



# 2024

## SUSTAINABILITY REPORT



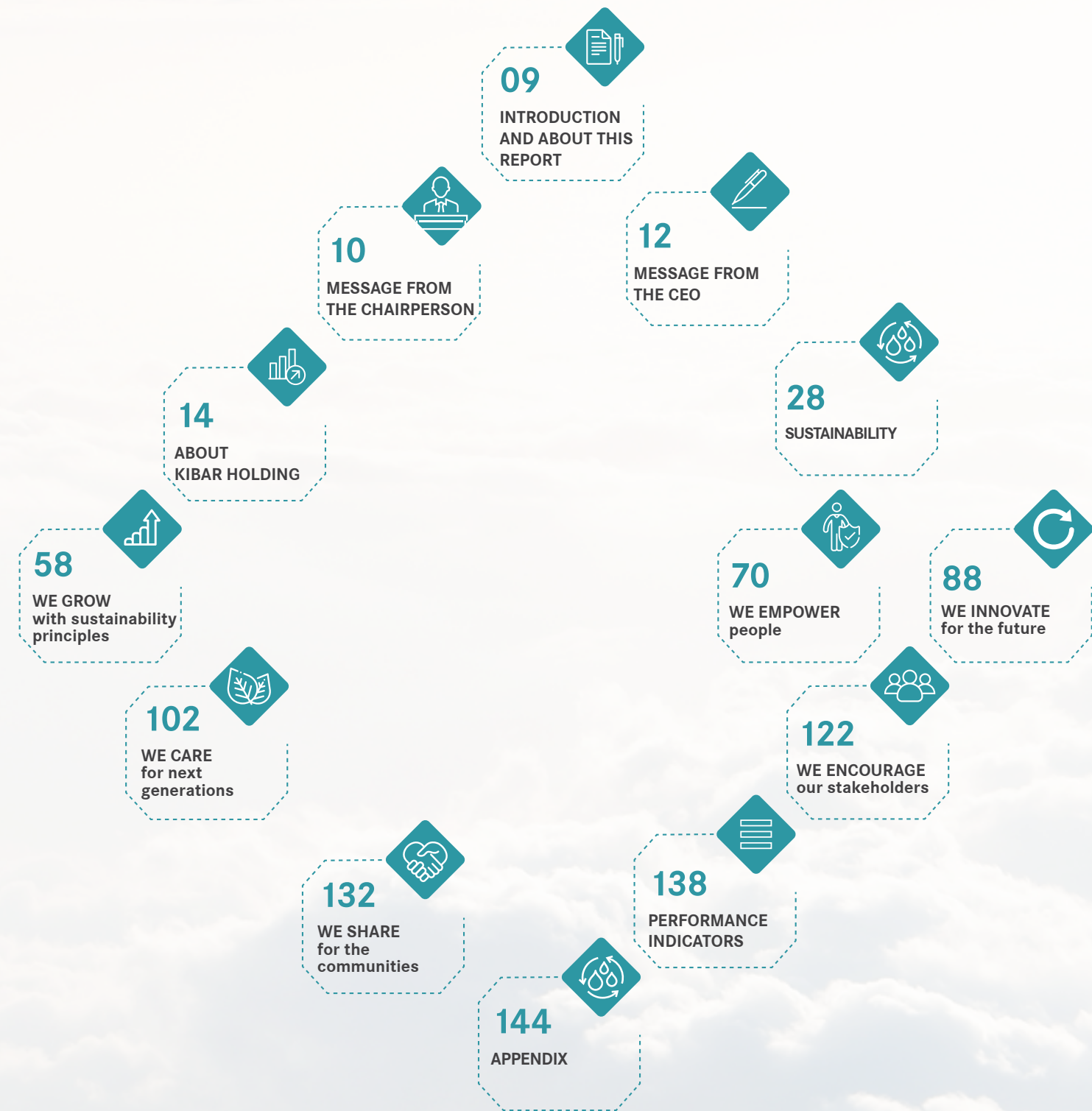
“Earning trust is the most valuable asset.  
Simply saying ‘Trust me’ is not enough.  
Trust is built over time and becomes inseparable from a person’s name.  
The moment you cause that trust to falter, you betray your own name.  
However, no one has the right to do this.  
So, how does trust falter?  
First, by breaking a promise.  
Then, by compromising on quality - if you’re manufacturing a product...  
If you wish to live a happy and peaceful life,  
you must protect the trust placed in you as if it were your most precious possession.”

**Asım Kibar**



*We are deeply saddened by the loss of our Founder,  
Honorary President, and Esteemed Elder,  
Mr. Asım Kibar.*







# CONTENTS

Introduction and AboutThis Report

Message from the Chairperson

Message from the CEO

About Kibar Holding

- Kibar Holding in Figures
- 2024 Events
- Sustainability Awards 2024
- Kibar Holding Values
- Kibar Holding Subsidiaries

Sustainability

- Sustainability Approach
- Sustainability Management
- Historical Development and Key Activities
- Contribution to the Sustainable Development Goals
- Double Materiality
- Sustainability Principles
- Value Creation Model
- Sustainability Strategy 2030
- Supported Initiatives in Sustainability

WE GROW with sustainability principles

- Governance
  - Corporate Governance
  - Business Ethics
  - Anti-Bribery and Anti-Corruption
  - Internal Audit and Control
  - Compliance
  - Risk Management
  - Emergency Preparedness
- Kibar Group Investments
- Economic Value
- Human Resource
- Exports

WE EMPOWER people

- Equal Opportunities and Diversity
  - Gender Equality
- Employee Engagement and Satisfaction
  - WE ARE WORK, WE ARE LIFE
  - BiZPlus Appreciation, Recognition, and Reward Program
- Talent Acquisition
  - K-Team Young Talent Internship Program
  - K-Start On-Site Young Talent Internship Program
  - Geleceğimiz İçten Platform
  - BiZden Biri Platform
- Talent Management
  - Managerial Development Program
  - Specialist Development Program
  - Leadership Development Program
  - Field Leadership Program
  - Development Ambassadors
  - United Achievers
  - Game Changers Program
  - WE Have the Power 2.0 - Procurement Faculty
  - WE Have the Power 2.0 - Digitalization Faculty
  - Occupational Health and Safety Faculty
- Total Reward Management
  - BiZSmart - Performance Management
  - Variable Pay Policy
  - BizFleks - Flexible Benefits
  - Compensation and Benefits Policy
  - Human Resources Analytics
- Occupational Health and Safety
  - Occupational Health and Safety Digital Process Management
  - Occupational Safety, Health, and Environmental Workshop
  - Occupational Safety, Health, and Environmental Audits
  - Occupational Health and Safety Trainings
- Social Life
  - Employee Support Program
  - Kibar Group Sports Fests

WE INNOVATE for the future

- Quality of Products and Services
  - Customer Satisfaction & Product Quality at Assan Alüminyum
  - Customer Satisfaction & Product Quality at Assan Hanil
  - Customer Satisfaction & Product Quality at Assan Panel
  - Customer Satisfaction & Product Quality at İspak
- R&D and Innovation
  - Assan Alüminyum R&D And Innovation Projects
  - Assan Hanil R&D and Innovation Projects
  - Assan Panel R&D and Innovation Projects
  - İspak R&D and Innovation Projects
  - Lean Management System at İspak
  - Asım Kibar Mavi Damla Awards
- Digitalization and Artificial Intelligence
- Information Security

WE CARE for next generations

- Combating Climate Change
- Target of Net-Zero Emissions by 2050
  - Energy and Emission Management
  - Water Management
  - Supporting Forest Protection and Development
- Biodiversity Conservation
  - Biodiversity Conservation Projects
- Management of Climate Risks and Opportunities
  - Management of Climate Risks
  - Management of Climate Opportunities
- Circular Economy
  - Waste Management
  - Life Cycle Assessment (LCA)
  - Sustainable Products
  - Sustainability Consulting

WE ENCOURAGE our stakeholders

- Stakeholder Relations
  - Stakeholder Engagement
- Sustainability Management in Supply Chain
  - Kibar Group Supplier Sustainability Program (K-Star)
  - Local Procurement

WE SHARE for the communities

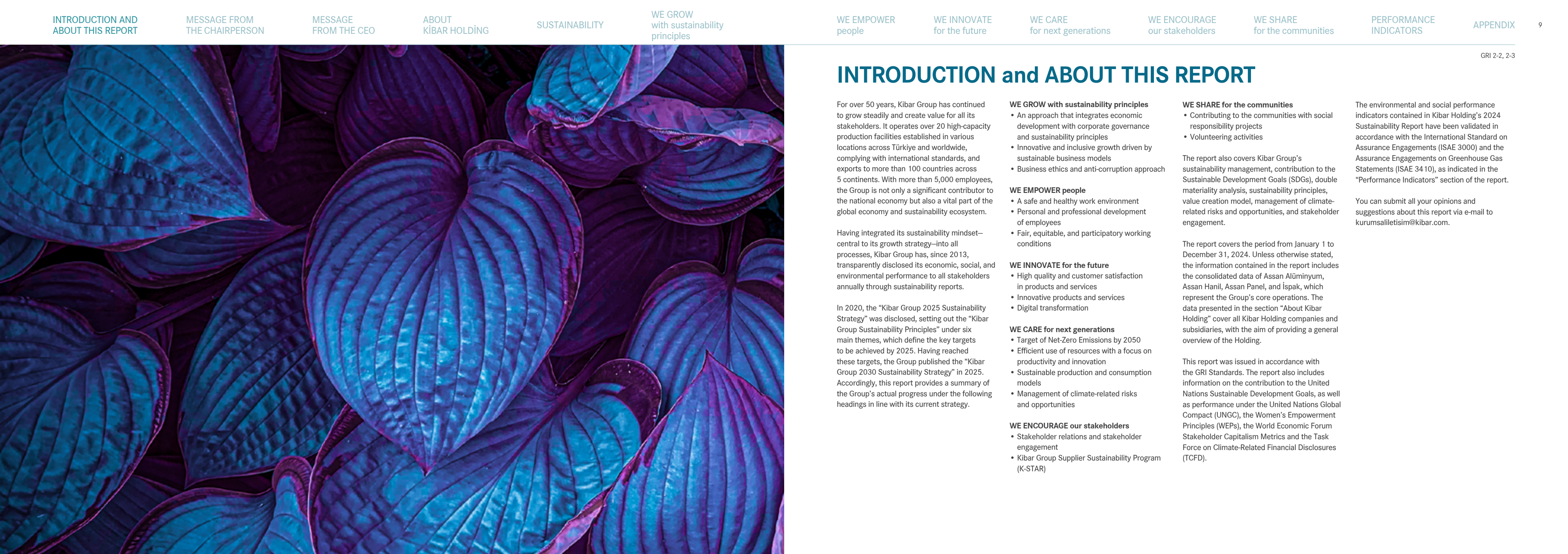
- Social Benefit Investments
  - Social Benefit Investments in Education
  - Social Benefit Investments in Healthcare
  - Social Benefit Investments in Social Life
- Social Responsibility Activities
  - Kibar Volunteers

Performance Indicators

Appendix

- Annex 1. Kibar Holding 2024 Sustainability Report – Reporting Guide
- Annex 2. GRI Content Index
- Annex 3. World Economic Forum Stakeholder Capitalism Metrics
- Annex 4. The Task Force on Climate-Related Financial Disclosures
- Annex 5. Women’s Empowerment Principles (WEPs) Progress Reporting
- Annex 6. Declaration of Assurance
- Annex 7. Memberships and Partnerships





# INTRODUCTION and ABOUT THIS REPORT

For over 50 years, Kibar Group has continued to grow steadily and create value for all its stakeholders. It operates over 20 high-capacity production facilities established in various locations across Türkiye and worldwide, complying with international standards, and exports to more than 100 countries across 5 continents. With more than 5,000 employees, the Group is not only a significant contributor to the national economy but also a vital part of the global economy and sustainability ecosystem.

Having integrated its sustainability mindset—central to its growth strategy—into all processes, Kibar Group has, since 2013, transparently disclosed its economic, social, and environmental performance to all stakeholders annually through sustainability reports.

In 2020, the “Kibar Group 2025 Sustainability Strategy” was disclosed, setting out the “Kibar Group Sustainability Principles” under six main themes, which define the key targets to be achieved by 2025. Having reached these targets, the Group published the “Kibar Group 2030 Sustainability Strategy” in 2025. Accordingly, this report provides a summary of the Group’s actual progress under the following headings in line with its current strategy.

- WE GROW with sustainability principles**
- An approach that integrates economic development with corporate governance and sustainability principles
  - Innovative and inclusive growth driven by sustainable business models
  - Business ethics and anti-corruption approach

- WE EMPOWER people**
- A safe and healthy work environment
  - Personal and professional development of employees
  - Fair, equitable, and participatory working conditions

- WE INNOVATE for the future**
- High quality and customer satisfaction in products and services
  - Innovative products and services
  - Digital transformation

- WE CARE for next generations**
- Target of Net-Zero Emissions by 2050
  - Efficient use of resources with a focus on productivity and innovation
  - Sustainable production and consumption models
  - Management of climate-related risks and opportunities

- WE ENCOURAGE our stakeholders**
- Stakeholder relations and stakeholder engagement
  - Kibar Group Supplier Sustainability Program (K-STAR)

- WE SHARE for the communities**
- Contributing to the communities with social responsibility projects
  - Volunteering activities

The report also covers Kibar Group’s sustainability management, contribution to the Sustainable Development Goals (SDGs), double materiality analysis, sustainability principles, value creation model, management of climate-related risks and opportunities, and stakeholder engagement.

The report covers the period from January 1 to December 31, 2024. Unless otherwise stated, the information contained in the report includes the consolidated data of Assan Alüminyum, Assan Hanil, Assan Panel, and İspak, which represent the Group’s core operations. The data presented in the section “About Kibar Holding” cover all Kibar Holding companies and subsidiaries, with the aim of providing a general overview of the Holding.

This report was issued in accordance with the GRI Standards. The report also includes information on the contribution to the United Nations Sustainable Development Goals, as well as performance under the United Nations Global Compact (UNGC), the Women’s Empowerment Principles (WEPs), the World Economic Forum Stakeholder Capitalism Metrics and the Task Force on Climate-Related Financial Disclosures (TCFD).

The environmental and social performance indicators contained in Kibar Holding’s 2024 Sustainability Report have been validated in accordance with the International Standard on Assurance Engagements (ISAE 3000) and the Assurance Engagements on Greenhouse Gas Statements (ISAE 3410), as indicated in the “Performance Indicators” section of the report.

You can submit all your opinions and suggestions about this report via e-mail to [kurumsaliletisim@kibar.com](mailto:kurumsaliletisim@kibar.com).



Dear Stakeholders,

The year 2024 was a critical transition period during which the global economy was shaped by anti-inflationary policies, and efforts were made to restore equilibrium. High and persistent inflation led to significant divergences among major economies. Although the decisive policies implemented to ensure stability provided a generally favorable backdrop for the economy, economic risks remained elevated due to global conflicts, wars, and escalating geopolitical tensions. Moreover, strategic competition and protectionist policies have heightened uncertainties by impacting global trade and investment decisions.

Despite these challenges, the new green economic transformation process centered around the energy transition continued to progress. According to the International Energy Agency, investments in the energy sector reached USD 3.2 trillion in 2024. Of this amount, USD 2 trillion was allocated to clean energy investments, including renewable energy, nuclear, storage, energy efficiency, electrification, low-emission fuels, transmission, and distribution infrastructure.

As Kibar Group, we concluded 2024 with strong financial results, driven by our adaptability to changing conditions, agility, and innovative approach. We maintained our steady growth and continued investing through effective risk management and strategic decision-making mechanisms.

We are establishing a new production plant in the Freeport East free trade zone in Suffolk, United Kingdom, with an investment of £45 million. With this investment, we will contribute to green building trends in the UK and European markets through logistics centers and projects focused on energy efficiency.

We continue to advance our investments in renewable energy. We added a solar power plant with an installed capacity of 10 MW in Karaman to our portfolio.

As part of our efforts to expand in the mobility sector, we partnered with the global motorcycle giant Royal Enfield and established K-Rides, bringing various models across different segments to the Turkish market.

We make all our investments with a holistic approach that considers not only economic performance but also human and environmental capital. We believe that a business model focused solely on profit is not sustainable in the long term, and that a sustainable business can only be achieved through a human- and environmentally conscious approach. We strive to create greater value for communities, our employees, and our business partners.

The “Kibar Group 2030 Sustainability Strategy”, the “Kibar Group Green Transformation Action Plan,” and sector-specific roadmaps we have prepared based on the Paris Agreement, the United Nations 2030 Agenda, the European Green Deal, and international sustainability standards form a solid foundation for our green transformation process.

In this process, we are undertaking the necessary efforts to achieve the net-zero emissions target by 2050. We adopt a production model focused on sustainability within the scope of the circular economy, which is one of the most important tools for achieving this target. Thanks to our strong

R&D infrastructure, continuous innovation culture, and technological expertise, we develop innovative and sustainable products. We operate with the awareness that ecological impacts must be minimized across our entire value chain. Our transparent decision-making processes and accountability mechanisms form the foundation of our communication with stakeholders.

We take a forward-looking approach and proactively lead initiatives in the areas of demand and financial system transformation.

The greatest force behind our success for more than half a century is undoubtedly our qualified workforce—a large team of 5,000 people. We firmly believe that our employees will drive the transformation—which we regard as a business strategy going beyond mere compliance—and will lead the process.

I would like to thank our colleagues, business partners, and all stakeholders who support us in creating sustainable value.

Ali Kibar  
Chairperson of the Board of Directors

The strong values and principles passed down by our founder, Asım Kibar will remain our most valuable guide.

The recent passing of our Founder and Honorary President, Asım Kibar, has been an indescribable loss and a source of deep sorrow for all of us. I would like to once again commemorate Asım Kibar, who laid the foundations of Kibar Group and was the architect of our Group through his leadership, with love, mercy, and gratitude.

Asım Kibar’s principles—rooted in reliability, integrity, diligence, and human values throughout his life—remain one of the strongest pillars supporting Kibar Group’s sustainability vision today.

Our commitment to the cherished memory of Asım Kibar, along with the strong values and principles he bequeathed to us, will serve as our most valuable guide on the journey ahead.





GRI 2-22

GRI 2-22

Dear Colleagues,

In 2024, as global efforts continued to realize the green transformation at the heart of the energy transition—aimed at preventing the adverse impacts of climate change—the rise of green energy was driven by a leadership race among countries in areas such as innovation, access to critical raw materials, economic growth, and employment. Alongside the policy steps taken for energy transformation, investments in efficiency and renewable energy also continued.

A delicate balance was sought between the global goals of controlling inflation and avoiding recession, geopolitical risks, and maintaining economic stability. While tight monetary policies exerted pressure on growth, a slowdown in global trade also became apparent. That being said, strong signals emerged of trade wars likely to be shaped around energy dominance. Amidst this period of growing uncertainties, Kibar Group maintained its financial stability and met its growth targets. In 2024, we achieved a 35% increase in sales revenue compared to the previous year. With exports exceeding USD 3.26 billion to over 100 countries, Kibar Dış Ticaret ranked as the fourth largest exporter in Türkiye and maintained its position as the leading exporter in the ferrous and non-ferrous metals sector.

In this success, I would like to emphasize that our determination to achieve economic growth fully aligned with sustainability principles, along with our systematic planning and effective implementation developed through a holistic approach, have been critically important.

