

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	PRIORITY SUSTAINABILITY ISSUES	TARGETS FOR 2025*	PERFORMANCE INDICATORS	2022 PROGRESS*
	Business Continuity	Target B1. Maintaining economic growth.	B1.1. Sales revenues B1.2. Number of companies in ISO 500 list B1.3. Most export companies ranking in Türkiye	B1.1. Sales revenue increased 8.9 times compared to 2016, the reference year. B1.2. Türkiye's 500 Largest Industrial Enterprises 2022 Survey was published in June, the same month in which the report was published, and 3 companies were included in the ICI's 500 list of 2021. B1.3. Every year, the Türkiye Exporters Assembly publishes a ranking of the top exporting companies. In the 2022 edition of the ranking, the firm was placed fifth in the category of "The companies that export the most across Türkiye" and first in the "Ferrous and Non-Ferrous Metals" category.
		Target B2. To realize new investments within the framework of the sustainable development.	B2.1. Full compliance of the United Nations Global Compact (UNGC) and Kibar Holding Sustainability Principles with investment and decisionmaking processes	B2.1. ASHA-5, the new production plant which was put into operation in Kocaeli in 2022, carries out automated, high technology, and high quality production operations in line with international standards and carries on its operations based on a sustainable production approach.
		Target B3. To increase resource efficiency for the sustainable development. To use clean and environmentally friendly technologies and processes.	B3.1. Number of clean and environmentally friendly new products / projects B3.2. Full compliance with the national environmental legislation B3.3. Actions in line with EU regulations on low-carbon circular economy	B3.1. 25 new projects were implemented to contribute to circular economy and combating climate change. B3.2. All activities comply with national environmental legislation. International Environmental and Energy Management Systems standards are followed. B3.3. Production and manufacturing methods, business models, operating principles, investment decisions, and growth strategies are developed in line with Europe's regulations to achieve the 2030 and 2050 targets under the European Green Deal. In line with the Group's target for net-zero emissions by 2050, activities to create a roadmap for net-zero efforts still continue.
		Target B4. To be prepared for disasters and emergencies.	B4.1. Disaster and Emergency Action Plan	B4.1. The activities to be carried out to ensure effective management of operational risks such as natural disasters and epidemics and the action plans determined are monitored effectively and regularly. Policies and procedures for the management of these risks at the time of the incident and for business continuity in the following process have been established and communicated to all employees. Drills are conducted every year and training activities are maintained for corporate business continuity programs.
		Target B5. Adopting sustainability practices and reporting sustainability performance.	B5.1. Sustainability Internal Communication Plan B5.2. UNGC Progress Report in GRI Standards B5.3. Inclusion of companies in at least one initiative based on sustainability practices B5.4. Inter-functional coordination to ensure that all stages of the sustainability strategy are implemented in harmony and integrity B5.5. Establishing project-based sustainability working groups	B5.1. Communication activities are carried out with a circular and audience-based strategy. Informative messages on climate change and sustainability were published every month from the "Kibar Group Sustainability Platform" initiative created for internal communication. In order to disseminate these messages, communication channels were diversified; many channels such as internal communication screens, intranet, SMS, and Mobiliz, the Kibar Group mobile application, were used. B5.2. Participation in the UN Global Compact Early Adopters Program took place and the Sustainability Report was created based on GRI Standards. B5.3. In 2022, Kibar Holding participated in the 30% Club campaign and the UN Global Compact Early Adopter Program. B5.4. Meetings were organized with the participation of the Sustainability Committee and the Working Group members and employees. The second "Kibar Group Sustainability Workshop" was held in 2022. B5.5. Working groups were formed within the scope of the Group's net-zero emissions target for 2050.

	Occupational Health and Safety	Target G1. To continue to provide occupational health and safety at international standards at workplaces. Target G2. To prevent the effects of hazardous chemicals and wastes on employee health.	G1.1. Occupational health and safety training hours per person G1.2. Accident severity rate G2.1. Occupational disease rate	G1.1. Increased by 33.6%. G1.2. Accident severity rate is 0.188. G2.1. Occupational disease rate is "0".
