated and sustainable business models
- Our approach of raising people who are sensitive to all ecosystems
- The value we place on people in all value chains
- Our sense of ethics and morality
- Our Corporate Social Responsibility projects
- Strong Corporate Governance mechanisms
- Our motivation to be a pioneer in transformation and development

At Akkök Holding, we have been operating for more than 70 years with the aim of creating sustainable value for society. **With our future-oriented vision and companies which lead in their fields, we focus on developing innovative solutions in line with our strategic priorities by embracing our roots. We draw on our strength in corporate governance and active portfolio management, which we refer to as our ‘roots’, high value-added strategic areas such as effective talent management, environmental responsibility and future-proof businesses.**



Highlights from 2024

Projects such as stock optimization at Akcoat, demand forecasting at Akkim Kimya and the AI-supported OHS platform at Aksa Akrilik were implemented within the scope of digital transformation.

Future-Fit Business

Akkim Kimya, digitized process data and increased its operational efficiency by installing energy monitoring systems with MaestroHub.

Aktek, increased its business continuity by moving its data centre infrastructure.

Akgirişim, moved its processes to the digital environment with the Logo Flow investment.

Akiş REIT, hosted more than 50 startups within the scope of the PIM (Retail Innovation Center) Investment Readiness and Acceleration Program, and provided three startups with the opportunity to introduce themselves in Europe, exchange ideas with international stakeholders and develop new collaborations as part of the acceleration program carried out in cooperation with Viveka.

Akkök Next, invested in three start-ups - Fibrecoat, Exomatter and One.five - which contribute to sustainable material development processes.

Projects such as stock optimization at **Akcoat**, demand forecasting at **Akkim Kimya** and the AI-supported OHS platform at **Aksa Akrilik** were implemented within the scope of digital transformation.

DowAksa, contributed to the circular economy with its recycled pultrusion plate works.

Akkim Kimya, is establishing Türkiye's first domestic epoxy resin plant in a EUR 140 million investment. The first phase will be commissioned in 2025. Once it reaches full capacity, the plant aims to reduce the country's current account deficit by USD 150-200 million annually. Sustainable raw materials and wastewater recovery solutions will be implemented at the facility.

Epsilon Kompozit, acquired 54% of Aksa Akrilik's shares to become a 100% Akkök Holding company. The USD 22.3 million acquisition has strengthened the the forward material focus. Work is underway on the development of hydrogen fuel storage technologies.



Effective Talent Management

Akkök Holding Corporate Communications supported the integration of women into business life with the "Face to Face with 100 Women" project, providing coaching, employment and mentoring opportunities.

DowAksa, **Akkim Kimya** and **Aksa Akrilik**, joined forces under the umbrella of the 'Chemistry of Equality' project on gender equality. The first step in the project was the 'Lively Meetings' program implemented in Yalova in cooperation with AÇEV. The program aims to empower women and increase girls' access to education.

More than 91,000 students and more than 39,000 young professionals submitted their votes for "Türkiye's 100 Most Popular Companies" list.

In order to support the entrepreneurial potential of young people, **Akenerji** contributed to the development of new business ideas with the "Generator" in-house enterprise program.

Akkök Holding Corporate Communications supported the integration of women into business life with the "Face to Face with 100 Women" project, providing coaching, employment and mentoring opportunities.



Akenerji prepared its first TCFD (Task Force on Climate-Related Financial Disclosures) and TNFD (Task Force on Nature-Related Financial Disclosures) Report in 2024, becoming the first company in the energy sector in Türkiye to register with TNFD Adopter.

Environmental Responsibility

The **Akasya** and **Akbatı** rooftop solar power projects started to provide electricity for some of the common areas in the shopping malls.

DowAksa, has saved approximately 6,900 tonnes of resources per year by reducing the consumption of water and steam in polymer production.

Akenerji, prepared its first TCFD (Task Force on Climate-Related Financial Disclosures) and TNFD (Task Force on Nature-Related Financial Disclosures) Report in 2024, becoming the first company in the energy sector in Türkiye to register with TNFD Adopter.

Sepaş Enerji, established its sustainability governance structure and determined its priorities. It received a Zero Waste Certificate for the Head Office Building and organized zero waste training for employees.

Aksa Akrilik, has saved more than 300 tonnes of water per year with its condensate water recovery project, and has started to recycle wastewater from the polymerization unit. With the project, which will be completed in 2025, Aksa Akrilik aims to reuse 20% of its wastewater.

Akcoat, achieved an 18% reduction in waste management thanks to new procedures introduced for hazardous waste control. The optimization activities carried with the two modernized furnaces in pigment production paved the way for 33% savings in natural gas usage. The three new Kaizen projects initiated for operational efficiency further improved processes by 59%.



Strategic Orientation

Work is underway to effect improvements in line with the target for group companies to attain CDP scores of B or higher by 2027.

In order to facilitate the transition to integrated reporting, climate-related risk and opportunity management processes are coordinated in integration with the Sustainability Leadership Working Group, which is carried out under the coordination of Akkök Holding's Corporate Sustainability Department. Meanwhile, we continue to improve on the regulations that are closely followed by our group companies such as REACH and ESPR, and we strive to be the primary follower of global developments with our ESG Compliance project.

Strong Corporate Governance

Akkök Corporate Communications supported 22,000 people in the earthquake zone with the Iskenderun Support Center.

Akcoat, became a signatory of the Women's Empowerment Principles (WEPs) in 2024.

Akmerkez, has committed to increase the proportion of women on its Board of Directors to 25% and has set a target of inclusion in the BIST Sustainability Index by 2026.

Akiş REIT, published its first Integrated Annual Report in 2024, and achieved one of the highest scores in the Borsa İstanbul Sustainability Index, reaching a leading position in the sectoral ranking.

Akenerji's ESG score increased from B+ to A- in the evaluations conducted by LSEG.

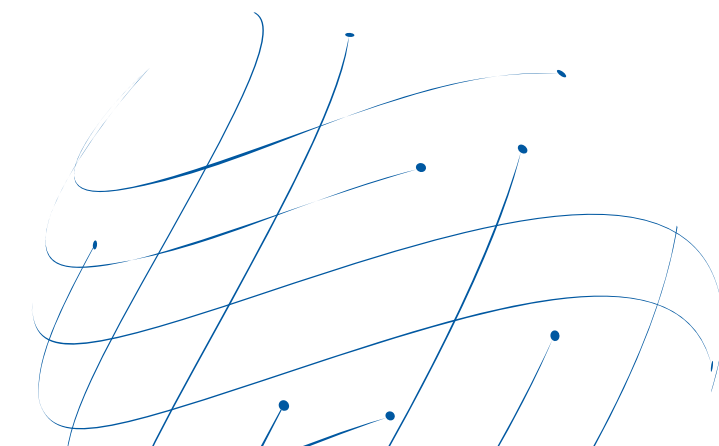
A zero-accident tolerance policy is maintained, with work are carried out with the Green Strategy working group to improve occupational health and safety processes.

Akiş REIT published its first Integrated Annual Report in 2024, and achieved one of the highest scores in the Borsa İstanbul Sustainability Index, reaching a leading position in the sectoral ranking.

SUSTAINABILITY AT AKKÖK



Value Creation Model	38
Global Sustainability Trends	40
Strategic Approach - Enabling the Transition	48
Sustainability Policy	52
Sustainability Goals	54
Materiality Assessment	56
Communication with Stakeholders	58





Value Creation Model



Global Sustainability Trends

Megatrends and global sustainability developments are strategically reshaping the sectors which we operate in, particularly energy, chemicals, real estate and technology, and creating new risks and opportunities. The acceleration of the energy transformation, the prominence of climate risks, the development of digital technologies and the increase in awareness of Environmental, Social and Governance principles have paved the way for significant transformations in the sectors which Akkök Holding companies operate in. As these changes take hold, innovative solutions and sustainability-oriented strategies have started to replace traditional methods and business models.

Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Transparent and Compliant Sustainability Reporting 	Regulations for sustainability reporting are rapidly expanding on a global scale. The Turkish Sustainability Reporting Standards (TSRS), which entered force in Türkiye, required sustainability reporting for certain companies. Reporting requirements are detailed on a sector-by-sector and subject-specific basis, with companies expected to provide comprehensive, high-quality and auditable data. These developments call into question the adequacy of companies' existing reporting infrastructures; capacity deficiencies in data management, verification and audit processes constitute a significant area of risk.	Akkök Holding prioritizes transparency, accountability and compliance with legislation in its sustainability reporting. It carries out work to strengthen the auditable data infrastructure in accordance with national and international standards. In this vein, the Sustainability Leadership Group plays a central role in areas such as monitoring sustainability performance across the Holding, ensuring legal compliance and integrating sustainable financing and governance practices. In addition, Akış REIT, Akenerji and Aksa Akrilik incorporate TSRS-compliant reporting and risk and opportunity analysis into their integrated reporting processes.	Strong Corporate Governance

Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Climate Change and Extreme Weather Events 	As climate change has increased the frequency and severity of extreme weather events, with higher average temperatures, drought, floods and storms, the physical risks have become more visible. This situation not only brings environmental risks, but is also an area of operational and financial risk for corporations. The direct results of this process affect the climate resilience of the facilities, lead to a re-evaluation of infrastructure investments, risk modelling based on climate scenarios and increased insurance costs. At the same time, stakeholders expect more transparent reporting of climate-related impacts and clear disclosure of companies' long-term climate strategies. Climate change is therefore at the heart of corporate risk management approaches; the identification and prioritizing of climate risks and assessing their financial impacts are handled in integration with corporate strategies.	At Akkök Holding we are taking key steps to tackle climate change, and we aim to determine our short, medium and long-term goals with an approach based on scientific targets and present them to all stakeholders. Aiming to achieve carbon zero emissions throughout the entire portfolio by 2050, Akkök Holding is encouraging all Group companies to disclose their decarbonization roadmaps by 2026. As climate-related physical risks threaten operational continuity in sectors such as energy and chemicals, climate resilience analysis is carried out at production sites, with water recovery systems implemented to reduce pressure on water resources, and studies are developed to reduce the effects of extreme weather events.	Environmental Responsibility



Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Energy Transformation 	In line with the achievement of decarbonization targets, energy use patterns are rapidly transforming in all sectors. The transition to renewable energy, energy efficiency investments, the installation of energy monitoring systems and the transformation of emission-intensive processes have become both a necessity and an opportunity for corporate companies. In the face of increasing regulatory pressures (e.g., ETS, CBAM, green asset ratio practices), companies operating in energy-intensive sectors are making the energy transition a strategic priority to reduce operational costs and ensure regulatory compliance. This transformation has also become one of the key determinants of sustainability performance in supply chain assessments and investor relations.	Akkök Holding places priority on strengthening cooperation among group companies and creating common benefits in the transition to clean energy and energy efficiency. The Green Strategy Group, which is one of the strategic working groups, takes responsibility in this field and follows the projects implemented. Renewables such as wind, solar and hydroelectric power account for more than 26 per cent of Akenerji's installed capacity of 1,224 MW, with a renewables-based capacity of 320 MW, and Akenerji aims to increase this share. Akkim Kimya is continuing its work to support the use of renewable energy. As part of the work to expand investments and the use of renewable energy in the Akmerkez, Akasya and Akbatı Shopping Malls, I-REC certificates are purchased with electric vehicle charging units installed in the shopping malls.	Environmental Responsibility

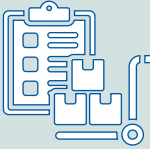


Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Circular Economy Applications 	The gradual depletion of natural resources and the problems with waste management leave companies with little choice other than to abandon traditional linear business models and switch to circular economy principles. In this transition, reductions in the use of raw materials are achieved through practices such as the reuse of products, recyclable packaging, recycling of waste into the value chain and the adoption of closed-loop production systems. For corporations, the circular economy stands out as a strategy that both reduces the environmental footprint and reduces resource costs. At the same time, the development of new products and innovative business models, the establishment of brand trust with customers and compliance with regulations (such as the EU Green Deal and Eco-Design Regulation) is also a critical transformation area in terms of compliance.	Akkök Holding encourages the most efficient use of resources in its products and services and the observance of circular economy principles with its vision of zero waste. It aims to announce the Group's circular economy and waste reduction roadmaps by 2027. Within the scope of its epoxy resin investment, Akkim Kimya aims to reduce TOC (Total Organic Carbon) from brine and recover salt, and reheat it as raw material. Resource efficiency is increased through integrated production systems with a low waste rate(0% waste). In addition, it contributes to circularity both in its own operations and in the processes of its customers through its waste management projects. In 2023, 44% of waste was recycled at the Yalova facility, while the Nazilli facility recycled 99.9% of its waste. Aksa Akrilik maintains its efforts to reduce the amount of waste and realize sustainable product innovations in line with the circular economy model by ensuring that wet gypsum generated during its activities passes to other sectors as a raw material. At the same time, it carries out studies for the reduction, reuse and recycling of waste at the source. Akcoat was awarded the Zero Waste Certificate in 2022 by developing strategies to promote the efficient use of natural resources and the prevention of waste generation. In addition to applications for waste reduction and recycling, it achieved 60% reduction in waste by cutting the amount of plastic used in ceramic ink packaging by a third with the LESSBOX project, which it developed.	Environmental Responsibility



Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Digitalization and Artificial Intelligence 	Digitalization is a strategic lever not only to increase productivity, but also to accelerating decision-making processes, optimize resource utilization and improve sustainability performance. Artificial intelligence and data analytics solutions have applications in a wide range of areas such as maintenance forecasting, production planning, energy management and customer experience. For enterprise companies, these technologies enable reductions in operational costs, improvements in quality processes and increases in strategic flexibility. At the same time, developing a digital transformation culture within the organization also requires a renewal of employee competencies, redesigning of business processes and the establishment of stronger infrastructure in the field of cyber security.	Akkök Holding works to develop its products and services in a manner that supports the transformation of sectors by using new technologies and digital solutions. It takes important steps in the fields of process optimization, production efficiency and occupational safety with Artificial Intelligence in various fields. Chatbot Robi, which was introduced to customers on the Akasya AVM website, started to serve customers in 2024 as an innovative channel enabling quick and easy communication with shopping mall customers. The Chatbot will be supported by Artificial Intelligence in the future. Akkim Kimya has ramped up its technological infrastructure investments to establish a digital transformation culture, increasing its operational efficiency by transferring repetitive tasks to RPA systems. It has supported recycling with digitalization steps in waste management and contributed to sustainability by constantly monitoring energy efficiency with facility intelligence and automation applications. During 2024, Aksa Akrilik completed four separate projects using software robots in human resources and shift book processes so employees could focus on more value-added tasks. In addition, 39 new reports were developed under a total of 14 headings in the Purchasing, Human Resources, Process Development, Laboratory, Sales, Logistics, OHS, Internal Audit and Planning units within the scope of business intelligence applications. Accordingly, manual reports become automated and data analysis processes became faster, flawless and efficient.	Future-Fit Business



Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Supply Chain Vulnerabilities 	Global supply chains have faced serious vulnerabilities for various reasons including the pandemic, wars, the energy crisis and logistical bottlenecks, forcing corporations to approach their supply chains with a more strategic perspective, diversify their supplier portfolios, adopt localization strategies and invest in digital supply chain management systems. In addition, sustainable procurement practices, procurement processes in line with ESG criteria and the evaluation of suppliers on the basis of environmental and social risks directly affect the corporate reputation and operational continuity of companies. Therefore, supply chain management is not only a logistics field; risk management plays a core role in the sustainability and value creation strategies.	Akkök Holding diversifies its supplier portfolio to protect itself from supply chain vulnerabilities and increases its operational resilience through localization strategies and digital supply chain management systems. Strategic supplier evaluation systems are implemented for critical inputs, especially in the chemicals and energy sectors, with environmental and social sustainability criteria taken into account in procurement decisions. In parallel with this strategy, Akkim Kimya developed AI-based decision support systems in the wake of the supply disruptions experienced during the pandemic. By optimizing ERP processes, it has strengthened its instant analysis capacity, ensuring that the right products are supplied at the right time and at a lower cost and increasing the efficiency and sustainability of supply chain management. In line with its localization strategy, Akenerji has prioritized cooperation with local suppliers where its power plants are located. As of 2024, 51% of its suppliers were local companies. In order to digitize the procurement processes, the e-auction portal was commissioned and evaluations of supplier performance on the basis of quality, deadline and delivery criteria were carried out on a regular basis.	Active Portfolio Management



Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Workforce Transformation 	Global workforce dynamics are being reshaped in line with dynamics such as digitalization, automation and sustainability. In this regard, developing existing skills and gaining new competencies have become a strategic priority. While digital literacy, process automation, sustainability knowledge and collaboration skills stand out in the sectors that require transformation such as chemicals, energy and real estate, it is vital for corporations to prepare their workforce for this change in order to maintain their competitiveness and organizational flexibility. At the same time, this transformation, which is handled together with the acquisition of young talent, along with the diversity and inclusion policies, is at the heart of the human resources strategies.	Akkök Holding deems the workforce transformation to be a strategic priority, attaching importance to attracting competent employees, retaining them and training the leaders of the future. In parallel with the development of business and digitalization branches that are future-proofed, it supports the transformation of talented individuals and develops programs able to respond to changing competency needs, and implements initiatives such as the Akkök Executive Development Program, the Philharmonic Mentoring Program and the Yıldız Akköklüler reward system. Akenerji relies on the dynamism of youth; with its "Make a Difference with Your Energy" approach, it offers young employees a working environment that supports their development. It brings young human resources to the institution with the "Make a Difference with Your Future" and the "New Graduate Recruitment Program", and encourages the development of innovative ideas with the "Generator" in-house enterprise program. Aksa Akrilik and Akkim Kimya support the professional and personal development of their employees, with the Aksa Akrilik Academy and Akkim Kimya offering training and development programs to support technical and personal competencies through the campus.	Effective Talent Management

Global Trends	Definition of Global Trend	Akkök Holding's Response to the Trend	Connection with Sustainability Strategy
Regulatory Frameworks 	Rapidly evolving regulatory frameworks in the environmental, social and governance areas not only bring compliance obligations for corporations, but also opportunities for strategic transformation. The European Green Deal, Carbon Border Adjustment Mechanism (CBAM), sustainability reporting standards such as TSRS and ESRS, chemical management regulations such as REACH and ZDHC, emission trading systems (ETS) and energy efficiency regulations directly affect companies operating in the chemicals and energy sectors. In order to comply with these evolving regulations, companies are undergoing a process of restructuring, not only in reporting, but also in data management, risk assessment, product composition, supply chain control and investment decisions.	Akkök Holding treats regulatory frameworks not only as an obligation for compliance, but also as a part of its corporate responsibility. It encourages group companies to fully comply with national and international regulations in products and processes. Accordingly, a compliance culture based on continuous monitoring and improvement is developed, ensuring the proactive management of legal risks. The Chemicals and Advanced Materials Group, Aksa Akrilik, Akkim Kimya, Akcoat, DowAksa and Epsilon proactively carry out their activities in accordance with the European Union REACH Chemicals Regulation, while Aksa Akrilik aims to improve the sustainability performance of its products within the scope of the Ecodesign Regulation for Sustainable Products (ESPR). At the same time, carbon footprint calculations are carried out throughout the entire group, with the results monitored in a digital environment in order to prepare for CBAM reporting.	Strong Corporate Governance Future-Fit Business Environmental Responsibility



Strategic Approach - Enabling the Transition

The environmental, economic and social transformation on a global scale is reshaping companies' business models and their approach to value creation. The climate crisis, resource scarcity, geopolitical risks, supply chain vulnerabilities and regulatory pressures not only bring risks for the business world, but also new areas of opportunity for sustainable growth. Regulations such as the European Green Deal, the Carbon Border Adjustment Mechanism and Sustainability Reporting Standards (TSRS and ESRS) require companies to align their long-term strategies with sustainability principles.

Akkök Holding sees these dynamics of the global transformation not only as an obligation to be complied with, but also as a strategic opportunity to gain a competitive advantage and corporate resilience. The “Ensuring the Transition” approach, central to Akkök Holding’s sustainability strategy which was developed in response to global developments, pioneers the restructuring of the group’s business practices in line with environmental, social, and governance principles. The “Ensuring the Transition” approach encompasses a wide range of transformations, from the development of sustainable products and services to digitalization, to talent management, tackling climate change, corporate governance and occupational safety. Akkök Holding supports this transformation by mobilizing its strength in technology and innovation, and aims to align business strategies with its sustainable development goals.

The current situation at Akkök Holding and its group companies was analysed in detail in determining the strategic framework. Sustainability trends, regulatory expectations, sectoral risks and opportunities and intra-group development areas were evaluated with a holistic approach. Strategic priorities were clarified by integrating stakeholder views and double materiality analysis into this process. The resulting framework is implemented in accordance with the field of activity of each group company and is directed in line with common goals.

The Corporate Sustainability Department, which was established under the umbrella of the Strategy and Business Development Directorate, is responsible for the coordination of the sustainability strategy at a corporate level. This body is responsible for setting common sustainability goals, monitoring performance and rolling out good practices across the group. In addition, the Holding’s corporate governance approach is shaped around the principles of environmentally friendly growth, social contribution and corporate citizenship and constitutes one of the main pillars of its sustainability strategy.

In the process of rolling out its strategy, Akkök Holding informed group companies of the principles of sustainability, and has implemented projects which take environmental, social and governance (ESG) impacts into account. It continues to report on its progress activities within the scope of the United Nations Global Compact, of which it has been a signatory to since 2007, and to increase transparency and accountability.

Updating its goals, vision and values with a focus on sustainability in 2022, Akkök Holding completed its sustainability strategy together with its group companies in 2023. The publication of its first sustainability report, covering its performance in 2024, marks an important threshold in its transformation journey. This strategic transformation, which is proceeding in line with the Ensuring the Transition approach, not only aims to strengthen the Holding’s current performance, but also its future corporate resilience and the value it adds to society.



Purpose/Vision:	With its deep-rooted and effective management approach, Akkök Holding mobilizes its technology and innovation power for the development of society and accelerates the sustainability-oriented transformation of the economy.			
Ensuring the Transition	We facilitate sustainability transformation and accelerate the transition.			
Strategic Areas	Future-Fit Business			
	Sustainable Products and Services	R&D and Innovation	New Technologies and Digitalization	
	Effective Talent Management			
	Talent Management		The Future of Work	
	Environmental Responsibility			
	Climate Change	Circular Economy and Resource Efficiency - Waste Management	Water and Wastewater Management	Management of Chemicals
	Our Roots	Strong Corporate Governance		
Corporate Governance		Business Continuity and Data Safety	Labor Standards and Occupational Safety	
Active Portfolio Management				
Target and Performance Management		Strategic Orientation		



By developing products and services that are compatible with the future, Akkök Holding aims to strengthen the sectoral foundations of the sustainable transformation and gain a strong foothold on the global competitive playing field.

Future-Fit Business

By developing products and services that are compatible with the future, Akkök Holding aims to strengthen the sectoral foundations of the sustainable transformation and gain a strong foothold on the global competitive playing field. R&D and innovation activities carried out in the chemicals and advanced material technologies areas pave the way for the development of sustainable solutions. In addition, new technologies and digital solutions are used as a driving force for the transformation of sectors; through digitalization, business processes are made more agile and efficient.

Effective Talent Management

With the awareness that achieving its vision is only possible with qualified human resources, Akkök Holding positions talent management as one of its strategic priorities. Systems that support competency development are designed throughout the group with practices that will increase employee loyalty being implemented. At the same time, programs that support talent transformation are developed in order to respond to the changing skill sets needed for the work of the future.

Environmental Responsibility

Akkök Holding develops its products and services with a sense of environmental responsibility. By taking decisive steps in tackling climate change, it ensures the long-term sustainability of its activities. It adopts the principles of the circular economy based on the efficient use of resources and the goal of zero waste in all its processes. In order to protect water resources, it ensures the responsible use of water; it reduces wastewater and disposes of it safely and in an environmentally friendly manner. In addition, it manages chemicals, which are an indispensable part of daily life, safely and sustainably at all stages of the value chain.