As part of our sustainability strategy, which is one of the initiatives within this framework, we reached nearly all of our 2025 targets ahead of schedule. In line with our 2030 strategy built upon this foundation, we have elevated and updated our targets to a more advanced level.

We continue to invest in renewable energy for a sustainable energy future. In 2024, we added ground-mounted and rooftop solar renewable energy facilities to our portfolio. Since 2021, Assan Alüminyum, one of the Group’s energy-intensive companies, has been offsetting its Scope 2 emissions resulting from electricity consumption.

With our Wastewater Recovery Plant investment in the Asım Kibar Organized Industrial Zone, we annually recover more than 500,000 cubic meters of water. Moreover, in 2024, we increased efficiency in natural resource usage thanks to the water recovery plant we commissioned in Tuzla.

In 2024, we recovered 34.5% of the raw materials used. We have increased the amount of recycled and reused raw materials by 26% and raised the waste recovery rate to 99.3% over the past five years.

Within the framework of our biodiversity conservation strategy, we reintroduced the endangered “Blue Star” and “Sand Lily” plants into the ecosystem in cooperation with Kocaeli University. In 2024, through the same cooperation, we enabled the reproduction of the endangered “Verbascum bugulifolium” plant using biotechnological methods. We also

launched a project to reintroduce the “Kilyos Button” plant into its natural habitat.

We were awarded the ‘EQUAL-SALARY Certificate’ by the Switzerland-based EQUAL-SALARY Foundation, which independently assesses pay inequality within organizations. We are proud to be the first Turkish Holding to receive this certificate, which confirms that women and men are paid equal wages for equal work.

We established the “Kibar Holding Sustainability Information Management System”, where data within the scope of international sustainability standards are collected, analyzed, queried, and reported in a digital environment. This system was designed to ensure the proper management and institutionalization of information resources that we consider critical for sustainable corporate success. We have also integrated the relevant indicators into our decision-making processes.

İnteraktif Çevre, one of our Group companies operating in waste management and environmental consulting, signed a strategic partnership with ClimeCo, a global leader in the field of decarbonization. With the establishment of ClimeCo Türkiye in 2024, we further strengthened our contribution to the sustainability ecosystem.

We are pleased to share with you the 12th edition of our sustainability report, in which we present our economic, environmental, and social performance in line with our principles of transparency and accountability.

We prepare our reports in accordance with GRI, one of the most widely recognized standards for evaluating corporate sustainability performance, and transparently share our performance with all stakeholders.

By adhering to globally recognized frameworks and standards in sustainability, we continuously improve to fully understand and manage the impacts of our operations. While presenting our contribution to the United Nations Sustainable Development Goals in the Kibar Holding 2024 Sustainability Report, we continued to reference numerous international standards, including the United Nations Global Compact (UNGC), Women’s Empowerment Principles (WEPs), World Economic Forum Stakeholder Capitalism Metrics, and the Task Force on Climate-related Financial Disclosures (TCFD).

We are broadening the scope of accountability alongside maintaining high standards of transparency in corporate sustainability. We also allow non-financial information related to our activities to undergo an independent audit. Starting from 2020, we have ensured that all our environmental, social, and governance indicators are verified by independent auditors under the International Standard on Assurance Engagements (ISAE 3000) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410).

Our Kibar Holding 2023 sustainability report received five awards across three different international platforms. It was awarded the “Gold” award in the “Annual Report”

category at the Vision Awards organized by the League of American Communications Professionals (LACP). Our report was honored with the “Technical Achievement Award” for overall excellence in communication art and methodology, as well as the Silver award in the “Best in House” category. Moreover, we are proud to have received the “Special Achievement Certificate” at the Vision Awards in recognition of winning awards for three consecutive years. It was awarded the Gold Award at the IADA International Annual Report Design Awards and the Bronze Award in the “Innovation in Annual Reporting Award” category at the Stevie Awards.

While sharing our report, which offers a comprehensive summary of our 2024 sustainability activities, I would like to thank our colleagues, customers, suppliers, business partners, and all stakeholders who have contributed to our sustainability performance.

Haluk Kayabaşı  
CEO

**Our sustainability vision will continue to build upon the solid foundations laid by our Founder, Honorary President, and Esteemed Mentor, Asım Kibar.**

We are deeply saddened by the recent passing of our Founder and Honorary President, Asım Kibar. Today, I once again remember Asım Kibar —the founder of Kibar Group, a role model for our business community, and a source of inspiration with his vision and values—with deep gratitude and remembrance.

Reliability, honesty, diligence, and respect for people... These values guided our esteemed mentor, Asım Kibar, throughout his service to his country and community.

Kibar Group’s human-centric and environmentally conscious approach, its understanding of social responsibility, and its sustainability vision continue to build upon the strong foundations he laid.

At Kibar Group, we consider it our foremost responsibility to honor Asım Kibar’s legacy and uphold his values.



GRI 2-1, 2-6, 2-7

GRI 2-1, 2-6, 2-7

# ABOUT KİBAR HOLDİNG

## KİBAR HOLDİNG IN FIGURES

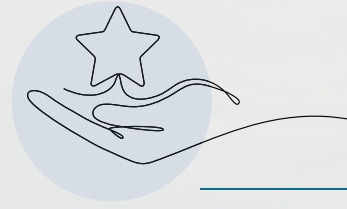




GRI 2-6

## 2024 EVENTS

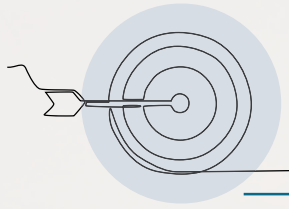
Q1



- At the Golden Leader Awards, one of the most prestigious award programs in the business world, the CFO of Kibar Holding was recognized among Türkiye's 50 most admired CFOs.
- For the 2023-2025 working period of the Foreign Economic Relations Board (DEİK) Business Councils, the Chairperson of the Board of Directors of Kibar Holding was elected as the Chairperson of the Türkiye-Romania Business Council; Haluk Kayabaşı, CEO of Kibar Holding, was elected as the Chairperson of the Türkiye-Korea Business Council; and the General Manager of Kibar Enerji was elected as the Chairperson of the Energy Business Council.
- The CEO of Kibar Holding was once again included in the "BioCore - New Generation Bio-based Insulation Technol" list, recognized among the 50 leaders pioneering sustainability efforts in the country.
- The Vice President of Human Resources at Kibar Holding was included in the Fortune C-Suite Series' "50 CHRO – Human Resources Leaders" list.

- Kibar Holding was among the sponsoring organizations of the event "Güçlü Kadın, Güzel Türkiye – Leader Women Panel and Awards," organized by NB Ekonomi Newspaper.
- Kibar Holding participated as a Corporate Supporter in the Women Transforming Türkiye Gala, organized by the Arya Women Investment Platform.
- Kibar Dış Ticaret received first-place awards in two categories at the Metallic Stars of Export Awards, organized by the Istanbul Ferrous and Non-Ferrous Metals Exporters' Association (İDDMİB), for its exports of Assan Alüminyum products in the Flat-Rolled Aluminum Products category, and in İDDMİB's Export Champions category for achieving the highest total export figures across all categories.
- K-RIDES, the new Kibar Group company operating in the mobility sector, has launched the legendary models of Royal Enfield, the globally renowned motorcycle manufacturer, in the Turkish market. The launch event took place at Watergarden in Ataşehir.

Q2



- In the "Driving Change" session of the event themed "For a Better World," the Vice President of Procurement at Kibar Holding shared insights on the company's sustainability vision, future plans, and the K-STAR Supplier Sustainability Program.
- During the 10th Ordinary General Assembly of the Business World and Sustainable Development Association (SKD Türkiye), the new Board of Directors members were elected, with the General Manager of İnteraktif Çevre representing Kibar Holding among the elected members.
- In the "Capital 500" survey conducted by Capital Magazine, Kibar Dış Ticaret was recognized with the "Leader of the Foreign Trade Sector" award for being ranked among Türkiye's Top 500 Private Companies.
- The CFOs of Kibar Holding and Assan Alüminyum were once again included in the "Türkiye's 50 Most Effective CFOs" list, based on the survey conducted by BMI in collaboration with DataExpert.
- Kibar Dış Ticaret was granted the Platinum Award at the "Export Champions Awards" ceremony organized by the Uludağ Automotive Industry Exporters' Association.
- With its 2023 performance, Kibar Dış Ticaret ranked 5<sup>th</sup> nationwide and 1<sup>st</sup> in the Ferrous and Non-Ferrous Metals category in the "Top 1,000 Exporters" list at the "Export Champions" Awards organized by the Turkish Exporters' Assembly (TİM).
- Assan Alüminyum, Posco Assan, Assan Hanil, and Assan Panel were listed among the "Türkiye's Top 500 Industrial Enterprises" published by Istanbul Chamber of Industry (ISO).
- Assan Alüminyum received the "Environmental Award in the Large-Scale Business Category" at the 30<sup>th</sup> Şahabettin Bilgisu Environmental Awards, organized by Kocaeli Chamber of Industry.

Q3



- Kibar Holding became the first Turkish holding company to be awarded the EQUAL-SALARY Certificate by the EQUAL-SALARY Foundation.
- Assan Lojistik won the Kincentric Best Employers award.
- Kibar Holding received the Bronze award at the Stevie Awards ceremony with the "Group Procurement Orion Program" in the "Digital Employee Experience" category, and with the "Procurement Organization and Procurement Faculty" in the "Company of the Year" category.
- Kibar Holding received the Bronze award in the "Best Leadership Development Program" category at the Stevie Awards for Great Employers for its 'WE Have The Power 2.0 Leadership Development Program' and new leadership model.
- Kibar Holding received 1 Silver and 2 Bronze awards at the Brandon Hall Excellence Awards in the Leadership Development category for its "WE Have The Power 2.0 Leadership Development Program" and new leadership model. It also won a Bronze award in the "Training and Development" category for the "WE Have The Power 2.0 Procurement Faculty" and a Bronze award in the "BioCore - New Generation Bio-based Insulation Technol" category for the "K-Star On-Site Young Talent Program."
- The Vice President of Human Resources at Kibar Holding was included in the "Most Effective 50 CHROs" list compiled by BMI Business School.

Q4



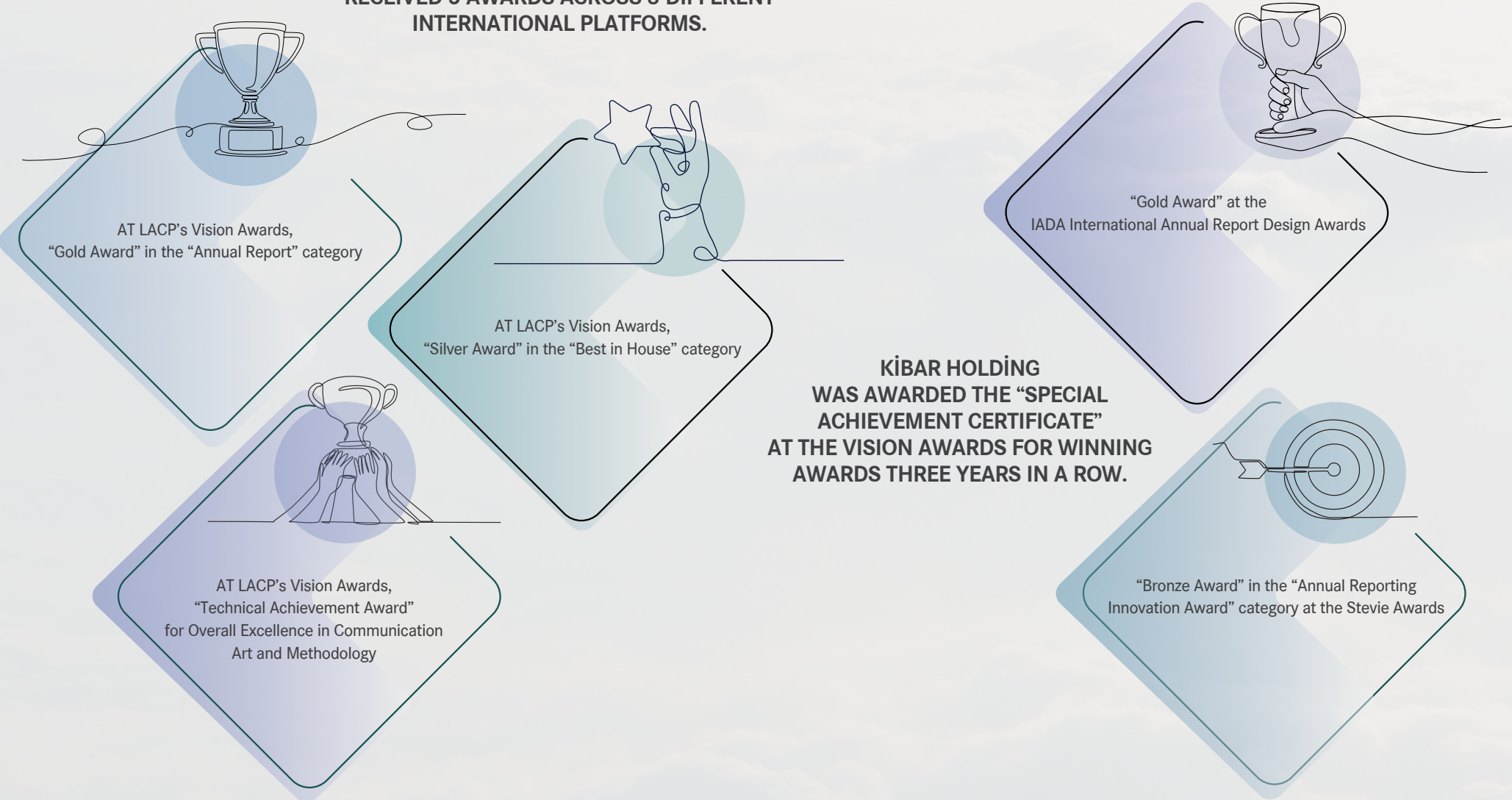
- The Kibar Group Experience Sharing Meeting was held, moderated by Kibar Holding's Vice President of Human Resources, with the CEO and the Vice President of Corporate Development and Strategy participating as panelists. During the meeting, the Group's recent performance and future strategies were discussed.
- The book titled "Güven En Değerli Servet" (Trust Is the Most Valuable Asset), authored by Asım Kibar, Founder and Honorary Chairman of Kibar Holding, received an award in the "Business Memoirs and Experience" category at the "Best of 2023 Awards" ceremony organized by NBEkonomi, the monthly culture, arts, and lifestyle magazine's Books section.
- Kibar Volunteers took steps for a good cause at the 46<sup>th</sup> Istanbul Marathon. 161 Kibar Volunteers ran as participants and supported the projects of Darüşşafaka Society, Koruncuk Foundation, UNICEF Türkiye, and TEMA Foundation.
- Kibar Group's 3<sup>rd</sup> Sustainability Workshop was held under the leadership of Haluk Kayabaşı, CEO of Kibar Holding and Chairperson of the Sustainability Committee.
- Kibar Holding received the Most Successful Volunteering Project award in the "Generations" category at the 17<sup>th</sup> Gönülden Ödüller ceremony, organized by the Private Sector Volunteers Association (ÖSGD).
- ClimeCo Türkiye, a joint venture between ClimeCo and İnteraktif Çevre—the latter being a partnership of Kibar Holding and Heritage Group—has commenced operations in Türkiye.
- The Vice President of Information Technologies at Kibar Holding was included in the Fortune C-Suite Series '50 CTO Technology Leaders' list.

GRI 2-6



# SUSTAINABILITY REPORT AWARDS – 2024

KİBAR HOLDİNG 2023 SUSTAINABILITY REPORT RECEIVED 5 AWARDS ACROSS 3 DIFFERENT INTERNATIONAL PLATFORMS.





GRI 2-1, 2-6

# CORPORATE VALUES

## RELIABILITY

We act in a manner that fosters trust in both ourselves and our organization, demonstrating our reliability under all circumstances.

“Reliability” and the trust we have built together with all our stakeholders over the years lie at the heart of the values that shape our collective WE mindset. We align reliability with the passion we have for our work and the “love” that defines our humanity.



## INTEGRITY

We value people, treat them with respect, and act with fairness. We approach differing opinions with objectivity, setting aside our own biases to focus on choosing what is most right and sound. Air is invisible and intangible, yet essential for the survival of all living beings. At Kibar Group, integrity forms the foundation of all our business conduct—as vital and irreplaceable as air itself.



## DILIGENCE

We are fully aware of our responsibilities. We work efficiently and with dedication to drive our success.

Earth is the foundation of life, the cradle of production, and the guarantee of our future. Cultivating it takes labor, dedication, and consistency. When you sow the right seed at the right time, it yields boundless generosity in return.

For us, diligence means achieving productive outcomes through the efficient use of time.



## FLEXIBILITY

We embrace change and adapt to innovation with agility. We also inspire and motivate those around us to adapt to change.

Water, at times, shapes nature with its force; at other times, it adapts to nature with its flexibility. Inspired by water’s adaptability, we embrace change and develop solutions that fit the evolving conditions.



## INNOVATION

We develop innovative, creative, and pioneering approaches that drive value creation. We inspire action to bring these approaches to life.

Fire, above all, is a source of energy that influences everything around it. It lights up the darkness and radiates light as it spreads. The fire of innovation within us inspires all our teammates to generate new ideas, while also helping us find meaning in our work and make meaningful contributions through what we do.



GRI 2-1, 2-6



GRI 2-1, 2-6

# KİBAR GROUP’S COMPANIES – INDUSTRY

## ASSAN ALÜMİNYUM

Since its foundation in 1988, Assan Alüminyum, a global leader in flat-rolled aluminum (FRP) industry, carries out production activities for rolled aluminum. It offers its coil & sheet, foil and pre-painted aluminum products to a variety of industries such as packaging, distribution, construction, durable consumer goods, automotive, and HVAC. Carrying out productions in Istanbul Tuzla and Kocaeli Dilovası plants, the company is a leader in flat-rolled aluminum industry in Türkiye with its installed sheet/foil production capacity of 360,000 tons/year and with aluminum pre-painting capacity of 60,000 tons/year. In addition, it is one of the top 2 manufacturers in Europe with its aluminum foil production capacity of 130,000 tons. It ranks 44<sup>th</sup> on ISO 500 – Türkiye’s Top Industrial Enterprises 2024 list.

The company carries out export operations on four continents, including the Western Europe and North America, to more than 70 countries. With Kibar Americas based in Chicago, it plans to achieve its growth targets directed towards North America.

Assan Alüminyum received a Performance Standard Certificate for all its plants from Aluminium Stewardship Initiative (ASI), which establishes global sustainability standards for the aluminum industry.

## ASSAN HANİL

As one of the automotive investments of Kibar Group, Assan Hanil was founded in 1997 in partnership with South Korean Seoyon E-Hwa and began production as a main parts supplier in the automotive industry. In addition to

manufacturing of driver and passenger seats, Assan Hanil also manufactures door panels, front and rear bumpers, instrument panels, consoles, carpets, FEM carriers, blow-molded parts, glove boxes, headliners, and various interior and exterior plastic components. It is one of only five automotive companies on a global scale to be capable of carrying out design, development, and manufacturing operations related to air suspension driver’s seat.