	Employee Engagement and Satisfaction	Target G3. To ensure inclusive and participatory decision-making at all levels.	G3.1. Participation level of Employee Opinion Survey G3.2. Spreading the suggestion reward system to all companies G3.3. Employee satisfaction/engagement survey score G3.4. Performance culture index	G3.1. The Employee Opinion Survey is conducted every year and the participation rate in the last survey conducted in 2022 was 94%. G3.2. In 2022, 2734 suggestions were submitted to the Kibar Group employee suggestion system and 1466 of these suggestions were implemented. G3.3. The employee satisfaction/engagement survey score increased by 2 points. G3.4. Talent Focus Index is followed to evaluate training and development activities, performance management, talent retention, and wages. The opinions of both office and site employees were obtained through questions asked in the areas of Engagement, Agility, Talent Focus, and Engaging Leadership Indices as well as Equality & Inclusivity.
	Employee Development and Talent Management	Target G4. To ensure that all employees have access to quality technical and vocational training. Target G5. To increase the number of employees of all ages with technical and professional skills. Target G6. To increase employment and employee trainings.	G4.1. Participation rate for "Managerial Development Program" G4.2. Specialist training hours per person within the scope of the "Specialist Development Program" G4.3. "Leadership Development Program" recommendation score G4.4. Number of Development Ambassadors G5.1. Number of employees receiving technical and vocational training G5.2. The rate of employees receiving technical and vocational training by age groups G6.1. Number of employees G6.2. Number of students employed from K-Team Young Talent Internship Program G6.3. Training hours for employee development	G4.1. Managerial Development Program participation rate is 44.66%. G4.2. Specialist training hours per person within the scope of the "Specialist Development Program" is 14 hours. Full-time in-class training (7 hours total), 5 webinars, and 1-hour distance learning program G4.3. In 2022, the program's recommendation score was 3.9 out of 5 full points. G4.4. The number of Development Ambassadors; 61 internal trainers and 33 internal mentors, totaling 94. G5.1. The number of employees receiving technical and vocational training is approx. 2,139. G5.2. Technical and vocational training activities continue to be provided for all age groups. The distribution of employees who received training according to age groups is as follows: 3% between the ages of 18-25, 44% between the ages of 26-35, 33% between the ages of 36-45, and 14% over the age of 46. G6.1. 2,448 of the number of employees increased by 30.8%. G6.2. The number of students hired from K-Team Young Talent Internship Program is 28. Recruitment rate was 75%. G6.3. A total of 47,885 hours of training, including online classroom training and e-learning, were provided. G7.1. The rate of female senior executives increased by 41.7%.
	Gender Equality and Equal Opportunities	⁽¹⁾ Target G7. To increase the full and effective participation of women in decision-making processes, to increase the ratio of senior female managers by 50% and the number of white-collar female employees by 45%. ⁽²⁾ Target G8. To ensure gender equality in employment and employee income, to increase the number of female employees by 50%. Target G9. To ensure equal opportunities increasing the rate of women in white-collar recruitment.	G7.1. Number of senior female manager G7.2. The number of white-collar women employees G8.1. Number of women employees G8.2. Kibar Holding total reward policy G9.1. Ratio of women in white-collar recruitment G9.2. Ranking in the top five among companies employing the highest number of disabled people G10.1. Compliance audits for Kibar Holding Code of Ethics G10.2. Business ethics training G10.3. Reporting of notifications received on the ethical line and their results G10.4. Establishing early warning mechanisms with technology support G10.5. Obtaining a statement from all employees regarding whether they are in a situation that will cause conflict of interest G10.6. Communication of the Code of Conduct Guidebook to all employees G10.7. Awareness activities for Code of Conduct G10.8. A review system to ensure that the Code of Conduct is updated based on requirements and new developments	G7.1. The rate of female senior executives increased by 41.7%. G7.2. The number of female white-collar employees increased by 48.8%. G8.1. The number of female employees increased by 54.1%. G8.2. Pursuant to the wages policy, no discriminatory practice and unfair treatment is allowed due to personal characteristics, preferences, and orientation such as language, religion, race, gender, etc. Activities began for equal wages for equal work approach by independent audits and assessments. G9.1. 45% of white-collar new hires are women. G9.2. Assan of Haniil received a reward from Kocaeli Provincial Directorate of Turkish Employment Agency (İŞKUR) as it was the number one company to employ the highest number of individuals with special needs 3 times in the last 4 years. G10.1. Ethical compliance audits are conducted. G10.2. Code of business conduct training is provided to all recruited personnel and consultant training is provided to Code of Conduct Consultants at Kibar Group companies. G10.3. Reporting is made to the Chairperson of the Executive Board regarding ethical disclosures and results. G10.4. Misconduct risks are investigated within the scope of audit activities. G10.5. Online ethics training sessions are provided through GÜC BİZde (WE Have Power) Training & Development Platform. Newly recruited employees are included in such training sessions. G10.6. Code of Conduct Manual is shared with all recruited employees. G10.7. "Do you think it is ethical?" project continues to be implemented. The Company intranet includes the Code of Conduct, the list of Code of Conduct Consultants and contact information of the relevant persons. G10.8. Code of Conduct Manual was reviewed and determined that no update is required for the time being.