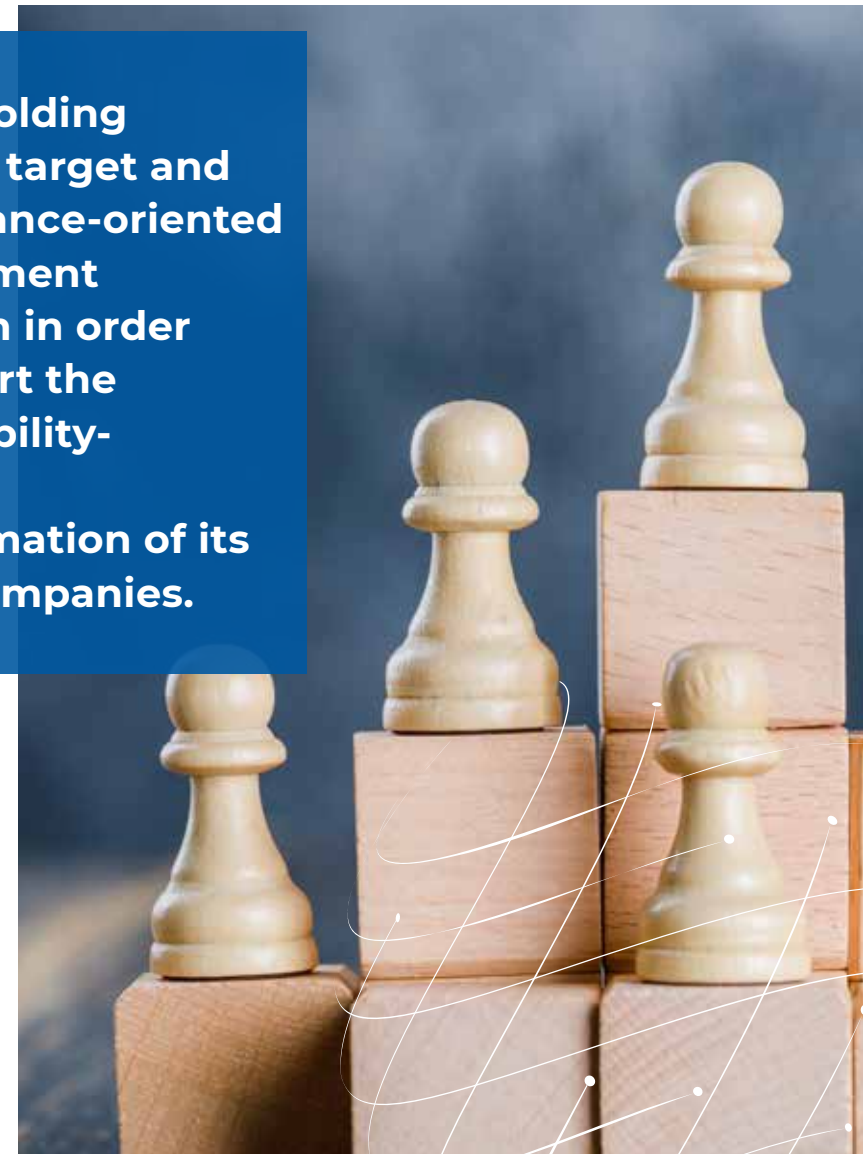
Strong Corporate Governance

Adopting high standards of corporate governance in order to tightly carry out the transformation is a key priority for Akkök Holding, which adopts a management approach based on ethical values, transparency, accountability and responsibility. Comprehensive checks are put in place to ensure business continuity, and data is processed securely while protecting its confidentiality. Akkök Holding offers a fair and safe working environment with high working standards, human rights, OHS and process safety.

Active Portfolio Management

Akkök Holding adopts a target and performance-oriented management approach in order to support the sustainability-oriented transformation of its group companies. Each company's own development journey is supported and strategic guidance is provided to help them integrate ESG performance criteria into their business strategies. Thus, sustainability becomes an integral part of financial and operational decision-making mechanisms, building a strong foundation for long-term value creation.

Akkök Holding adopts a target and performance-oriented management approach in order to support the sustainability-oriented transformation of its group companies.





Sustainability Policy

We place sustainability at the heart of all of our decisions and create long-term value by responsibly managing our environmental and social impacts.

As Akkök Holding, we adopt sustainability as a core value and place our environmental, social and governance goals at the heart of all our strategic decisions. Our sustainability approach guides our strategic orientations and business processes and creates a strong corporate structure that invests in the future. With our commitment to the UN Global Compact Global Compact and our Sustainability Policy in line with the Sustainable Development Goals, we communicate effectively with our employees and all of our stakeholders, and adopt the principle of transparency with sustainability reporting.

Under the concepts of corporate governance and citizenship, we observe social responsibility awareness in all of our corporate policies and objectives and implement it in all subsidiaries in line with the principles of openness, transparency and accountability.

We create long-term value with our sustainability strategies and practices, constantly reviewing, improving and updating. We are committed to reducing our environmental impact and increasing our social impact and corporate performance with the implementation of the policies and practices based on our strategies.

We meticulously follow and implement the laws and regulations in all regions where we are active, and fully comply with these regulations with the internal audit carried out for this purpose. Through the enterprise risk management program, we identify any threats that may jeopardize the existence and future of Akkök Holding, and draw up relevant actions and business strategies.

At Akkök Holding, we embrace a holistic perspective which revolves around sustainable development and prioritize being a player in the global sustainability understanding and transformation. Our company priorities and sustainability approach include expanding the adoption of sustainable business models across all our subsidiaries, adhering to ethical and moral values, integrating sustainability risks and opportunities into business processes, and assessing the direct and indirect environmental and social dimensions of our activities.



- We are committed to expanding our business approach, aligned with the principles of “Human Rights,” “Tackling Corruption,” “Labour Standards,” “Occupational Health and Safety,” and “Business Ethics,” throughout our entire value chain. We regularly review these policies and update them as conditions change.
- We reshape business processes by considering all impacts for our key stakeholders in critical sustainability themes such as Climate Change, Biodiversity and the Circular Economy. In this vein, we position sustainability as an integral element of our company’s strategy as a part of our environmental responsibilities.
- We use current resources responsibly and consciously to ensure a more liveable, fairer and cleaner future; we provide all our employees with continuous communication and opportunities for participation.
- We take care to value people by adopting an inclusive and egalitarian approach at every stage of our value chain, and to instil this awareness.
- We are constantly following innovative, developing, up-to-date and remedial policies, and roll them out within our subsidiaries.
- Within the scope of our active efforts in the transition to a low-carbon economy, we set targets and manage our performance to reduce the greenhouse gas emissions resulting from our activities.
- As a supporter of universal human rights, we reject any forms of discrimination based on language, religion, race, gender, age, social status, philosophical belief or sect, and take measures against any situations which may lead to any violations in this area. All anti-discrimination policies and commitments also apply to all human resources processes such as recruitment and placement, promotion, performance management, training, career planning, succession, remuneration and benefits.

- We strictly adhere to the principle of equal pay for equal work; in remuneration and promotion processes, we take the performance and competencies of employees as a basis, regardless of gender. We are committed to steadily increasing the rate of female employment and maintaining our commitment to inclusive business policies
- We adopt a sustainability management approach in coordination with our stakeholders and carry out strategic business plans in accordance with their priorities.
- We develop projects by closely following innovative technologies and digital transformation trends, and prioritize operational excellence and efficiency.
- We prioritize the health and safety of our employees with operational safety, and meticulously adhere to the principles of Occupational Health, Environment and Process Safety.
- We carry out sustainability activities in a coordinated manner through competency-based working groups formed within the Holding and its subsidiaries. We support continuous communication between groups, playing an active role in determining and managing focus issues and effectively maintaining performance monitoring.
- We are committed to creating and publishing company sustainability reports by adhering to the principles of transparency, openness and accountability.



Sustainability Goals

Main Title	Subtitle	Our Strategic Approach	Our Management Style	Target Description	Target Year	2024 Progress	SDG
Future-Fit Business	Sustainable Products and Services	We develop products and services that create value for the sustainable transformation of the sectors we operate in.	Future Fit Jobs Working Group	Group companies; Maximizing sustainability-oriented products and services	2028	- Methodologies were drawn up regarding cooperation in R&D innovation strategies between groups and the identification of opportunities for cooperation. A separate focus group was formed for each main topic and the study topics were determined. - Ten new patent applications were filed. 42 new R&D projects were completed.	  
	New Technologies and Digitalization	Using new technologies and digital solutions, we work to develop our products and services in a manner which supports the transformation of industries.	Digitalization Working Group	Group companies; Digital maturity indices rise by at least one level	2027	The foundations of the ERP and cloud transformation project of the holding and group companies were laid down. Sub-focus groups were established and studies on strategy and good practice which could incorporate AI and the digital transformation into the holding were initiated from different perspectives.	  
Environmental Responsibility	Climate Change	We ensure the sustainability of our business by taking decisive steps to tackle climate change.	Green Strategy Working Group	Group companies; announcement of decarbonization roadmaps	2026	Preliminary studies and SWOT analysis got underway for decarbonization strategies. A sub-focus group on decarbonization has been established, adopting a target-oriented approach.	 
				Achieving carbon neutral greenhouse gas emissions throughout the entire portfolio	2050	- A 4 % reduction in emissions has been achieved. - Environmental investments have increased by 24%.	
	Circular Economy and Resource Efficiency - Waste Management	We observe the principles of circular economy in our products and services with the most efficient use of resources and our vision of zero waste.		Group companies; The announcement of circular economy and waste reduction roadmaps	2027	- Sub-focus groups for the sustainable supply chain and waste reduction projects were organized and roadmap studies got underway. 30% of waste was recycled. - A 34 % reduction in fresh water withdrawals and 12% reduction in water consumption was achieved. (2021) - National and international regulatory checks didn't detect any nonconformities.	   
	Water and Wastewater Management	We ensure water safety by ensuring the responsible use of water and reducing and safely disposing of wastewater.		Group companies; The announcement of Water Use and Wastewater Reduction Roadmaps	2026		  
	Chemicals Management	We manage chemicals, which are an integral part of our daily lives, safely and sustainably at all stages of the value chain.		Group companies; National Priority Chemical Use / international regulation (REACH, ZDHC, etc.) compliance	2026		 



Main Title	Subtitle	Our Strategic Approach	Our Management Style	Target Description	Target Year	2024 İlerlemesi	SDG
Strong Corporate Governance	Corporate Governance	We remain determined to be a global player in reporting and regulatory compliance, and view compliance as an integral part of our corporate responsibility.	Sustainability Leadership Working Group	Publicly traded Group companies; Ranked in the top 10 % in the sector by Refinitiv	2028	- Meetings were held to strengthen strategy development and sustainability capabilities, along with highlighting examples of good practice from our companies and departments. - Akış REIT ranked in the top 0.2% in the sector, Akşa Akrilik in the top 5% and Akenerji in the top 14% in the Refinitiv scores.	 
	Labor Standards and Occupational Safety	The safety of our employees is one of our strategic priorities, and we approach this with a zero tolerance approach to accidents in all of our operations and business processes.	Green Strategy Working Group	Zero tolerance for accidents, Group companies; improvement of occupational accident, process accident and environmental accident rates compared to the previous year	Continually	- A sub-focus group was established to investigate accidents and conduct root cause analysis with needs analysis initiated. - A 50% reduction in process accidents was achieved. - OHS investments increased by 27%.	  
Effective Talent Management	Talent Management	We prioritize the recruitment and retaining of competent employees and training future leaders.	Effective Talent Management Working Group	Implementation of the “Development of digital competencies” project	2026	Working in coordination with the Digitalization Working Group, the foundations were laid for efforts to support the establishment of a digital culture in group companies and the transformation and development of digital skills by transforming employee competencies.	 
	The Future of Work	We care about the transformation of our talented employees for jobs that are compatible with the future, and we adapt to changing competencies in the present.		Preparation and implementation of succession plans with N-1 and critical N-2 capabilities within the group	2025	Preparatory work was initiated for the Akkök Group Rotation Program. Studies were carried out on the preparation of succession plans and the design of development programs compatible with the needs of the future.	 
Active Portfolio Management	Target and Performance Management	We adopt a fair and effective management structure based on ethical values, transparency, accountability and responsibility which draws from our roots	Sustainability Leadership Working Group	Sustainability reporting in accordance with TSRS	2026	Sub-focus groups including finance and sustainability departments were established and work was initiated to carry out future sustainability risks and opportunities and impact analyses.	 
	Strategic Orientation			Group companies must have a score of at least B in the CDP index.	2027	Akşa Akrilik and Akenerji received an A-grade in the water category, and Akış REIT, Akşa Akrilik and Akenerji received a B grade in the Climate Challenge category.	  
				Group companies; Transition to integrated reporting	2027	Akşa Akrilik, Akış REIT and Akenerji maintained compliance in their working standards in their TSRS-compliant integrated reporting.	 



Materiality Assessment

Akkök Holding completed its materiality assessment in the first quarter of 2024 to ensure that its sustainability strategy was shaped in line with stakeholder expectations and global developments. The materiality assessment was designed with a double materiality approach with Akkök Holding’s impacts on the environment, society and economy, as well as the effects of priority issues on the Holding being systematically evaluated.

The study was carried out with the aim of complying with Turkish Sustainability Reporting Standards (TSRS S1) and European Sustainability Reporting Standards (ESRS) and GRI standards. At the same time, it served as the basis for the development of the sustainability strategy, the determination of targets and the creation of the roadmap.

Methodology

Akkök Holding has determined its sustainability priorities under the guidance of the AA1000 Stakeholder Engagement Standard and through a double materiality-based analysis process in line with international best practices. A stakeholder analysis, impact assessment and external trend analysis were carried out to determine Akkök Holding’s impact on the environment, society and the economy, while an assessment of senior management priorities, the Holding’s strategy and the financial impact were carried out to determine the impact of priority issues on the Holding.

In the first stage, a comprehensive list of topics was created, followed by online surveys with the participation of 190 key internal and external stakeholders. In addition, one-to-one meetings with 20 senior executives ensured that the strategic views of the senior management were directly reflected in the process. The collected qualitative and quantitative data was then subjected to a multidimensional impact assessment in terms of the magnitude, scope and probability of the positive or negative impact of each sustainability issue. Particular attention was given to the reflections of environmental and social impacts on society and ecosystems within this framework.

Additionally, external trends and regulatory frameworks were evaluated in line with national and international references such as the United Nations Sustainable Development Goals, the World Economic Forum Global Risks Report, the European Green Deal and Circular Economy Action Plan, the MSCI, SASB, WBCSD Future-Proof Business approach, Türkiye’s Updated First National Contribution Declaration, the 12th Development Plan, IFRS S1 & S2, ESRS and TSRS standards, which contributed to the analysis.

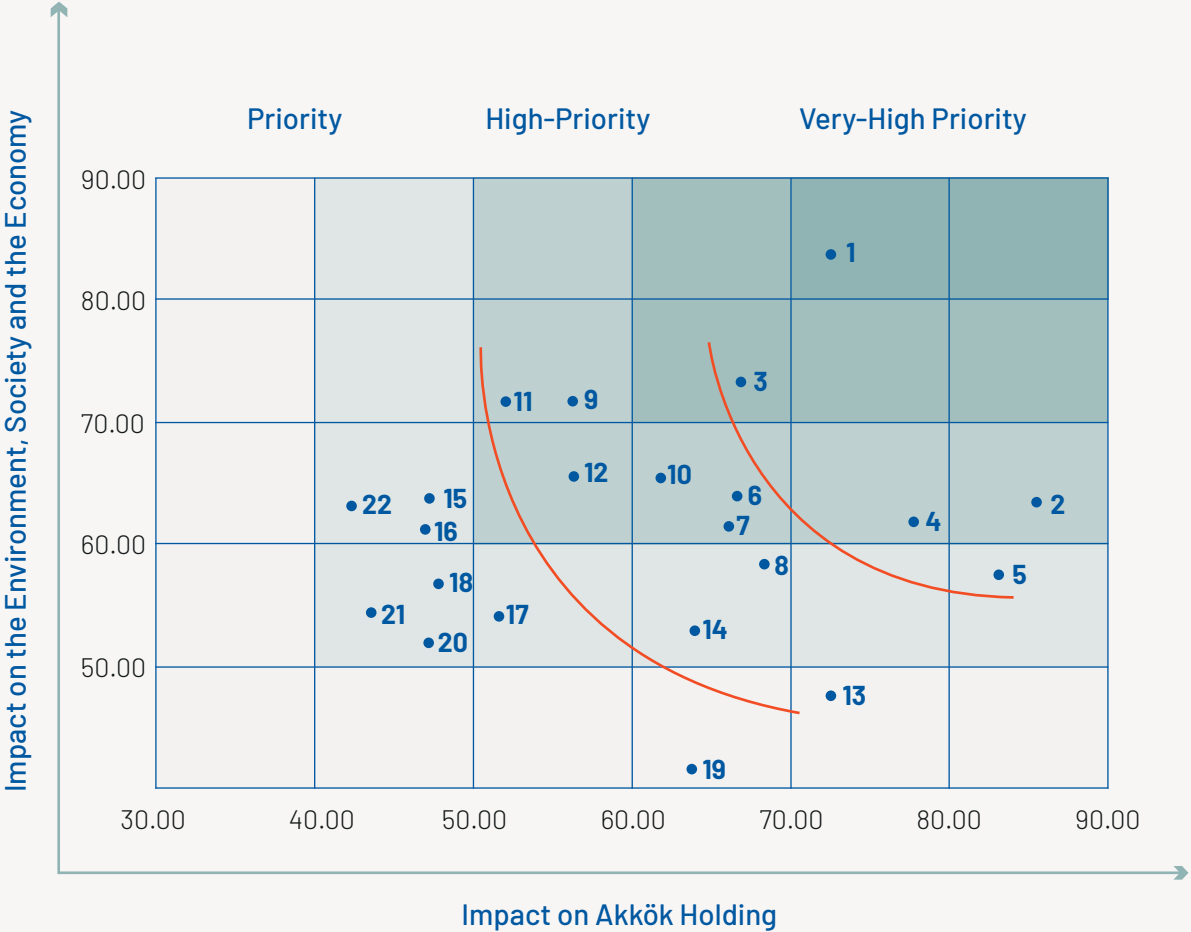
The analysis identified five very high priority topics among the 22 priority issues; these were Climate Change, R&D and Innovation, Circular Economy and Resource Efficiency, Talent Management and Digital Transformation.

With the contribution of the senior management and the approval of the Board of Directors, a list of very high priority issues became a key pillar of Akkök Holding’s sustainability strategy and reporting.

By regularly updating its prioritization analysis, Akkök Holding aims to maintain a dynamic sustainability management approach which is compatible with both stakeholder expectations and global developments.



Materiality Matrix



Very-High Priority Topics

1. Climate Change
2. R&D and Innovation
3. Circular Economy and Resource Efficiency
4. Talent Management
5. Digital Transformation

High Priority Topics

6. Data Security and Privacy
7. Management of Chemicals
8. Sustainable Product and Service Portfolio
9. Occupational Health and Safety
10. Labor Standards and Human Rights
11. Water and Wastewater Management
12. Waste Management
13. Corporate Governance
14. Business Continuity and Process Security
15. Air Quality
16. Contribution to Social Development and Transformation
17. Employee Well-Being
18. Biodiversity
19. Sustainable Finance
20. Equality, Diversity and Inclusion
21. Ethics, Transparency, and Compliance
22. Responsible Supply Chain

Communication with Stakeholders

As Akkök Holding, we develop our sustainability strategy together with all of our stakeholders in line with the principles of transparency, accountability and inclusion. We interact with a wide range of stakeholders through our group companies operating in different sectors, taking care to establish an open and continuous dialogue with all of our stakeholders, including our customers, employees, suppliers, business partners, investors and non-governmental organizations.

With our understanding of stakeholder orientation, which is one of the cornerstones of our corporate identity, we take the needs and expectations of each stakeholder group into account and actively use this feedback in the development of our business processes. We regularly update our communication channels to respond flexibly to changing conditions, and manage our collaborations with a focus on mutual value creation.

We work with our stakeholders to effectively assess sustainability risks and opportunities and integrate them throughout the organization, taking account of opinions on topics such as the environment, human rights, ethics and transparency, diversity and inclusion and digitalization in line with our strategic priorities.

As Akkök Holding, we continue to contribute to both the sectoral and social transformation with innovative solutions by working with our business partners to maintain a structure that is open to learning and development.

Our Stakeholders	Why is it important to us?	How do we respond to expectations?
Employees 	Our employees are the basis of success in all of our group companies. Our workforce of over 6,400 employees is our greatest strength that carries our corporate culture forward and prepares it for the future. At Akkök Holding, we encourage a high-performance culture by offering our employees an inclusive, safe and development-oriented working environment. We take care to ensure that all of our employees contribute to the transformation processes and create value in line with common goals.	In order to ensure that our employees work in a safe and healthy environment, with fair wages and opportunities for development, human resources policies are kept up-to-date, with continuous training and career development plans implemented. In addition, we ensure the structures which encourage employee participation in management and internal communication channels are used effectively.
Customers 	At Akkök Holding, we consider the satisfaction, trust and loyalty of our customers as the cornerstone of our sustainable growth in our activities in different sectors such as chemicals, advanced materials, energy and real estate. While the quality of the products and services we offer to our customers determines the competitiveness of our group companies, it also shapes our social impact and reputable corporate stance. We aim to create long-term value with our solution-oriented and innovative approach that is sensitive to customer needs.	To meet our customers' expectations for high quality, consistent and timely service, our group companies develop products tailored to their needs through R&D activities and carry out proactive communication with the customer service and technical support teams. The customer experience is constantly monitored and improved upon with digital platforms and periodic feedback mechanisms.

Our Stakeholders	Why is it important to us?	How do we respond to expectations?
Shareholders 	The relationship of trust we have established with our shareholders forms the basis of our long-term success. We maintaining an open dialogue of transparent and regular communication with our investors who support our strategic goals, enabling us to strengthen both our financial sustainability and corporate reputation. We develop our decision-making processes by taking into account the expectations of our shareholders and direct our activities accordingly.	To meet our shareholders' expectations regarding financial transparency, legal compliance, and strategic direction, we provide regular updates during Board of Directors meetings, General Assembly meetings, and investor relations processes. Company strategies and performances are transparently shared via email, reports and digital platforms.
Suppliers 	Our suppliers are our strategic business partners with whom we build quality, sustainability and operational efficiency, especially in the chemicals, advanced materials and energy sectors. Our supply chain, which is based on long-term collaborations, helps our group companies achieve their goals in a wide range areas including sustainable raw material procurement and ethical production conditions. By building trust, transparent and mutually beneficial relationships, we move forward together in the areas of innovation and environmental responsibility.	To meet our suppliers' expectations of timely payments, long-term cooperation and development, sustainable supply management policies are implemented, with payment plans and performance criteria clearly communicated. Regular communication and evaluation processes are carried out to support joint development.
Partners 	Our strategic collaborations are vital for us in developing innovative solutions and in reaching new markets, especially in the energy and real estate sectors. Through joint ventures and sectoral collaborations, we increase information sharing and strengthen our value chain together with our local and international stakeholders. The sustainable relationships we have established with our business partners are a reflection of our approach to growing together and doing business responsibly.	To meet our business partners' expectations regarding strategic alignment, trust-based communication and efficient business processes, we strengthen collaboration with regular meetings, digital business platforms and performance evaluation systems with the aim of creating value together by providing transparency and coordination towards common goals.
Communities 	At Akkök Holding, we care about creating a social impact in every region where we operate and establishing value-based relationships with our local communities. Our operations, which are carried out in various locations, directly and indirectly contact thousands of people, allowing us to contribute to society in many areas from education and the environment to health and social development. Our corporate social responsibility approach is based on supporting long-term prosperity and inclusive development.	To meet society's expectations regarding the environment, social benefit and corporate transparency, we carry out social responsibility projects, educational support and sustainability-oriented activities. We ensure regular contact with communities and provide a social contribution through special projects for local needs.