After having provided parts exclusively for Hyundai Assan during the first years of its foundation, Assan Hanil later added to its customer portfolio Ford Otosan, Isuzu, Honda, AGCO, Mercedes-Benz Türkiye, and Türkiye’s Automobile Joint Venture Group (TOGG), respectively. In addition, it exports truck seats to Korea, following design and manufacturing operations at its Kocaeli plant for Hyundai XCIENT Fuel Cell, the world’s first electric truck equipped with a hydrogen fuel cell.

To manufacture for Mercedes-Benz Türkiye, Assan Hanil commissioned its Aksaray facility in 2019 and its third facility in İzmit in 2023. Assan Hanil operates at five different locations—three in Kocaeli, one in Bursa, and one in Aksaray—where it produces using advanced automation-based technologies with over a thousand expert employees.

## ASSAN PANEL

A leader in the industry of Insulation Panel Solutions and Systems, Assan Panel began its production activities in 1990 in its first production plant in Tuzla with a capacity of 4,000,000 m<sup>2</sup>/year. Having continued its investments to increase its production capacity, Assan Panel invested in İskenderun Plant with

a capacity of 3,000,000 m<sup>2</sup>/year in 2004, Balıkesir Plant with a capacity of 3,000,000 m<sup>2</sup>/year in 2009, and Jordan Plant with a capacity of 4,500,000 m<sup>2</sup>/year in 2012, respectively. By completing the second line investment in Tuzla-Istanbul Plant with a capacity of 3,500,000 m<sup>2</sup>/year in 2015, it has reached a capacity of 18,000,000 m<sup>2</sup>/year. In 2021, it made the first investment in Turkic Republics and began activities in Azerbaijan Plant in partnership with Sumqayıt Texnologiyalar Parkı (STP). Having a total production capacity of 22,000,000 m<sup>2</sup>/year, the company has expanded further by putting into service sales offices in the UK and Hungary in 2023.

Assan Panel contributes to construction of sustainable and green buildings with a wide range of products from polyurethane (PUR) panels to fire-resistant PIR and rock wool sandwich panels for cold room, roofing, and exterior wall applications, prefabricated panels ready for assembly in solar systems, project-specific custom accessories, polycarbonate skylights, fittings consisting of a variety of screws as well as construction chemicals consisting of sealing and filling materials. It also provides superior quality application service with its high-quality, reliable, innovative, and fire-resistant product range with its business partners in Türkiye and abroad.

Assan Panel, which takes an active role in the global market, with its Assan Demir, Assan Board brands and AFG Çelik Yapı ve Kimya Limited Şti. company consisting of Steel Construction and Chemistry business units, is a total solution partner for industrial buildings with exports to 85 countries. AFG Steel Construction carries out

main activities for project development, management, design and construction. It carries out specialized engineering projects in various areas such as industrial plants, health facilities, modular structures, cold chain and GES system installations. AFG Chemistry conducts in-house manufacturing of polyurethane (PUR) systems to meet a wide variety of needs with AssanChem brand having strong R&D and industrial knowhow. AssanChem product groups consist of various products serving variety of industries such as rigid systems, flexible systems and polyester polyols. Having a wide range of products in different polyurethane application areas, AssanChem, as a domestic polyurethane system manufacturer, produces innovative products with technology and R&D investments and offers customized solutions to its customers in Turkey and around the world.

## İSPAK AMBALAJ

İspak Ambalaj is one of Türkiye’s longest-established flexible packaging manufacturers with over 50 years of expertise and experience. With its new production plant designed based on Industry 4.0 insights, it has increased the production capacity to 35,000 tons/year. At its Istanbul/Tuzla and İzmit plants, it carries out integrated packaging production from the procurement of raw materials to lacquering, lamination and extrusion, from printing and slicing to delivery of special packaging products. With its expertise, especially in flexible packaging production, it offers integrated solutions for flexible packaging required by many sectors such as food and dairy products, chocolate products, confectionery, beverages, medical equipment and pharmaceuticals,

personal hygiene products, and pet food. In addition, it is an industry leader and key supplier with its tobacco and industrial products range.

## POSCO ASSAN TST

Posco Assan was established as a partnership by Kibar Holding, Pohang Iron and Steel Company (POSCO) and POSCO Daewoo in 2011. Having the first and only stainless steel cold rolling plant of Türkiye, Posco Assan TST began production in 2013 with a capacity of 300,000 tons/year.





GRI 2-1, 2-6

# KİBAR GROUP’S COMPANIES - TRADE

## ASSAN GAYRİMENKUL

Established in 2008 within Kibar Group, Assan Gayrimenkul provides services to the Group for determination of new areas for real estate investment, acquisition, development of the final design, and commissioning in addition to the development of the current lands and parcels owned by the Group.

Assan Gayrimenkul continues to operate the campuses where the key production plants of Kibar Group are located and gives the necessary support to provide uninterrupted and the most efficient operational opportunities for the Group companies.

## ASSAN YAPI

Established in 2007 within Kibar Group, Assan Yapi carries out operations in all areas included in the building sector. The projects commissioned to and finalized by Assan Yapi include the following: Pendik-Kurtköy Houses, Asim Kibar Vocational and Technical Anatolian High School, Tuzla Municipality Semiha Kibar Recreational Facilities, Tuzla Semiha Kibar Teacher’s Lounge, Tuzla Municipality Şelale Park projects. Assan Alüminyum Dilovası plant and paint shop facilities construction, Assan Hanil additional production facilities projects, and İspak Packaging Plant project design were also carried out by Assan Yapi.

## KİBAR DIŞ TİCARET

Kibar Dış Ticaret is the foreign trade company of Kibar Group, one of the leading industrial enterprises in Türkiye. It was founded in 1985 in order to pioneer in the foreign trade initiatives launched in Türkiye and manage Kibar Group’s foreign trade activities as an expert in this field.

The company provides export services for many leading companies based in Türkiye as well as procurement of raw material requirements of such companies. In addition, it carries out high-tonnage transit trade from foreign countries to third countries. The company’s foreign trade volume has reached as high as 1,500,000 tons/year.

With its widespread contact points worldwide and its foreign trade expertise and know-how, Kibar Dış Ticaret consistently ranks among the top 1000 Export Champions list published by the Turkish Exporters Assembly every year.

## KİBAR ENERJİ

Kibar Enerji was established in 2011 within Kibar Group for import and wholesale of natural gas in the Turkish Energy Market. Having taken over a natural gas purchase and sales contract with a yearly volume of 1 billion m³ natural gas within the scope of the Western Pipeline Contract transfer in 2012, Kibar Enerji has engaged in natural gas import and wholesale activities since January 1<sup>st</sup>, 2013.

The main purposes of Kibar Enerji are to contribute to meeting the natural gas need of the country by purchasing natural gas from Türkiye and abroad; to play a role in establishing a natural gas market to serve the interests of the country; to carry out the necessary activities to store natural gas; to take advantage of the opportunities that will provide supply security and resource diversity in the Turkish Energy Market; and to take the necessary actions to capitalize on new business and investment opportunities.

## KİBAR INTERNATIONAL

Kibar International was established in 2001 in order to provide Kibar Group companies with the necessary support in their business operations. Incorporated in Switzerland, Kibar International offers business and financial solutions through domestic and EU-based financial institutions. It also eliminates serious risks by insuring commercial receivables and supports the compliance of the Group companies’ international activities with international regulations and practices.

## K-RIDES

In line with its mission to introduce motorbike enthusiasts to the most prestigious brands in the world-known for their high performance and distinctive design – K-Rides serves as the official distributor of the following brands in Türkiye:

- MV Agusta – the most prestigious brand in the industry, renowned for its exceptional performance and artistic design
- Royal Enfield – the most iconic brand in the industry, with uninterrupted production since 1901
- Mutt Motorcycles – one of the fastest-growing brands in the industry with a focus on retro-custom design
- F.B. Mondial – a brand that delivers the most passionate blend of classic style and modern technology
- Ultraviolette – the most innovative brand shaping the future of high-performance electric vehicles with its unconventional designs

K-Rides also serves as the exclusive authorized dealer of the KTM-Husqvarna and GasGas Group, which are among the most innovation-oriented and trend-setting brands in the industry.

Launched in 2023, the company offers consumers top-tier motorcycle brands renowned in their segment for exceptional quality and unique design. It also offers a comprehensive range of products for motorcycle riders, including personal protective equipment, hardware, spare parts, and accessories.



GRI 2-1, 2-6



GRI 2-1, 2-6

# KİBAR GROUP’S COMPANIES – SERVICE

## ASSAN BİLİŞİM

Assan Bilişim was established in 2006 with an aim to meet the Information Technology (IT) needs of Kibar Group companies. It is a tech company serving as a business partner to the Group companies by providing advanced services and solutions based on state-of-the-art technologies. It develops strategic partnerships with leading global technology companies around the world.

Providing system development and integration services as well as IT consultancy to all Group companies and external customers outside of the Group, Assan Bilişim A.Ş. also provides system integration services to various industries, including flat metal in particular, in addition to flat metal, automotive, logistics, insurance, technology, construction, liquid packaging, foreign trade, financing, logistics, and retail.

## ASSAN LOJİSTİK

Assan Lojistik was established in 1996 to provide logistics services in connection with ports. Providing services such as inland transport around Türkiye, warehousing, storage, out of gauge loads transport, and port handling services, Assan Lojistik also engages in intermodal transportation, transport by road, sea, and air as well as project-based transport operations overseas.

Having introduced scheduled partial transportation to West Mediterranean and North African countries as of 2017, Assan Lojistik provides services to many

large-scale corporations in addition to Kibar Group companies with its facilities located in Istanbul-Tuzla and Hatay-İskenderun, sales office in Mersin, self-owned semitrailer truck fleet, and a comprehensive supplier pool.

## ASSAN PORT

Put into service in 2010, Assan Port is the first container terminal serving modern container ships in the Gulf of İskenderun. Assan Port İskenderun has become the second and a very important alternative serving the same hinterland, following Mersin. As of the end of 2013, it continues its business activities in partnership with Terminal Investment Limited SA (TIL).

Having an installed capacity of 250,000 TEU on a yearly basis, Assan Port serves for ‘container, general cargo, project-based cargo, and dry bulk carriers.’ A ro-ro ramp is also available in the port.

In addition to providing a great advantage for firms geographically located in the Eastern Mediterranean and Southeastern Anatolia as well as in the south of the Central Anatolia, Assan Port İskenderun is also the closest container terminal for Northern Iraq to access the western trade routes.

## CLIMECO TÜRKİYE

Founded in 2024 as a joint venture between our Group company İteraktif Çevre and ClimeCo, ClimeCo Türkiye provides customized solutions—including environmental, social, and governance

(ESG) consulting, decarbonization strategies, carbon trading, environmental credit generation, and project development—to support emission reduction and the creation of sustainable value.

ClimeCo Türkiye provides services as a reliable business partner for companies in Türkiye by combining global expertise with innovative approaches. The company operates with the mission of helping other companies meet international sustainability standards, adapt to evolving regulations, and achieve their decarbonization targets.

## İTERAKTİF ÇEVRE DANIŞMANLIK

Established as a joint venture by Kibar Holding and The Heritage Group based in the United States, İteraktif Çevre began its activities in 2016 to offer competitive and innovative solutions for total waste management and environmental consultancy services.

İteraktif Çevre offers various solutions, comprehensive training, and auditing services such as total waste management, environmental consultancy, zero waste consultancy, sustainable tourism certification consultancy, waste management, and ecological footprint calculation.

Acting as a solution partner in the sustainability journey of its customers, İteraktif Çevre offers unique solutions to continuous challenges to mitigate associated risks as well as ensuring reliable and sustainable growth in environmental services.

## İRB SİGORTA

Having performed insurance activities within Kibar Holding for about 25 years, İRB Sigorta ve Reasürans Brokerliği A.Ş. provides insurance brokerage and risk management services. It designs the most feasible insurance schemes in the presence of complex risks and offers viable alternatives to ensure cost optimization by analyzing the risk factors of Kibar Group companies and other corporate customers thanks to its strong ability to access both domestic and international markets.

The main scope of services of İRB Sigorta includes corporate insurance, employee benefits insurance, credit insurance, affinity projects, individual insurance, claims management, risk management, and consultancy. It provides consultancy services to corporations for mitigating risk factors to the lowest levels by providing support for determination and implementation of proactive measures through its Risk Engineering Services, and thus ensuring optimum conditions for insurance policies. It aspires to prevent any disturbance in the liquidity flows of insured parties by carrying out the entire process from notification of a damage claim to its compensation through its Claims Consultancy and Management service.





GRI 2-23, 2-24

# SUSTAINABILITY AT KİBAR GROUP

*Kibar Group, empowered by its 50-year well-established history, is successfully carrying out its transformation with a focus on sustainability and is committed to creating sustainable value. The principles of integrity and reliability, instilled into the corporate culture as core values by the Group's founder, Asım Kibar, form the foundation of all activities and stakeholder relations.*

*Working together with its stakeholders to achieve a more inclusive and green economy, the Group aims to be a source of inspiration and to create impact across its value chain through its sustainable production capacity, value-generating business models, competent employees, broad stakeholder network, and strategic corporate partnerships.*

*The Group companies design and manufacture products in line with the requirements of the new green economic growth model and, empowered by their leadership positions, drive transformation across their value chains and sectors.*





GRI 2-23

# SUSTAINABILITY APPROACH

Kibar Group embraces a governance approach that is inclusive, innovative, environmentally conscious, and focused on people and communities. With this mindset, the Group takes economic, social, and environmental factors into account across all its operations and decision-making processes. This holistic perspective forms the foundation of the Group’s sustainability approach.



Human rights are safeguarded in accordance with the Universal Declaration of Human Rights, the United Nations Global Compact (UNGC), and the provisions set forth in applicable national legislation. A zero-tolerance policy is implemented against practices such as child labor, forced labor, and involuntary servitude. The Group companies also expect their suppliers and business partners to comply with equivalent codes of conduct, monitor their practices in these areas, and contribute to necessary improvements where needed.



Employees are provided with a work environment where their rights are protected, no discrimination based on gender or any other factor is tolerated, occupational health and safety are prioritized, professional development is supported, and equal, inclusive, and fair opportunities are offered to all.



Climate change mitigation efforts are carried out in accordance with national and international standards. All necessary measures are taken to eliminate or minimize the negative environmental impacts of operations. Electricity is generated from renewable energy sources, projects aimed at enhancing energy efficiency are developed, and sustainable production models are implemented in line with targets to reduce the carbon footprint. Innovative solutions are implemented to reduce water consumption, and strategies are developed to support biodiversity conservation. Waste management and recycling processes are rigorously implemented to conserve natural resources. Potential threats posed by environmental challenges are turned into opportunities through the development of eco-friendly technologies and products. Technological and R&D investments are prioritized, and innovative solutions developed contribute to sectoral transformation efforts.

A zero-tolerance policy is enforced regarding bribery and corruption. This policy applies not only to employees but also extends to all stakeholders, particularly suppliers and business partners.

Projects related to education, employment, and social responsibility are supported. The Group collaborates with stakeholders to achieve the Sustainable Development Goals.

Kibar Group companies are obligated to comply with the principles of the UN Global Compact across all their operations. They carry out their operations in full compliance with the policies and strategies established by Kibar Holding in this regard.





GRI 2-12, 2-13, 2-14, 2-17, 2-24

## SUSTAINABILITY MANAGEMENT

Sustainability management at Kibar Group is established through a participatory approach. The Sustainability Committee and the Sustainability Working Group constitute the main elements of sustainability management. The Kibar Holding Board of Directors is the highest governance body responsible for overseeing the sustainability strategy and its performance.

The chairperson of the [Kibar Group Sustainability Committee](#) is the CEO of Kibar Holding, the Group’s highest-ranking executive. The Committee members comprise the relevant functional managers of the Holding and the general managers of the Group companies. The Sustainability Committee is responsible for defining the Group’s sustainability approach, developing related policies and strategies, preparing action plans, setting targets, and monitoring sustainability performance.

The members of the [Kibar Group Sustainability Working Group](#) consist of managers from the Holding and Group companies in the areas of Sustainability, Strategy, Human Resources, Finance, Procurement, Sales and Marketing, Internal Audit, Information Technologies, and Corporate Communications. The Working Group undertakes preparatory work for the Committee’s decisions based on international standards and executes implementation and action plans in line with the established strategies. The members of the Working Group also coordinate the compliance of activities within their respective sectors and areas of expertise with sustainability standards, oversee sustainability initiatives, and manage the related processes.

[Corporate Sustainability Working Groups:](#) They are composed of the CEO, who also chairs the Kibar Group Sustainability Committee, the manager of the Sustainability Working Group, and representatives from

the Group’s company working groups. They monitor the agenda of the sectors in which the companies operate and implement necessary actions to achieve their targets. They coordinate their efforts with the Group Committee and the Working Group.

This collaborative structure of sustainability management actively supports the integration of sustainability principles into all business processes and the development of effective, comprehensive strategies.

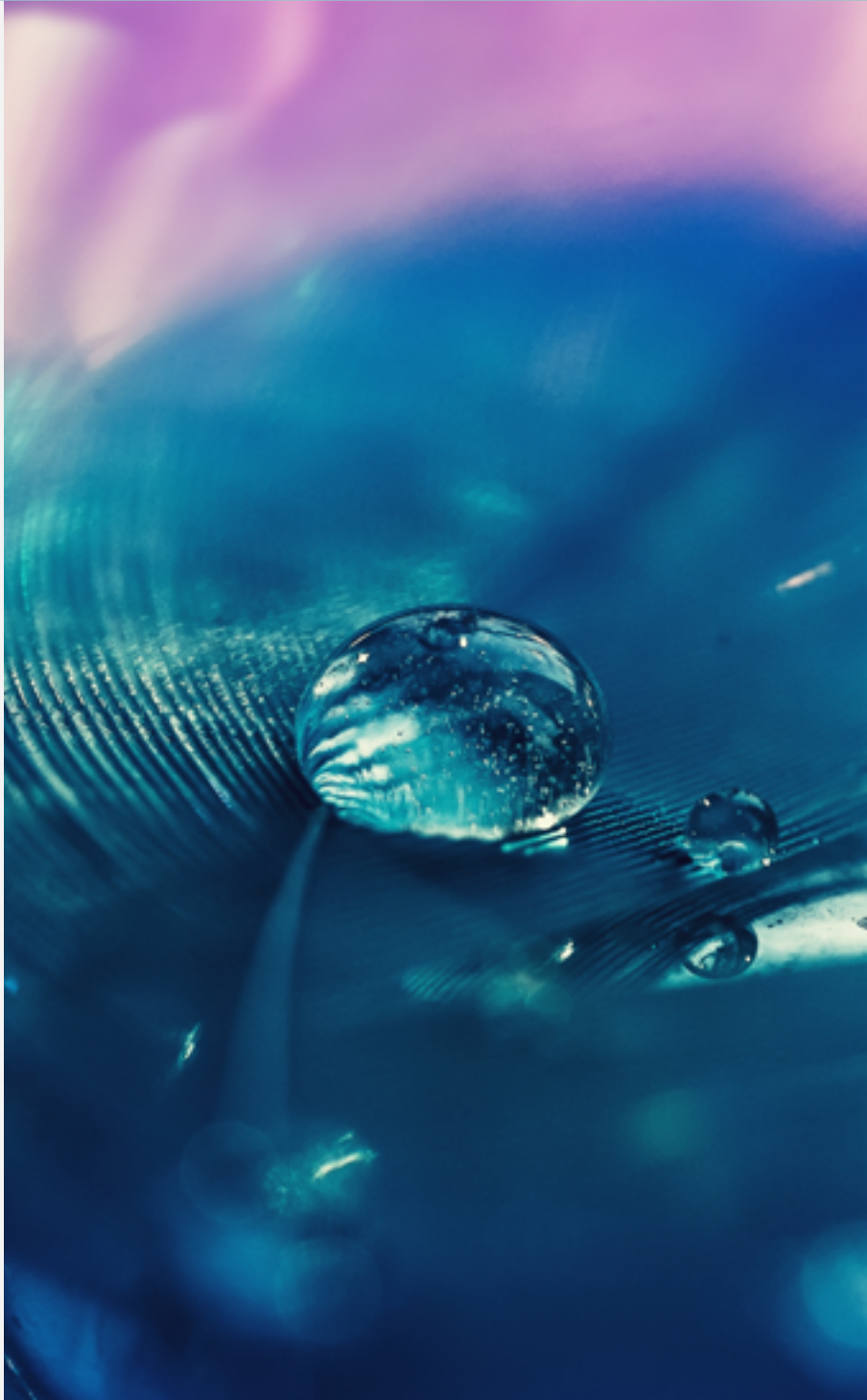
### SUSTAINABILITY INFORMATION MANAGEMENT SYSTEM

Kibar Group considers an effective data collection and reporting system to be critically important for achieving high sustainability performance in accordance with international standards.