	Business Ethics	Target G10. Maintaining accountability and transparency at all levels. Target G11. Ensuring public access to information and protecting fundamental freedoms.	G11.1. Sustainability Performance Progress Report	G11.1. Kibar Holding Sustainability Report, which contains detailed information on the sustainability performance of Kibar Group, and the Sustainability Report of Assan Aluminium as one of the Group companies were published.

	Customer Satisfaction	Target Y1. Leadership in product and service quality.	Y1.1. Management standards, quality and security systems subject to follow-up Y1.2. Product and process certification Y1.3. Customer satisfaction surveys Y1.4. Rate of response to customer requests	Y1. Assan Aluminium was the first company in Turkish aluminum market to obtain ISO 22301 Business Continuity Management System certification. As of the end of 2022, the companies subject to reporting follow ISO 45001: Occupational Health & Safety Management System, ISO 9001: Quality Management System, ISO 14001: Environmental Management System, and ISO-IEC 27001: Information Security Management System. In addition Assan Aluminium and Assan Haniil follow IATF 16949: Quality Management System, Assan Aluminium and Assan Panel follow ISO 31000: Corporate Risk Management System, Assan Aluminium and İspak follow ISO 22000 Food Safety Management System, Assan Aluminium follows ISO 22301: Business Continuity Management System, ISO 50001: Energy Management System and ASI: Aluminium Stewardship Initiative Performance Standard and İspak follows BRC: International Food Safety Standard. Y1.2. As of the end of 2022, Assan Aluminium and Assan Haniil received Zero Waste Certificate; Assan Aluminium and İspak received Kosher Food Conformity Certificate; Assan Aluminium received CE-UE Certificate of Conformity, NSF: International Health Organization Certificate of Conformity and ISPMIS: Wood Packaging Materials Certificate of Conformity; Assan Panel received Certificate of Compliance to Panel Standard, Roofing Sheets, Trapezoidal Section Corrugated Sheet Certificates, FM Approval: Fire safety certificate and Greenguard Gold certificate; İspak received Halal Food Product Safety Certification, and Certificate for Awarding and Use of the "OK Compost Industrial" Conformity Mark Certificate. Y1.3. Customer satisfaction surveys are conducted regularly in all companies and activities continue to achieve "0" customer complaint. Y1.4. Customer requests are responded to by full-time teams. Feedback is provided as soon as possible, depending on the type of request.