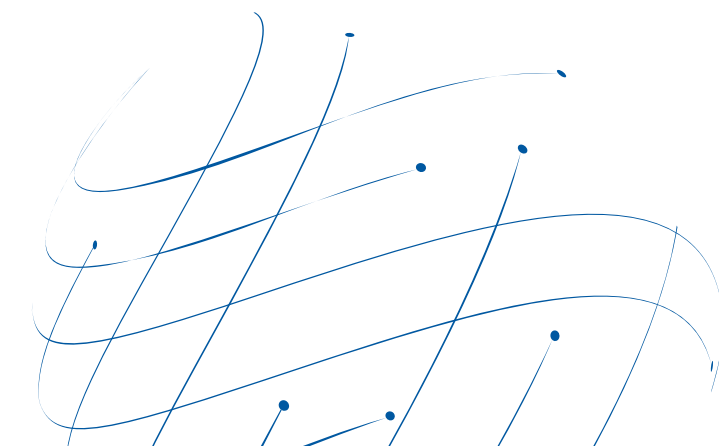
Our Stakeholders	Why is it important to us?	How do we respond to expectations?
Public Institutions and Local Governments 	The work we carry out in the environmental, social and economic fields is in harmony with public policies. Beyond ensuring we operate within the legal framework, it also reinforces the relationship of trust we have established with the society. The dialogue we have established with local governments supports our efforts to contribute to social welfare and fulfil our social responsibilities in the regions where we are operating.	We adopt a comprehensive management approach to meet the basic expectations of public institutions such as transparency, compliance with legislation, timely sharing of information and contributing to local employment. Our group companies act proactively in many areas, including full compliance with OHS and environmental legislation and contributing to social projects for the public good. We strengthen cooperation with local suppliers, maintain open and solution-oriented communication with regulatory authorities and manage our relations with the public responsibly.
Academy 	We believe that sustainable development is possible with qualified human resources and strong knowledge. Strategic collaborations with academic institutions and universities are critical in bringing young talent to the sector, closely following scientific developments and supporting an innovation-oriented ecosystem. Through these collaborations, we both contribute towards shaping the workforce of the future and creating mutual value based on the sharing of knowledge.	Through our group companies, we offer long-term internship opportunities, participate in university career days and play an active role in student clubs and scientific activities. We support the development of young people through technical trips, panels and seminar speeches, cooperation protocols with universities and social responsibility projects. In addition, we maintain our digital communication activities in order to increase the visibility of our employer brand on academic platforms.
Financing Institutions 	We view financial institutions as our strategic business partners that support our sustainable growth goals. Financial institutions play a critical role in financing our long-term investments, managing our cash flow, reducing our risks and providing resources for our sustainability projects.	We carry out the work on our annual budget and strategic priorities within the framework of fiscal discipline; we take care to reach decisions which will support financial stability. We regularly update our corporate risk inventory, monitor financial and operational risks and take remedial steps when necessary. With our commitment to corporate governance principles, we prioritize transparency and accountability in decision-making processes and share information through regular and understandable reporting.



CORPORATE GOVERNANCE



Corporate Governance	65
Committees of the Board of Directors	66
Corporate Governance Achievements of Group Companies	67
Sustainability Management	68
Sustainability Governance Structure	70
ESG Scores	74
Risk Management	75
Ethics and Human Rights	82
Human Rights	85





Corporate Governance

At Akkök Holding, we maintain a management approach committed to the principles of corporate governance, ethics and transparency. We focus on growth by strengthening our roots every year, and strictly adhere to our management principles. We see both financial and non-financial success as integral parts of strategic progress and we reflect our core corporate values of determination to succeed, reliability, stakeholder orientation and innovation in our management approach. Focusing on sustainable growth, Akkök Holding has been creating value for more than 70 years with a wide range of stakeholders and various fields of activity. As a result of this approach, we place corporate governance as one of our most critical building blocks.

Our corporate governance structure has been shaped by the active participation of the Board of Directors. The Board of Directors currently consists of nine members, one of whom is in charge of the executive function and two are independent. The CEO, acting under the Board of Directors consisting of 9 members, is responsible for all activities at Akkök Holding and reports to the Board on a regular basis. The Board of Directors, which attaches importance to diversity among its members with 44% of its members being women, fully complies with all applicable laws and regulations. In this context, effective compliance is ensured through strong internal audit and control mechanisms, while potential risks which may threaten the sustainability of the Holding are identified in advance through the corporate risk management program. Necessary measures are then taken and our business strategies are restructured accordingly. The Corporate Governance Committee and the Early Detection of Risk Committee, which report to the Board of Directors, play an important role in this process. The Board of Directors adopts an approach that prioritizes strategic growth and financial stability, basing all of its decisions on Akkök Holding’s long-term success. The Board systematically evaluates its own performance four times a year. In 2024, the Board of Directors convened on four occasions.

Detailed information regarding the members of the Board of Directors of Akkök Holding is included in the [2024 Annual Report](#).



**At Akkök Holding,
we remain
committed to
our values and
strengthen
our corporate
governance
structure in line
with the principles
of transparency and
accountability.**



Committees of the Board of Directors

	Corporate Governance Committee The Corporate Governance Committee carries out work to ensure that the company is managed in accordance with corporate governance principles. It plays an active role in the appointment of the members of the Board of Directors, the evaluation of their performance and the creation of development plans. The Corporate Governance Committee consists of three individuals, one being an independent member and two being members of the Board of Directors. It convenes every three months.
	Early Detection of Risk Committee The Early Detection of Risk Committee is tasked with determining in advance the strategic, operational and financial risks that the company may be exposed to and to take the necessary measures. The Committee consists of four individuals, two of which are independent members and two being members of the Board of Directors. It convenes six times a year.
	Audit Committee The committee monitors the accuracy of the company's financial reports, internal control systems and audit processes, and ensures the reliability of financial reporting by cooperating with independent auditors. It brings any findings it deems important to the attention of the board of directors, and monitors the performance in resolving such findings while observing compliance with performance criteria related to their resolution. The committee consists of at least three members, one of whom is the chairman. At least one of the members must be an independent member. It convenes four times a year ordinarily and extraordinarily where necessary.



Corporate Governance Achievements of Group Companies

Operating under the umbrella of Akkök Holding, our group companies continue to reinforce their leadership in the sector with their high performance in the field of corporate governance.

In 2021, Aksa Akrilik increased its Corporate Governance Rating from 9.72 to 9.75 and won second prize. Maintaining a score of 9.75 in 2022, Aksa Akrilik succeeded in being included in the “Winners” list for a seventh consecutive year at the Corporate Governance Awards organized by the Corporate Governance Association of Türkiye (TKYD). It maintained the same grade in 2023 and 2024, when it was awarded the third prize.

Having increased its Corporate Governance Rating from 9.54 in 2018 to 9.62 at the end of 2019, Akiş REIT increased its rating to 9.63 in 2020 and 2021 and to 9.64 in 2022 and 2023, further increasing the rating to 9.65 in 2024. Akiş REIT thereby maintained its position as being the company with the highest corporate governance rating among real estate investment trusts and construction companies.

Akmerkez REIT, meanwhile, has continued to improve its corporate governance performance every year, demonstrating a steady improvement in its Corporate Governance Rating to 9.48 in 2023 and 9.51 in 2024.

Operating under the umbrella of Akkök Holding, our group companies continue to reinforce their leadership in the sector with their high performance in the field of corporate governance.



Sustainability Management

At Akkök Holding, we see governance as one of the cornerstones of our corporate identity, integrated with our decision-making processes and the way we achieve our strategic goals.

At Akkök Holding, we see governance as one of the cornerstones of our corporate identity, integrated with our decision-making processes and the way we achieve our strategic goals. Backed by our strong governance practices, we continue to create value for all of our internal and external stakeholders in line with the principles of transparency and accountability.

We deem sustainability to be an integral part of our business strategy. We adopt this approach not only as a concept, but as a key component of our long-term success and competitive advantage. This approach, which is in line with our corporate values, allows us to share a common sustainability vision with all our group companies.

We carry out our sustainability management in integration with our stakeholders and value chain. In this context, we have established a comprehensive sustainability governance structure within the Holding in order to determine, implement, monitor and evaluate our sustainability goals.

Our sustainability efforts are carried out with a holistic and harmonious approach, primarily through the Sustainability Office, Sustainability Coordination Board and Corporate Governance Committee, as well as in the relevant business units. Group-wide sustainability reporting complies with the requirements of the United Nations Global Compact and GRI standards; policies, activities, and performance results are shared transparently with the public. Our publicly traded group companies, Aksa Akrilik, Akenerji, and Akiş REIT, published reports compliant with TSRS (Turkish Sustainability Reporting Standards) in 2024, setting an example for other groups in this process. The target for transitioning to TSRS-compliant reporting across the group has been set for 2026, with plans to transition to integrated reporting by 2027.



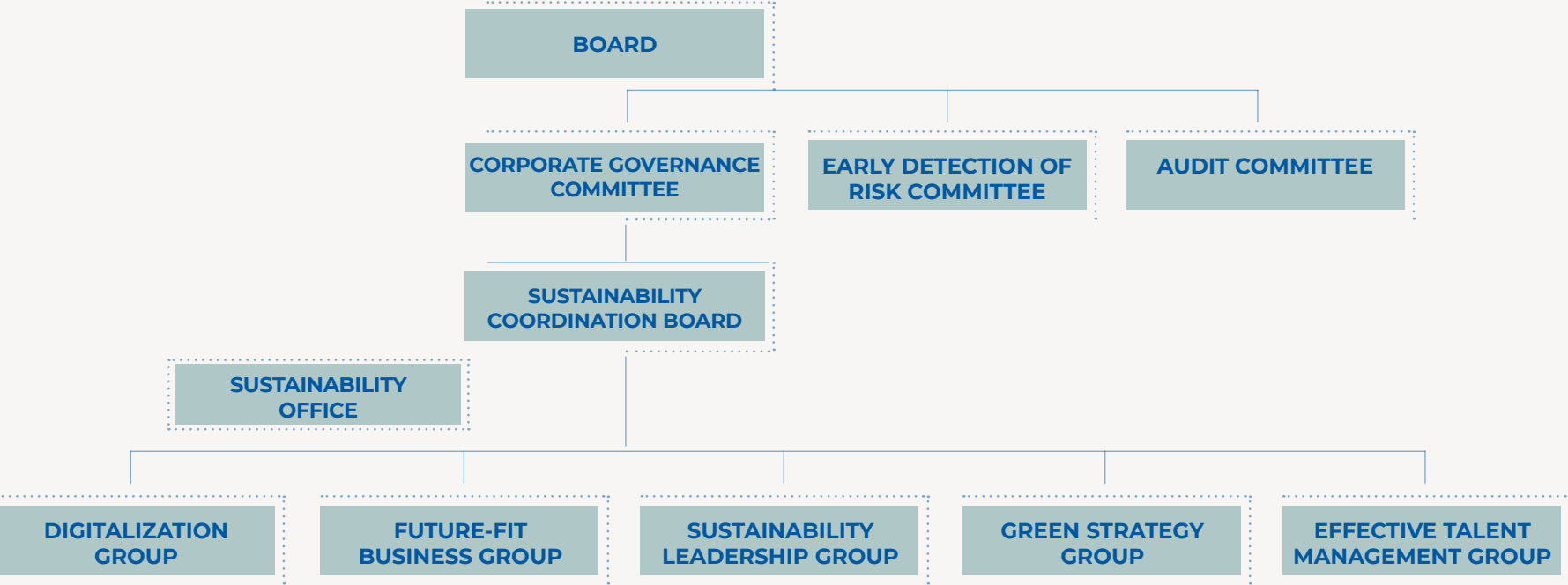
Starting from our Board of Directors, we ensure management unity throughout the organization on sustainability issues through the relevant committees and teams. Meetings are held regularly with the participation of managers at different levels, with the following topics primarily being discussed:

- Adapting to current sustainability trends and practices,
- Preparation and compliance with tightening legal regulations, especially EU regulations,
- Follow-up and evaluation of the sustainability roadmaps of our group companies,
- Analysing the sustainability potential and performance of our strategic business lines and sharing the results,
- Strengthening our sustainability strategies and roadmaps by identifying our development areas.

The effective functioning of this structure rests upon increasing the awareness and knowledge of the members of the Board of Directors regarding sustainability. Decision-makers are encouraged to closely follow global trends and develop a strategic perspective with a focus on sustainability through masterclass training on sustainability and compliance, thematic trainings focused on ethics and regulatory compliance, and sessions organized within the scope of the Visionary Dialogues program. These programs also provide participants with an opportunity to share inspiring practices and innovative strategies from different sectors.



Sustainability Governance Structure



Sustainability Office

The Sustainability Office, which carries out activities to roll out the sustainability strategy within the group and integrate sustainability into the business model, contributes to the work carried out by the Corporate Governance Committee where necessary. It supports the planning, implementation and coordination of the decisions taken by the Corporate Governance Committee and the Sustainability Coordination Board throughout the group. The Sustainability Office supports the implementation of sustainability studies, presenting the activities and progress of the Working Groups to the Corporate Governance Committee. At the same time, it is responsible for the implementation of sustainability efforts throughout the group. It consists of three members: a Strategy and Business Development Director, a Corporate Sustainability Manager and a Corporate Sustainability Assistant Specialist.

Sustainability Working Group

This is the structure responsible for carrying out activities in environmental, social and governance areas in line with the priority areas determined by the Sustainability Coordination Board regarding sustainability. Each working group determined by the Corporate Governance Committee is led by managers of the Holding or Group companies at the level of Deputy General Manager or Director while managers and employees who are specialised in their fields from the relevant units take part in the working groups. The groups are responsible for implementing the duties assigned by the Sustainability Coordination Board and the roadmap required for the implementation of Akkök Holding's Sustainability Strategy. The Sustainability Office supports the working groups. Groups convene on a monthly basis, and report their progress to the Sustainability Coordination Board, the Corporate Governance Committee and the Board of Directors every 6 months.

While we contribute to the meeting of the understanding of sustainability with common ground between the working groups, the Group companies and the Holding, we increase diversity and participation by assigning leaders from different Group companies, thereby creating a common culture of sustainability throughout the group.

Sustainability Coordination Board

The Board provides the necessary coordination and decision-making mechanism in the implementation of Akkök Holding's sustainability strategy. It consists of seven members, including managers of the Holding and Group companies at General Manager or Director level, and is chaired by the CEO of Akkök Holding. The Board is responsible for the implementation of Akkök Holding's sustainability strategy and roadmap. It convenes on a monthly basis and informs the Corporate Governance Committee of the work carried out in the environmental, social and corporate governance performance and sustainability practices.

Corporate Governance Committee

The Committee consists of at least 3 members elected from among members of the Board of Directors and is chaired by an independent member of the Board of Directors. The Committee is responsible for the development of sustainability strategies and targets, determining the roadmap in this vein, and developing and implementing policies. The Corporate Governance Committee, which works in coordination with the Early Risk Detection Committee and the Audit Committee, convenes every 3 months.



Future-Fit Business Group

The Future Fit Work Group carries out work on the development of sustainable product and service models and the dissemination of R&D and innovation activities. The Group, which consists of a total of 17 employees from the R&D, Innovation and Strategy units focusses on issues such as chemical management, product life cycle analysis and open innovation, aiming to provide innovative solutions that will reduce environmental impact and create social value. In addition, it follows sectoral trends and regulations and develops strategic recommendations to ensure regulatory compliance.

Prominent activities in this area are as follows:

- By ensuring the commonality of sustainable product and service definitions throughout the Group, practices aimed at integrating criteria such as circularity, environmental impact and material efficiency into the product development processes have been expanded.
- By creating a data-oriented R&D infrastructure, the integration of AI applications into R&D and production processes has been enhanced.
- Solutions that will increase process efficiency continue to be developed through data science projects and start-up collaborations.
- In order to support common business development and an open innovation culture among group companies, work to contribute to the evaluation and scaling of sustainability-oriented business ideas is carried out.

Green Strategy Group

The Green Strategy Group focuses on environmental issues such as tackling climate change, promoting energy efficiency, water and wastewater management, circular economy practices and resource efficiency. At the same time, it plays an active role in operational environmental management areas such as chemical management, occupational health and safety(OHS) and process safety. The Group, which consists of a total of 22 employees from the Sustainability, Environment and OHS units, follows examples of good practice and trends to reduce environmental risks and works to ensure regulatory compliance.

Prominent activities in this area are as follows:

- A comprehensive roadmap has been created to roll out sustainable supply chain management throughout the group. In this process, all suppliers are evaluated on sectoral breakdowns, not just critical suppliers. The sustainable supply chain structure is strengthened step by step with current situation analysis, critical supplier identification and audit processes.
- Root cause analyses are carried out with the aim of reducing occupational accidents. An accident investigation team is in place to prevent possible recurrences.
- Work has been stepped up on decarbonization scenario studies with the carbon accounting practices of group companies integrated under a common strategy.

Digitalization Group

The Digitalization Group works in the fields of digital transformation, AI applications, data management and cyber security with a sustainability perspective. The Group, which consists of a total of 19 employees from the Information Technologies and Process Development units, supports the more efficient management of resources with the effective use of digital tools, while strengthening the structures to ensure the security of corporate data. In the process of adapting to new technologies, it closely follows trends and regulatory developments.



Prominent activities in this area are as follows:

- The Discovery project was launched to address the needs for cloud transformation and ERP (Enterprise Resource Planning) transformation.
- Current situation analyses of digital maturity levels are carried out throughout the group. Action plans covering areas such as governance, competence and infrastructure are put in place with the aim of increasing digital capacity by at least one level.
- Start-up collaborations are entered into on generative artificial intelligence applications and in other areas. Innovative projects that will increase efficiency in the business processes of group companies are implemented.
- Advanced projects are being developed to improve the quality of data management and intelligence.

Effective Talent Management Group

The Effective Talent Management Group works on human resources-based sustainability issues such as attracting and retaining talent, strengthening employer branding, the future of work, gender equality and succession plans. The Group, which consists of 13 employees from Human Resources units, aims to increase inclusion and support diversity within the organization, while positioning human capital as a strategic value. It supports sustainable workforce planning by supporting regulatory compliance and keeping up with trends.

Prominent activities in this area are as follows:

- The rotation project to strengthen talent management is planned to be implemented by 2025. Infrastructure work has been initiated in this area for rotations to be carried out between different business lines. A multi-faceted mobility plan has been created to support employees with their career development.

- Within the scope of talent development compatible with the future of work, project studies focusing on reskilling and upskilling methods are carried out in order to improve the skills of employees with the aim of developing new competency sets in line with the digital culture and related behavioural indicators.

Sustainability Leadership Group

The Sustainability Leadership Group plays a central role in sustainability reporting and performance monitoring across the organization. The Group, which consists of 16 employees from the Finance and Accounting Departments, ensures that sustainability is integrated into corporate strategies with its efforts to integrate the sustainable finance, risk management, responsible investment practices and governance processes. It closely follows global and industry ESG trends and supports compliance with regulatory requirements.

Prominent activities in this area are as follows:

- In the TSRS-compliant reporting process, work is carried out to strengthen cooperation between group companies in evaluating the financial impacts of sustainability criteria.
- A common approach is adopted in the management of sustainability-oriented risks and opportunities, with risk monitoring and follow-up mechanisms restructured and improved upon.
- In scenario analyses and financial impact assessments, actions are developed to align practices across the group and ensure methodological unity.



ESG Scores



In the LSEG (Refinitiv) ratings, Aksa Akrilik achieved a score of 81, Akiş REIT a score of 94 and Akenerji a score of 70, marking significant progress compared to the previous year.

ESG SCORES CDP

Company	Water	Climate
Akkim Kimya	B-	C
Aksa Akrilik	A-	B
Akiş REIT	-	B
Akenerji	A-	B

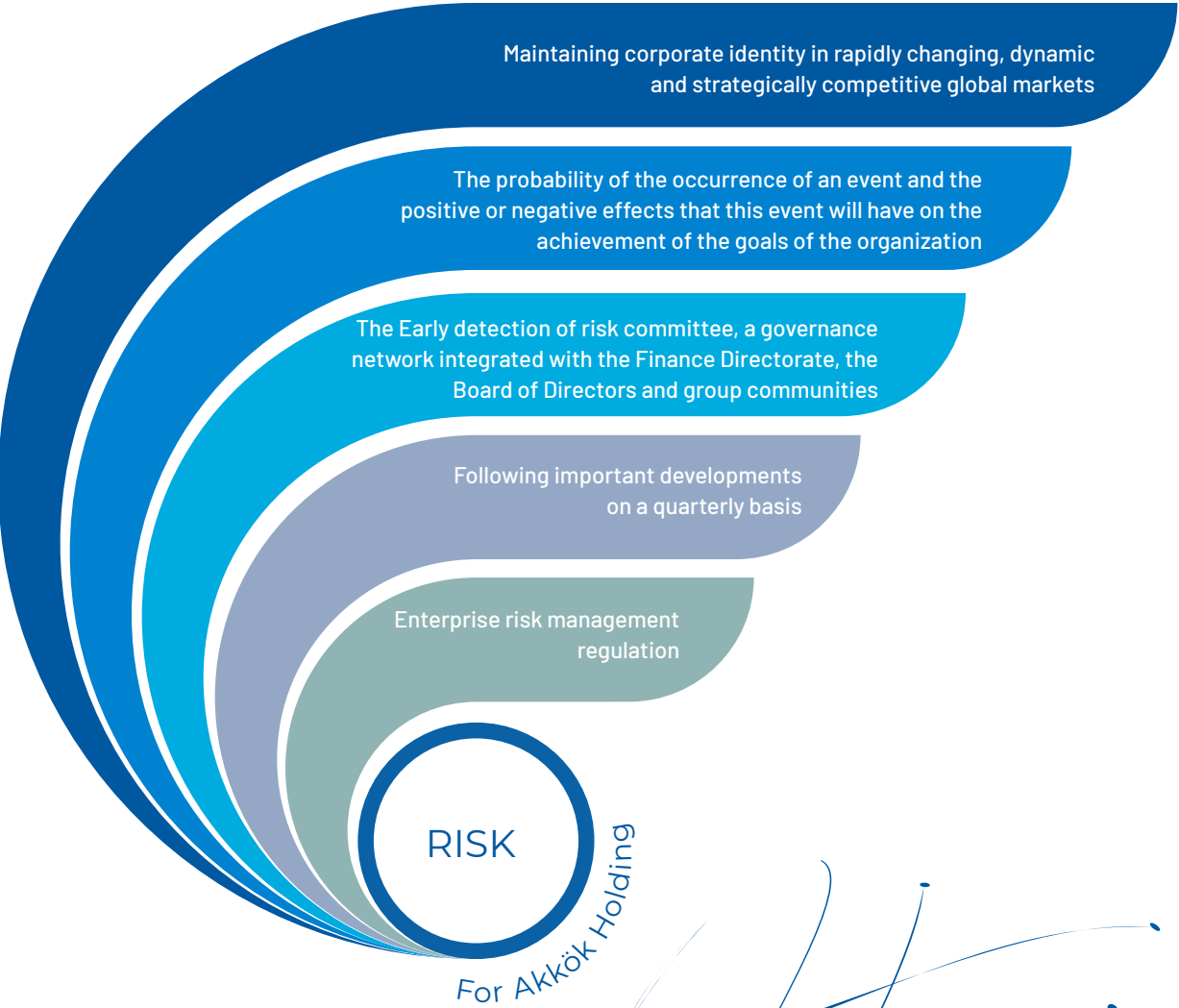


Risk Management

Akkök Holding’s risk management approach is based on the systematic identification, evaluation and management of all factors that may threaten the achievement of strategic objectives. Risk is defined as the combination of the probability of an event occurring and the positive or negative effects that this event may have on the achievement of the organization’s goals. This approach embraces a broad perspective of risk, covering not only threats but also opportunities.