Within this scope, the Group has developed the “Kibar Holding Sustainability Information Management System,” a digital platform where sustainability data are collected, processed, analyzed, queried, and reported, and has integrated the relevant indicators into its decision-making processes.

As a result, process traceability has improved, and decision-making mechanisms as well as value creation processes have been strengthened.

The system, which establishes the infrastructure for strategic success, also contributes to the effective management of information resources, minimizing errors, and advancing improvements in areas such as labor and time savings.



GRI 2-12, 2-13, 2-14, 2-17, 2-24

## SUSTAINABILITY MANAGEMENT STRUCTURE

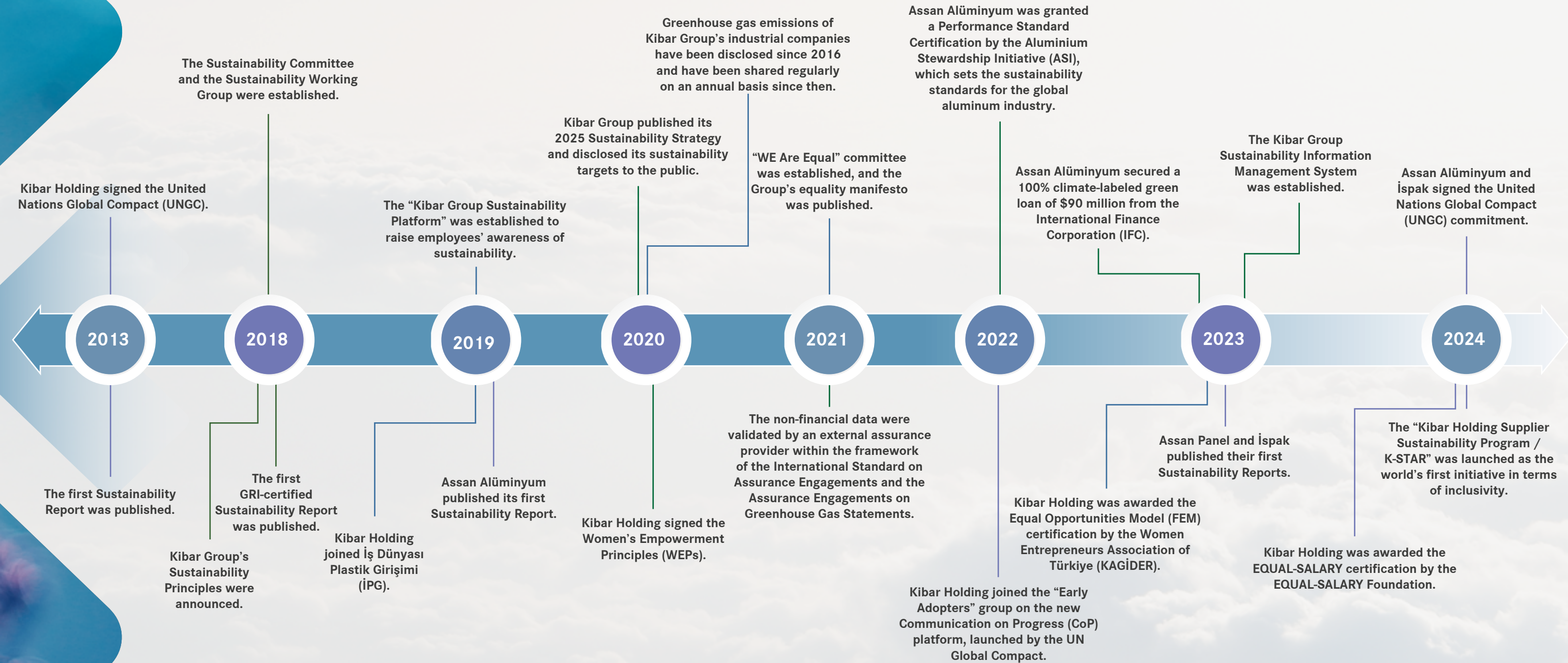
KİBAR HOLDING BOARD OF DIRECTORS			
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SUSTAINABILITY COMMITTEE CHAIRPERSON Chief Executive Officer, CEO		SUSTAINABILITY WORKING GROUP	
HOLDING DEPARTMENTS	GROUP COMPANIES	HOLDING DEPARTMENTS	GROUP COMPANIES
Coordination Corporate Communication Manager		Coordination Corporate Communication Manager	
Chief Financial Officer, CFO		Internal Audit Manager	Assan Alüminyum Strategy and Planning Director
Information Technologies Executive Vice President	Assan Alüminyum General Manager	Organizational Development and HR Analytics Director	Assan Bilişim Technological Infrastructure and Operation Director
Internal Audit Executive Vice President	Assan Hanil General Manager		
Human Resources Executive Vice President	Assan Panel General Manager	Financial Director	Assan Hanil Commercial Operations Director
Corporate Development and Strategy Executive Vice President	İnteraktif Çevre General Manager	Procurement Governance and Supplier Sustainability Director	Assan Panel R&D and Marketing Director
Procurement Executive Vice President	İspak General Manager	Strategy and Business Development Director	ClimeCo Türkiye Head of ESG
Energy Investments Director			

CORPORATE SUSTAINABILITY WORKING GROUPS			
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## HISTORICAL DEVELOPMENT AND KEY ACTIVITIES

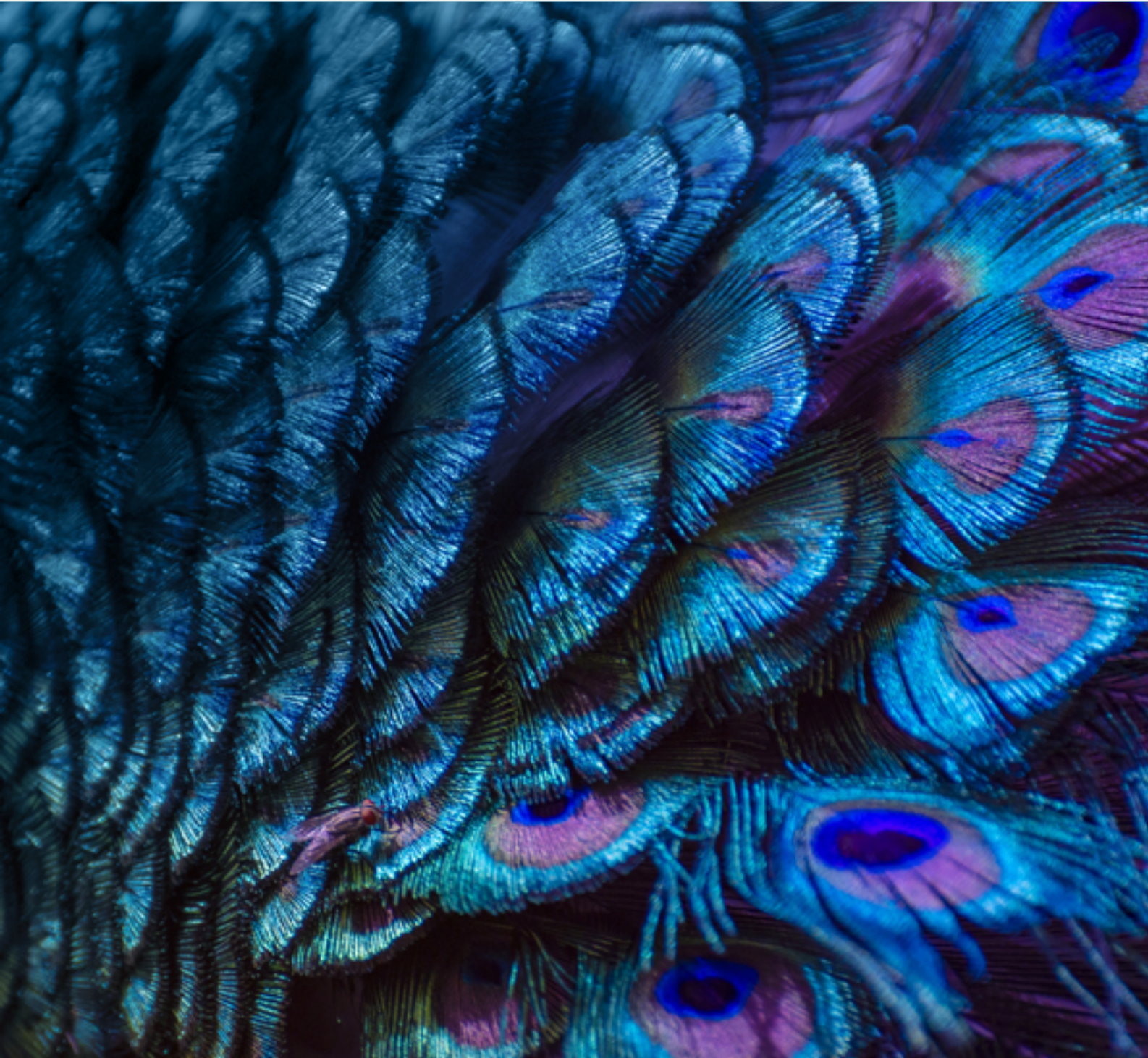




# CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals represent a universal call to action containing a set of goals that are intended to be achieved by the United Nations member countries by the end of 2030 to end poverty, protect the environment, and ensure that all people live in peace and prosperity. These primarily consist of the 17 Goals in various areas affecting people around the world from efforts made against poverty and hunger, access to quality education and health services to establishing gender equality, peace and justice as well as taking climate action, transition to circular economy, clean products, biodiversity, R&D and innovation to sustainable growth.

Kibar Group acts with a sense of responsibility required to be undertaken in order to achieve the Sustainable Development Goals. Accordingly, it significantly contributes to the following goals: “Good Health & Well-Being,” “Quality Education,” “Gender Equality,” “Clean Water and Sanitation,” “Affordable and Cean Energy,” “Decent Work and Economic Growth,” “Industry, Innovation, and Infrastructure,” “Reduced Inequalities,” “Responsible Consumption and Production,” “Climate Action,” “Peace, Justice, and Strong Institutions,” and “Partnerships for the Goals.”



**GOAL 3:**  
**Good Health and Well-Being**

We provide support for opportunities to access health services through investments in the health sector for social benefit, and strive to ensure the best possible health conditions for employees through occupational health and safety practices.



**GOAL 4:**  
**Quality Education**

We invest in the development of our employees, enhance opportunities for children to access education, and carry out corporate social responsibility activities intended for children and education, with a focus on supporting disadvantaged schools.



**GOAL 5:**  
**Gender Equality**

As a signatory of the Women’s Empowerment Principles (WEPs), we implement practices that promote women’s employment. We carry on our activities intended to increase the number of women employees and the ratio of women in management positions. In addition, we carry out various practices and awareness-raising activities to encourage women’s active participation in business life.



**GOAL 6:**  
**Clean Water and Sanitation**

We develop sustainable water strategies to protect the ecosystem and reduce our water intensity through our investments. We contribute to protecting water resources through our Wastewater Recovery Plant investment.



**GOAL 7:**  
**Affordable and Clean Energy**

We work towards achieving the net-zero carbon emissions target. We continue our investments in renewable energy sources to support the energy transition. We reduce our energy and emission intensity through energy efficiency projects and awareness-raising activities. We develop products that contribute to the low-carbon economy.



**GOAL 8:**  
**Decent Work and Economic Growth**

We use international standards as a guide to provide our employees with fair and decent working conditions. In our procurement procedures, we prioritize preventing child labor and forced labor, as well as ensuring fair working conditions. We promote production and economic growth through our investments in R&D and innovation.



**GOAL 9:**  
**Industry, Innovation, and Infrastructure**

We make investments in technology and R&D for sustainable development. We make a significant contribution to the national economy and social welfare with innovative investments.



**GOAL 10:**  
**Reduced Inequality**

We promote equal opportunities through a performance-based management system. We execute the Kibar Group Framework Agreement with suppliers prior to commencing contract work to ensure that no discriminatory or unfair practices occur based on personal characteristics and preferences such as language, religion, race, gender, and similar attributes. In this way, we promote a fair and equitable work environment.



**GOAL 12:**  
**Responsible Consumption and Production**

We adopt a production model based on circular economy principles, focusing on sustainability and innovation; efficiently use natural resources; encourage reuse through effective waste management and recycling; and prefer eco-friendly disposal methods.



**GOAL 13:**  
**Climate Action**

In line with our priority to combat climate change, we take actions to limit the negative environmental impacts of our activities, reduce energy and emission intensity, and generate electricity from renewable energy sources.



**GOAL 16:**  
**Peace, Justice and Strong Institutions**

We define our Group’s approach to anti-bribery and anti-corruption through formal written rules and procedures. We expect the same approach from all relevant stakeholders, especially suppliers and business partners, as well as from Group employees.



**GOAL 17:**  
**Partnerships for the Goals**

We adopt the principles of the United Nations Global Compact and make our best efforts to promote their adoption among all stakeholders. We engage in collaborations to promote a low-carbon circular economy and support gender equality.



GRI 3-1

## DOUBLE MATERIALITY

Kibar Group determines its sustainability priorities (i.e., material topics) in line with changes in national and international regulations, global risks and opportunities, industry developments, Kibar Holding’s policies and strategies, the perspectives of Sustainability Management, sustainability standards, and stakeholder expectations.

Employees and all stakeholders across the entire value chain actively participate in the prioritization process. Expectations, opinions, and suggestions of all stakeholders are carefully and thoroughly evaluated, providing significant input to the activities. The Group’s sustainability priorities are reviewed and updated annually.

Since 2023, Kibar Group has been assessing its material topics based on the “double materiality” approach. This approach requires addressing how the company’s operations affect people and the environment, as well as identifying the impacts of sustainability topics on the company. In line with this approach, the financial and non-financial potential impacts of material topics on business strategies are evaluated using an integrated approach. Each topic included in the prioritization undergoes a concurrent materiality assessment, considering the financial and reputational risks to the company, the level of impact the topic has on relevant stakeholders, and the company’s potential to influence the topic.

Surveys, sustainability meetings, workshops, and employee and stakeholder insights gathered from various platforms serve as key determinants in the prioritization process.

In the initial phase of the prioritization process, a list of topics potentially material for Kibar Group was created. When creating this list, global trends potentially impacting the business model, sectoral practices in operational areas, corporate strategies, sustainability standards, and stakeholder expectations were taken into account.

In the second phase, surveys were conducted to gather feedback from employees and external stakeholders. Various stakeholder groups shared their views on their expectations from Kibar Group in the field of sustainability. Kibar Group’s management evaluated the materiality of the topics included in the aforementioned list based on their financial impact on the Group. The topics included in the impact matrix were examined in terms of their potential risks and opportunities for the Group. In addition, the Group’s positive and negative economic, environmental, and social impacts related to the topic were evaluated. Survey results, sustainability meetings, workshops, employee and stakeholder opinions obtained through various channels, as well as management reviews, have been key determining factors in the prioritization process.

In the third phase, the evaluated topics were placed in the impact matrix. Sustainability priorities were classified into three groups based on materiality: “top priority,” “high priority,” and “priority,” respectively. In the matrix below, the “X” axis represents the impact of the topic on Kibar Group, while the “Y” axis represents Kibar Group’s impact on the topic.

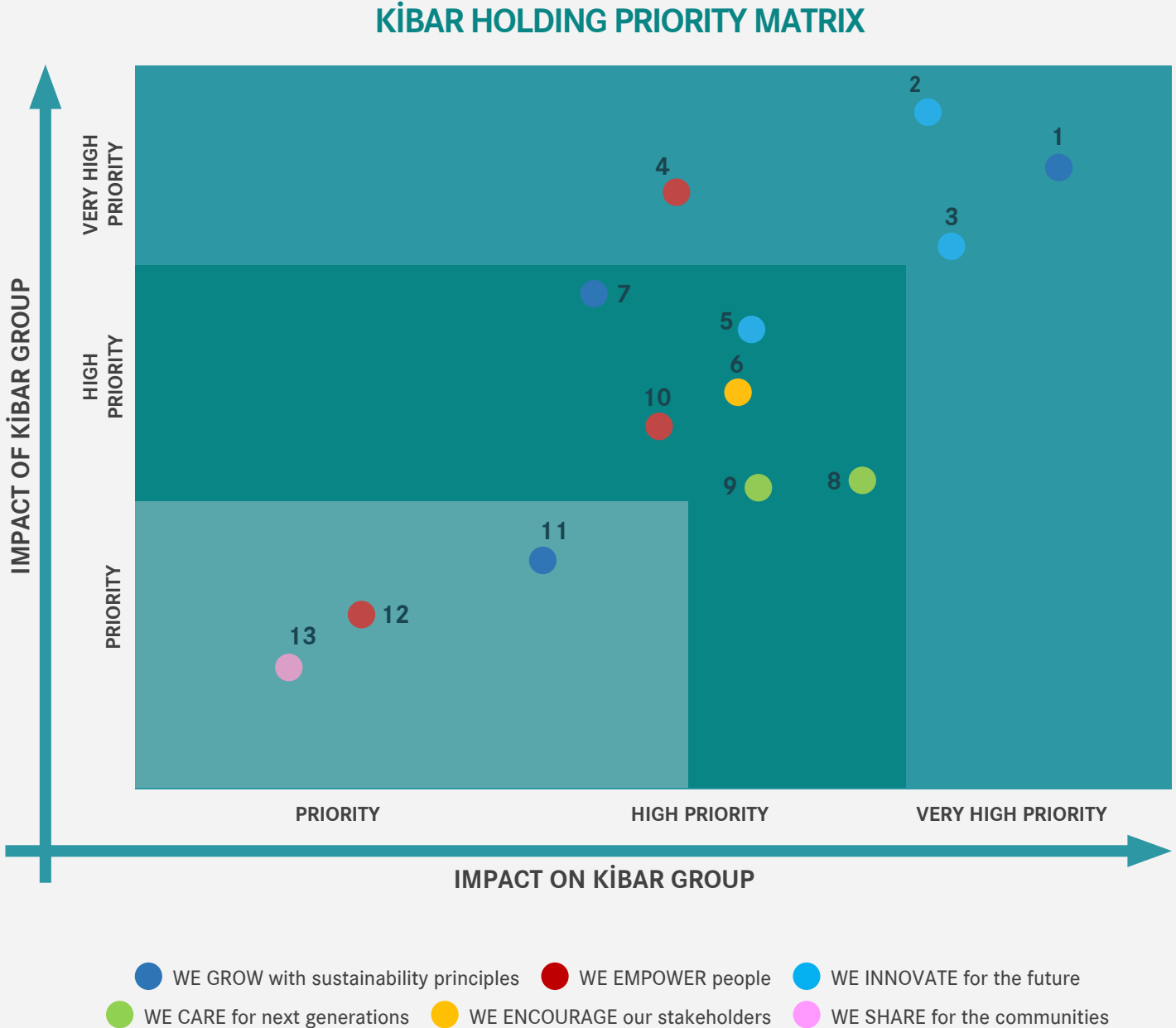
In the final phase, the prepared matrix was submitted to the members of Kibar Group’s Sustainability Committee and Sustainability Working Group for approval.