	R&D, Innovation and Digitalization	Target Y2. To increase added value/ economic growth through technological innovations, improvement and innovation. Target Y3. To increase resource efficiency for sustainable development, to apply clean and environmentally friendly technologies and processes. Target Y4. To increase R&D studies. Target Y5. To complete infrastructure works and digitalization processes within the scope of the "Digital Transformation Roadmap".	Y2.1. High technology investments Y3.1. Innovative improvement investments contributing to circular economy Y4.1. R&D Laboratory/Center Y4.2. Collaborations in R&D studies Y4.3. Promoting R&D activities Y4.4. R&D budget Y4.5. Number of patent applications Y4.6. Number of patents secured Y4.7. Number of utility models Y4.8. Number of R&D employees Y5.1. Compliance with the digital transformation roadmap Y5.2. Corporate data architecture Y5.3. Analytical and artificial intelligence studies Y5.4. Robotic process automation Y5.5. Industry 4.0 Y6.1. Quality and uninterrupted service Y6.2. Cybersecurity infrastructure Y6.3. Standards subject to follow-up Y6.4. Machine learning-assisted threat hunting and intelligence solutions	Y2.1. At Assan Aluminium, Electronic Data Interchange (EDI), Elimination of Center Line in Brazing Alloys and Improvement of Technical Properties, Development of High Strength Packaging Foil, Characterization of the Effects of Soot Application Using Flame on Roll Shell Surface Properties and Cast Sheet Specifications in Twin Roll Casting Process and Optimization of Application Parameters, and Data Analytics projects; At Assan Haniil, Production and Quality Performance Real-Time Monitoring System, Hyundai FCEV Truck Seats, Weight Reduction Activities, Composite Bumper Beam and TOSG Next Generation Automobile Bumper Module Projects, At İspak, Smart Packaging and Antibacterial-Anitviral Packaging Projects. Y3.1. At Assan Haniil, Self-Colored Raw Materials, Automatic Integration of Eco-Friendly Bioplastic Raw Materials, Paint Shop Thinner Filtration for Use as Cleaning Thinner, Paint Shop Automatic Nitrogen Use to Reduce Chemical Consumption, Reduction of Carbon Footprint by Minimizing Chemical and Plastic Use; At İspak, Sustainable Paper-Based Gum/Confectionery Packaging, Recyclable Single-Layer Lid Foil and Paper Food Containers Development Projects. Y4.1. All companies have an R&D Laboratory/Center. Y4.2. Collaborations with 6 different universities continued in R&D activities. Y4.3. The 6th "Asım Kibar Mavi Damla (Blue Drop) Awards" program was held. Y4.4. The R&D budget is approximately TRY 120,000,000. Y4.5. The number of patent applications is 12. Y4.6. The number of patents obtained is 3. Y4.7. The number of utility models is 1. Y4.8. The number of R&D employees is 122 as of the end of 2022. Y5.1. The activities planned for 2022 have been completed based on the digitalization roadmap, which is subject to periodic review and update on a yearly basis in line with technological developments and business processes. Digital Transformation Master Plan for 2022 created and Super category-based plans were created for 2022, 2023, and 2024. Y5.2. Assan Aluminium BW data warehouse project was completed. The data used by the current OlikView documents/reports is now retrieved from the BW system instead of the ERP system, "data dictionary" was created, and unused documents/reports were removed. Assan Haniil BW data warehouse project was introduced, data modelling processes and master data dictionary was submitted. Y5.3. Activities continued in a manner to cover the prioritized production processes with the analytics system setup within Assan Bilişim. MS Azure platform, which has been selected for creating "Big Data" and carrying out activities related to analytics, was deployed at Assan Aluminium and activities for deployment of the platform at Assan Haniil are currently in progress. Through applied AI academy training activities, key users are provided with both theoretical and practical support for various technologies such as data and artificial intelligence (AI) capabilities, Cloud systems, and Machine Learning (ML). Haniil SAP BW project was implemented. Y5.4. In 2022, 44 processes were put into practice. Y5.5. Infrastructure activities for digitalization of the production site are still ongoing. Production data monitoring projects at Assan Panel were implemented for all production lines at Tuzla Bakilezir, and İskenderun plants. Monitoring and reporting of the lines, provision of data for analysis and development processes as well as carrying out analytical processes for customer complaints were completed. At İspak, MES Projects were implemented for 2 printing lines. Digital transformation has been achieved especially for production, quality, and maintenance processes. At Assan Aluminium, analysis activities for a comprehensive MES program are in progress. Y6.1. Tuzla Center Network redundancy, Data Center redundancy, Internet and MPLS redundancy activities were completed. Disaster Recovery modernization activities were completed for Business Critical systems (i.e. nearly 300 server-based applications such as ERP systems, Active Directory, e-mail platform, etc. providing services to Kibar Holding and Group companies). Y6.2. Trendmicro's Endpoint Detection and Response (EDR) solution was deployed. DNSSense (formerly Roksit) product, which offers a DNS Layer Security Platform focusing on providing active protection for all devices connected to the network against any kind of malicious attacks, including phishing, ransomware, and zero-day attacks. "Balting" systems (also called "Honeybots") are used to detect cyber threats throughout the organization and a Firewall Monitoring product was deployed for monitoring the cyber security systems. Cyber security drills (for ransomware and malware) are organized. Within the scope of cyber security, social engineering activities (for phishing) were carried out as well as providing awareness training. Y6.3. ISO-IEC 27001 Information Security Management System is followed. Y6.4. An automation system was deployed to notify any potential threats by analyzing hacker behaviors for the purpose of minimizing the cyber threats and risks.