Ensuring the sustainability of corporate identity in global markets with rapidly changing, dynamic and intense strategic competition is one of the priority elements of the risk management strategy. Corporate risks are effectively managed at Akkök Holding. Accordingly, an integrated governance network has been established between the Early Detection of Risk Committee, the Finance Directorate, the Board of Directors and the group communities. This structure ensures that risks are identified and evaluated in a timely manner and necessary measures are taken.

The risk management process is evaluated periodically. Any significant developments are monitored through annual reviews and risk strategies are updated by adopting an agile approach, enabling the quickly adaptation to changes in internal and external conditions.





Overview of Risks in light of Global Developments

According to the World Economic Forum’s 2025 Global Risks Report, there is a shift in the main standout risks in the next two years from economic risks to global threats such as misinformation and disinformation, extreme weather events, state-based armed conflicts and social polarization. In addition, a significant proportion of respondents to the 2024-2025 Global Risk Perception Survey expressed the expectation of increased uncertainty and global turbulence by 2027. Such reports, which are published regularly every year, emphasize that companies should integrate risks related to the main topics of sustainable development such as inequality, human rights, cyber security, climate events and the transition to low-carbon economies into their long-term strategic plans.

Accordingly, in a volatile and uncertain business environment, Enterprise Risk Management has become a critical element in ensuring business continuity and competitive advantage.

At Akkök Holding, we respond to this multifaceted risk environment with a strong and integrated Enterprise Risk Management approach. Beyond strengthening our corporate reputation, this understanding provides us with the competence to reach accurate and timely decisions in order to achieve our long-term value creation goals. With this structure, which we manage accurately and proactively by taking the potential maturity and threats of risks into account, we act by taking the trust and expectations of all our stakeholders into account.

<https://www.weforum.org/publications/global-risks-report-2025/>

We adopt a holistic risk management approach that covers all of our stakeholders, employees, operations, assets and processes to cover our value chain on an end-to-end basis. We see this approach not only as an operational imperative, but also as an integral part of our corporate identity. In our structure, where different units work in integration with one another, we analyse our entire value chain from the past to the future in detail, manage risks on an end-to-end basis and strive to adopt a common corporate language.

Within the framework of the Corporate Risk Management Regulation which we have developed, we aim to create a common synergy within the holding and group companies, standardise our risk management practices and encourage continuous improvement.

Our main priorities in this context are as follows:

- Systematically identifying and evaluating critical risks and opportunities,
- Appropriate and timely intervention,
- Increasing risk awareness among all employees,
- Placing risk management as an indispensable part of corporate culture and decision-making processes.

We see risk management as a responsibility for all of our employees. With this approach, which has become a part of our way of doing business on a day-to-day basis, we aim to ensure risk management is a permanent part of our company culture.



Risk Governance Structure and Responsibilities

The effectiveness of the Enterprise Risk Management process is ensured by the defined roles and responsibilities at different levels of the organization:

- The Early Detection of Risk Committee is responsible for overseeing the effectiveness of risk management elements in Akkök Holding’s financial and strategic decision-making processes and for managing performance in this area.
- In the absence of the Committee, the Corporate Governance Committee assumes the relevant responsibility.
- While the reporting and documentation of the processes are carried out by the Finance Department, the integration of the audit results into the risk management processes is provided by the Audit Directorate.
- The management of risk appetite and approval processes is carried out under the direct supervision of the Board of Directors.

Our corporate risks are analysed at gross and net risk levels, with a final assessment carried out by taking the risk mitigating factors into account. Critical and high-priority risks are then identified based on the results of these analyses. Risks are reviewed on an annual basis, in the event of significant changes, or at specified periods. Our reporting process is structured to be flexible, compliant with current conditions and in line with international standards.

Four basic response strategies are implemented to address the identified risks.

Accept:	Acceptance of risk in its current form
Avoid:	Avoidance of risk by leaving or halting activities which cause risk
Reduction	Reducing the level of risk to an acceptable level with appropriate policies, procedures and controls
Transfer:	The transfer of the risk or the activities that cause risk to third parties

Risk management processes, which are monitored and developed, are not only aimed at eliminating threats. At the same time, they also allow the evaluation of opportunities that may arise in these areas. This is aimed at strengthening our corporate identity stronger and making it more sustainable.



Risk Management Cycle

Akkök Holding’s risk management cycle consists of six main stages:



Akkök Holding has commissioned a new ESG compliance project, which is planned to be completed in the first quarter of 2025 and 2026, to strengthen its corporate risk management processes with a sustainability perspective. This project is aimed at ensuring compliance with global and regional ESG regulations, the identification of legislation-based risks early and turning them into opportunities, and the more effective alignment with the sustainability strategies of Group companies.

The project, which is structured by considering the export activities and sectoral service areas of ten group companies, is aimed at minimizing risks and solidifying potential opportunities. In the project governance structure, 61 people, including the main teams and support functions, are involved in representing different business lines from the group companies.

Under the project, current situation analyses, including supply chains, are carried out and the compatibility of these analyses with strategic orientations is evaluated. Subsequently, process improvement studies are carried out for the identified risks and action plans are developed. The project is also aimed at increasing the relevant teams’ knowledge regarding current developments in the regulations through information bulletins which are published periodically.



We classify our risks into seven main groups and evaluate potential threats separately under each category.

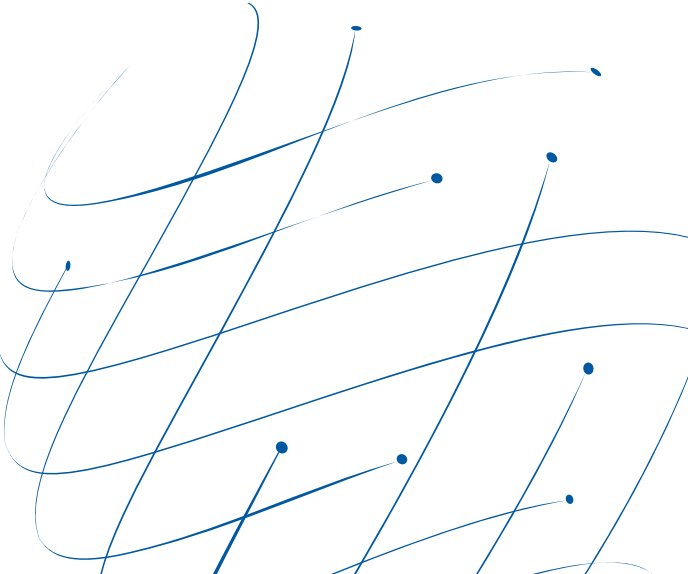
Risk	Definition of the Risk	How Do We Manage the Risk?
Financial Risks	Financial imbalances such as movements in exchange rates and interest rates, credit risk and liquidity problems that group companies may encounter during the course of their activities.	We use derivative instruments and natural balancing strategies against volatility in exchange rates and interest rates when managing financial imbalance risks throughout the Group. We monitor our short- and long-term liabilities through scenario analyses and develop alternative cash and credit scenarios to protect the continuity of cash flow from uncertainties in the financial markets. We carefully observe the equity-foreign resource balance while keeping liquidity risk under control with flexible credit limits, strong bank relations and central financial planning processes in order to guarantee financial sustainability in investment projects. In addition, we harmoniously support both our financial and ESG goals with the integration of sustainability-based financing instruments.
Strategic Risks	These are the risks arising from high-impact decision areas such as sector dynamics, competitive conditions, investment decisions, and mergers and acquisitions that may prevent Akkök Holding from achieving its long-term goals.	We have established a sustainability-oriented strategic governance structure in order to proactively manage strategic risks that may prevent our group from achieving its long-term goals. With the Green Strategy Group established in 2022, a common understanding of sustainability issues has been developed throughout the group. In 2024, this approach was transformed into a sustainability strategy at the holding level, shaped by the contribution of all group companies. In order to increase the applicability of the strategy, functionality was strengthened through functional sub-groups, and concrete roadmaps were created with gap analyses and action plans. In the process of achieving strategic goals, performance indicators were regularly monitored, while concrete steps were taken under areas such as ESG compliance, quantifying climate risks in financial terms, compliance with TSRS and decarbonization. In addition, in the new strategic planning cycle, benchmarking studies and development areas were defined, and senior management information was linked to regular periods.
Operational Risks	These are risks that may disrupt daily functioning such as production interruptions, supply chain disruptions, problems related to workforce productivity and process errors brought about by intensive operational activities in the sectors.	At Akkök Holding, we evaluate operational risks with a holistic approach in basic areas such as procurement and procurement processes, product and service quality, occupational health and safety, environmental accidents, information security, the use of natural resources, human resources practices and customer relations. In order to reduce the impact of these risks, we strengthen our technical infrastructure, draw up business continuity and contingency plans for critical processes, and update these plans at regular intervals and test them with exercises. We thereby increase our capacity to respond quickly and effectively to operational disruptions and ensure the smooth continuity of our business processes.



Risk	Definition of the Risk	How Do We Manage the Risk?
Legal and Regulatory Risks	Changes in national, international and sector-specific regulations are risks of non-compliance that may arise in the event of failing to comply with legal developments in areas such as legislation and tax regulations.	At Akkök Holding, we consider full compliance with legal and regulatory requirements in all sectors we operate in, in the fields of environmental, social and governance, as one of the basic elements of our corporate sustainability. Our group companies systematically follow the legislation in line with national and international standards, proactively complying with regulations in the areas of energy, the environment, occupational health and safety, data security and reporting obligations. CDP strengthens the transparent sharing of information in many areas, including notifications to rating agencies such as LSEG (Refinitiv), reporting in accordance with standards such as GRI and TSRS and in adopting an integrated reporting approach. We continuously improve our compliance performance through regular monitoring mechanisms. In addition, while implementing our environmental investments, we fully meet the relevant permit, notification and safety requirements. We continue the reporting and verification processes in accordance with stakeholder expectations.
Reputational Risks	Events that may lead to distrust among stakeholders are risks that may occur due to mistakes in communication or unethical practices, which could give rise to a negative perception among the public.	Akkök Holding manages reputational risks with a preventive approach in order to protect our corporate reputation and maintain stakeholder trust. Our transparent and ethical communication approach is aimed at preventing situations that may create a negative perception among the public. This approach ensures compliance with international standards in sustainability reporting, as well as active participation in index and certification processes in line with the principles of transparency and accountability. In addition, continuous improvement activities are carried out in areas such as ergonomics, air conditioning and chemical safety in order to ensure that working environments are safe and healthy, thereby both increasing employee satisfaction and also reducing possible reputational risks.
Environmental and Social Risks	These risks include environmental impacts such as climate change, the use of natural resources and waste management, as well as risks pertaining to social issues such as occupational health and safety, social impact and employee rights. Failure to implement commitments in these areas may also lead to loss of reputation.	Throughout the group, we prioritize embedding occupational health and safety into the corporate culture, ensuring full compliance with environmental legislation and investments that reduce our environmental impact. Through our companies that develop green products and solutions, we strengthen our corporate reputation with practices that have a low environmental impact and generate social benefit. We adopt a holistic sustainability approach with a focus on employee health, resource efficiency and stakeholder expectations. Concrete outcomes of this approach include the Akcoat Safe program, which has strengthened Akcoat's corporate reputation and green product range, environmental projects that have raised Akış REIT's CDP rating to A- and the solar power plant investments implemented at the shopping malls.



Risk	Definition of the Risk	How Do We Manage the Risk?
Cyber Security and Information Technology Risks	These are information security risks such as cyber-attacks, data leaks, system outages and technological infrastructure vulnerabilities that threaten the digital infrastructures, operational data and customer information of all group companies.	We prioritize the security of our digital infrastructure, data integrity and protection against cyber threats in all of our group companies. Working together with our group companies which centrally monitor sustainability data over Power BI, we strengthen our data security and infrastructures by carrying out ERP transformation and cloud system projects. We develop AI-supported systems and next-generation digital solutions together with our Digitalization Working Group, reducing operational risks and creating a structure resistant to technological vulnerabilities.





Ethics and Human Rights

At Akkök Holding, we view people as the primary source of development and progress. We initiate agile transformation from within, continuing to protect our human resources, strengthen the employee experience, and develop effective talent management practices.

As Akkök Holding, adherence to ethical principles forms the basis of all our business processes and stakeholder relations. We see ethics and compliance as the assurance of our corporate reputation; we manage our processes in line with the principles of transparency, fairness, honesty and trust. We consider the Akkök Business Ethics Principles document to be a basic guide of our way of doing business. We attach importance to the adoption of ethical understanding at all stages of our value chain, from our employees to our suppliers, and fulfil our responsibilities meticulously in this respect.

In line with our policy of zero-tolerance to ethical violations, we set out preventive action plans and in case of any violation, closely monitor the process and develop remedial actions to prevent recurrence. This approach strengthens our culture of ethics and compliance at a corporate level.

[Click here to read the Akkök Group of Companies Business Ethics Principles](#)

During the reporting period, in order to increase employee awareness and strengthen our corporate ethical culture, training programs were organized in our group companies within the following scope:

Group Company	Ethics Trainings (person*hour)
Aksa Akrilik	535
DowAksa	1,424
SEDAŞ	2,276
Akkim Kimya	1,242
Akmerkez	105.5
Akenerji	287
Akkök Holding	9,750



Ethics Reporting Line

Akkök Holding launched the Ethics Reporting Line in 2015 in order to encourage compliance with the principles of business ethics and to provide a secure recourse mechanism against violations of ethical rights. Through this platform, which can be accessed on a 24/7 basis, employees may create new notifications and follow up notifications they have previously created in a transparent manner. Applications submitted through the Ethics Notification Line are evaluated by the Ethics Committee, which serves as a guide for our organization's ethical principles, with any necessary guidance provided meticulously. The Ethics Committee consists of four individuals, including the Akkök Holding Audit Director, who is the Chairman of the Ethics Committee; the HR Director of Akkök Holding, the Akkök Holding Legal Director, who are Members of the Ethics Committee, and the Akkök Holding Audit Manager, who is the Secretary of the Ethics Committee.

[Click here to read the Akkök Holding Ethics Line notification form.](#)

Our ethical and human rights-based approach considers the protection of personal data as a priority issue. In line with Akkök Holding's Personal Data Protection and Processing Policy, we carry out all data processing activities in accordance with the applicable legislation and international standards. Accordingly, we secure the personal data of our customers, employees, business partners, visitors and other relevant stakeholders. In addition, we avoid conflicts of personal interest in our decision-making processes and carry out our duties in line with the principles of accountability and transparency.

[Click here for Akkök Holding's Personal Data Protection and Processing Policy.](#)

All 46 notifications submitted to the Ethics Line throughout 2024 were evaluated and responded to, with all processes recorded and reported.



The following are the pillars of the business ethics principles we have adopted at the Akkök Group of Companies;

We Are Responsible for Our Customers

Our main priority is to communicate fairly, reliably and transparently with our customers. We provide accurate and consistent information about our products and services and work meticulously to ensure the highest standards of quality and safety.

We Are Responsible for Our Suppliers

We evaluate our suppliers fairly, equally and impartially. We carry out our collaborations within the framework of ethical rules and protect all personal and confidential information in line with legal requirements and attach the utmost importance to information security.

We Are Responsible for Our Environment

As a signatory of the United Nations Global Compact, we focus on minimizing our environmental impacts with an approach of sustainable growth. We prioritize energy and resource efficiency at all stages of our projects, and support efforts to tackle climate change with an awareness of ethical and responsible consumption.

We Are Responsible for Our Employees

We manage our relations with all of our employees within the framework of common ethical values, mutual respect and a sense of responsibility. We foster a culture of commitment and collaboration at all levels, contributing to the success of our group.

We Are Responsible for Each Other

We take care to create a working environment that supports cooperation, is based on respect, and does not compromise on professionalism. In line with our zero-tolerance policy towards harassment and discrimination, we are committed to providing equal opportunity for all our employees.

We Believe in Equal Opportunity

We provide equal opportunities for employment and development to all of our employees regardless of their language, race, gender, age, nationality, physical disability, sexual orientation or any other difference.



Human Rights

We base our management approach on the principles of responsibility, transparency, justice and equality, with a management approach that strictly adheres to human rights. We develop our business processes and ensure the safety of our employees within the framework of universal human rights and comply with legal requirements and standards. We adopt an inclusive approach towards all our employees and business partners, in line with the Universal Declaration of Human Rights and the UN Global Compact, avoiding discrimination based on religion, language, race, political views or gender.

Akkök Holding's Human Rights Policy encompasses effective communication with stakeholders, understanding their expectations, defending their rights and organizing the Group's activities accordingly. To this end, comprehensive assessments are conducted regarding compliance with human rights principles among suppliers and subcontractors within the Group companies and their affiliates. Various training programs are organized to raise awareness of human rights among suppliers.

We determine our ethical and human rights approach with the sense of respect and responsibility we have for people and society, which goes beyond legal responsibilities.



Respect for human rights is a key principle for Akkök Holding in all regions we operate in. We have a zero-tolerance policy towards discrimination, forced labour or child labour.

Our Commitments within the Scope of Our Human Rights Policy

At Akkök Holding, we adopt an approach that respects human rights as a basic principle in all regions we operate in. In this vein, we resolutely fulfil our responsibilities to all our stakeholders based on the following principles;

- We fully comply with the applicable legal regulations on human rights in all countries we operate in and the international conventions to which the relevant country is a party.
- We resolutely oppose all forms of forced labour, work under duress and child labour. We go to the greatest lengths to prevent these practices not only in our own fields of activity, but also in our supply chain.
- We adhere to the principle of equal opportunity and offer equal development and career opportunities for all of our employees, offering fair and transparent remuneration.
- We do not tolerate any discrimination based on race, ethnicity, language, religion, creed, gender, age, sexual orientation, social status or mental or physical disability.
- We have a zero-tolerance policy against modern slavery, prison labour or forced labour of any kind. We expect the same approach from our suppliers, subcontractors and all our business partners.



We expect our suppliers to comply with the principles of the United Nations Global Compact, the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and similar regulations, and to act in accordance with the requirements of the international conventions of the country in which they are located.

We approach ethical principles and human rights with the same sensitivity, not only in internal processes, but also throughout the supply chain. We expect our suppliers to act in accordance with international standards such as the United Nations Global Compact, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and to fully comply with the international conventions to which the country they work in is party to.

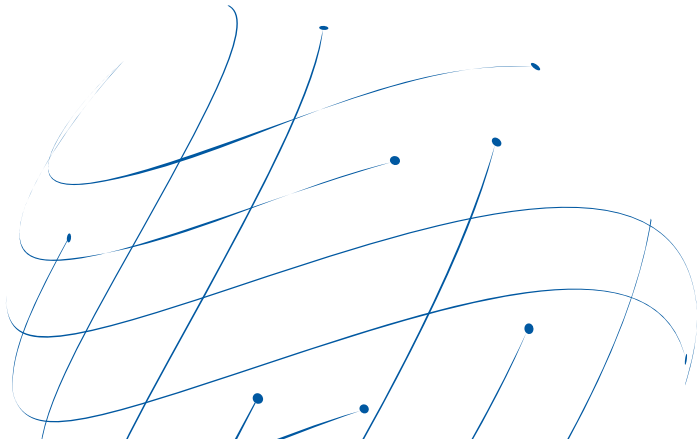
We expect our suppliers to fully comply with international human rights and labour standards and to adhere to ethical principles.



ENVIRONMENTAL RESPONSIBILITY



Environmental Responsibility	90
Climate Change	92
Energy Management	94
Water Management	96
Waste Management	99
Biodiversity	101





Environmental Responsibility

We are aware that the climate crisis shapes the present; we manage natural resources responsibly and contribute to a sustainable future together by reducing our environmental impacts.

The World Economic forum 2025 Global Risks Report highlighted extreme weather events, biodiversity loss and collapse of ecosystems, scarcity of natural resource and critical changes in world systems as among the biggest risks for the next 10 years. The report warned that these do not environmental threats do not only affect ecosystems, but have the potential to have profound effects on the global economy, human health, food security and social stability. This situation demonstrates that environmental risks are not an issue limited to the environment, but a multidimensional and systemic threat area.

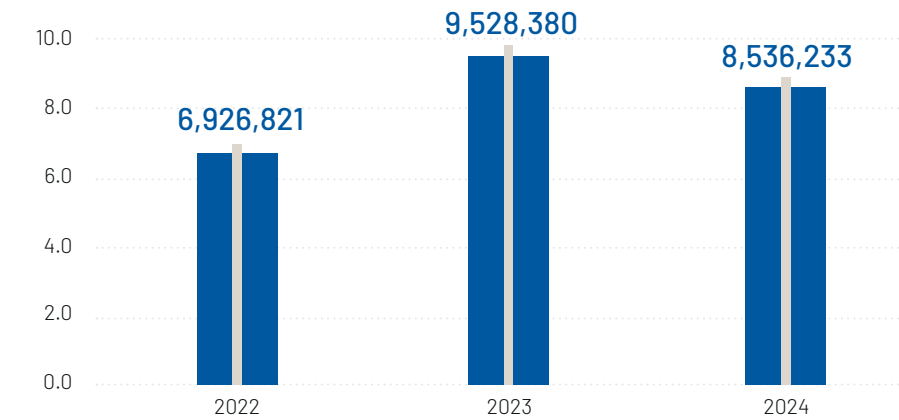
The climate crisis and ecological destruction are not a scenario set in the future, but something happening right now which is shaping the present. Taking into account this global risk situation, Akkök Holding deems reducing its environmental impact and managing natural resources more sustainably as a strategic priority. Climate and environmental projects developed with the contribution of group companies not only increase resilience against risk but also contribute to sustainable development goals.

In line with this approach, Akkök Holding regularly allocates resources to projects that support environmental sustainability and undertakes investments that encourage energy efficiency, waste management, water saving, reductions in carbon emissions and the use of renewable energy. Environmental investments across the Group create strategic value not only in terms of protecting the environment, but also in terms of operational efficiency and long-term corporate resilience.



The Green Strategy Group and Future-Fit Business Working Group, established to support the continuous improvement of performance in this area, produce exemplary applications in areas such as climate change, resource efficiency, the development of products with a low environmental impact and the circular economy, and contribute to rolling out the holistic approach to environmental responsibility throughout the group.

Environmental Investment and Expenditure (USD)



We take responsibility for the climate crisis, act together to reduce our environmental impacts and lead the transformation with future-fit business models.



Climate Change

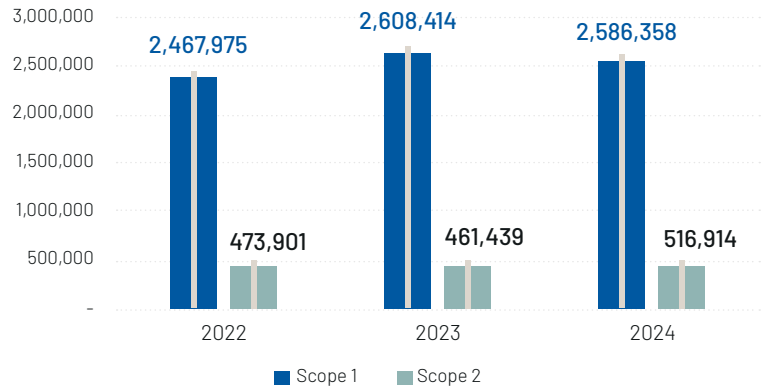
According to the Sixth Assessment Report published by the United Nations Intergovernmental Panel on Climate Change (IPCC), the global temperature is predicted to increase by 2.8°C by the end of the century if current national policies remain in place. This would carry the risk of causing serious climate imbalances compared to the pre-industrial period.

Akkök Holding has made tackling climate change a key component of its sustainability strategy. Concrete steps are being taken throughout the Group to reduce carbon emissions, increase the use of renewable energy and manage climate-related risks.