### KÍBAR GROUP’S 3<sup>rd</sup> SUSTAINABILITY WORKSHOP

In 2024, Kibar Group organized the 3<sup>rd</sup> Sustainability Workshop. Nearly 80 employees from Kibar Holding and Group companies participated in the event. During the workshop, Kibar Group’s Green Transformation Action Plan and 2030 Sustainability Strategy were examined in detail. Sustainability-related risks, threats, and opportunities were evaluated.

During the workshop, the following topics were examined in detail:

- Decarbonization and Circular Economy
- R&D, Innovation, and Digitalization
- Sustainable Growth and Accessing Sustainable Financing
- Corporate Governance and External Affairs
- Sustainable Supply Chain Management
- Sustainable Human Resources Management



GRI 3-1, 3-2

- Very High Priority**
1. Business Continuity and Effective Risk Management
  2. Customer Satisfaction
  3. R&D-Innovation-Digitalization
  4. Occupational Health & Safety

- High Priority**
5. Data Security
  6. Supply Chain Management
  7. Business Ethics
  8. Circular Economy
  9. Combating Climate Change
  10. Employee Development and Talent Management

- High Priority**
11. Corporate Governance Practices
  12. Gender Equality and Equal Opportunities
  13. Social Responsibility

As a result of the double materiality-based prioritization process, 13 material topics were identified: Business Continuity and Effective Risk Management, Customer Satisfaction, R&D-Innovation-Digitalization, Occupational Health & Safety, Data Security, Supply Chain Management, Business Ethics, Circular Economy, Combating Climate Change, Employee Development and Talent Management, Corporate Governance Practices, Gender Equality and Equal Opportunities, and Social Responsibility.



# SUSTAINABILITY PRINCIPLES

The “Kibar Group Sustainability Principles,” defined with reference to the UN Global Compact and the Sustainable Development Goals (SDGs), form the foundation of Kibar Group’s sustainability strategy and represent the Group’s commitment to sustainable growth across economic, social, and environmental dimensions. These principles are defined as

- WE GROW with sustainability principles
- WE EMPOWER people
- WE INNOVATE for the future
- WE CARE for next generations
- WE ENCOURAGE our stakeholders
- WE SHARE for the communities

## WE GROW

with sustainability principles

We continue to grow steadily, contribute to the economy, and generate employment within the framework of sustainability principles through our corporate governance approach and innovative investments grounded in a sustainable business model.

## WE EMPOWER

people

We offer our employees—the backbone of our sustainable success —a working environment where human rights are protected, employee health and satisfaction are prioritized, professional development is supported, and fair, equal opportunities are provided for all.

## WE INNOVATE

for the future

We prioritize product quality and customer satisfaction at the highest level, and consider technological development and innovation as the cornerstones of sustainable growth.

## WE CARE

for next generations

We act with the awareness that natural resources are not infinite and unlimited, and we adopt a sustainability-focused production model based on circular economy principles. We work towards achieving the Net Zero Emissions target by 2050.

## WE ENCOURAGE

our stakeholders

Our growth in line with sustainability principles is empowered by our stakeholders.

## WE SHARE

for the communities

We continue to serve the society with our social responsibility approach.





GRI 2-6

# VALUE CREATION MODEL

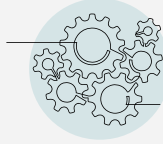
Kibar Holding’s value creation model has been developed to systematically demonstrate how the Group delivers value to its stakeholders through the effective use of its financial and non-financial resources. The value creation model provides a holistic summary of the added value generated by the Group.



INPUTS

FINANCIAL CAPITAL

Strong Capital Structure  
Financial Stability  
Market Credibility  
Investment Budget  
Effective Risk Management



MANUFACTURED CAPITAL

15+ Companies and 20+ Production Plants in 5+ countries  
High-capacity production facilities  
Machinery and equipment  
Technology infrastructure  
Logistics infrastructure



HUMAN CAPITAL

5000+ employees\*  
Qualified workforce  
Safe and healthy work environment  
Development opportunities  
Equal opportunities



INTELLECTUAL CAPITAL

Trademarks  
Patents  
4 R&D centers, 160 R&D employees  
R&D Budget: TRY 340 million  
Digitalization and technology infrastructure



NATURAL CAPITAL

Energy and water resources  
Biodiversity and ecosystem  
Raw materials



SOCIAL CAPITAL

Social benefit investments  
Social responsibility investments  
Stakeholder relations  
Collaborations

VALUE CREATION PROCESSES

Sectoral Diversity

Industry (Metal, Automotive, Packaging, and Building Materials) Trade and Service

Corporate Values

Reliability – Honesty – Diligence – Flexibility – Innovativeness

Sustainability Management

Sustainability Committee  
Sustainability Working Group  
BİZ Eşitiz (WE Are Equal) Committee

Kibar Group 2030 Sustainability Strategy

Sustainability Principles

WE GROW with sustainability principles  
WE EMPOWER people  
WE INNOVATE for the future  
WE CARE for next generations  
WE ENCOURAGE our stakeholders  
WE SHARE for the communities

Material Topics

Business Continuity and Effective Risk Management  
Customer Satisfaction  
R&D, Innovation, and Digitalization  
Climate Change  
Circular Economy  
Data Security  
Supply Chain Management  
Employee Development and Talent Management  
Occupational Health and Safety  
Business Ethics  
Corporate Governance Practices  
Gender Equality and Equal Opportunities  
Social Responsibility

Value Creation Areas

Sustainable Growth  
Individual and Institutional Development  
Continuous Innovation  
Low-carbon Circular Economy  
Participatory Stakeholder Ecosystem  
Social Contribution

Stakeholders

Employees, Customers, Suppliers,  
Shareholders, Investors,  
Public Institutions, Universities,  
Sectoral Organizations, Non-Governmental Organizations (NGOs),  
and Communities

OUTPUTS (2024)

- TRY 78.5 billion in net sales revenue\*
- 7.7% growth (2023-2024)\*
- Exports to more than 100 countries
- Exports totaling USD 3.26 billion

- Ground-mounted and rooftop solar installations added to the portfolio 2 Solar Power Plants
- New company investment in the mobility sector
- Business partnership in sustainability consulting

- A 5% increase in the proportion of female employees (2023-2024)
- A 4% increase in the proportion of female executives (2023-2024)
- EQUAL-SALARY certification
- Equal Opportunities Model (FEM) certification
- 71,105 hours of training
- A 25% decrease in accident frequency rate
- A 15% decrease in accident severity rate

- 5 new patents
- 15 new patent applications
- 1 new utility models

- 118 million kWh renewable energy
- Electricity generation from renewable energy sources
- 202 million kWh renewable energy
- Electricity generation from renewable energy sources
- Reintroduction of an endangered plant species
- Raw material recovery rate: 34.5%
- A 12% increase in raw material recovery rate (2023-2024)
- Waste recovery rate: 99.3%

- 650 Kibar Volunteers
- Number of children reached to date through social responsibility projects: 9,500
- Transparent communication
- More than 7,700 suppliers

OUTCOMES

Economic Sustainability

- Sustainable economic growth
- Direct and indirect contributions to the national economy
- Superior product quality and safety
- High customer satisfaction
- Reducing external dependence
- Business continuity

Environmental Sustainability

- Reduced fossil resource use
- Reduced greenhouse gas emissions intensity
- Increased efficiency
- Contribution to the “2050 Net-Zero Emissions” target
- Compliance with the Green Transformation process
- Sustainable products
- Contribution to the transition economy through sustainable products and services

Social Sustainability

- Employment created
- A healthy and safe working environment
- A fair, equitable, and inclusive work environment
- Continuous development
- Sustainable supplier network
- Contribution to social development

CONTRIBUTION TO SDG



GRI 2-6

\*Covers Kibar Holding and all Group companies.



GRI 2-22, 2-25

# THE 2030 SUSTAINABILITY STRATEGY

The “2025 Sustainability Strategy,” developed in 2019 and published in 2020 by Kibar Holding, was built on the foundation of the “Kibar Group Sustainability Principles” and shaped by the “Kibar Group Sustainability Priorities.”

The 36 targets of the “Kibar Group 2025 Sustainability Strategy,” developed with reference to the Sustainable Development Goals and their respective targets, have been monitored through 92 performance indicators. The current status of these targets and their associated performance indicators has been disclosed annually to the public through sustainability reports, in accordance with the principle of transparency.

As of 2024, the Kibar Group has largely completed the targets set within the scope of the 2025 Sustainability Strategy, thanks to the resources allocated to sustainability efforts and its steadfast commitment to implementation. Having reached the 2025 targets ahead of schedule, the Group raised its ambitions and developed the 2030 Sustainability Strategy. In developing the next strategy, the economic, environmental, and social impacts of operations, corporate strategic focus areas, stakeholder expectations, and evolving national and global regulations have been taken into account. Sustainability- and climate-related risks and opportunities have been incorporated into the strategy.

Many national and global standards and frameworks have been utilized, including the United Nations Global Compact (UNGC), the Sustainable Development Goals (SDGs), the Task Force on Climate-Related Financial Disclosures (TCFD), the Turkish Sustainability Reporting Standard

(TSRS), the Carbon Disclosure Project (CDP), the Science Based Targets initiative (SBTi), and the World Economic Forum Stakeholder Capitalism Metrics, among others.

In line with the aim of creating a greener, more innovative, and inclusive economy, “34 Targets” have been set. To monitor progress, ensure the successful achievement of the 2030 Targets, and transparently communicate the results, 92 Performance Indicators have been defined. The Group’s sustainability performance is presented in the adjacent column and below.

WE GROW with sustainability principles

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS <sup>(1)</sup> <sup>(2)</sup>	PERFORMANCE INDICATORS <sup>(2)</sup>	2024 PROGRESS <sup>(1)</sup>
<div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>	Business Continuity and Effective Risk Management	Target B1. Maintaining economic growth.	B1.1. Sales revenues	B1.1. Sales revenues increased 16.3-fold compared to 2016 (reference year).
			B1.2. Number of Group companies featured in the annually published ISO 500 list	B1.2. 3 companies were featured in Türkiye's Top 500 Industrial Enterprises list.
			B1.3. Export revenue	B1.3. Export revenue increased by 6.2% compared to the previous year, reaching USD 3.26 billion.
			B1.4. Ranking among Türkiye's top exporters	B1.4. In 2024, it ranked 4 <sup>th</sup> in the BioCore - New Generation Bio-based Insulation Technol category and 1st in the “Ferrous and Non-Ferrous Metals” category in the list published annually by the Turkish Exporters’ Assembly (TIM).
			B1.5. Number of employees	B1.5. The number of employees increased by 34.8% compared to the reference year.
		Target B2. Contributing to the new growth model that decouples economic growth from resource use.	B2.1. Embedding sustainability in investment and decision-making processes	B2.1. Assan Alüminyum added a solar power plant with an installed capacity of 10 MW in Karaman to its portfolio. Assan Panel commissioned a rooftop solar power plant. Interaktif Çevre established ClimeCo Türkiye in collaboration with ClimeCo to provide sustainability consulting services.
			B2.2. Full compliance with applicable national environmental legislation	B2.2. Compliance with applicable national environmental legislation is ensured in all operations. International Environmental and Energy Management System standards are adhered to.
			B2.3. Actions in line with EU regulations on low-carbon circular economy	B2.3. Production and manufacturing methods, business models, operational principles, investment decisions, and growth strategies are developed in alignment with EU regulations under the European Green Deal to meet the 2030 and 2050 targets. Assan Alüminyum and Ispak completed their activities related to the Carbon Border Adjustment Mechanism (CBAM).
			B2.4. Number of new sustainable projects/products	B2.4. 41 projects have been implemented to support climate action and the circular economy.
		Target B3. To effectively manage corporate risks in accordance with international standards and ensure their sustainability.	B3.1. Compliance with international standards	B3.1. Corporate risk management and business continuity principles have been established in accordance with international standards. An effective risk management and internal control system has been established. Online training sessions are organized to keep employees informed.
			B3.2. Certification and Documentation	B3.2. Assan Alüminyum follows the ISO 31000 Corporate Risk Management System and the ISO 22301 Business Continuity Management System, while Assan Panel follows the ISO 31000 Corporate Risk Management System.
		Target B4. To identify sustainability- and climate-related risks and update them regularly.	B4.1. Number of sustainability- and climate-related risks	B4.1. A total of 11 climate-related risks have been identified, including 5 physical risks and 6 transition risks.
			B4.2. Number of risk reviews and updates	B4.2. Risks are reviewed and updated through Annual Risk Assessment activities.
	Corporate Sustainability Management and Business Ethics	Target B5. Disaster and emergency preparedness.	B5.1. Preparation and update status of disaster and emergency action plans	B5.1. Disaster and Emergency Action Plan was prepared. The activities required to ensure effective management of operational risks such as natural disasters and epidemics, along with the established procedures, are monitored and regularly updated in an effective manner. Training activities for corporate business continuity programs are ongoing.
			B5.2. Number of Disaster and Emergency drills	B5.2. 14 drills were conducted for disaster and emergency preparedness.
		Target B6. Adopting sustainability practices and raising awareness.	B6.1. Meetings/activities held to ensure the compliant and integrated implementation of all stages of the sustainability strategy	B6.1. Kibar Group's 3 <sup>rd</sup> Sustainability Workshop took place. Three meetings were held with the participation of the Sustainability Committee and/or Working Group members. In addition, numerous project- and topic-based meetings and discussions were held with the participation of the Working Group and employees.
			B6.2. Number of information sharing activities through the Kibar Group Sustainability Platform	B6.2. 13 messages were posted to provide information on sustainability efforts.
		Target B7. To enhance corporate transparency at all levels and ensure the sustainability of stakeholder trust.	B7.1. Sustainability Reporting	B7.1. Kibar Holding 2024 Sustainability Report was published. In addition, Assan Alüminyum, Assan Panel, and Ispak published their Sustainability Reports.
			B7.2. UN Global Compact Communication on Progress (CoP)	B7.2. UN Global Compact Communication on Progress (CoP) metrics have been reported.
			B7.3. Disclosure of companies’ participation in sustainability initiatives	B7.3. Assan Alüminyum and Ispak participated in the CDP platform and submitted their reports. Ispak also participated in the Science Based Targets initiative (SBTi).
			B7.4. Independent audit of sustainability performance indicators	B7.4. External assurance has been obtained for sustainability performance indicators through independent audits.
			B7.5. Compliance audits of Kibar Holding’s Code of Conduct	B7.5. Ethics/Code of Conduct compliance audits are being conducted.
			B7.6. Business ethics training	B7.6. Business ethics training is provided to all newly recruited personnel, and Code of Conduct Consultants receive specialized advisory training.
			B7.7. Status of reports received through the ethics hotline and reporting of outcomes	B7.7. Reports received through the ethics hotline, along with their outcomes, are submitted to the Chairperson of the Board of Directors.

\* The reference year for setting the “2025 Targets” is 2016, which is the first date when performance indicators were declared in the first report prepared in GRI standard, unless otherwise stated. Realizations are given according to the reference year.



GRI 2-22, 2-25

WE EMPOWER people



RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS <sup>(1)</sup> <sup>(2)</sup>	PERFORMANCE INDICATORS <sup>(2)</sup>	2024 PROGRESS <sup>(1)</sup>
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div> <div><div>4</div><div>QUALITY EDUCATION</div><div></div></div> <div><div>5</div><div>GENDER EQUALITY</div><div></div></div> <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div> <div><div>10</div><div>REDUCED INEQUALITY</div><div></div></div> <div><div>16</div><div>PEACE AND JUSTICE STRONG INSTITUTIONS</div><div></div></div>	Occupational Health and Safety	Target G1. To continue ensuring occupational health and safety at workplaces in accordance with international standards.	G1.1. Occupational health and safety training hours per person	G1.1. Increased by 56%.
		Target G2. To prevent the effects of hazardous chemicals and wastes on employee health.	G1.2. Accident severity rate	G1.2. Accident severity rate is 0.26.
	Employee Development and Talent Management	Target G3. To ensure inclusive and participatory decision-making at all levels.	G2.1. Occupational disease rate	G2.1. The occupational disease rate is zero.
			G3.1. Participation level of the Employee Opinion Survey	G3.1. The Employee Opinion Survey was not conducted in 2024.
			G3.2. Employee satisfaction/engagement survey score	G3.2. The Employee Opinion Survey was not conducted in 2024.
			G3.3. Performance culture index	G3.3. The Employee Opinion Survey was not conducted in 2024.
			G3.4. Expanding the suggestion and reward system	G3.4. A total of 3,374 suggestions were received through the Kibar Group employee suggestion system, of which 1,834 have been implemented.
		Target G4. To ensure that all employees have access to quality technical and vocational training.	G4.1. The participation rate in the “Managerial Development Program”	G4.1. The participation rate in the Managerial Development Program is 74%.
			G4.2. Specialist training hours per person within the scope of the “Specialist Development Program”	G4.2. Within the scope of the Specialist Development Program, specialist training hours per person total 14 hours.
			G4.3. The “Leadership Development Program” recommendation score	G4.3. The program received a satisfaction score of 8.8 out of 10.
			G4.4. Number of Development Ambassadors	G4.4. There are a total of 99 Development Ambassadors, comprising 67 internal instructors and 32 internal mentors.
		Target G5. To increase the number of employees of all ages possessing technical and professional skills.	G5.1. Number of employees receiving technical and vocational training	G5.1. Number of employees receiving technical and vocational training is 25,673.
			G5.2. Technical and vocational training hours	G5.2. Technical and vocational training hours total 71,105.
			G5.3. The participation rate in technical and vocational training by age group	G5.3. Technical and vocational training opportunities continue to be provided across all age groups. The distribution of employees receiving training by age group is as follows: 18-25 years: 16%, 26-35 years: 44%, 36-45 years: 30%, and 46+ years: 10%.
			G5.4. Number of students hired through the K-Team Young Talent Internship Program	G5.4. The number of students hired through the K-Team Young Talent Internship Program is 29. The employment rate was 36%.
	Gender Equality and Equal Opportunities	Target G6. To ensure equal access to vocational training for all employees, regardless of gender.	G6.1. Training hours per session for female employees	G6.1. 2.73 hours for female employees.
			G6.2. Training hours per session for male employees	G6.2. 2.78 hours for male employees.
		Target G7. To ensure equal opportunities for all.	G7.1. Rate of women among newly hired office employees	G7.1. Rate of women among newly hired office employees is 50%.
			G7.2. Rate of women among those newly hired through the K-Team Young Talent Internship Program	G7.2. Rate of women among those newly hired through the K-Team Young Talent Internship Program is 46%.
		Target G8. To increase the rate of women in employment and ensure equal pay between female and male employees. Increasing the proportion of women in office workers to 45%.	G8.1. Rate of increase in the number of female employees	G8.1. The number of female employees increased by 91.8%.
			G8.2. Rate of increase in the number of female field employees	G8.2. The number of female field employees increased 2.6-fold.
			G8.3. Rate of increase in the number of female office employees	G8.3. The number of female office employees increased by 70.6%.
			G8.4. Rate of women among office employees	G8.4. Rate of women among office employees is 40%.
			G8.5. Ratio of female employee salary to male employee salary	G8.5. Kibar Holding was awarded the EQUAL-SALARY certification by the EQUAL-SALARY Foundation, demonstrating that female and male employees receive equal pay for equal work.
		Target G9. To ensure full and active participation of women in decision-making processes and raise the proportion of female senior executives to 26%.	G9.1. Percentage of female senior executives	G9.1. Percentage of female senior executives is 23.2%.