	Circular Economy	Target O1. To ensure the sustainable management and efficient use of natural resources. Target O2. To minimize the negative effects of wastes on the environment / To reduce waste generation through reduction, recycling and reuse. Target O3. To reduce water intensity on revenue basis by at least 5% compared to the previous year. Target O4. To reduce energy intensity on revenue basis by at least 7% compared to the previous year. Target O5. To increase the ratio of electricity generation from renewable energy sources to consumption. Target O6. Increase the resilience and adaptation to climate-related hazards and natural disasters. Target O7. To increase the studies for sustainable development and to reduce the negative effects of climate change and to carry out information/awareness raising activities. Target O8. To develop global collaborations for sustainable development. Target O9. To support and encourage public, private sector and NGO partnerships to achieve the targets.	O1.1. Sustainability Management O1.2. Energy and Environmental Management Systems and compliance with the relevant legislation O1.3. Measurable targets for sustainability performance O2.1. Recycled/recovered raw materials quantity O2.2. The quantity of recycled waste O2.3. Recycling/recovery rate of waste generated O2.4. The quantity of plastic reduction O3.1. Annual water intensity reduction rate O4.1. Annual energy intensity reduction rate O5.1. Amount of renewable energy production O6.1. Annual Risk Assessment Studies O6.2. Scope 1, Scope 2 and Scope 3 greenhouse gas emission weights O7.1. Internal communication plan for employee awareness/briefing activities O7.2. Measurement of employee awareness levels O7.3. External stakeholder communication O8.1. Corporate memberships O9.1. Corporate memberships	O1.1. Sustainability Management, consisting of the Sustainability Committee and Sustainability Working Group, constitutes the main element of corporate governance and continues its activities. 6 main meetings and over 20 topic-based meetings were organized with Sustainability Management representatives. A workshop was held with the participation of the Sustainability Working Group. O1.2. All companies act in accordance with the relevant legislation. Companies within the scope of reporting have ISO 14001 Environmental Management System certification. Assan Aluminium, one of the energy-intensive companies, has ISO 50001 Energy Management System Certificate and Aluminium Stewardship Initiative Performance Standard. O1.3. "2025 Goals" have been defined in line with the goals that the United Nations plans to achieve by 2030. 36 Targets are monitored through 92 performance indicators and the progress made is shared transparently every year. O2.1. The amount of recycled/recovered raw materials used as inputs increased by 49%. O2.2. The amount of recycled waste increased by 64%. O2.3. Recycling/recovery rate is 99.3%. O2.4. Commitment was made to gradually reduce single-use plastics at office spaces by 2023 and completely eliminate such use as of 2023. O3.1. Annual water intensity reduction by revenue has not fallen below 5% since the baseline year of 2016. In 2022, the annual water intensity reduction was 57.9%. O4.1. Annual energy intensity reduction by revenue has not fallen below 7% since the baseline year of 2016. In 2022, the annual energy intensity reduction was 55.3%. O5.1. The ratio of electricity generation from renewable energy sources to total electricity consumption is 62.8%. O6.1. The Climate Change Risk Assessment that was created in 2017 is updated every year. O6.2. Activities continue to achieve the net-zero emissions target under the Paris Agreement and the European Green Deal. O9.1. Through the Kibar Group Sustainability Platform, awareness/information activities are carried out for employees in the field of sustainability, including combating climate change. O9.2. Surveys are conducted every year to measure the awareness levels of employees. Measurements are made through feedback mechanisms created in many channels such as the Sustainability Platform, workshops, events, and meetings. O9.3. The Group's sustainability activities and strategy are available in detail on its website. Sustainability kits or short videos are prepared and sent to stakeholders every year to raise awareness. The fight against climate change and circular economy are given extensive coverage in press and news activities, social media channels, and organizations/events. O10.1. Collaborations are made with 7 national and international organizations carrying out activities for sustainability throughout the world. O11.1. The United Nations Global Compact (UNGC), Women's Empowerment Principles (WEPS) platform as a partnership between the UN Global Compact and UN Women; UN Global Compact Target Gender Equality; TUSIAD Environment and Climate Change Working Group; İS DÜNYASI Plastik Girişimci founded by UNGC-TR, TUSIAD, and SKD; The 30% Club; UNGC-TR Sustainable Finance Working Group, Gender Equality Working Group, Diversity and Inclusion Working Group, SKD Sustainable Finance and Risk Management Working Group, Transition to Low-Carbon Economy and Efficiency Working Group, Women Employment and Equal Opportunities Working Group, Sustainable Industry and Circular Economy Working Group.