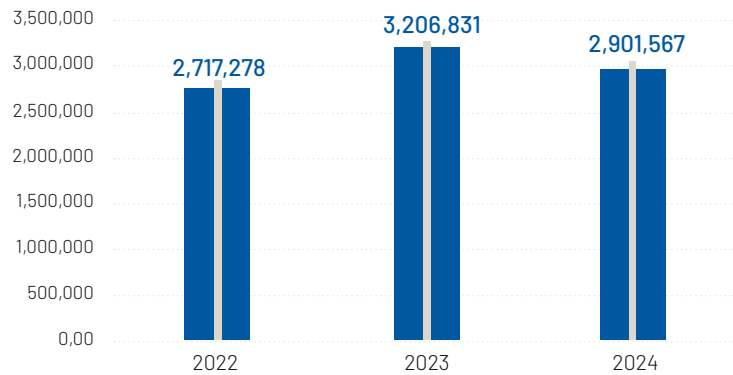
The ISO 50001 Energy Management System Standard and ISO 14064-1 Standard for Calculation and Reporting of Greenhouse Gases are taken as basis for calculating energy consumption and greenhouse gas emissions at Akkök Group companies. Data provided by group companies in their reporting of greenhouse gas emissions is verified by independent organizations every year with comprehensive assurance.

We have recorded a 4% reduction in our total carbon footprint.

Greenhouse Gas Emissions (tonnes of CO₂e)



Scope 3 Greenhouse Gas Emissions (tonnes of CO₂e)



Climate Change Management in Group Companies

Aksa Akrilik maintains its goal of an absolute reduction of 40% in scope 1 emissions by 2035. In line with this goal, investments are undertaken in energy efficiency and process improvements, and the company received a B grade from CDP Climate Change for 2024.

Akenerji aims to reduce its carbon intensity by increasing the share of renewable resources in energy production and shapes its climate strategy accordingly. As of 2024, it had received a B rating from the CDP Climate Change Program.

Akiş REIT aims to be carbon neutral by 2050. Accordingly, it has set an annual reduction target of 2% for scope 1 and 2 emissions and 3% per year for scope 3 emissions, with action plans in place to achieve these targets. The company received a B grade from the CDP Climate Change Program in 2024.

Akkök Holding has placed tackling climate change as a key component of its sustainability strategy.



Energy Management

Akkök Holding systematically carries out its efforts to increase energy efficiency and reduce energy consumption throughout the Group. Thanks to the practices developed in accordance with international standards such as ISO 50001 Energy Management System, energy use is regularly monitored, reported and improved upon. Group companies both increase operational efficiency and contribute to the reduction of greenhouse gas emissions with renewable energy projects and technological investments for energy saving. These studies are shaped in line with common goals under the guidance of the Green Strategy Group.

Energy Management in Group Companies

Aksa Akrilik meets its energy needs from its own power plant, which has a generation capacity of 155 MW and which can produce 1,005 tonnes/hour of steam. Efficiency measures at the plant continue in line with the ISO 50001 Energy Management System. The projects carried out in 2024 saved 15,397 MWh of energy and recovered 81,358 MWh of waste heat. In addition, work is underway to replace a 25 MW steam turbine with a new turbine, which will with a capacity of 35 MW.

Akkim Kimya coordinates its energy management activities in line with the ISO 50001 system through the Energy Board and the Energy Committee. Thanks to the projects it has carried out, the increase in energy consumption has remained lower than the increase in production. Membrane replacement, steam trap recovery and process optimizations in chlor-alkali electrolyzers are among the main applications in this field.

Akkim Kimya has established a fully automatic Cellulose Pneumatic Transfer System to manage manual and unsafe operations, dust explosions and OHS risks more effectively. The project has saved 517,186 kW/year of electricity and reduced waste by 20,000 tonnes per year. Likewise, the use of dust masks has decreased by 30,000 masks per year.

Akenerji sets and regularly monitors energy efficiency targets for all of its power plants within the scope of the ISO 50001 Energy Management System. Energy consumption for systems such as heating, cooling, and lighting is monitored at the power plant level, with energy consumption data separated on the basis of renewable and non-renewable resources. Projects aimed at reducing energy intensity are implemented based on in-house consumption analyses.

Energy efficiency activities are managed in a systematic and planned manner with the company pursuing its targets to reduce electricity consumption at the power plants and vehicle fuel consumption.

Akiş REIT carries out its energy management processes in accordance with ISO 50001 standards at the Akasya and Akbatı shopping centres. Some of the most prominent applications are the use of I-REC certificated renewable electricity, LED conversion projects and energy efficiency investments in air conditioning systems. LED transformation and sound insulation work were carried out in the KidZania project during 2024.

DowAksa has set a target for an annual improvement of 1.5 per cent in all major energy sources, including natural gas, electricity, steam and compressed air. In line with this target, DowAksa, which accepts 2023 as a reference, achieved a 1.9 per cent improvement in energy consumption in 2024 with measurements based on regression analysis.



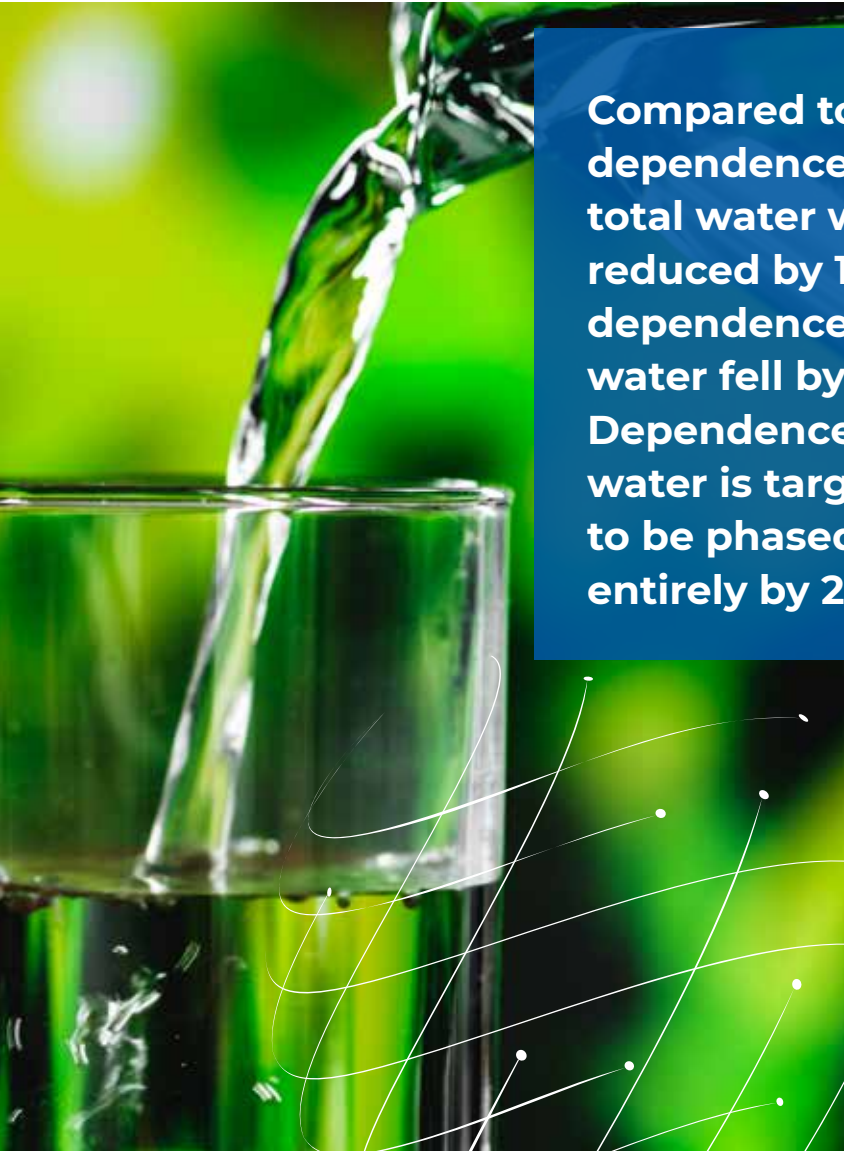
- Thanks to the SCADA infrastructure, Energy Reporting Screen, PHD Historian, analyzers and meters, all energy inputs are monitored instantly. The data is analysed to identify opportunities for improvement. This reduces uncontrolled load pulls, optimises process conditions and paves the way for the transition to energy-efficient equipment.
- Cycle optimizations in field equipment are provided by frequency-controlled devices, rather than operating at fixed speeds.
- The energy performance of the products throughout their life cycle is monitored with metrics such as kWh/kg and Sm³/kg, allowing process-based energy efficiency analyses to be carried out.

Akcoat operates in an energy-intensive sector by virtue of its production processes, which require operation at high temperature. The company has achieved improvements in energy efficiency with the transition to an oxygen combustion system and design improvements to enable daylight use.

- Increasing the number of passes in the melting furnaces has reduced rates of waste, with energy savings achieved with the increase in the amount of production.
- In the pigment department, production planning and furnace occupancy quantities were optimized, extending natural gas savings to 30%.
- The consumption of electricity has been reduced by optimizing lighting in the electrical maintenance and R&D centre.
- Energy savings were achieved by modernizing the combustion system with ceramic combustion systems.
- In the ceramic melting department, the OEE score was increased with the improvement work carried out and the establishment of an OEE tracking infrastructure.

We view energy efficiency not as a goal, but as an area of continuous improvement. We contribute to sustainable production by optimizing our processes with data-based technologies.





Compared to 2021, dependence on total water was reduced by 12% while dependence on fresh water fell by 34%. Dependence on fresh water is targeted to be phased out entirely by 2035.

Water Management

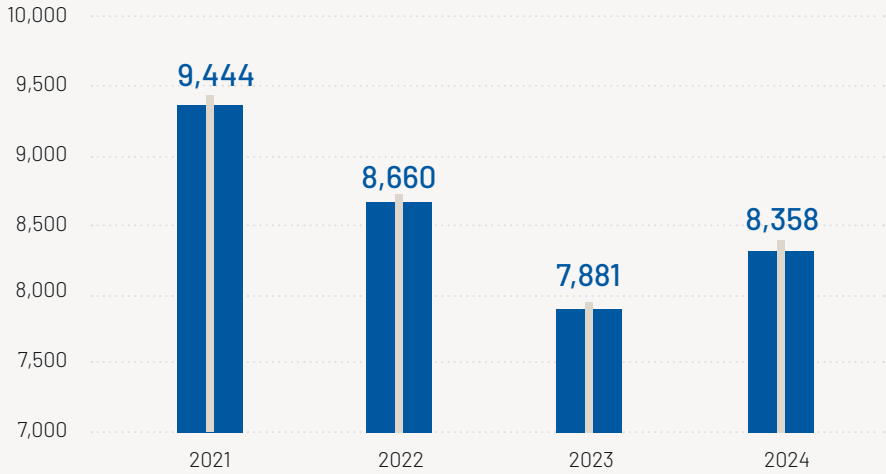
According to the Global Water Economics Commission's 2024 report, "The Economics of Water: Valuing the Hydrological Cycle as a Global Common Good", half of the world's population is already experiencing water scarcity. Water systems are already under strain with demand for fresh water expected to be 40% higher than supply by 2030. This significantly exacerbates resource scarcity and operational risks. It is therefore vital to see water not only as a production input but also as a strategic environmental asset, and to develop effective management systems.

Akkök Holding considers the sustainable management of water resources as an environmental responsibility. Reducing the consumption water, increasing recovery rates and ensuring water efficiency in processes are among the Group's key priorities. Group companies regularly monitor their water management performance and integrate opportunities for improvement into their operations.

Data on water use is reported transparently, with many companies increasing the use of alternative sources of water in their processes and developing projects to improve the efficiency of treatment systems.



Water Consumption (x1,000 m³)



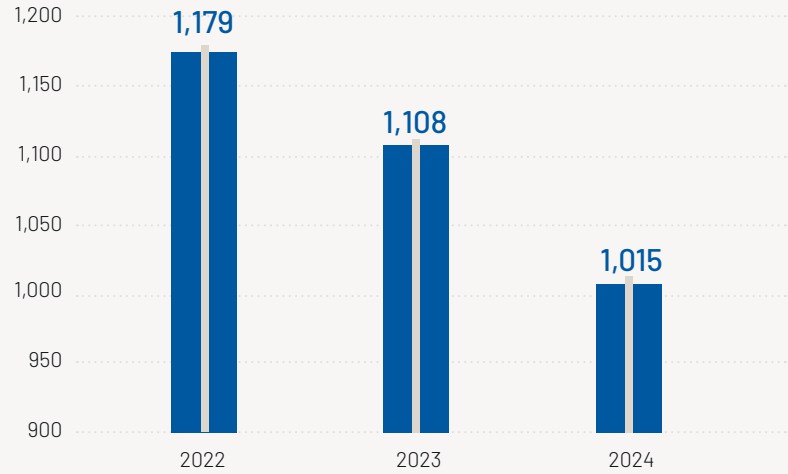
With a common treatment plant located in the YALKİM Organized Industrial Zone (OIZ), which was commissioned in 2015, all domestic and industrial wastewater produced from the operations of group companies is treated together. The water recovered in the facility is raw water in the quality of dammed water, with the alternative raw water source ensuring that negative effects on the ecological balance are significantly reduced.

YALKİM OIZ Wastewater Treatment Plant Ultrafiltration (UF) Pilot Study

Wastewater reuse studies have got underway at the YALKİM OIZ Wastewater Treatment Plant with the pilot-scale Ultrafiltration (UF) method in order to protect natural resources.

The preparation of solutions and the cleaning of belt washing systems were carried out in the treatment plant, which processes an average of 250 m³ / day of recycled wastewater.

Amount of Recovered / Reused Water (1,000 m³)



As a result of environmental and economic gains, there are plans to invest in a UF system with a capacity of 1,000 m³/day.

Together with the project

- With the pilot UF facility, 17,050 m³ of water was recovered, bringing an economic contribution of TL 750,000.
- The use of surface water in our region has decreased.
- It has raised awareness of the environmental protection.



Water Management in Group Companies

Aksa Akrilik focuses on the efficient use of water, the utilization of alternative resources and the improvement of wastewater quality. Since 2017, it has been calculating its water footprint in accordance with the ISO 14046 standard and supporting these efforts with independent verification. Within the scope of CDP Water Security, Aksa Akrilik is positioned at the leadership level with an A- grade in 2024. By the end of 2024, it had significantly reduced its use of fresh water through the use of a reverse osmosis unit, with a capacity of 600 tonnes/ hour. In addition, it has reused more than 300 tonnes of water per year through the recovery of condensate and process wastewater. Wastewater is treated in accordance with the legislation and discharged into the Sea of Marmara, with monitoring activities carried out to protect the quality of sea water in this region.

Akenerji meticulously manages water resources in its hydroelectric, wind and natural gas power plants. In 2024, it received an A- grade in the CDP Water Security assessment, taking its place at the leadership level. In the Erzin power plant, sea water is purified though reverse osmosis and used in cooling processes. The amount of “life water” left in hydro-electric power plants within the framework of legal obligations is monitored by AGIs. In addition, water footprint calculations are carried out in accordance with the ISO 14046 standard and water data is checked at all sites. Wastewater is monitored online in accordance with environmental legislation and managed through deep-sea discharge processes.

Since 2021, Akcoat has been carrying out water footprint studies covering all production processes in accordance with the ISO 14046 standard. As the first Turkish chemical company to sign the CEO Water Mandate initiative, Akcoat has undertook extensive commitments to monitor water use, set savings targets, raise awareness in the supply chain and support water sustainability through public partnerships.

Akkim Kimya sets annual targets for the protection and efficient use of water and evaluates these targets in line with climate projections. It prepares a water footprint inventory in accordance with the ISO 14046 standard. Akkim Kimya, which received a B- grade in the CDP Water Security assessment in 2024, manages the mains water supplied from the Gökçe reservoir in Yalova with the aim of reducing water-intensive processes.

Akiş REIT carries out various practices that support the conscious and efficient use of water. Water is saved with sensor coils, automatic dosing systems and fire water recirculation solutions in common areas. A total of 14,084 m³ of water was recovered in 2024. In addition, the selection of plants able to thrive with little water in landscaping both reduces water consumption and provides cost advantages., In 2024, Akiş reduced water consumption by 9% in the Akasya Shopping Mall and by 67% in the Akbatı Shopping Mall when compared to 2017.



Waste Management

While the generation of waste is steadily increasing around the world, recycling systems are lagging behind. According to the 2025 Circularity Gap Report, only 6.9% of the approximately 106 billion tonnes of materials used in the global economy are reused, with recycling remaining inadequate despite increasing consumption pressure. This situation demonstrates that waste poses a serious risk not only for society and the environment, but also for economic sustainability.

Akkök Holding and its group companies do not only manage waste within the scope of compliance with the legislation; they view this as an integrated strategy with the goal of minimizing environmental impacts, using resources efficiently and contributing to the circular economy. In all areas of activity, the processes of reduction, reuse, recycling and disposal of wastes at source are carried out systematically.

In line with the Holding's commitments under the Business Council Plastics Initiative, efforts are underway to reduce plastic waste, to end the use of single-use plastics and increase recycling rates. In addition, support is also extended to industrial symbiosis practices such as the use of wastes from energy production as raw materials in different sectors.

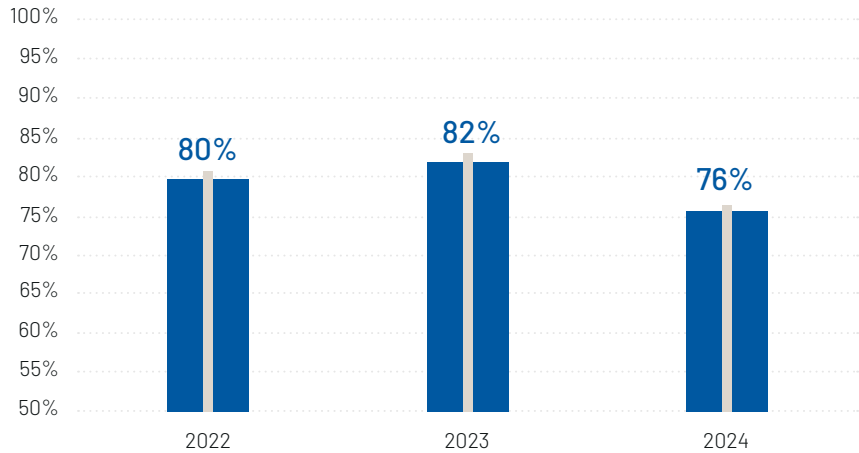
Group companies separate hazardous and non-hazardous wastes generated in their operational processes based on their type. Recycling rates are increased by using appropriate technologies for recyclable wastes. Wastes which need to be disposed of are safely managed through authorized licensed companies in accordance with environmental legislation.

Waste Management in Group Companies

Aksa Akrilik has integrated its efforts in waste management and the circular economy with its sustainability-oriented product development strategy. The recycled acrylic fibre brand, Acrycycle, requires 32% less water with 20% reduction in carbon emissions, while EcoDye dyeing technology uses as much as 72% less water with a 22% reduction in carbon emissions when compared to traditional methods. The Biodegradable Fibre project is aimed at reducing product-based emissions, with acrylic fibre products being 50% biodegradable within 720 days.

Aksa Akrilik collects its wastes separately within the scope of the Zero Waste Management System. Process waste are recycled into the production cycle or directed to different sectors as raw materials, and ash waste from energy production is also included in this approach. Waste management activities are carried out in coordination with the Yalova Composite and Chemistry Specialized OIZ, and are supported by continuous monitoring, measurement and improvement projects.

Rate of Waste Recycling





Akenerji holds a Zero Waste Certificate at all of its power plants and carries out recovery and disposal processes by separating waste at the source. As of 2024, a total of 62.1 tonnes of waste had been recovered, with the recycling rate reaching 99.98%. A total of 1.3 tonnes of waste in different categories, including plastic packaging to glass and metal wastes, was recycled in the power plants.

In line with its commitments under the Business Council Plastics Initiative, training modules will be implemented to reduce the use of plastics, with the use of single-use plastics being completely eliminated in the power plants by 2030.

Akcoat develops solutions for the structural waste management challenges of the enamel and ceramic industries. The Zero Waste Certificate is aimed at reducing waste generation and encouraging recycling, along with encouraging sustainable packaging projects, with an emphasis on reducing plastic consumption and bringing ceramic waste back into the sector.

The Lessbox project paved the way for a 60% reduction in ink packaging waste, while the Pixelect project enabled the detection of plastic pigments by NIR devices, and their inclusion into the recycling process. The LIFE REPLAY project is aimed at converting inkjet ceramic ink waste into reusable raw materials.

Akkim Kimya is expanding its circular economy practices in line with the European Green Deal. Both technological methods and industrial symbiosis opportunities are being evaluated within the scope of recovery activities. The recycling of wastes referred to as “rotten acid”, and their use in the production of iron (III) chloride prevented 6,000 tonnes of hazardous waste per year being released into nature. In addition, the transition to sustainable alternatives in chemical production has gained pace with bio-based product development projects.

Strong strides forward have been taken to reduce the use of plastic bottles and single-use plastics within the scope of the commitments of the Business Council Plastics Initiative, and a 72% reduction in the use of plastic bottles was achieved in 2023.

Akiş REIT carries out separation and disposal processes in its shopping mall and office operations in accordance with the Zero Waste Certificate in waste management. In 2024, the volume of hazardous waste was reduced with LED conversions, while consumption of paper was brought under control with digital processes.

AI-supported separation of electronic wastes and certified recycling practices have been implemented In cooperation with MQL-E. Meanwhile, the Step2Water project has done away with the need for 47,000 plastic bottles, preventing approximately 2 tonnes of CO₂ emissions. In addition, programs for children at KidZania have raised environmental awareness.



Biodiversity

Akkök Holding and its group companies consider the protection of biodiversity as a priority area while minimizing the environmental impact of their activities. Accordingly, when planning capacity increases in new investment sites or existing facilities, Environmental Impact Assessment (EIA) processes are carried out meticulously, with potential impacts on biodiversity determined in advance and necessary measures taken.

Key applications carried out by group companies:

- Aksa Akrilik invests in advanced treatment technologies to protect the receiving environment and the marine ecosystem in its activities around the Sea of Marmara. As a result, concentrations of nitrogen and phosphorus in wastewater leaving the facility have been reduced, minimising any effects that may cause the formation of mucilage. In addition, environmental monitoring activities are carried out on a regular basis to protect water quality.
- Akenerji carries out the “life water” application in hydroelectric power plants in accordance with legal regulations, ensuring that the required amount of water is released into the stream beds to maintain continuity of underwater life. This approach, supported by current observation stations, aims to protect aquatic life and minimize the effects on the ecosystem. In addition, the cleaning work carried out in the tail water and upstream areas after the flood contribute to the ecological balance.

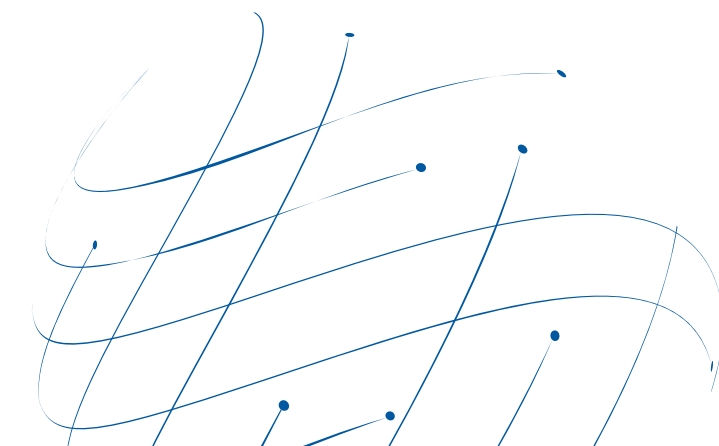
- Akkim Kimya takes the habitat and environmental sensitivity areas in its environmental impact assessments into account and aims to ensure that the water released from its existing treatment plants into the natural environment is of reservoir water quality.