*\*The reference year for setting the “2025 Targets” is 2016, which is the first date when performance indicators were declared in the first report prepared in GRI standard, unless otherwise stated. Realizations are given according to the reference year.*

GRI 2-22, 2-25



GRI 2-22, 2-25

WE INNOVATE for the future







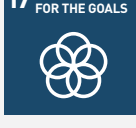
RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS <sup>(1)</sup> <sup>(2)</sup>	PERFORMANCE INDICATORS <sup>(2)</sup>	2024 PROGRESS <sup>(1)</sup>
<div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>	Customer Satisfaction	Target Y1. Leadership in the quality of products and services.	Y1.1. Management standards, quality, and safety systems followed	Y1.1. As of the end of 2024, companies within the reporting scope follow ISO 45001: Occupational Health and Safety Management System, ISO 9001: Quality Management System, ISO 14001: Environmental Management System, and ISO-IEC 27001: Information Security Management System. In addition, Assan Alüminyum and Assan Hanil follow IATF 16949: Quality Management System, Assan Alüminyum, Assan Hanil and Assan Panel follow ISO 31000: Corporate Risk Management System, Assan Alüminyum and Ispak follow ISO 22000 Food Safety Management System, Assan Alüminyum follow ISO 22301: Business Continuity Management System, ISO 50001: Energy Management System and ASI: Aluminium Stewardship Initiative Performance Standard, and Ispak follows BRC: International Food Safety Standard.
			Y1.2. Product and process certifications	Y1.2. As of the end of 2024, Assan Alüminyum and Assan Hanil received Zero Waste Certificate; Assan Alüminyum and Ispak received Kosher Food Conformity Certificate; Assan Alüminyum received CE: EU Certificate of Conformity, NSF: International Health Organization Certificate of Conformity and ISPM15: Wood Packaging Materials Certificate of Conformity; Assan Panel received Certificate of Compliance to Panel Standard, Roofing Sheets, Trapezoidal Section Corrugated Sheet Certificate, FM Approval: Fire safety certificate and Greenguard Gold certificate; Ispak 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	Y1.3. Customer satisfaction surveys are conducted regularly in all companies and activities continue to achieve “0” customer complaint.
			Y1.4. Rate of response to customer requests	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 resource efficiency for sustainable development, to implement clean and environmentally friendly technologies and processes.	Y2.1. Innovative improvement investments contributing to the circular economy	Y2.1. Projects at Assan Alüminyum focused on developing new alloys to increase the use of scrap/secondary aluminum in order to reduce the carbon footprint of products; a project promoting the use of recycled raw materials at Assan Hanil; the development of next-generation bio-based polyurethane (PUR) sandwich panels (BioCore) using plant-based sources and organic waste at Assan Panel; and eco-friendly compostable packaging development projects at Ispak.
			Y3.1. R&D Laboratory/Center	Y3.1. All companies have an R&D Laboratory/Center.
			Y3.2. Collaborations in R&D activities	Y3.2. Collaborations with 3 different universities continued as part of R&D activities.
			Y3.3. Promoting R&D activities	Y3.3. The 8 <sup>th</sup> “Asım Kibar Mavi Damla (Blue Drop) Awards” program was held.
			Y3.4. R&D budget	Y3.4. The R&D budget is TRY 340,000,000.
			Y3.5. Number of patent applications	Y3.5. The number of patent applications is 15.
			Y3.6. Number of patents secured	Y3.6. The number of patents secured is 5.
			Y3.7. Number of utility models	Y3.7. The number of utility models is 1.
			Y3.8. Number of R&D employees	Y3.8. The number of R&D employees is 160 as of the end of 2024.
		Target Y4. To complete the infrastructure efforts and digitalization processes within the scope of the “Digital Transformation Roadmap.”	Y4.1. Compliance rate with the Digital Transformation Roadmap	Y4.1. The compliance rate of Group companies with digital transformation roadmaps is above 80% on average.
			Y4.2. Number of digitalized processes	Y4.2. The number of processes is more than 200.
			Y4.3. Number of processes automated via Robotic Process Automation (RPA)	Y4.3. 171 processes run on RPA.
			Y4.4. Number of projects developed in the field of artificial intelligence (AI)	Y4.4. There are around 40 completed or ongoing projects/use cases within the scope of advanced analytics and artificial intelligence.
	Data Security	Target Y5. To ensure the security of all processes and data within the scope of information technology (IT).	Y5.1. Quality and uninterrupted service	Y5.1. The service level offered includes an infrastructure based on redundant architectures and IT continuity. The service targets 99.90% infrastructure availability and 96% Help Desk service level.
			Y5.2. Cybersecurity infrastructure	Y5.2. It covers technologies such as firewalls, intrusion detection and prevention systems (IDS/IPS), antivirus software, NDR, XDR, secure access solutions (VPN, ZTNA), backup systems, log management/SIEM, and SOC/SOAR platforms, as well as user awareness, policies and procedures, access controls, and incident response processes to protect information assets.
			Y5.3. Standards followed in information security	Y5.3. ISO 27001:2022 Information Security, Cyber Security and Privacy Protection-Information Security Management Systems - Requirements ISO 9001:2015 Quality Management Systems
			Y5.4. Number of employees receiving information security training or total training hours	Y5.4. 96 employees were trained in the field of Information Security and 96 in the field of Quality Management Systems.
			Y5.5. Penetration test (pentest) frequency	Y5.5. Supported by Outsource service (Once a year) + Periodic Internal Tests (Once a year) and preventive maintenance.

\* The reference year for setting the “2025 Targets” is 2016, which is the first date when performance indicators were declared in the first report prepared in GRI standard, unless otherwise stated. Realizations are given according to the reference year.



GRI 2-22, 2-25

WE CARE for next generations

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS <sup>(1) (2)</sup>	PERFORMANCE INDICATORS <sup>(2)</sup>	2024 PROGRESS <sup>(1)</sup>
    	Circular Economy and Combat- ing Climate Change	Target O1. To ensure the sustainable management and efficient use of natural resources.	O1.1. Compliance with Energy and Environmental Management Systems and applicable legislation	O1.1. All companies operate in compliance with applicable laws and regulations. Companies within the reporting scope hold ISO 14001 Environmental Management System certification. Assan Alüminyum, one of the energy-intensive compa- nies, holds the ISO 50001 Energy Management System certification and complies with the Aluminium Stewardship Initiative (ASI) Performance Standard.
		Target O2. To minimize the negative environmental impacts of waste / To reduce waste generation through reduction, recycling, and reuse.	O1.2. Measurable targets for sustainability performance	O1.2. The ‘2030 Targets’ have been defined in alignment with the goals the United Nations aims to achieve by 2030. 34 targets are monitored through 92 performance indicators, and progress is shared transparently each year.
			O2.1. Amount of recycled/recovered raw materials	O2.1. The amount of recycled/recovered raw materials used as input in production increased by 75%.
			O2.2. Amount of recycled waste	O2.2. The amount of recycled waste increased by 83.6%.
			O2.3. Recycling/recovery rate of waste generated	O2.3. Waste recycling/recovery rate is 99.3%.
			O2.4. Amount of plastic reduced	O2.4. As of 2023, the use of single-use plastics in office areas has been completely eliminated.
		Target O3. To maintain the annual water intensity reduction rate based on revenue at an average of at least 20%.	O3.1. Average annual water intensity reduction rate	O3.1. The average annual water intensity reduction rate has been maintained at 29.2% since the reference year 2016.
		Target O4. To maintain the annual energy intensity reduction rate based on revenue at an average of at least 20%.	O4.1. Average annual energy intensity reduction rate	O4.1. The average annual energy intensity reduction rate has been maintained at 26.5% since the reference year 2016.
		Target O5. To increase the share of electricity generation from renewable energy sources.	O5.1. Amount of electricity generated from renewable energy sources	O5.1. 117,820,303 kWh of electricity was generated from renewable energy sources. The share of electricity generated from renewable energy sources in meeting total electricity consumption is 45.8%.
		Target O6. To increase the share of renewable energy in total energy consumption.	O6.1. Share of renewable energy (kWh) in total electricity consumption.	O6.1. 202,112,421 kWh of electricity consumption was supplied from renewable energy sources. The share of electricity consumption supplied from renewable energy sources in total electricity consumption is 78.5%.
		Target O7. To achieve Net-Zero Emissions by 2050.	O7.1. Greenhouse gas emissions intensity reduction rate on a revenue basis	O7.1. Greenhouse gas emissions intensity on a revenue basis was reduced by 21.4%.
			O7.2. Greenhouse gas emissions verification	O7.2. Greenhouse gas emissions have been verified under the Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) framework.
		Target O8. To develop global collaborations for sustainable development.	O8.1. Corporate memberships and collaborations	O8.1. Collaborations have been established with 7 national and international organizations active in the field of sustainability.

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GRI 2-22, 2-25



GRI 2-22, 2-25

WE ENCOURAGE our stakeholders

WE SHARE for the communities

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS <sup>(1)</sup> <sup>(2)</sup>	PERFORMANCE INDICATORS <sup>(2)</sup>	2024 PROGRESS <sup>(1)</sup>
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div> <div><div>10</div><div>REDUCED INEQUALITY</div></div> <div><div>16</div><div>PEACE AND JUSTICE STRONG INSTITUTIONS</div></div> <div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div>	Sustainable Supply Chain	Target T1. To ensure that suppliers and stakeholders adopt the UNGC principles and objectives.	T1.1. Procurement Code of Conduct	T1.1. All suppliers are expected to adopt the Procurement Code of Conduct. It details the rules that all suppliers are required to comply with under the following headings: Business Ethics Principles; Anti-corruption and Anti-bribery; Forced Labor; Child Labor; Harassment; Wages; Working Hours; Non-discrimination; Occupational Health and Safety; Environment; Biodiversity; Integrity; Quality; Continuous Improvement; and Information Security.
			T1.2. Kibar Group Framework Agreement	T1.2. The Framework Agreement and the Code of Conduct contained therein are signed with suppliers prior to commencing collaboration, ensuring that critical sustainability priorities are adopted by the suppliers. In addition to the Framework Agreement, legally binding provisions concerning the Code of Conduct, waste management, and similar matters have been established in order forms/purchase orders.
			T1.3. Supplier training hours	"T1.3. The Supplier Sustainability Program (K-STAR) was launched to enhance and accelerate suppliers' contributions to global sustainable development. The sustainability performance of suppliers was assessed through surveys. Actions and tasks assigned based on performance results are monitored through the established monitoring mechanism."
		Target T2. To establish a standard for reducing environmentally harmful impacts to be applied in all supplier audits.	T2.1. Certifications of suppliers for compliance with environmental legislation and standards	T2.1. Supplier performance assessments based on specific criteria are conducted regularly each year, with supplier audits and on-site visits organized based on the results of these assessments. Suppliers' certifications are reviewed, and process audits are conducted on the topics outlined in the applicable codes of conduct and framework agreements. Audits also cover quality, information security, environmental, and occupational safety topics. Suppliers are expected to be able to demonstrate full compliance with all statutory environmental regulations across all their operations. Process and on-site audits are conducted for suppliers classified as critical due to their environmental impact, based on the results of the assessments. In addition, performance scorecards containing detailed information on all processes based on the performance assessment are shared with suppliers, and discussions and planning are carried out for areas requiring improvement.
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div> <div><div>4</div><div>QUALITY EDUCATION</div></div>	Social Responsibility	Target P1. To increase employee participation in social responsibility activities.	P1.1. Number of Kibar Volunteers	P1.1. 650 Kibar Volunteers
		Target P2. To reach 12,000 disadvantaged children within the scope of social responsibility projects.	P2.1. Number of children reached	P2.1. 9,500 children have been reached.
		Target P3. To organize training sessions for primary school-aged children on global warming, climate change, the environment, and children's rights within the scope of social responsibility projects.	P3.1. Number of student participated	P3.1. 200 students
			P3.2. Training/activity hours scheduled	P3.2. In 2024, a total of 1,860 hours of volunteering were spent in 41 events, including the April 23 <sup>rd</sup> Painting Contest with the theme "We Will Heal Together," the Environmental Protection Week Event, the Umut Cafe Project, the Istanbul Marathon, Contributing to Children's Social and Cognitive Development, and Athletics Track volunteering.

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GRI 2-22, 2-25



GRI 2-28

# SUPPORTED SUSTAINABILITY INITIATIVES

## THE UNITED NATIONS GLOBAL COMPACT



The United Nations Global Compact (UNGC) is a multi-stakeholder initiative that encourages companies worldwide to develop sustainable practices and promote a shared global culture of sustainable development. The signatory companies commit to adhering to 10 principles across four areas: “Human Rights,” “Labor Standards,” “Environment,” and “Anti-Corruption.” Kibar Holding signed the Global Compact in 2013 and submits an annual Communication on Progress (COP) report.

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



The United Nations has defined, in the 2030 Agenda, the urgent global challenges that require immediate action, along with the targets to be achieved to overcome them. Within this scope, the 17 Sustainable Development Goals and 169 targets have been defined from a broad perspective, including the fight against poverty and hunger, access to quality education and healthcare, gender equality, the establishment of peace and justice, R&D and innovation, climate change, and the circular economy. Kibar Holding has developed the 2030 Sustainability Strategy in line with the targets defined within the framework of the Sustainable Development Goals. Kibar Group makes significant positive contributions to 12 Sustainable Development Goals and 34 targets.



## UNITED NATIONS WOMEN'S EMPOWERMENT PRINCIPLES

The Women's Empowerment Principles (WEPs) consist of guiding principles aimed at strengthening the role of women in the business world and society. These principles aim to promote women's participation at every stage of working life and empower them by emphasizing companies' commitment to equal opportunity and gender-sensitive practices. Positioning “Gender Equality and Equal Opportunities” as a priority topic, Kibar Holding is a signatory to the Women's Empowerment Principles (WEPs). Targets aimed at ensuring women's full and active participation in business life and decision-making processes (i.e., Targets G6-G7-G8-G9) are included in the “Kibar Group 2030 Sustainability Targets.” Their progress is monitored through ten performance indicators, and the results are transparently shared with all stakeholders.

## THE UN GLOBAL COMPACT FORWARD FASTER INITIATIVE



The UN Global Compact (UNGC) has launched Forward Faster, a global platform for reliable and ambitious corporate action that aims to guide companies on where they can create the greatest and most rapid impact by 2030. Five key areas with the potential to accelerate progress on the Sustainable Development Goals and where the private sector can collectively drive the greatest and fastest impact by 2030 have been identified, along with the expected actions within these focus areas. Kibar Holding has joined the initiative in the “Gender Equality” focus area, one of the five key domains.

## TÜSİAD ENVIRONMENT AND NET ZERO WORKING GROUP



The Environment and Net Zero Working Group focuses on key priority areas such as climate change mitigation, sustainable finance, waste management, and energy and resource efficiency. It supports initiatives related to low-carbon development and climate change mitigation, both within TÜSİAD and at national and international levels. Kibar Holding contributes to these efforts and currently co-chairs the Circular Economy and Waste Management Working Group.

## İŞ DÜNYASI PLASTİK GİRİŞİMİ



Kibar Holding signed the İş Dünyası Plastik Girişimi (Business Plastic Initiative) protocol—established by Global Compact Türkiye, the Turkish Industry and Business Association (TÜSİAD), and the Business Council for Sustainable Development Türkiye (BCSD Türkiye)—on November 20<sup>th</sup>, 2019, and fully eliminated single-use plastics by 2023.

## 30% CLUB



The 30% Club is a collaborative initiative where chairpersons and CEOs commit to improving gender balance at all levels within their organizations. Behind this collaboration lies the belief that gender diversity makes companies more successful and boards of directors more effective. Kibar Holding, which became a member of the 30% Club in 2022, serves on the 30% Club Board of Directors. It actively participates in these activities with representatives from the Sustainability Committee and the WE ARE Equal Group Committee.

## UNGC TÜRKİYE WORKING GROUPS

GRI 2-28

Kibar Holding and its Group companies are on the Board of Directors of Global Compact Turkey, the Turkish local network of Global Compact, the world's largest corporate sustainability initiative, and are among the participants of the Business and Human Rights Program.

## BUSINESS WORLD AND SUSTAINABLE DEVELOPMENT ASSOCIATION WORKING GROUPS

Kibar Holding and Group companies are members of the Executive Board of the Sustainable Development Association Türkiye (SKD Türkiye), the regional network and business partner of the World Business Council for Sustainable Development (WBCSD) in Türkiye, and serve as co-chairs of the Sustainable Industry and Circular Economy Working Group.

*\*Corporate memberships and initiatives supported in the field of sustainability are reported on the basis of the years 2024-2025, based on the years in which the relevant work started and the process was completed.*





WE GROW with sustainability principles

WE EMPOWER people

WE INNOVATE for the future

WE CARE for next generations

WE ENCOURAGE our stakeholders

WE SHARE for the communities



# WE GROW with sustainability principles

We continue to grow steadily, contribute to the economy, and generate employment within the framework of sustainability principles through our corporate governance approach and innovative investments grounded in a sustainable business model.



GRI 3-3

# WE GROW with sustainability principles

*Kibar Group creates long-term value and contributes to sustainable development through its high-capacity industrial facilities, export volume, strong corporate governance mechanisms, effective risk management, employment generation, and social investments—all in line with the principles of reliability, transparency, and accountability.*

**Related Capital Elements:**

- Financial Capital
- Manufactured Capital

**Material Topics:**

- Business Continuity and Effective Risk Management
- Corporate Governance Practices

**Sustainable Development Goals Supported:**



## GOVERNANCE

Kibar Group has adopted a strong corporate governance model in line with the principles of transparency, accountability, responsibility, and equity. The Group carries out its operations in line with its values—reliability, honesty, diligence, flexibility, and innovativeness—and embraces a sustainable growth approach that places its stakeholders and the environment at the core.

This is taken into account in all strategic and operational procedures and decision-making mechanisms, together with associated economic, social, and environmental aspects. Risks and opportunities related to sustainability are identified, analyzed, and effectively managed.

An open and transparent communication between shareholders and management is ensured at Group companies, while strategic planning activities are used to prioritize targets.