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	Sustainable Supply Chain	Target T1. To ensure that suppliers and stakeholders adopt UNGC principles and objectives.	T1.1. Purchasing Code of Conduct T1.2. Kibar Group Framework Agreement T1.3. Supplier training hours	T1.1. All suppliers are expected to adopt the Procurement Codes of Conduct. The rules and principles required to be followed by all suppliers are defined in detail in the Code of Business Conduct Principles, Anti-Corruption and Anti-Bribery, Forced Labor, Child Labor, Harassment, Wages, Working Hours, Non-Discrimination, Communities, Occupational Health & Safety, Environment, Biodiversity, Integrity, Quality and Continuous Development, and Information Security as applicable. T1.2. Before starting to work with suppliers, the Framework Agreement and the Code of Conduct contained therein are signed to ensure that critical sustainability priorities are adopted by suppliers. In addition to the Framework Agreement, legally binding conditions on issues such as Code of Conduct, waste management, etc. have been established on order letters/POs. T1.3. The Supplier Sustainability Program (K-STAR) project was introduced with the aim of improving and speeding up the contribution of the suppliers to the United Nations Sustainable Development Goals as well as the Group's sustainability goals and targets. This project will allow systematic creation and organization of various development programs in the areas of governance, social, and environmental by taking into consideration the maturity levels and industries of the suppliers. The preliminary activities for K-STAR began in 2022 and the project is planned to be completed in 2023.
	Social Responsibility	Target T2. To define a standard regarding the reduction of environmentally harmful effects to be applied in all suppliers audits.	T2.1. Certifications of suppliers for compliance with environmental legislation and standards	T2.1. Supplier performance evaluations based on certain criteria are regularly carried out every year while supplier audits and site visits are organized based on the results of such evaluations. Suppliers' certifications are examined and process audits are carried out on various topics referred to in applicable codes of conduct and framework agreements. Such audits also cover topics related to quality, information security, environment and occupational safety. The supplier is expected to be in a position to prove its full compliance with all statutory regulations on environmental protection in all activities. Process and on-site audits are conducted for suppliers listed under the critical category due to their environmental impact as a result of assessments carried out. In addition, performance scorecards, which contain detailed information on all processes based on the performance evaluation, are shared with the suppliers and necessary discussions and planning are undertaken for areas of improvement.
		Target P1. To increase participation of employees in social responsibility activities.	P1.1. Number of Kibar Volunteers	P1.1. 660 Kibar Volunteers
		Target P2. To reach 10,000 disadvantaged children in the scope of social responsibility projects.	P2.1. The number of children reached	P2.1. 4,400 children have been reached out.
		Target P3. To organize trainings for children of primary school age regarding global warming, climate change, environment and children's rights within the scope of social responsibility projects.	P3.1. The number of student participated P3.2. Training hours scheduled	P3.1. 129 students P3.2. Kindergarten construction, İstanbul Marathon, garden classroom monitoring, garden floor painting, kinder garden renovation, roof repair, waste collection, online mentoring, HelpSteps Haciköy-Taşum Autism, TOÇEV volunteering activities, 85 hours of training with children and 428 hours of different volunteering activities has been carried out. A total of 513 hours of volunteering activities were carried out in 19 events.