Aksa Akrilik, Akkim Kimya and DowAksa launched the “Biodiversity Long-Term Monitoring, Evaluation, Reporting and Consultancy Project” in 2023, covering the common impact area of YALKİM OİZ. This work is carried out in accordance with relevant laws and regulations, as well as international standards such as the EU 2030 Biodiversity Strategy and the EU Water Framework Directive. The project examines the biodiversity components in the Yalova Composite and Chemical Specialized Organized Industrial Zone (YALKİM OİZ) and its impact area within a radius of 5 km. Studies carried out by specialised academics have found a total of 492 species. The work will continue for at least another two years and provide a critical reference point for ecological potential and biodiversity capacity.

FUTURE-FIT BUSINESS



Future-Fit Business	105
R&D and Innovation	106
Digitalization	111





Future-Fit Business

Akkök Holding shapes its long-term growth strategy, which is focused on sustainable development, on the basis of technology, innovation and the digital transformation. Our group companies lead the sustainable transformation of the sectors by developing products and services that reduce environmental impacts, increase resource efficiency and contribute to society in their sectors, including energy, chemicals and real estate.

In addition to representing technological development, R&D, innovation and digitalization stand out as strategic areas serving multidimensional goals such as reducing environmental impacts, increasing process efficiency and strengthening social contribution. We provide transparency, speed and flexibility in our processes with digital technologies, while a culture of data-driven decision-making is also evolving. This is aimed at expanding the use of sustainability-oriented products and services in group companies by 2028 and raising their levels of digital maturity by 2027. In order to achieve these goals, the Digitalization Group, which operates within the Sustainability Working Groups, develops projects in areas such as the cloud infrastructure transformation, AI-supported applications and data management, ensuring the progress of digital transformation throughout the group.

**Akkök Holding
shapes its long-term
growth strategy,
which is focused
on sustainable
development, on the
basis of technology,
innovation
and the digital
transformation.**





In 2024, a total of 206 employees took part in the R&D and innovation departments throughout the group, with a total of 42 R&D and innovation projects implemented.

R&D and Innovation

By investing in innovation and technology, Akkök Holding aims to produce next-generation solutions in all business models, increase the use of products with a low environmental impact and strengthen sustainability with flexible production opportunities by providing resource efficiency. In this vein, it aims to contribute to the efforts to reduce costs through the projects it has implemented and is planning. At the same time, it acts with the motivation to roll out this approach.

The budget allocated by our group companies to R&D projects in the field of Chemicals and Advanced Materials in the last three years has reached USD 63 million. In 2024, we aimed to increase our market share in high value-added products and ensure our long-term growth was sustainable by increasing our investments in R&D and innovation projects in line with our targets.

Group Company	2022	2023	2024
Total budget allocated to R&D and innovation	13,422,061 US Dollar	14,453,269 US Dollar	20,529,340 US Dollar



Total number of R&D centres:
3



Number of patent applications filed during the reporting period:
22



R&D AND INNOVATION PROJECTS IN AKKÖK HOLDİNG COMPANIES

SEDAŞ

Under the Argenerji PRO Project developed by SEDAŞ, software used in the energy sector was developed locally and a digital project management system which can be used jointly by all Electricity Distribution Joint Stock Companies (EDAŞ) was implemented. With this system, project processes were moved to an end-to-end digital environment from the idea stage to commercialization, where user authorization, monitoring, approval, reporting, document management and task tracking can be carried out in an integrated manner. With the Start-up Module, innovative ideas set out by external stakeholders were included in the platform and the R&D ecosystem was strengthened, while mobile access was provided for field applications. The certificate and mentoring program carried out in cooperation with Özyeğin University improved the project management competencies of SEDAŞ employees. The project aims to increase national knowledge in energy distribution and produce sustainable, domestic and innovative solutions in the sector.

Another project being carried out by SEDAS is aimed at the use of an alternative insulating oil obtained entirely from plant sources instead of mineral oils which could harm the environment in transformers used in electricity distribution. Oils obtained from rapeseed, sunflower and similar vegetable products were tested, leading to the production of a transformer with a low environmental impact, high level of safety and long life. The project paved the way for the development of both an environmentally friendly product and a domestic solution which will prove an alternative to imports of insulating oil.

Akkim Kimya

Akkim Kimya carries out its sustainability-oriented R&D and innovation activities with its specialist teams at its 2,678 m² R&D centre accredited by the Ministry of Industry and Technology. Multifaceted projects are being developed in this centre, including on the use of renewable raw materials, the development of plant-based formulations, environmentally friendly products such as biodegradable plastics and green concrete.

Akkim Kimya's entire product development process is handled with a life cycle approach, where the post-life environmental impacts of chemicals are monitored with interdisciplinary evaluations and all efforts are expended to minimise the environmental footprint. In addition, regular "Innovation Council" meetings are held to ensure the traceability of innovation projects. Technological roadmaps are updated by evaluating risks, opportunities and strategies.

With the aim of providing agile solutions to customer needs in its R&D approach, Akkim Kimya has implemented a wide array of innovative projects such as the production of synthetic fibres from PET waste, recycling applications integrated with cement and concrete and the development of water treatment chemicals. Akkim Kimya maintains its efforts to establish Türkiye's first domestic epoxy resin production facility in a EUR 140 million investment and aims to commission the first phase of the facility in 2025, with the aim of eliminating Türkiye's foreign dependence on epoxy resin once the facility reaches full capacity, while strengthening the country's value-added chemical production capacity. With the developed bio-based epoxy resins, Akkim Kimya has become a leader in supporting the raw material transformation in the chemicals industry.



Akiş REIT

Akiş REIT implements innovative projects with the aim of creating sustainable business models and contributing to the enterprise ecosystem by encouraging innovation in the retail and real estate sectors. The Retail Innovation Centre established in this direction offers a platform that supports collaborations between entrepreneurs and investors, contributing to the transformation of the sector with projects developed in areas such as energy efficiency, the circular economy, sustainable packaging, Artificial Intelligence and digital solutions. The “Retail Innovation Centre Investment Preparation and Acceleration Program” held in 2024 brought more than 50 startups and 250 participants together. The selected startups were invited to take part in VivaTech, one of the largest technology events in Europe.

At the same time, Akiş REIT continues to support solutions focused on environmental sustainability. Water stations which reduce plastic bottle waste have been established in shopping malls with the Step2Water project, while vertical farming practices have encouraged the conservation of water and local food production. In addition, IoT-integrated smart lighting systems powered by solar and wind energy have been established in cooperation with Rumitech.

Akcoat

With its R&D and innovation activities in the fields of enamel, glass, ceramics, pigment and non-stick surface coatings, Akcoat produces sustainable and value-added solutions in material technologies. Its 10,000 m² campus, which is one of the largest R&D centers in Türkiye’s chemical-materials industry, employs specialized researchers who have pursued their studies to a master’s or doctoral level.

The Akcoat R&D Center strengthens the information ecosystem with its collaborations between industry and academia, its international research projects and supportive approach to young talent, and transforms innovative ideas into practice. In 2023, three doctoral TÜBİTAK 2244 projects on glass-ceramic coatings and pigment technologies were initiated, with a total of 65 R&D projects in enamel, ceramics, pigment and glass product groups successfully completed. Work was underway on 22 projects as of 2024.

Putting sustainability at the heart of its R&D strategy, Akcoat aims to reduce its environmental impact and increase its operational efficiency with technological infrastructure that provide resource efficiency.





DowAksa

DowAksa continues to develop innovative projects to increase sustainable production and resource efficiency. With the commissioning of a third production line in 2023, DowAksa increased its carbon fibre production capacity to over 9,000 tonnes. Within the scope of the projects implemented in 2024, the water/monomer ratio in polymer production was optimized, saving 2,791 tonnes of water and 4,104 tonnes of steam annually. The new-generation steel I-box technology led to a 10% reduction in resin consumption and a 30% reduction in the deposition rate, providing significant cost savings from resin use. Furthermore, work on the recycling of carbon fibre-reinforced polyurethane matrix pultrusion plates aimed to integrate waste into the circular economy and reduce the impact of waste on the environment.

Aksa Akrilik

Aksa Akrilik aims to increase its domestic production capacity in strategic industrial areas such as the defence industry and fisheries with the Mithra investment it plans to carry out for the production of ultra-high molecular weight polyethylene (UHMWPE) fibres. The facility, which is on course to be operational with an annual production capacity of 350 tonnes by 2025, is expected to reach a capacity of 500 tonnes going forward.

The US 20 million Mithra investment aims to reduce Türkiye's dependence on imports in this field and to strengthen domestic capabilities in the production of strategic materials. This product, developed entirely with Aksa Akrilik's own technology, will be produced for the first time in Türkiye and will place Aksa Akrilik as one the few producers of UHMWPE fibre in the world. This investment is not just an innovative product development project; it stands out as an important step towards domestic production, technology development and sustainable added value creation.

Within the scope of its R&D activities, Aksa Akrilik aims to transform bio-based materials such as natural keratin, protein and collagen into fibre form through the wet-spinning method without requiring any additional investment in its existing technology and infrastructure, thereby contributing to environmental sustainability through the use of renewable resources, with the production of bio-based and acrylic blended fibres bringing an array of advantages to the textile industry such as comfort, humidity and temperature control, skin and cosmetic compatibility.



Digitalization

Digitalization has become one of the basic dynamics of economic, environmental and social transformation on a global scale. Technologies such as data-driven management, process automation, Artificial Intelligence and advanced analytics allow organizations to operate with more agility and efficiency. In addition to providing cost advantages and improved efficiency, digitalization offers opportunities to optimize the use of resources, reduce environmental impacts, manage risks more effectively and communicate more transparently with stakeholders.

In this context, the Group aims to achieve an increase of at least one notch in the digital maturity indices of group companies by 2027. In line with this goal, data-based decision-making mechanisms, process optimization, operational efficiency and sustainability performance have all been strengthened. A significant proportion of investments in R&D and innovation are allocated to the development of digital solutions, increasing product and service quality, reducing carbon footprint and activating resource use.

In this vein, the Digitalization Working Group contributes to the digitalization goals throughout the group by developing projects in priority areas such as the cloud transformation, Artificial Intelligence applications, data security and ERP transformation processes. The Group also coordinates actions to increase digital maturity levels.

A total of USD 3,376,190 was allocated to digitalization projects throughout the group in 2024.



DIGITALIZATION PROJECTS IN AKKÖK HOLDING COMPANIES

Aksa Akrilik

Aksa Akrilik views digitalization as a strategic tool to achieve its operational excellence and sustainability goals. The company integrates digital technologies into all business units to ensure more efficient, fast and flawless processes. Business intelligence applications have been developed to support data-driven decision-making mechanisms, with automated reporting replacing manual processes across departments increasing efficiency. Furthermore, Robotic Process Automation (RPA) has reduced the human workforce in repetitive tasks, allowing employees to focus on more value-added work.

Considering cyber security as an integral part of digital transformation, Aksa Akrilik has further strengthened its information security infrastructure in 2024. With advanced threat detection and rapid response systems, security measures have been implemented on thousands of devices, with possible risks being proactively managed. In addition, the Digital-IZ team was formed to increase digital awareness within the company, with various training programs and activities to encourage the active participation of employees in the process.

Akenerji

Akenerji has considered digitalization as a strategic priority both in its energy production processes and in its corporate structuring. In 2024, employees received training on digital development and cyber security in full compliance with the Information and Communication Security Audit Guide of the Digital Transformation Office of the Presidency. Akenerji also played an active role in Akkök Holding's Digitalization Working Group and supported information sharing and a culture of common transformation throughout the group.





Akiş REIT

While improving the user experience with the mobile applications developed for the Akasya and Akbatı shopping malls, Akiş REIT has deepened its digital customer loyalty strategies with functions such as campaign management, parking guidance and valet services. In operational processes, contract approvals, procurement processes and bank transactions were digitized through platforms such as Paperwork and Paperzero, saving time as well as removing the need for approximately 200,000 sheets of paper per year. The KidZania's digitalization project has significantly reduced paper consumption and waste generation, while efficiency improvements in the use of the energy and water have been achieved. Human Resources and Culture processes at Akiş REIT have been moved to a digital environment through the Sorwe platform with the appreciation system, with training management, suggestion processes and internal communication carried out within a holistic digital ecosystem. Applications such as GCC Facility Management and PowerBI have increased operational transparency and decision-making speed by enabling instant monitoring and data-driven analysis of in-plant processes. Akiş REIT has also personalized the user experience with applications that digitize customer interaction. Processes such as tenant management, energy monitoring and maintenance requests are integrated through mobile applications. Meanwhile, digital panels allow the residents of the new buildings to analyse their consumption habits.

Akkim Kimya

Akkim Kimya views digitalization and adaptation to the world of big data as a critical priority. The company has taken significant steps in the field of digitalization throughout 2024, focusing on streamlining business processes so they are more efficient and sustainable. Document management, approval mechanisms and repetitive operational tasks have been automated, particularly with RPA (Robotic Process Automation) solutions, with the workforce directed to more strategic areas. RPA solutions eliminate an average of 8-10 hours of manual labour per day, with a continuing aim for 90% accuracy in transactions.

In addition, AI-supported chatbot applications have been commissioned, with rapid and accurate answers provided to frequently asked questions from employees, increasing the effectiveness of internal communication. These efforts have supported data-driven decision-making processes and increased operational efficiency, while successfully integrating our digital transformation strategies into business processes.

The Administrative Affairs Single Point Tracking Module has paved the way for a 100% rate of digitalization of requests, improved follow-up response times by 30% and allowed the analysis of requests with regular reports every month. It has established real-time data monitoring and recording systems with Maestrohub, achieving USD 145,696 in annual energy savings.

Aktek

Working in cooperation with the R&D centres within the group, Aktek conducts activities to evaluate the potential of AI applications in areas such as data analytics, process modelling and smart product development. This multidisciplinary approach, which is still in the exploration and preparation phase, aims to create a new area of innovation based on a common mind which combines in-house knowledge with technological competency.

**Akkim Kimya
views digitalization
and adaptation to
the world of big
data as a critical
priority.**

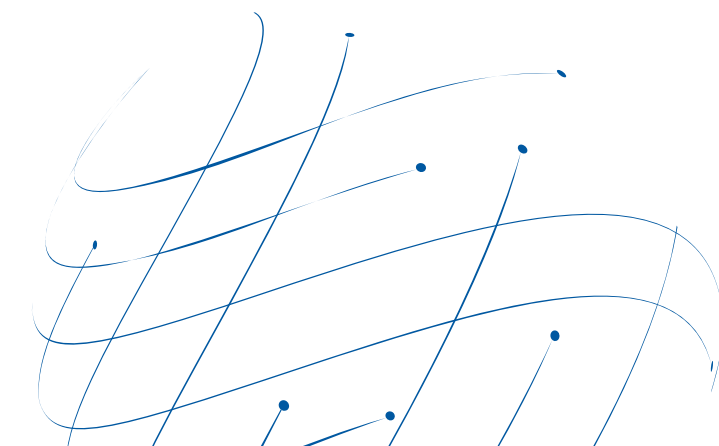




EFFECTIVE TALENT MANAGEMENT



Effective Talent Management	118
The Future of Work	123
Diversity and Inclusion	128
Occupational Health and Safety (OHS)	130





Effective Talent Management

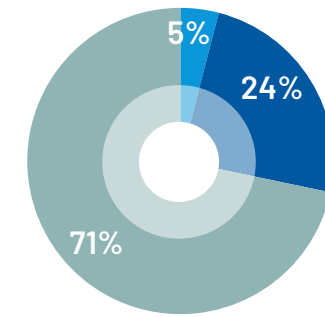
Akkök Holding, which includes some Türkiye's largest companies, has a total of 6,400 employees.

Akkök Holding places people at the heart of its sustainable growth strategy and considers its employees to be its most valuable stakeholders. It believes competent human resources form the basis of maintaining competitiveness in the dynamic business world and being prepared for the future. In this vein, it creates a people-oriented, participatory and inclusive business culture, implementing practices that continuously improve the employee experience. It is a culture based on respect for differences and the principle of equal opportunity, with a zero-tolerance approach to discrimination in all group companies. Akkök Holding takes concrete steps to recruit, retain and develop talent, and increase commitment to the organization, developing exemplary practices in key areas such as gender equality, wellbeing at work and open dialogue. It proactively manages the changing needs of its workforce and aims to prepare its employees for the business world of the future by revealing their potential. Akkök Holding, which includes some Türkiye's largest companies, has a total of 6,400 employees.



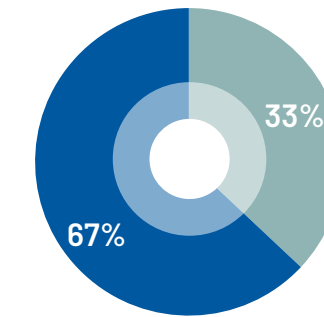
Consolidated Employee Demographics of Akkök Holding and Group Companies

Age Distribution



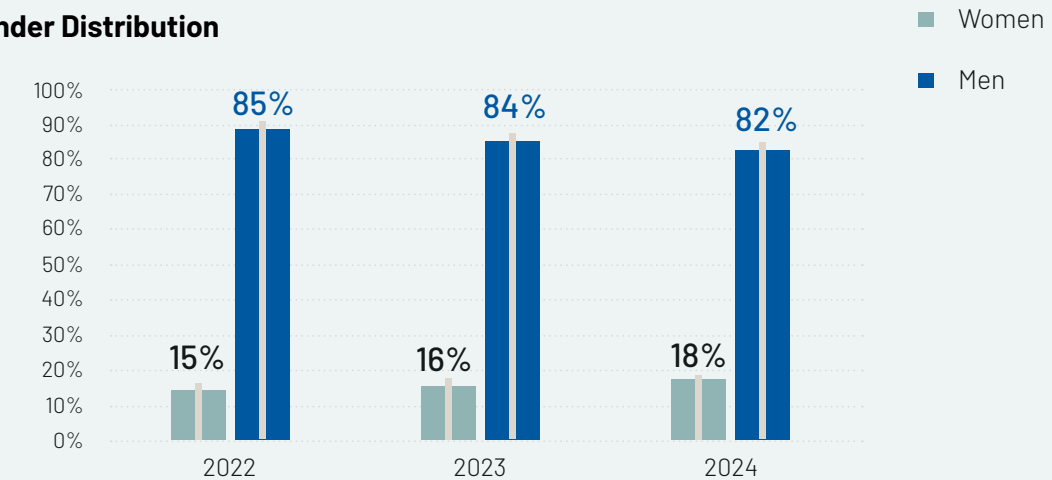
■ 30 Years Under ■ Between 30-50 Years ■ Over 50 Years

Employment Profile Distribution



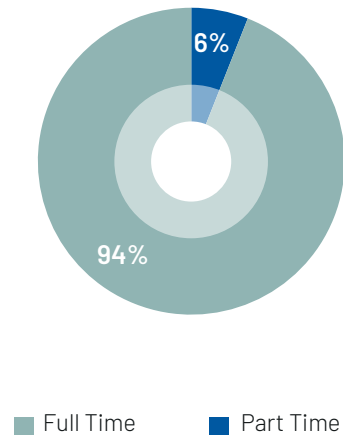
■ Blue Collar ■ White Collar

Gender Distribution

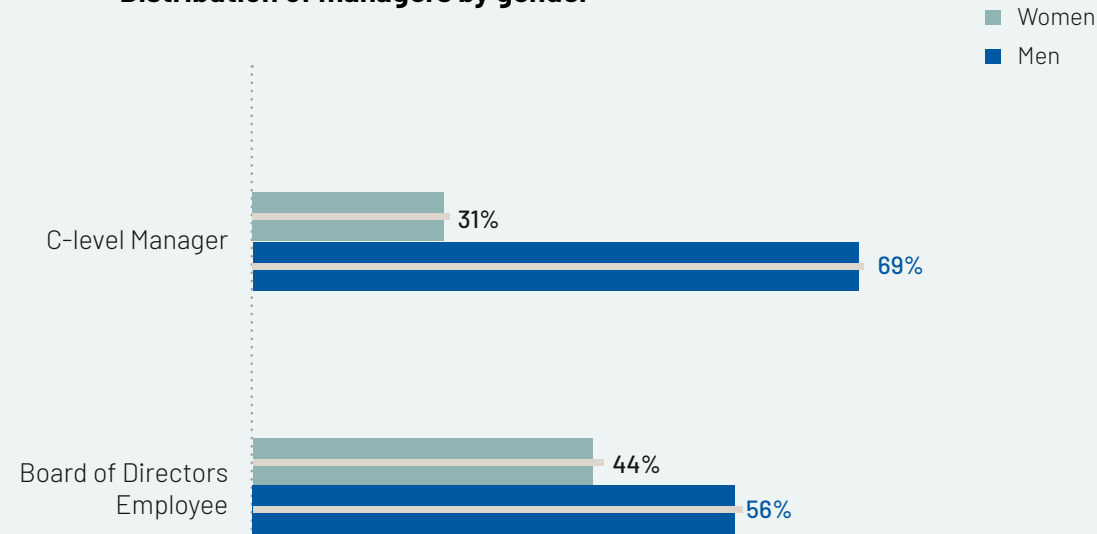




Distribution by type of employment



Distribution of managers by gender



Akkök Holding and its group companies place priority on creating a healthy, safe and supportive working environment by taking into account the well-being of their employees. With structures that encourage open communication, a participatory corporate culture is built where employees can freely express their opinions.

Aksa Akrilik, Akkim Kimya, Akenerji and Sepaş Enerji regularly collect feedback within the scope of the Great Place to Work – Trust Index in order to strengthen the employee experience. These surveys, which are conducted every three years under the themes of “Trust”, “Respect”, “Justice”, “Pride” and “Team Spirit”, measure employees’ perceptions of their organizations and identify areas for improvement. The applications developed in this direction support the constant strengthening of working environments.

Akkök Stars

An important example of Akkök Holding’s rewarding approach that encourages employee loyalty and corporate success is the Akkök Stars Program, which aims to recognize and appreciate innovative projects in group companies and the teams that implement these projects. This program, which is open to the participation of all employees except for the senior management, also aims to increase cooperation within the group and support the learning organizational culture. Projects are evaluated in five main categories: Sustainability and Benefit to Society, Operational Excellence, Collaboration, Enterprise and Innovation, and Digitalization and Transformation. A comprehensive evaluation process culminates with the finalist teams presenting their projects to the category committees with various awards given to the winning team members at the awards ceremony held every year. A total of 35 innovative projects were evaluated in the Akkök Stars Program in 2024, with group companies developing projects in various fields ranging from operational excellence to capacity increases, developing cooperation and enterprise, as well as activities oriented to social benefit for those affected by the 2023 earthquake.

Aksa Akrilik and Akkim Kimya switched to a four-day working week to support the work-life balance of their employees. This offers employees the opportunity to spend more time with their families and enjoying their private lives, while also allowing them time to rest and rejuvenate.



Akkim Kimya

Akkim Kimya encourages the active participation of its employees in decision-making processes by valuing their ideas. The **If You Have an Idea, there is an Idea Room!** app allows employees to share their innovative suggestions for business processes. The Idea Workshop, implemented in connection with this system, provides a platform where proposals are scored and evaluated in line with various criteria. Proposals providing added value are classified under themes such as efficiency, savings, quality, environmental impact and customer focus, with rewards provided in exchange for points.

In addition, Akkim Kimya has implemented the Family Communication Platform **in order to establish regular dialogue between employees and the senior management**. This process, which is carried out through 12 selected working ambassadors, provides a forum for an exchange of views through regular meetings and quarterly management meetings. An **Employee Satisfaction Survey** is conducted every two years in order to systematically monitor employee satisfaction.