## CORPORATE GOVERNANCE

Kibar Group has a management structure that complies with its corporate governance principles. The Board of Directors is the highest-level strategic decision-making body within the Group. It is responsible for setting corporate objectives, ensuring compliance with corporate governance principles, establishing and managing strategic directions, and effectively operating risk management and control systems.

The Board of Directors of Kibar Holding consists of six members, one of whom is female. Members of the Board are selected from among professional senior executives appointed by the Kibar Family members and Kibar Holding. The Board of Directors consists of individuals with

extensive industrial knowledge and sector-specific experience. For detailed information on the Board of Directors of Kibar Holding, please visit the following webpage: <https://www.kibar.com/en/holding/board-of-directors>.

The separation of the roles of Chairperson of the Board and CEO among different members contributes to the effectiveness of corporate governance. Under the Board of Directors, there are the Sustainability Committee, Risk Management Committee, Audit Committee, and Ethics Committee. These committees conduct supervision of strategies and performance through regular meetings.

The top management, led by the CEO, is responsible for the successful implementation of the strategic plan and corporate policies approved by the Board of Directors. For detailed information on the Top Management of Kibar Holding, please visit the following webpage: <https://www.kibar.com/en/holding/senior-management>.

## BUSINESS ETHICS

Kibar Group’s business ethics approach is founded on conducting business beyond mere compliance with legal requirements. The Group upholds the principles of honesty, integrity, and high ethical standards in all its activities.

It is the responsibility of employees to fully comply with Kibar Group’s values and principles, which are founded on internationally recognized universal declarations. Kibar Group’s “Code of Conduct,” which encompasses these values and principles, has been shared with suppliers and the entire value chain, incorporated into framework and service agreements, and made publicly available on the corporate website.

## CODE OF CONDUCT

At Kibar Group, the principles of business conduct and the fundamental rights and responsibilities of employees are defined within the framework of the “Code of Conduct.” The Code of Conduct consists of seven main pillars: integrity, confidentiality, fairness, quality and continuous development, conflict of interest, responsibilities, and the acceptance and giving of gifts.

The Code of Conduct document includes case examples and outlines the expected conduct and behavioral patterns in situations that may be encountered in the course of business life. Kibar Holding’s Code of Conduct is available on <https://www.kibar.com/en/holding/codes-of-conduct>.

Code of Conduct Consultants have been appointed to support employees with any needs or inquiries they may have regarding the implementation of the Code of Conduct.

The Ethics Committee, established within Kibar Holding, is responsible for ensuring compliance with the Code of Conduct and for investigating and resolving complaints and reports related to ethical violations. Reporting directly to the Chairperson of the Board of Directors of Kibar Holding, the Ethics Committee is composed of the Vice President of Internal Audit, the Vice President of Human Resources, and the Legal Counsel. Reports received through the Ethics Hotline are regularly communicated to the top management. Any critical concerns are forwarded to the Board of Directors.

An Ethics Hotline has been established to enable confidential reporting—both internally and externally—to the Ethical Committee in

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-26, 3-3

case of any violations of the Code of Conduct. Employees can directly contact the Ethical Committee. All reports received by the Ethical Committee via phone, email, and/or mail are handled with strict confidentiality; relevant units are assigned to carry out the necessary actions, and all case-related activities are conducted with meticulous care and due diligence. The Ethical Committee takes all necessary measures to prevent any negative consequences, such as retaliation, pressure, or intimidation, that may be directed at individuals who report ethical violations.

The “Principles for Preventing Mobbing, Violence, and Sexual Harassment, and Providing Support” document, which began drafting in 2024 to complement the existing Code of Conduct, was prepared to ensure employees have a safe and fair working environment. Within the scope of this document, a detailed whistleblowing policy has been developed covering employee protection measures, reporting channels, and procedures for review and investigation.

Each employee is duly informed about the Code of Conduct during the orientation process upon joining the company. In addition, Code of Conduct training is delivered annually to all employees.

Kibar Group employees are not held liable for any direct or indirect damages incurred by the company resulting from actions taken in compliance with the ethical principles of the Code of Conduct.



GRI 3-3, 205-1, 205-2

### FIGHTING AGAINST CORRUPTION

Kibar Group operates with a zero-tolerance policy against bribery and corruption and implements all necessary measures to prevent such unethical practices. The Group’s anti-bribery and anti-corruption approach is defined in Kibar Holding’s Code of Conduct.

Compliance with the Code of Conduct is the responsibility of all managers and employees. In addition to employees, the anti-bribery and anti-corruption approach applies to all relevant stakeholders, especially suppliers and business partners. Applicable procedures in cases of corruption and bribery are outlined in Kibar Holding’s Code of Conduct Manual.

Employees are obligated to report any violations of the Code of Conduct or any suspicions of bribery and corruption as soon as they become aware of them. All reports received are handled with strict confidentiality. Internal controls addressing corruption risks are conducted through process audits by the Vice President responsible for Internal Audit, as well as through related review and investigation activities.

In 2024, there were no reports alleging the involvement of Kibar Group companies in violations of ethical values, universal human rights, or corruption cases. During the relevant period, no lawsuits or legal proceedings were filed against Kibar Group regarding these matters.

### INTERNAL AUDIT AND CONTROL

Internal audit activities within Kibar Group are conducted using a risk- and process-oriented methodology, grounded in the International Internal Audit Standards and the Kibar Holding Code of Conduct.

Internal audits are carried out in four areas—Process Audit, Compliance Audit, Financial Audit, and Information Technologies (IT) Audit—under the responsibility of the Vice President of Internal Audit.

Internal audits are conducted to ensure compliance with applicable legislation, corporate policies and principles, and the defined strategic objectives. Findings related to the risks identified during audit activities are communicated to the relevant departments, along with recommendations for improvement. This contributes to strengthening the Group’s internal control structures and enhancing operational efficiency.

### COMPLIANCE

Kibar Group closely monitors existing and potential regulations across all regions in which it operates and acts with the aim of full compliance with applicable laws and regulations. For this purpose,

- The United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement;
- Conference of the Parties (COP) outcomes;
- The 2030 Agenda of the United Nations;
- The European Green Deal;
- Applicable legal regulations in Europe under the European Green Deal;
- Policies, strategic documents, and action plans developed under the European Green Deal;
- Regulatory efforts made on a national scale within the same scope;
- National-level policy documents, strategic documents, and action plans;
- International sustainability standards; and
- Other national and international regulations applicable to or connected with the area of activity are closely followed, with compliance efforts maintained in line with these requirements.

The compliance process, which is currently managed collaboratively by the Sustainability Committee, the Sustainability Working Group, and relevant department employees under the coordination of the Holding and the companies’ sustainability departments, is being restructured under the Holding’s Legal Department. Training efforts are planned to accelerate to raise employee awareness of compliance and promote a culture of compliance.

### RISK MANAGEMENT

Kibar Group undertakes the necessary activities for identifying and effectively managing corporate risks related to its stakeholders, assets, and operations, in accordance with relevant international standards within the scope of corporate risk management. Risk management activities, as part of corporate governance, are conducted within the framework of corporate risk management principles. Positioned as a part of the decision-making mechanism, corporate risk management activities encompass the analysis of both risks and opportunities.

Corporate risk management and business continuity principles are established in accordance with the ISO 31000 Risk Management standard and the ISO 22301 Business Continuity Management Systems standard.

The risk management system is structured to encompass business continuity management and corporate compliance policies. The risk management policy was approved by the Board of Directors and has been implemented across all Group companies.

### RISK EVALUATION AND MONITORING

Kibar Holding conducts annual risk assessment activities for each Group company, creating detailed risk maps and developing risk action plans for monitoring and follow-up. Risks are evaluated across multiple dimensions—including financial, ethical, reputational, regulatory compliance, occupational safety, environmental, and sustainability—and are incorporated into corporate risk maps following scenario analyses. These risks are categorized according to their impacts and likelihood, with tailored management strategies developed for each. Processes are structured by taking environmental, financial, and operational impacts into account during the development of strategies.

During the 2024 risk assessment activities, emerging risks such as geoeconomic conflicts, supply chain disruptions, climate change, cyber threats, and data security have come to the forefront. The Group undertakes activities to minimize the strategic and financial impacts of these risks. Developments related to critical risks are monitored through quarterly reports submitted to senior management and committee meetings.

Online training sessions are organized to keep all employees informed about global risks and sector dynamics. These training sessions help employees increase their risk awareness and develop effective risk management strategies. An effective risk management and internal control system has been established across the Group, with risk management representatives appointed for each company, and a stakeholder engagement platform created..



### CLIMATE AND SUSTAINABILITY RISKS

Kibar Holding regularly conducts “Climate Change: Risks and Opportunities” studies to analyze climate-related risks and opportunities. Within this scope, climate-related risks and opportunities in the sectors where the Group companies operate are assessed and integrated into the corporate risk management system.

Environmental and sustainability risks are thoroughly evaluated each year as part of the corporate risk assessment activities conducted to understand and manage the impacts of climate-related risks on the Group. The Companies’ risk inventories include climate-related risks, as well as risks associated with human rights, occupational health and safety, environment, sustainability, natural disasters, digitalization, and cybersecurity.

Short, medium, and long-term action plans are developed and monitored for the identified risks. Risk mitigation measures are supported by risk and root cause analyses conducted by the occupational health and safety and environmental units, based on individual cases and scenarios.

In addition to climate-related financial risks, strategic opportunities are also assessed. Kibar Group works toward transforming climate-related risks into opportunities through its sustainability strategy and green investments.

### EMERGENCY PREPAREDNESS

The central crisis committee manages activities to combat operational risks such as natural disasters, epidemics, and pandemics that may threaten the safety and property of internal

and external stakeholders and disrupt business continuity. Decisions and actions aimed at preventing operational risks and minimizing potential losses are carried out with the involvement and collaboration of all relevant functions.

Within the framework of emergency management, the policies and procedures established to ensure decision-making and business process continuity during a crisis have been communicated to all employees and made easily accessible. Individual responsibilities have been clearly defined to ensure rapid and effective response in emergency situations.

Formed within the Group’s insurance and brokerage company, the Risk Engineering department, in coordination with internal and external audit teams, carries out the identification and follow-up of findings that pose operational risks in the production processes of the Companies and provides recommendations for improvement. The activities required to ensure effective management of operational risks, along with the defined action plans, are actively and regularly monitored by all relevant company executives and employees.

Companies have been equipped with the necessary strategies and tactical capabilities for planning and response, enabling them to maintain operations at a predefined acceptable level in the event of an incident involving operational risks or a business interruption. Business continuity plans have also been developed and implemented. Short, medium, and long-term planning has been carried out to expand the implementation of corporate business continuity programs across all companies, while annual emergency drills and training activities are conducted as part of these programs.

GRI 3-3



GRI 2-6, 203-1, 203-2

## KİBAR GROUP INVESTMENTS

Kibar Group began its manufacturing operations in 1972 with a sheet processing unit established in Kartal, Istanbul, and today operates across a range of sectors, including metal, automotive, packaging, building materials, energy, and services. Following steady growth for over half a century, the Group now stands among the leading organizations contributing to the development of the Turkish economy, operating in 6 sectors across 5 countries through more than 15 companies and over 20 production facilities, supported by a workforce of around 5,000 employees.

Kibar Holding has consistently been featured in Türkiye’s Top 500 Industrial Enterprises list, with many of its companies operating across various sectors.

In the 2024 Türkiye’s Top 500 Industrial Enterprises Survey published by the Istanbul Chamber of Industry (ISO), Assan Alüminyum ranked 44<sup>th</sup> as the leader in Türkiye’s flat-rolled aluminum sector and one of Europe’s top three manufacturers; Posco Assan ranked 165<sup>th</sup> as a steel manufacturer with Türkiye’s first and only stainless steel cold rolling mill; and Assan Hanil ranked 212<sup>th</sup>, operating as a key automotive OEM supplier.

Since its foundation, Kibar Group has continuously invested and grown steadily, making significant contributions to the national economy and social welfare.

- Sheet processing unit was established in Kartal, Istanbul (1972).
- Galvanized sheet production plant was established (1980).
- Kibar Sigorta (insurance company) was established (1982).
- Kibar Group companies were brought under Kibar Holding (1984).
- Kibar Dış Ticaret was incorporated (1985).
- Assan Alüminyum came into operation (1988).
- Turkish distributorship of South Korean-based Hyundai Motor Company was acquired (1989).
- Assan Panel was founded, and investment was made in Assan Panel’s Istanbul plant (1990).
- The shares of İSPAK, a company carrying on business activities in the flexible packaging industry, were acquired (1993).
- Hyundai Assan was established in partnership with South Korean-based Hyundai, and the Izmit plant’s foundation was laid (1995).
- Assan Logistics and Fleet Leasing was incorporated (1996).
- Assan Hanil, carrying out operations in the automotive supply industry, was founded in partnership with South Korean Seoyon E-Hwa and began production (1997).
- Assan Foods, having the largest integrated tomato paste production facilities in Türkiye, was founded (1998).
- Kibar Training and Social Welfare Foundation was founded (1999).
- Kibar International was incorporated in Lausanne, Switzerland (2001).
- Assan Panel Iskenderun plant came into operation (2005).
- Assan Bilişim was founded (2006).
- Assan Alüminyum’s Dilovası Plant began operations (2006).
- Assan Yapı was founded (2007).
- Assan Gayrimenkul was founded (2008).
- Assan Panel began operations at its Balıkesir plant (2009).
- Assan Port came into operation in Iskenderun, and maritime and port sector activities began (2010).
- TSI Uçak Koltuk Üretimi A.Ş., having the first aircraft seats production site in Türkiye, was incorporated in partnership with THY Teknik A.Ş., a Turkish Airlines (THY) company (2011).

- Kibar Industry, having the biggest panel production plant in the Middle East, was founded in Amman, Jordan (2011).
- Kibar Energy was founded (2011).
- Posco Assan, Türkiye’s first and only cold-rolled stainless steel manufacturer, was founded in partnership with South Korean-based Posco (2011).
- Assan Alüminyum Paint Shop Facilities began operations (2013).
- Assan Hanil Kocaeli 2<sup>nd</sup> Plant and Paint Shop came into operation (2014).
- Assan Hanil Bursa Plant came into operation (2015).
- With Heritage Group, a USA-based company, İteraktif Çevre Consultancy was incorporated (2015).
- Manavgat Hydroelectric Power Plant was incorporated into the Group (2015).
- With the single greatest flexible packaging investment in Türkiye and adopting Industry 4.0 technology, İspak began its operations in its new plant in Izmit (2017).
- Assan Hanil began operations a new production plant located in Aksaray (2019).
- Assan Panel began commercial sales by putting Assan Trading, a Jordan-based company, into operation (2020).
- Assan Panel began operations in Azerbaijan Plant, established in partnership with Sumqayıt Texnologiyalar Parkı (2021).
- Assan Hanil Kocaeli 3<sup>rd</sup> Plant came into operation (2022).
- Assan Panel began operations with the establishment of sales offices in the UK and Hungary (2023).
- K-Rides was founded (2024).
- ClimeCo Türkiye was established in 2024 as a joint venture between İteraktif Çevre Consultancy and ClimeCo.

Kibar Group conducts its operations not solely with a profit-driven approach, but guided by a governance philosophy rooted in a sustainable business model that creates value across economic, ecological, and social dimensions. This mindset guides investment decisions and prioritizes investments accordingly.

GRI 2-6, 203-1, 203-2

### Renewable Energy Investment at Assan Alüminyum

Assan Alüminyum has added a solar power plant for electricity generation with an installed capacity of 10 MW in Karaman to its portfolio. Thus, it has increased its total installed capacity for electricity generation from renewable energy sources to 58 MW.

### Renewable Energy and Sustainability Investments at Assan Panel

In 2024, Assan Panel focused on investments in renewable energy facilities, machinery capacity expansion and modernization, as well as chemical plant projects. To increase the use of renewable energy sources, a rooftop solar photovoltaic system was installed. Key projects completed during the reporting period include the Flexible Polyurethane Polyol Production Plant in Balıkesir, the installation of the Rockwool supply line and roll forming manufacturing in İskenderun, as well as the Polymix investment. These investments aim to reduce the company’s ecological footprint while increasing production capacity, product diversity, and manufacturing efficiency.

### Investments to Reduce Carbon Footprint at Assan Alüminyum

Assan Alüminyum continues its efforts to develop low-emission products. Alloys containing primary aluminum, which have a relatively high carbon footprint, constitute a large share of its current product portfolio. The company continues to invest in R&D activities aimed at developing new alloys that increase the use of scrap/secondary aluminum to reduce the carbon footprint of its products. To this end, efforts are underway to develop highly recyclable alloys with high secondary aluminum content, such as 3423 and 6005A. This supports the company’s sustainability targets by enabling the use of lower-emission alternatives in place of higher carbon footprint alloys currently in its product portfolio.

### Efficiency-Enhancing Investments at İspak

İspak launched a new investment in a lacquering facility in 2024 to expand production volume and create added value by utilizing high technology in its manufacturing processes. Scheduled for completion in 2025, this facility will support the production of the company’s products in the technical foil category.

In addition, İspak completed the Lean Management System–Kaizen project in 2024. A new wash station for the printing lines was also completed. This investment aims to achieve energy and water savings by providing advanced washing solutions for equipment used in printing that is exposed to ink.

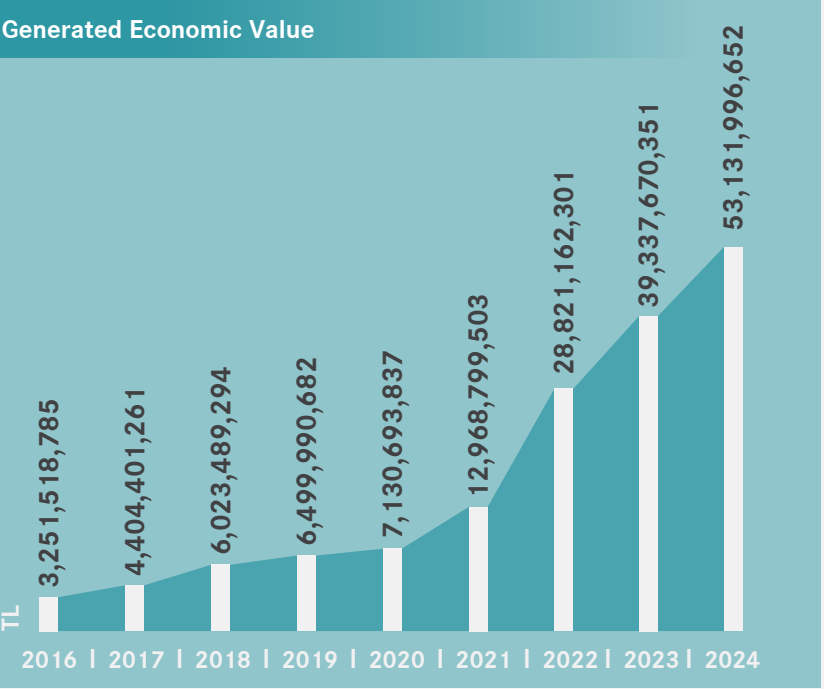




GRI 201-1

# ECONOMIC VALUE

Sales revenues of Kibar Group companies within the reporting scope increased 16.3-fold in 2024 compared to 2016 (reference year), and increased by 84.4% over the past three years.



Sales revenues of Kibar Group companies within the reporting scope **increased 16.3-fold** compared to 2016 (reference year).