Akenerji

Akenerji aims to strengthen employee engagement from the first moments of the recruitment process. **Orientation, the Buddy Program, power plant trips and “My First Month at Akenerji”** meetings help new employees quickly adapt to the organization.

Senior management coordination meetings, power plant visits and regular feedback mechanisms are implemented in order to strengthen corporate communication. In addition, the mobile-based Internal Communication Platform, which is used to facilitate communication between employees, provides a single channel for the announcement of events such as birthday or seniority celebrations, information on fringe benefits and access to internal announcements.

Akiş REIT

Akiş REIT carries out the **My Companion project**, a comprehensive employee experience program that aims to support its employees in both their business and private lives.

Within the scope of this project:

- The sense of belonging is supported with special day celebrations, personalized gifts and themed events,
- With employee welfare support, employees may access digital psychologists, dietitians and sports counselling, accessible on a 24/7 basis.
- A suggestion system, appreciation tools, surveys, training and internal communication activities are carried out through the “Sorwe” digital platform.

Under the My Companion project, the employee experience is managed holistically; satisfaction and engagement levels are regularly measured through instant feedback, pulse surveys and digital tools.



The Future of Work

Talent management is a strategic priority at Akkök Holding. Aware that sustainable growth relies on a qualified workforce, Akkök Holding implements systematic practices that support the employee development.

In the new business world, which is rapidly being reshaped by the technological transformation, globalization and demographic changes, expectations in the area of competency are constantly evolving. To this end, Akkök Holding establishes future-proof and flexible structures across its group companies to adapt to the changing needs of the workforce. Strategies are developed both to bring talent to the organization and to retain existing talent, taking employee demographics and expectations into account.

Multi-faceted career development programs are designed to train the leaders of the future and to reveal the potential of employees; holistic approaches are adopted in areas such as mentoring, coaching, leadership development and digital learning.

At the same time, a culture of innovation and enterprise is supported with suggestion systems, communication platforms and participatory management practices where employees are able to freely express their ideas, thereby supporting the active participation of employees in decision-making processes.

In 2024, we provided a total of 295,672 person hours of training to our employees, reaching an average of 45 hours per employee, with 1,685 employees participating in employee development programs.

In 2024, we provided a total of 295,672 person hours of training to our employees, reaching an average of 45 hours per employee.





TALENT MANAGEMENT IN AKKÖK HOLDING COMPANIES

PHILHARMONIC Mentorship Program

The Philharmonic Mentoring Program, which aims to transfer the company culture, corporate memory and ways of doing business to new generations, is carried out on a voluntary basis. The program supports the development of current and future leaders, contributing positively to the loyalty and motivation of managers. In 2024, the program continued uninterruptedly by bringing together 13 senior executive mentors and 15 mid-level management mentees.

Akkök Executive Development Program

The Akkök Executive Development Program, carried out in cooperation with the Akkök Holding Human Resources Department and Sabancı University EDU Executive Development Unit, aims to strengthen the leadership competencies of mid-level managers in group companies and create a common leadership culture. The content of the program was renewed in 2023 and consists of a total of 19-day modules, and is enriched with activities such as leadership talks, mindfulness practices, macroeconomic analysis, big data and field visits to the nanotechnology centre. In addition, participants develop their strategic decision-making and team management skills through realistic scenarios in reverse mentoring sessions and company simulation projects. The program continues to provide its participants with various skills such as responsible leadership and strategic management.

Performance evaluations

Group companies within Akkök Holding actively carry out performance evaluation processes in order to support employee development with a systematic and measurable structure. Group companies implement performance management systems structured in line with annual targets and competencies, where individual and team goals are assessed at regular intervals, with performance feedback providing direct data to critical human resources applications such as compensation, bonuses, career planning, training and talent management.

Akenerji

In order to support leadership and personal development, Akenerji **supports its talented employees within the scope of the “A New Leader” Professional Development Program**. During this 78-hour program, organized in cooperation with Boğaziçi University and Yenibirlider Association, participants have the opportunity to develop their personal leadership skills through mentoring and coaching modules. A total of 13 Akenerji employees participated in the four-session mentoring and six-session coaching processes in the program, receiving one-to-one support from the managers of national and international companies. In addition, Akenerji’s senior executives directly contribute to the development of young talent by participating in the program as mentors.

In order to support young talent and prepare the workforce of the future, Akenerji successfully presses ahead with its **“Make a Difference with Your Future” Internship Program**. Developed for university students, this program offers a development journey where a short-term summer internship can lead to long-term employment opportunities. During the summer period, participants are prepared for business life with personal development training and are able to play an active role in Akenerji’s departmental projects and take part in projects that add value to the company. Students who undergo long-term internships at Akenerji are considered as a priority in direct employment processes after their graduation. In the last three years, approximately 65% of assistant specialist positions have been filled with employees with an intern background, demonstrating the impact of the internship program in recruiting talent to the organization.



Aksa Akrilik

Aksa Akrilik carries out various development programs under the umbrella of Aksa Academy in order to support the professional and personal development of its employees. Under the **Expert Development Program**, employees at the specialist level are offered a structured learning process in parallel with Aksa Akrilik’s vision and goals, with 90% of employees in professional-level roles having completed this program as of the end of 2024. The Aksa Academy Leadership Program, set up to evaluate leadership potential and to train the managers of the future from within the company, is carried out in cooperation with universities. Designed in line with Akkök Holding’s competencies, this program helps employees develop their leadership capacities and take on a more active role in team management and strategic decision-making processes. By the end of 2024, the proportion of employees who had completed leadership programs had reached 92%. In addition, the MENTORA Program, which brings managers and specialists together with senior and mid-level mentors, allows participants to produce solutions specific to their development areas.

The Aksa Academy offers special technical and personal development training for employees. Knowledge and experience transfer is provided through internal instructor-supported programs such as the Finance, Textile and Chemistry Schools. Practices including foreign language courses, support with master’s and doctorate programs and opportunities for participation in domestic and international fairs were provided to support employee development. Internal **announcement and rotation systems** implemented within the company offer employees the chance to diversify their careers by taking on different roles. Aksa Akrilik collaborates with universities in order to interact with young talent, while final year and graduate university students are offered internship opportunities in different departments and gain experience through project presentations.

Akkim Kimya

Akkim Kimya **ensures that every contribution is visible and strengthens employee motivation through tools such as the Manager’s Appreciation Basket, Akkim Kimya at the Top, the Idea Workshop, Thank You Cards and Seniority Packages** under the banner of “There is Appreciation in Our Chemistry”.

Considering leadership development as the basis of corporate sustainability, Akkim Kimya implements the **Professional Coaching Program** for mid-level managers. A total of 22 managers completed the coaching process in 2022, rising to 32 in 2023 and 32 in 2024, strengthening the leadership skills of a total of 86 managers. The eight-session coaching process is completed over 4-6 months, with goal-setting interviews and interim evaluations. In addition, the **Polar Star Mentoring Program, which aims to transfer knowledge and experience**, supports the professional development of employees with mentor-mentee matches. A total of 17 people completed this program in 2022, 15 in 2023 and 15 in 2024, thereby increasing the competencies of 47 employees. The structure, which consists of at least 6-8 interviews, progresses at four-week intervals and strengthens individual development and the learning organizational culture.



Akiş REIT

Akiş REIT supports the personal and professional development of all employees by providing equal and inclusive training opportunities. Training was provided in different areas such as leadership, communication, personal development, technical competencies and sustainability at Akiş REIT, Akasya, Akbatı and KidZania In 2024, increasing the competencies of employees.

Management development and mentoring processes are carried out at KidZania, and employees are included in internal and external development programs. Training such as Power BI, information security and project management are offered on technical issues, with foreign language support and learning supported with digital platforms. The “Understanding Competencies and Personal Development Planning” project introduces new competencies to all employees and sets out individual development plans. In addition, opportunities for development have been diversified through rotation practices and sustainability training for blue-collar employees.

Aktek

Aktek has digitized its training processes and increased their accessibility and effectiveness with the Aktek Academy LMS Platform, **which was established to support the continuous development** of its employees. In the 2024-2025 period, the platform reached 720 employees through more than 90 different training titles; topics included information security, sustainability, negotiation, project management, customer orientation and effective communication. The platform, which works in integration with content providers such as Udemy and LinkedIn Learning, contributes to both the technical and personal development of employees while strengthening corporate adaptation and loyalty.

Akcoat

In 2024, Akcoat started a one-to-one coaching process to support the personal and professional development of its managers. This application, which was implemented in August, provides one-to-one coaching with 36 managers. The series of interviews, with between 6 and 8 sessions, is aimed at revealing the strengths of the managers and gaining awareness in their development areas. This process, which is carried out in the company of professional coaches, helps managers to take more conscious steps in their career journeys.

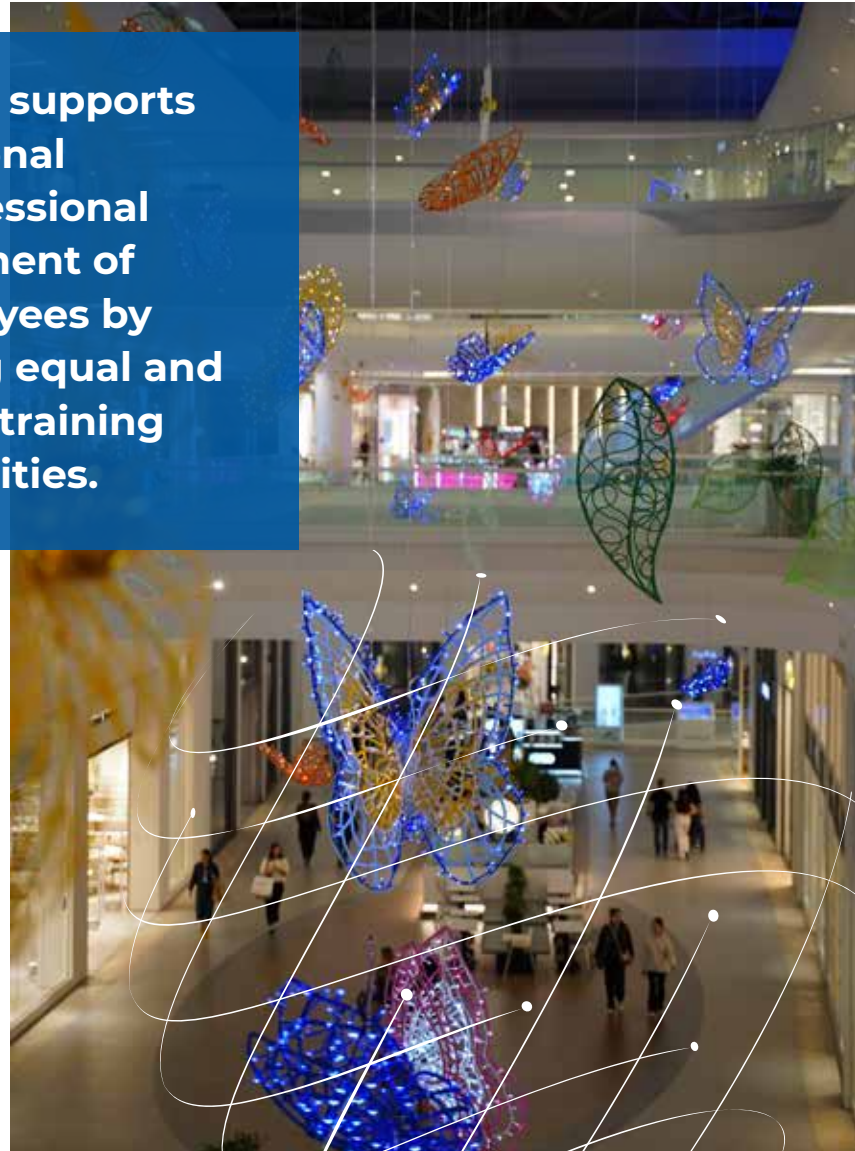
In addition, with the awareness of the decisive power of human resources in achieving sustainable success, Akcoat **is implementing a long-term development program, “The Essence of Self in Unity at Work – A Collaborative Communication Culture”**. This program, which is carried out with corporate coach Meltem Şakarcan, it is aimed to realize the potential of employees to become leaders by developing their teams with effective feedback and open communication practices. The program contributes to building a leadership culture that strides towards common goals and supports each other with strong communication skills.

SEDAŞ

The Reflection Mentoring Program is aimed at combining the experience of the past with today's energy. The program consists of two separate sections: “reflection mentoring” and “reverse mentoring”. In the mentoring program, experienced managers guide the selected employees on issues such as company policies, corporate requirements, work strategies and career guidance. In the reverse mentoring program, young employees and senior managers come together and share information on topics such as digitalization, innovation and social media management. The Reflection mentoring program has been implemented at SEDAŞ since 2021, supporting the working culture.

The Stargate Talent Program is aimed at enabling young talent to get to know the energy sector and to bring talent into the workforce. The program, which has been in place since 2020, targets students who have graduated from the Electrical and Electronic Engineering departments of universities, or who continue their graduate education in related fields. Candidates residing in regions such as Sakarya, Kocaeli, Bolu, Düzce and Gebze are included in the program. In 2024, the program was expanded by including the Industrial Engineering department and started to be implemented in its renewed form. The Stargate Talent Program brings young talent with high potential to the institution, increases productivity with different perspectives and, in the long term, contributes to the development of the leader pool. A total of 26 engineers have been employed under the program since 2020.

Akiş REIT supports the personal and professional development of all employees by providing equal and inclusive training opportunities.





Diversity and Inclusion

At Akkök Holding, we see inclusion, diversity and equality as one of the building blocks not only of our human resources practices but also our sustainability approach.

At Akkök Holding, we see inclusion, diversity and equality as one of the building blocks not only of our human resources practices but also our sustainability approach. We aim to provide all employees with an equal, fair and respectful working environment, regardless of their religion, language, race, gender, age, ethnicity, disability, social status, sect, philosophical belief or sexual orientation. Based on the principle of universal human rights, Akkök Holding takes a robust position against all forms of discrimination, and we structure all our human resources processes including recruitment, promotion, remuneration, performance evaluation and career planning on this basis.

In addition, we strictly adhere to the principle of “equal pay for equal work” and shape all our remuneration and fringe benefit systems on the basis of performance and competence. We view increasing women’s participation in the workforce and their representation in decision-making mechanisms as a strategic goal that not only strengthens gender equality but also corporate efficiency. Together with our group companies, we are committed to creating a safe, respectful and inclusive working environment where every individual can freely reveal their potential.

Practices such as maternity allowance, leave for parents on their children’s report card day, or their first day of school, are implemented in order to support the family life of employees and to strengthen the work-life balance. This is aimed at fostering an inclusive and responsive work environment with supportive policies for employees who take on parenting roles. As of 2024, 92% of female employees who went on maternity leave returned to work after their leave.

Supporting the vision of diversity and inclusion, our group companies DowAksa and Akkim Kimya have demonstrated their commitment to strengthening gender equality in the workplace by signing the Women’s Empowerment Principles (WEPs).



Female ratio	2022	2023	2024
All employees	15%	16%	18%
White collar employees	37%	39%	39%
Blue collar employees	2%	3%	4%
Executive Management Employees	21%	27%	27%
Board Members	50%	44%	44%

Women’s Energy

The Women’s Energy Project, implemented by our energy group companies, Akenerji, SEDAŞ and Sepaş Enerji, is designed to increase women’s employment in the energy sector. The program, which was initiated by women working in the group, has been expanded over time, with technical trips, mentoring support and scholarship opportunities being offered to high school students looking to study in electrical and electrical-electronics departments. The program gives students participating in the project a chance to become more acquainted with the sector, while encouraging them to play a part in the energy sector of the future by offering financial support throughout their education. One of its first beneficiaries of the program was employed in the energy group after graduation.

The Chemistry of Equality

The Chemistry of Equality project, which is implemented in cooperation with Akkim Kimya, Aksa Akrilik and DowAksa to support gender equality, aims to empower women and increase girls’ access to education. Within the scope of the program, which was launched in Yalova in cooperation with AÇEV, women over the age of 18 have been provided with advanced literacy, mathematics and life skills training, while girls between the ages of 14-18 have received support with the “Young Lively Meetings” program. The project, which is carried out within the framework of a 5-year action plan, aims to contribute to regional social transformation.

Strong Women, Equal Steps

This program, which was organized for female service employees working in the Akbatı and Akasya shopping malls owned by Akiş REIT, was aimed at raising awareness of gender equality, providing information about legal rights and increasing psychological resilience. The individual development-oriented sessions organized for participants made women feel stronger in both their business and social lives, and the evaluation surveys conducted at the end of the training found high satisfaction rates in the program. In line with the positive feedback received from participants, the program was implemented in 2024 for all women working at Akiş REIT and Akyaşam.



Occupational Health and Safety (OHS)

A total of TL 27 million was invested across the Group to manage and mitigate OHS risks during 2024, an increase of 27% compared to the previous year.

Occupational health and safety (OHS) risks arising from the nature of operations in the sectors in which we operate, including energy, chemicals and real estate, are meticulously managed at Akkök Holding and its group companies. The health and safety of our employees and all our stakeholders is seen as a cornerstone of our corporate culture and sustainability approach; in this vein, audit, training and improvement studies are carried out in order to create safe working environments in accordance with national and international standards, especially ISO 45001 Occupational Health and Safety Management System. All facilities belonging to Akkök Holding companies were ISO 45001 certified as of 2024. Our OHS approach aims not only to prevent occupational accidents, but also to contribute to operational continuity, employee motivation and service quality.

In line with the goal of “zero accidents with loss of workforce” adopted throughout the Group, risks are identified in advance based on the principle of continuous improvement and actions are developed to reduce them. With a participatory management approach that includes all employees in the process, starting from the senior management, the security culture is an integral part of the corporate structure. Systematic training, activities to raise awareness and technological investments are implemented to promote the sustainability of safe, healthy and ergonomic work environments; Employee welfare is tried to be kept at the highest level. In order to achieve OHS targets and raise awareness, a total of 194,381 hours of OHS training was provided to employees and a total of 212,112 hours to subcontractors throughout the Group in 2024.

In order to effectively carry out occupational health and safety management, OHS Committees operate in the group companies within Akkök Holding. These committees, which are in place in each group company, operate in a multifaceted structure with representatives from different units. Committees meet regularly to evaluate the risks in the workplaces and develop preventive measures, contributing to the maintenance of safe working environments by addressing employee feedback. With this structure, each group company is able to produce solutions suitable for their own operational conditions and an occupational health and safety culture is supported throughout Akkök Holding.





OCCUPATIONAL HEALTH AND SAFETY IN AKKÖK HOLDING COMPANIES

SEDAŞ

In order to strengthen the occupational health and safety culture, SEDAŞ carries out award practices that recognize and encourage employee behavior. In this context, with the “Golden Helmet Award”, which has been given annually since 2020, employees who adopt a safe working culture, fully comply with OHS instructions, report near misses and dangerous situations, have not been involved in work accidents and have received positive evaluations in field inspections are rewarded. With this award process, which is carried out through the candidates selected by the employees themselves, it is aimed to encourage good practices, raise awareness, strengthen employee motivation and set an institutional example in the field of occupational health and safety.

This approach has further expanded with the “OHS Star Award”, implemented in 2024. The award, handed out every month, is given to employees whose safety conscious behaviour has been observed by OHS experts during field inspections, who fully comply with the instructions and who have not received any OHS disciplinary sanctions. This application, which covers senior management, departmental managers and field employees has helped safe working become a corporate reflex, while increasing employee participation and loyalty with the aim of continuous improvement.

Akenerji

In order to create a participatory culture for the occupational health and safety of its employees, Akenerji ensures that corrective action requests are created for incidents such as work accidents, near misses, and process accidents through the Easy document system. In addition, opinions are taken and included in the processes through internal communication platforms where employees may convey their suggestions, opinions and complaints, and through regular OHS meetings and meetings with employee representatives.

Various training sessions were organized at the General Directorate and power plants with the aim of raising awareness of occupational health and safety in 2024. Some of the most important among these were “Search and Rescue Training in Earthquakes”, given in cooperation with AFAD, “Root Cause Analysis Training” for accident investigation teams at power plants and “Safe Driving Training” for all employees driving vehicles. These training sessions are aimed at ensuring that employees are prepared for disasters and accidents, develop safe driving habits and gain effective analysis competence for the root causes of accidents.

Akyaşam

During 2024, AkYaşam has implemented various physical improvement projects in line with its occupational health and safety priorities. The canopy erected over the paper press machine ensured protection of personnel working during inclement weather conditions, helping to prevent work accidents arising from slippery surfaces. The manufacture of fully enclosed platforms and railings on cooling towers has enhanced the safety of working at height, creating a safer and more ergonomic environment in maintenance and repair processes. In addition, a new lifeline has been installed for the high-altitude working area on the east side of the mall, which is aimed at eliminating the risk of falls during cleaning and landscaping work. These practices have increased employee safety and significantly reduced the risk of occupational accidents.



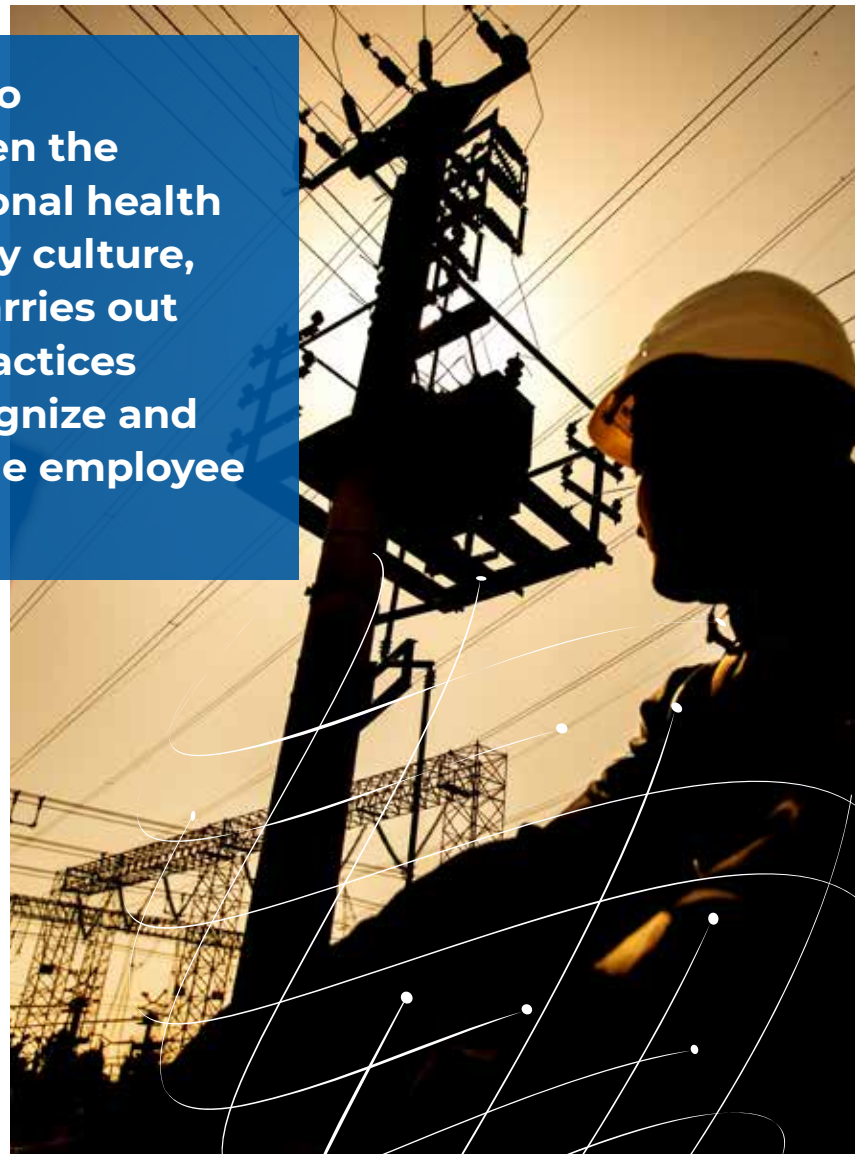
DowAksa

DowAksa has adopted an innovative approach in occupational health and safety training with the “Learning by Experience” project launched in 2024. This special project, which includes simulators for high-risk machines, aims to reinforce employees’ theoretical knowledge through practice, to develop behaviour based on instructions and to gain the habit of safe behaviour by establishing cause-effect relationships. The project, carried out by a team consisting of HSE, investment, maintenance, production and shift supervisors, prevented behaviour-related accidents and achieved significant reductions in occupational accidents, with the application attracting positive feedback from other companies in the sector.

Sepaş Enerji

With the application implemented by Sepaş Enerji within the scope of the 2024 Occupational Health and Safety Week, first aid kits, which were carefully prepared with the contribution of the workplace physician, were distributed to 217 employees with the kits to be used in emergencies. This encouraged employees to act with an awareness of health and safety outside of work while at the same time strengthening the level of preparedness for emergencies throughout the institution.

In order to strengthen the occupational health and safety culture, SEDAŞ carries out award practices that recognize and encourage employee behavior.

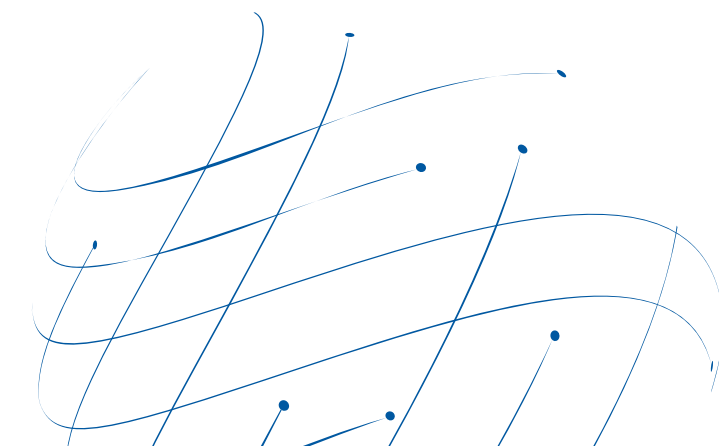




CORPORATE SOCIAL RESPONSIBILITY



Corporate Social Responsibility _____ 136





Corporate Social Responsibility

We view adding value to society as an integral part of our business; we work together for a sustainable future in every field from education to culture and the arts, sports and gender equality.

Akkök Holding and its group companies consider cultural and social development as their primary area of responsibility in the regions in which they operate, and in this vein, contributing to society an integral part of their business processes. The approach of creating social benefit goes beyond the traditional understanding of social responsibility and is embodied by infrastructure investments, support for education, health, culture and the arts, and sports. Projects in these areas create both direct and indirect economic value, while voluntary stakeholder participation is particularly encouraged.

Akkök Holding believes that education is forms the basis of a sustainable future. It provides long-term social benefit with the schools it has built and the educational projects it supports. At the same time, it revitalizes local social life with its support for culture and art projects, and considers its contributions to sport to be an important investment for the development of young people.

In line with the importance it attaches to gender equality, Akkök Holding supports women's participation in the workforce with projects such as "Face to Face with 100 Women" and takes concrete steps for an egalitarian, inclusive and resilient society. In addition, it has contributed to post-disaster solidarity and recovery processes through projects such as the Iskenderun Support Center.



SEDAŞ

The "Women's Energy" project, which aims to increase the participation of women in the energy sector, continued in 2024 with the "Next" phase in cooperation with Akenerji and Sepaş Enerji. In this context, sector introductions, scholarship opportunities and technical workshops were offered to students where were moving to secondary education and university. These workshops have helped stimulate students' interest in the sector while contributing to their career plans.

Awareness-raising training and internal communication campaigns were organized within the institution as part of the "We are with you" project, which focuses on gender equality. This project aims to develop a corporate culture based on equality. Concrete steps have been taken to ensure women's participation in the workforce, and ensure career development and equal opportunity for all employees. These efforts were recognised at an international level with the signing of the United Nations Women's Empowerment Principles (WEPs).

Within the scope of the "We Go Green" project, environmental practices have been implemented in line with the sustainable development goals. These activities have included the disposal of persistent organic pollutants, reductions in the use of plastics, bird protection measures, energy efficiency, carbon negative targets and zero waste practices. With these projects, SEDAŞ not only aims to positively transform its own operations but also the entire environment in its sphere of influence.

Akcoat

In order to support access to education, Akcoat donated books to schools in rural areas and contributed to the renovation of libraries. Within the scope of the "We Become a Home for Stray Animals" project, waste pallets from production processes were transformed into homes for the stray animals, thus ensuring that waste is used and reinforcing the sense of responsibility towards nature and living things.

Maintaining its commitment to gender equality, Akcoat aimed to raise awareness of women's rights and tackling violence against women with the seminar "We Are Strong Together for Women".

Akenerji

Supporting its efforts in the field of social responsibility with projects focused on education, the environment and equal opportunity, Akenerji strengthened its initiatives that add value to society in 2024, increasing communication and interaction between employees with the "Make a Difference with Your Future" project, which was recognised with an award in the field of corporate communication with the comprehensive internship experience it offers to students.

In line with its goal of increasing women's representation in the energy sector, Akenerji has resolutely pursued its vision of gender equality with the "Women's Energy" project carried out in partnership with SEDAŞ and Sepaş Enerji. In addition to these projects, the company participated in the Istanbul Marathon to support the Community Volunteers Foundation, carried out the "New Year's Wish Tree" project organized for the benefit of the Children's Education Association, and continued to provide educational support to schools in the regions where its power plants are located. In addition, it has shared its awareness of environmental responsibility with its employees with the donations provided to the TEMA Foundation, and integrated the sense of individual responsibility with its understanding of corporate citizenship.



Akiş REIT & Akyaşam

Akiş REIT carries out community-oriented social responsibility projects by integrating sustainability into its corporate culture. The company’s “Life Academy”, which is the first social development platform established by a real estate company in Türkiye, aims to support social and personal development by increasing individual awareness. The platform, which provides free seminars in a wide range of fields including health, personal development, finance and child development, has attracted wide acclaim, winning 13 awards so far.

Akiş REIT has strengthened its understanding of social responsibility through employee participation. Its “Akiş Volunteers” program encourages the active participation of employees in social projects on an individual basis, thus increasing internal solidarity and social impact. The company has also implemented the innovative “Mol-e Office Project” for the transformation of electronic waste with AI-supported systems, with the success of this project being recognised with awards from renowned institutions.

The projects carried out at the Akasya and Akbatı shopping centres have integrated awareness of social responsibility into the visitor experience. Educational and entertaining projects such as the “Argüden Nature Friendly Children’s Activity”, “Ecording Seed Ball Workshops” and “Pet Hunter Turtle” projects were carried out with the aim of raising environmental awareness among children. In order to emphasize the importance of recycling, an “E-Waste Point” was been installed, with the income from the recycling of waste used to support education. Under the “Step2Water” project, implemented to reduce the use of plastic, free and hygienic drinking water is provided to visitors.

Akyaşam’s environmental activities are supported by the “Green Team” project, with employees in the field on hand to regularly provide visitors with information about sustainability and environmental protection. “Ecording Seed Ball Throwing” activities carried out with drone technology, contributing to afforestation efforts in hard-to-reach areas.

In addition, cultural and social activities included an Open Air Cinema, 10th Anniversary Concerts, an “Art for Good” exhibition supporting female artists, and workshops on robotic coding and book reading. The funds raised from the cooperation activities held at Akasya were transferred to various non-governmental organizations, while social awareness was increased by organizing auctions on behalf of the Six Dots Foundation for the Blind. In addition, work to protect biodiversity and the ecosystem continued with the plant breeding project carried out without the use of agricultural chemicals.



Aktek

Aktek has developed exemplary practices to provide social benefit by carrying its competence in the field of technology to social responsibility projects. As part of the “Sustainable Future, Strong Education” project, Computers which had reached the end of their business life were repaired and donated to schools in need, thus contributing towards strengthening the digital education infrastructure and ensuring the efficient use of resources. This initiative, which supports equal opportunities in education, has helped bring technology and sustainability together.

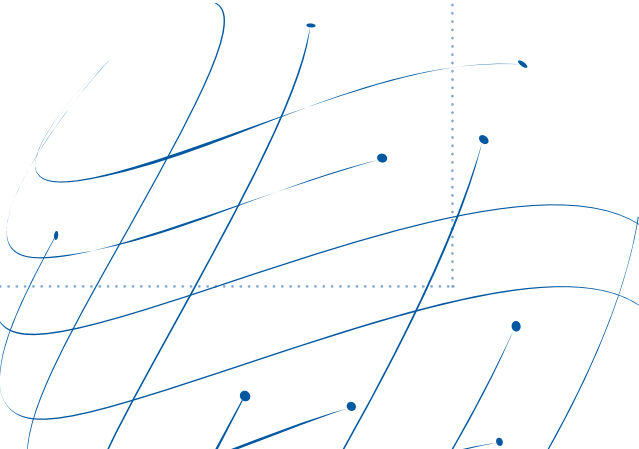
The “Hatay-Iskenderun Container City Creative Thinking Learning Program”, carried out to help those areas affected by the earthquake, contributed to the post-disaster rehabilitation process. The program focused on developing the creative thinking and problem-solving skills of children between 9 and 12 years’ old, providing a positive touch to their learning processes.

DowAksa

DowAksa has taken an important step in the field of social responsibility with the “Chemistry of Equality” project, set up to empower women and support gender equality. This project, being run jointly with Aksa Akrilik and Akkim Kimya, aims to increase girls’ access to education and improve women’s life skills. The program, which was implemented in Yalova in cooperation with AÇEV, has not only generated social awareness but also become an award-winning application that touches large masses.

Sepaş Enerji

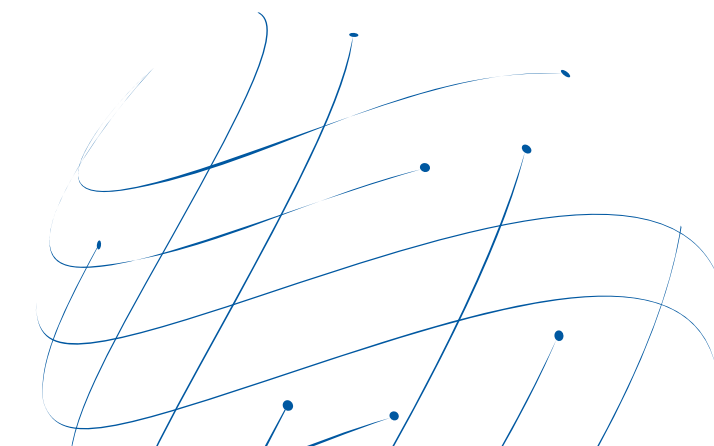
Sepaş Enerji contributed to the restoration of the production capacities of women’s cooperatives affected by the earthquake with the “From the Hands of Women” project supported within the framework of March 8, International Women’s Day. Sepaş Enerji, which values women’s labour and solidarity, supports the strengthening of social resilience through such collaborations that contribute to local development.



APPENDICES



Social Performance Indicators	142
Environmental Performance Indicators	146
GRI Content Index	148





Social Performance Indicators

Employee Gender and Age Distribution	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
30 Years Under	230	1,233	268	1,313	376	1,106
Between 30-50 Years	607	3,786	626	3,642	699	3,607
Over 50 Years	19	201	23	221	28	223
Total	856	5,220	917	5,176	1,103	4,936

Employee Gender and Category Distribution	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
White Collar	667	1,158	699	1,136	773	1,206
Blue Collar	188	4,063	217	4,041	491	3,569
Total	855	5,221	916	5,177	1,264	4,775

Employee Gender and Seniority Distribution	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
0-5 years	469	2,025	557	2,159	622	1,952
5-10 years	191	1,654	167	950	155	831
Over 10 Years	196	1,541	190	2,060	213	2,077
Total	856	5,220	914	5,169	990	4,860

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.



Distribution of Employees by Type of Employment Contract	2022	2023	2024
Part time	24	22	40
Full time	6,052	6,071	5,999
Total	6,076	6,093	6,039

Employees Covered by Collective Bargaining Agreement / Unionized Employees	2022	2023	2024
Number of Employees	1,300	1,287	1,030

Number of Employees with Disabilities	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Number of Employees	23	91	25	90	28	81

Number of Subcontracted Employees	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Number of Subcontracted Employees	197	914	204	990	220	1.016

Employee Turnover	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Employee Turnover	160	331	285	667	245	788

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.



Number of Managers	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Top Management	14	55	18	49	18	50
C-level Manager	14	49	21	42	19	40

Managers' Years of Service and Distribution by Gender	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
30 Years Under	9	5	12	10	13	19
Between 30-50 Years	176	409	191	396	216	422
Over 50 Years	11	51	12	51	45	
Total	196	465	215	457	274	441

Number of Newly Hired Employees	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Total Employees	192	589	220	776	250	692

Number of Employees Participating in Development Programs	2022	2023	2024
Total Employees	1,465	1,486	1,716

Average Training Hours	2022	2023	2024
Average Training Hours	45	44	45

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.

Maternity/Paternity Leave	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Number of Employees Utilizing Maternity/Paternity Leave	27	113	28	144	27	113
Number of Employees Returning to Work After Maternity/Paternity Leave	24	109	26	130	24	106
Number of Employees Returning to Work After Maternity/Paternity Leave and Continuing Employment for at Least 12 Months	17	55	19	61	13	46

Occupational Health and Safety (OHS)	2022	2023	2024
Total OHS Training Hours	195,830.06	226,826.1	194,380.72
OHS Training Hours Provided to Subcontractors	89.08	253.296	212.112
Total Number of Employees Participating in OHS Training	4,837	5,037	4,941
Total Number of Members in the OHS Committees	210	214	225
Total Number of Employees Represented in OHS Committees	3,386	4,367	3,795
Total Number of Employee Representatives in OHS Committees	79	78	78
Number of Emergency Drills Conducted	92	103	97
Number of Fatal Cases	0	1	1
Number of Fatal Cases Among Subcontractors	0	2	1

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.





Environmental Performance Indicators

Greenhouse Gas Emissions (tCO ₂ e)	2022	2023	2024
Scope 1	2,467,975	2,608,414	2,586,358
Scope 2	473,901	461,439	516,914
Scope 3	2,717,278	3,206,831	2,901,567
Total	5,659,154	6,276,684	6,004,840

Energy Consumed	2022	2023	2024
Electricity (MWh)	14,391,839	16,564,538	17,206,903
Wind (MWh)	134.57	128.93	126.83
Hydroelectric (MWh)	867,099	1097,143	847,225
Natural Gas (m³)	69,449,308	50,204,324	48,287,297
Coal (ton)	487,124	534,259	531,252
Other (MWh)	363,796	252,670	198,179

Energy Produced	2022	2023	2024
Wind (MWh)	82,982	86,427	83,388
Hydroelectric (MWh)	668,364	814,466	625,037
Other (MWh)	3,153,251	3,301,555	3,260,347

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.



Hazardous Waste (ton)	2022	2023	2024
Disposed	9,853	8,086	10,323
Recycled	15,238	17,242	15,569

Non-Hazardous Waste (ton)	2022	2023	2024
Disposed	20,287	19,692	21,075
Recycled	155,871	29,970	25,517

Water Consumption (m³)	2022	2023	2024
Total Water Consumed	8,660,169	7,881,279	8,357,949
Volume of Reused Water	1,179,165	1,107,978	1,015,187
Total Water Withdrawn	14,877,912	13,840,784	14,572,409
Surface Water Withdrawn	14,028,581	13,037,542	14,303,012
Groundwater Withdrawn	88,429	83,825	36,531
Water Withdrawn from Third-Party Suppliers	760,902	719,417	232,867
Total Water Discharged (Including Wastewater)	18,240,232	18,842,780	19,443,015
Seawater Discharged	14,294,414	14,420,041	15,024,044
Total Wastewater Generated	3,600,891	3,959,967	3,932,027
Water Discharged to Third-Party Suppliers	344,927	462,772	486,944

*The Performance Indicators represent the consolidated data of the group companies included in the reporting scope.



GRI Content Index

Statement of use	Akkök Holding has reported the information cited in this GRI content index for the period January-December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location/ Page No, Source and/or Direct Answers
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	About Akkök Holding, page 10
	2-2 Entities included in the organization's sustainability reporting	About the Report, page 2
	2-3 Reporting period, frequency and contact point	About the Report, page 2
	2-4 Restatements of information	The report does not contain any restated information.
	2-5 External assurance	The report has not been subject to external assurance.
	2-6 Activities, value chain and other business relationships	About Akkök Holding, page 10 / Akkök Holding In a Nutshell, page 12 Akkök Holding Companies, page 13
	2-7 Employees	Effective Talent Management, page 118
	2-8 Workers who are not employees	Social Performance Indicators, page 143
	2-9 Governance structure and composition	Corporate Governance, page 65
	2-10 Nomination and selection of the highest governance body	Corporate Governance, page 65
	2-11 Chair of the highest governance body	Corporate Governance, page 65
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, page 65 Sustainability Management, page 68
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, page 65 / Sustainability Management, page 68
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, page 65 / Sustainability Management, page 68 Sustainability Governance Structure, page 70
	2-15 Conflicts of interest	Corporate Governance, page 65
	2-16 Communication of critical concerns	Corporate Governance, page 65 / Sustainability Management, page 68



GRI Standard	Disclosure	Location/ Page No, Source and/or Direct Answers
General disclosures		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Corporate Governance, page 65
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, page 65
	2-19 Remuneration policies	Sustainability Policy, page 52
	2-20 Process to determine remuneration	Sustainability Policy, page 52
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality.
	2-22 Statement on sustainable development strategy	Strategic Approach - Enabling the Transition, page 48 Sustainability Goals, page 54
	2-23 Policy commitments	Sustainability Policy, page 52 / Human Rights, page 86
	2-24 Embedding policy commitments	Sustainability Policy, page 52 / Human Rights, page 86
	2-25 Processes to remediate negative impacts	Risk Management, page 75
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Human Rights, page 82
	2-27 Compliance with laws and regulations	Ethics and Human Rights, page 82
	2-28 Membership associations	Corporate Memberships, page 11
	2-29 Approach to stakeholder engagement	Communication with Stakeholders, page 58
	2-30 Collective bargaining agreements	Social Performance Indicators, page 143



GRI Standard	Disclosure	Location/ Page No, Source and/or Direct Answers
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Prioritization Analysis, page 56
	3-2 List of material topics	Prioritization Matrix, page 57
	3-3 Management of material topics	Prioritization Analysis, page 56
Ethics, transparency, and compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Human Rights, page 82
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Ethics and Human Rights, page 82
	205-3 Confirmed cases of corruption and measures taken	Ethics and Human Rights, page 82
Climate Change		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility, page 90
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators, page 146
	302-4 Reduction of energy consumption	Energy Management, page 94
	302-5 Reductions in energy requirements of products and services	Energy Management, page 94
	302-5 Reductions in energy requirements of products and services	Energy Management, page 94
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change, page 92
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change, page 92
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change, page 92
	305-5 Reduction of GHG emissions	Environmental Responsibility, page 90
	305-5 Reduction of GHG emissions	Environmental Responsibility, page 90
Water and Wastewater Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management, page 96
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 96
	303-3 Water withdrawal	Environmental Performance Indicators, page 147
	303-4 Water discharge	Environmental Performance Indicators, page 147
	303-5 Water consumption	Environmental Performance Indicators, page 147



GRI Standard	Disclosure	Location/ Page No, Source and/or Direct Answers
Biodiversity		
GRI 304: Biodiversity 2016	3-3 Management of material topics	Biodiversity, page 101
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity, page 101
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity, page 101
	304-3 Habitats protected or restored	Biodiversity, page 101
	304-3 Habitats protected or restored	Biodiversity, page 101
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management, page 99
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, page 99
	306-2 Management of significant waste-related impacts	Waste Management, page 99
	306-3 Waste generated	Waste Management, page 99
	306-4 Waste diverted from disposal	Environmental Performance Indicators, page 147
	306-5 Waste directed to disposal	Environmental Performance Indicators, page 147
Talent Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Effective Talent Management, page 118
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, page 144
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Effective Talent Management, page 118
GRI 402: Labor Management Relations 2016	401-3 Parental leave	Social Performance Indicators, page 145
	402-1 Minimum notice periods regarding operational changes	In the event of critical operational changes, we comply with the legally required notice periods.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, page 144
	404-2 Programs for upgrading employee skills and transition assistance programs	The Future of Work, page 123
	404-3 Percentage of employees receiving regular performance and career development reviews	The Future of Work, page 123

GRI Standardı	Disclosure	Location/ Page No, Source and/or Direct Answers
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety (OHS), page 130
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety (OHS), page 130
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety (OHS), page 130 Social Performance Indicators, page 145
	403-5 Worker training on occupational health and safety	Occupational Health and Safety (OHS), page 130 Social Performance Indicators, page 145
	403-6 Promotion of worker health	Occupational Health and Safety (OHS), page 130
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (OHS), page 130
Equality, Diversity and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity and Inclusion, page 128
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Inclusion, page 128
Contribution to social development and transformation		
GRI 413: Local Communities 2016	3-3 Management of material topics	
	413-1 Operations with local community engagement, impact assessments, and development programs	

Report Contact Information

2024 Sustainability Report

Akkök Holding A.Ş.

Address: Miralay Şefik Bey Sokak No: 15 Ak Han Gümüşsuyu 34437 İstanbul
Telephone: +90 212 393 01 01 Fax: +90 212 393 01 12
www.akkok.com.tr



Legal warning

The information and analysis contained in this Akkök Holding sustainability report (report) have been written for informational purposes only, using sources and information believed to be accurate and reliable at the time the report was prepared. It is not intended to form the basis for any investment decision.

The company, its directors, employees and all other persons and institutions contributing to the production of the report cannot be held responsible for any damages that may arise due to the use of the information contained in this report. All rights of the report belong to Akkök Holding. Our report has been prepared in a digital environment and has not been published.

Report Contact Information

Çiğdem Arpat Koçak
(Corporate Sustainability Manager)
cigdem.arpat@akkok.com.tr

Kardelen Keskin
(Assistant Corporate Sustainability Specialist)
kardelen.keskin@akkok.com.tr

Sustainability and Reporting Consultant

info@s360.com.tr

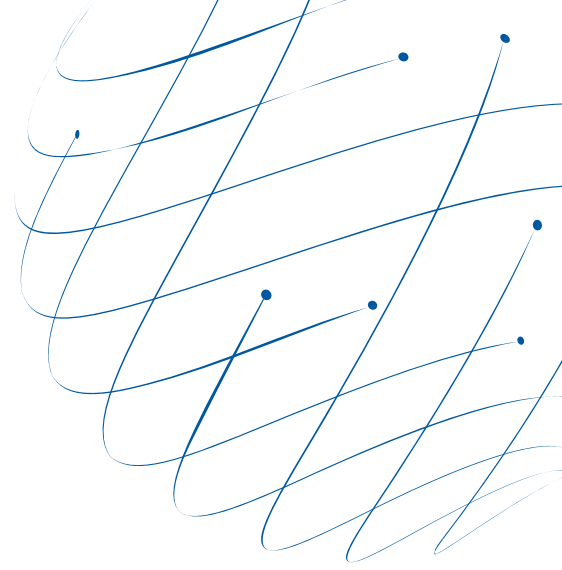


Design

info@dmturkey.com
DESIGN Management



2024 SUSTAINABILITY REPORT



Akkök Holding A.Ş.

Address: Miralay Şefik Bey Sokak No: 15 Ak Han Gümüşsuyu 34437 İstanbul

Telephone: +90 212 393 01 01 Fax: +90 212 393 01 12

www.akkok.com.tr