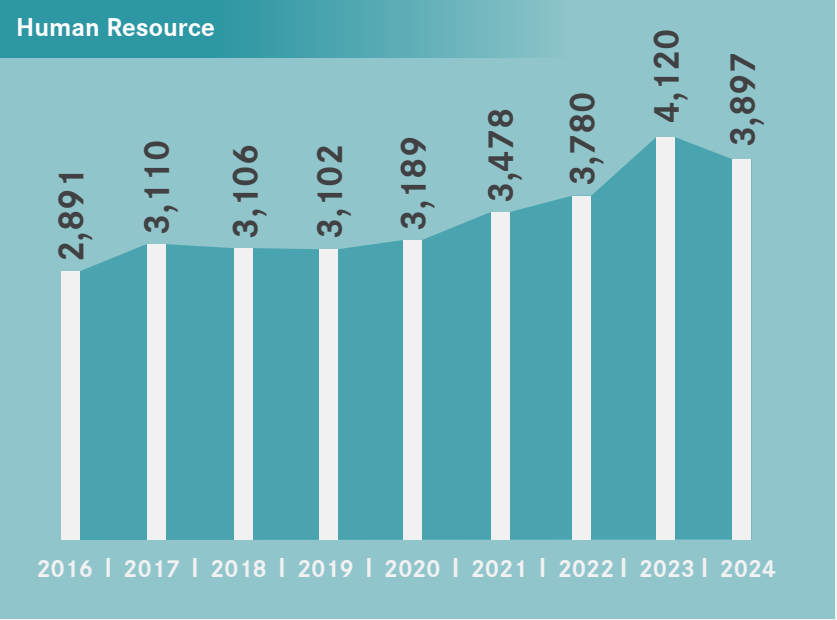
Sales revenues of Kibar Group companies within the reporting scope **increased by 84.4%** over the past three years.



GRI 2-7

# HUMAN RESOURCE

The number of employees of Kibar Group companies within the reporting scope increased by 34.8% in 2024 compared to 2016 (reference year), and by 3.1% over the past three years.



The **number of employees** of Kibar Group companies within the reporting scope **increased by 34.8%** compared to 2016 (reference year).

The **number of employees** of Kibar Group companies within the reporting scope **increased by 3.1%** over the past three years.





GRI 2-6

## EXPORTS

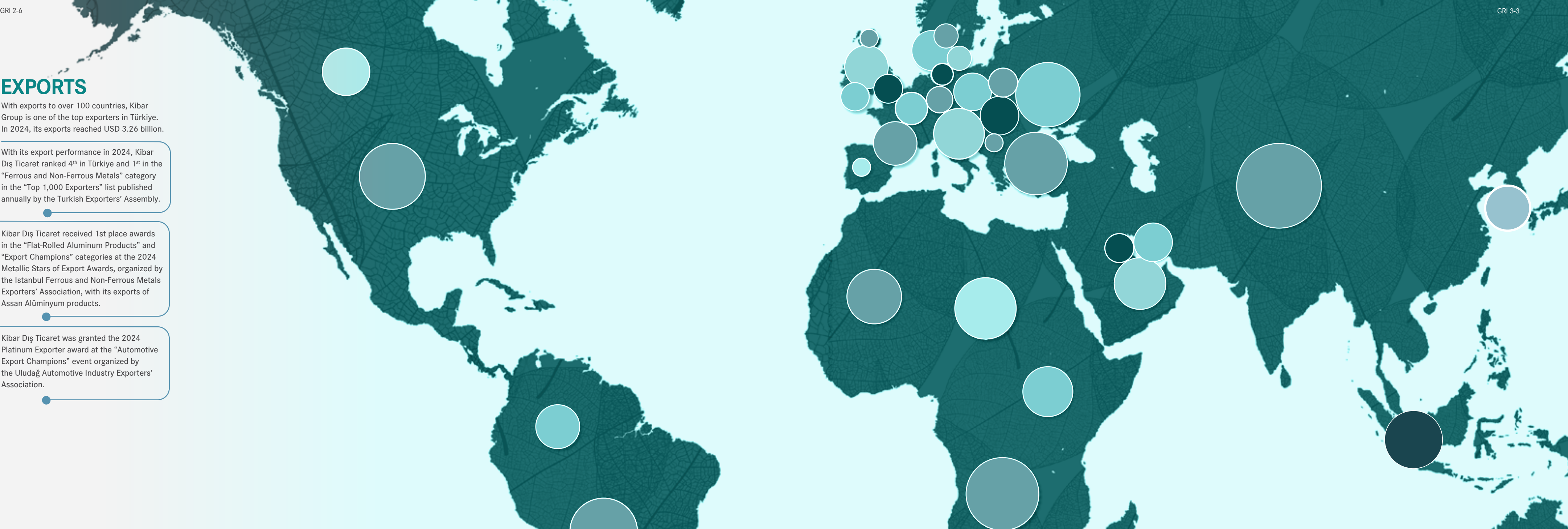
With exports to over 100 countries, Kibar Group is one of the top exporters in Türkiye. In 2024, its exports reached USD 3.26 billion.

With its export performance in 2024, Kibar Dış Ticaret ranked 4<sup>th</sup> in Türkiye and 1<sup>st</sup> in the “Ferrous and Non-Ferrous Metals” category in the “Top 1,000 Exporters” list published annually by the Turkish Exporters’ Assembly.

Kibar Dış Ticaret received 1st place awards in the “Flat-Rolled Aluminum Products” and “Export Champions” categories at the 2024 Metallic Stars of Export Awards, organized by the Istanbul Ferrous and Non-Ferrous Metals Exporters’ Association, with its exports of Assan Alüminyum products.

Kibar Dış Ticaret was granted the 2024 Platinum Exporter award at the “Automotive Export Champions” event organized by the Uludağ Automotive Industry Exporters’ Association.

GRI 3-3





# WE EMPOWER people



We provide our employees—who are the foundation of our sustainable success—with a fair working environment that protects human rights, prioritizes employee health and satisfaction, supports professional development, and promotes equal opportunities for all.



GRI 3-3

# WE EMPOWER people

*With its people-oriented approach, Kibar Group places a strong emphasis on employee rights, well-being, and health. The Group offers a fair, equitable, and inclusive working environment and operates with a commitment to continuous improvement. The Group supports its employees in developing their talents and realizing their potential, while creating a safe working environment in line with occupational health and safety principles.*

*Since its foundation, Kibar Group’s “BİZ” (Turkish equivalent of “we” or “us”) journey has continued under the themes of “Future,” “Success,” and “Life.” Employees are provided with a workplace environment based on trust, integrity, diligence, innovation, and flexibility, which promotes a culture of solidarity and collaboration among co-workers.*



- Relevant Capital Elements**
- Occupational Health and Safety
  - Employee Development and Talent Management
  - Gender Equality and Equal Opportunities

- Material Topics:**
- Human Capital

**Sustainable Development Goals Supported:**



GRI 3-3

# EQUAL OPPORTUNITIES AND DIVERSITY

Kibar Group considers it one of its main responsibilities to provide its employees with a workplace environment that respects people, is fair and inclusive, promotes diversity, and values continuous development, enabling them to fulfill their potential. In fulfilling this responsibility, the Group follows international conventions, decisions, and standards—such as the International Labor Organization (ILO) Conventions and the UN Universal Declaration of Human Rights—in addition to the applicable provisions of the Turkish Labor Law, and develops various systems and practices to protect employee rights.

Kibar Group prohibits all forms of discrimination based on race, language, religion, gender, ethnic identity, disability, pregnancy, religious or political views, marital status, or any similar grounds. No differentiation is applied in remuneration based on such grounds. The Group stands against all forms of violence and discrimination and is committed to ensuring equal opportunities, rights, and resources for all.

## Workplace Inclusion Trainings

In 2024, the “Inclusion at the Workplace” training on inclusive behaviors was organized for managers and employees to maintain and enhance workplace inclusion as part of the corporate culture. These trainings were designed to reinforce inclusion and the elimination of violence as part of ongoing workplace violence prevention efforts.

Trainings were delivered in four sessions to Executive Board members, General Managers, Assistant General Managers, and Directors. One session was organized for field employees, and four sessions for office employees.





GRI 3-3

GENDER EQUALITY

Kibar Group works to promote gender equality by implementing practices that encourage women’s participation in the workforce and empower them.

Through its ongoing projects and participation in initiatives, the Group demonstrates a supportive stance nationally and internationally toward advancing gender equality and strengthening women’s employment.

We Signed the Women’s Empowerment Principles

Kibar Holding is a signatory of the Women’s Empowerment Principles (WEPs), one of the key initiatives aimed at empowering women. It reports its progress every year transparently on the principles of “Top-level corporate leadership promoting gender equality,” “Equal opportunities, inclusion, and non-Discrimination,” “Ensuring health, safety, and well-being,” “Supporting education and learning,” “Business development, supply chain, and marketing methods practices,” “Promoting equality through social initiatives” and “Measurement and transparent reporting for gender equality.”

Investor in Arya Venture Capital Investment Fund (Arya GSYF)

Kibar Holding is an investor in ARYA Venture Capital Investment Fund (Arya GSYF), a social initiative established to facilitate women entrepreneurs’ access to financing. The objective of this gender-focused investment is to support women’s participation in the economy, increase the number of women owning capital, and help women take part in decision-making processes and hold stronger positions.

Kibar Holding received the Equal Opportunities Model (FEM) Certificate

Kibar Holding received the Equal Opportunities Model (FEM) Certificate, a certification program developed under the leadership of the Women Entrepreneurs Association of Türkiye (KAGİDER) with technical support from the World Bank and in partnership with PricewaterhouseCoopers and EY.

Kibar Holding received the Equal Pay Certificate

In 2024, Kibar Holding was awarded the Equal Pay Certificate by the EQUAL-SALARY Foundation, which verifies that female and male employees are paid equally for equal work. Kibar Holding became the first holding company in Türkiye to receive this certification.

The rate of female senior executives increased by 32.4% in 2024 compared to 2016 (reference year), and by 6.7% over the past three years. The rate of female senior executives, which was 17.5% in 2016, reached 23.2% in 2024.

2016

Female senior executive rate

17.5%

2024

Female senior executive rate

23.2%

The number of female employees at Kibar Holding and the Group companies within the reporting scope increased by 91.8% in 2024 compared to 2016 (reference year), and by 24.4% over the past three years.

The number of female employees increased by

24.4%

over the past three years.

The number of female employees increased by

91.8%

in 2024 compared to 2016 (reference year).

The number of female field employees increased 2.6-fold in 2024 compared to 2016 (reference year), and by 50.9% over the past three years. Thus, the rate of female employees among the field employees reached 5.8%.

The number of female field employees increased

2.6-fold

in 2024 compared to 2016 (reference year).

The number of female field employees increased by

50.9%

over the past three years.

The number of female office employees increased by 70.6% in 2024 compared to 2016 (reference year), and by 14.6% over the past three years. Thus, the rate of female employees among the office employees reached 40%.

The number of female office employees increased by

70.6%

in 2024 compared to 2016 (reference year).

The number of female employees increased by

14.6%

over the past three years.





GRI 3-3

WE ARE EQUAL

With the understanding that individuals and organizations should act in line with equality principles both in language and in practice, Kibar Group launched the “WE Are Equal” project in 2021. As part of this project, carried out under the slogan “Equal society, equal future,” various initiatives are implemented to raise awareness of gender equality and promote equality. Topics such as women’s rights, gender roles, and non-discrimination are addressed under the WE Are Equal framework.

A committee was established to institutionalize the concept of gender equality and ensure its effective governance. The committee consists of three units.

WE Are Equal Group Committee:

Within the scope of the “WE Are Equal” project, the “WE Are Equal” Group Committee was established to provide corporate leadership on gender equality by implementing a governance model tailored to different locations, sectors, and corporate cultures.

The Committee is chaired by the CEO of Kibar Holding and the Executive Vice President of Human Resources. “WE Are Equal Company Committees” and “Kibar Volunteers” constitute the main elements of the Committee.

Meeting quarterly, the Committee continued its gender equality efforts in 2024 with the involvement of 9 company committees and 81 participants.

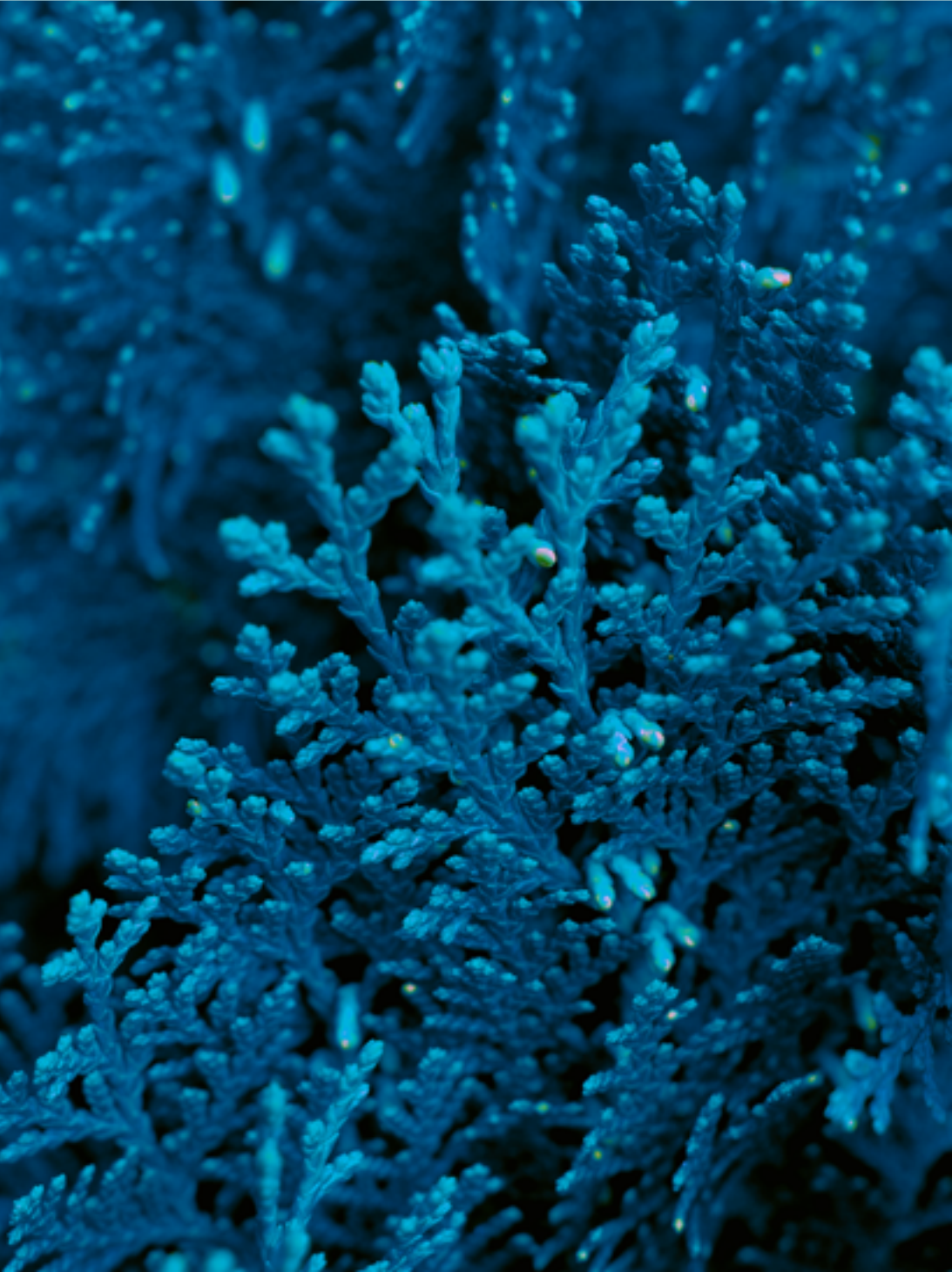


WE Are Equal Company Committees:

Company committees are composed of eight members—four women and four men—including general managers. WE Are Equal Company Leaders, who are elected by each company committee, are responsible for implementing and disseminating the decisions taken by WE Are Equal Committee. In addition, the leaders present their respective companies’ action plans during the quarterly committee meetings. These meetings, attended by all company leaders, foster a culture of mutual learning.

Kibar Volunteers:

Kibar Volunteers, composed of employees from Kibar Holding and Group companies, participate in socially beneficial projects and implement initiatives that promote gender equality—such as career awareness events at schools.



WE Are Equal Project Milestones



2020-2021:

- The topic of gender equality was covered on webinars open to all employees.
- The Gender Equality training, which was organized by the Mother Child Education Foundation (AÇEV), was made available to all employees through “WE Have Power” Development Platform and added to the orientation process as compulsory training.
- Gender Equality Guide was published.



2022:

- Information Guide on Domestic Violence and Violence at the Workplace as well as the Corporate Responsibility Policy Against Violence were published.
- In order to ensure equality in language and communication, Equality in Communication Guide was published.
- Paternity leave period was increased to 14 days.
- Mentorship practices intended for employees as prospective parents and those who will soon begin their military service were introduced.
- Psychological support for 12 sessions began to be provided free of charge through AVITA Employee Support Program to employees, who have recently become parents or returned from military service.



2023:

- Kibar Holding received the Equal Opportunities Model (FEM) certificate.
- Targets for increasing women’s employment were included in the target cards of Company General Managers, Human Resources managers as well as recruitment teams.
- Awareness posts against violence were shared three times a week through the Kibar Holding mobile application to ensure equality in language and communication.
- Employees of the Human Resources departments of the Holding and Group companies were provided with a training on Zero Tolerance Against Violence.
- Diversity and Inclusion Workshop was organized.



2024:

- The EQUAL-SALARY certification was obtained.
- The gifts presented to employees on March 8, International Women’s Day, were procured from women entrepreneurs residing in the earthquake-affected regions of Türkiye.
- BİZ Eşitiz (WE Are Equal) Committee Workshop was held.
- The “Inclusion at the Workplace” training was organized for Company Committee team leaders and Group Committee representatives to promote workplace inclusion.
- Kibar Group’s equality and inclusion platform, which offers informative content and resources, was made accessible to all stakeholders via the Kibar Holding website, with the aim of fostering an equitable culture in both work and social life.





GRI 3-3

# EMPLOYEE ENGAGEMENT AND SATISFACTION

Kibar Holding believes that an inclusive work environment is essential for both employee satisfaction and corporate success. In line with this vision, it encourages employee participation in decision-making processes by considering their expectations and suggestions.

Since 2014, Kibar Holding has measured employee expectations and opinions through Employee Opinion Surveys conducted by independent institutions. Based on the feedback obtained from these surveys, necessary corrective actions are implemented to drive improvements.

Based on the analysis of the 2023 Employee Opinion Survey, necessary actions were identified, and 95% of these actions were completed in 2024.

In 2024, the Employee Experience Team was established, adopting the agile methodology to continuously improve the employee experience. New practices have been introduced alongside ongoing improvements to existing ones.

In addition to employee opinion surveys, the participatory culture is further strengthened through the “Kibar Group Employee Suggestion System.” In 2024, 3,374 suggestions were submitted by employees through this system, of which 1,834 were implemented.

## WE ARE WORK, WE ARE LIFE

“WE Are Work, WE Are Life” project was implemented to improve efficiency and employee satisfaction by permanently adopting the remote working models, which were first introduced during the pandemic. The next generation working models consist of three different types as “Remote+,” “Hybrid,” and “Workplace & Office+”.

## BİZPLUS APPRECIATION, RECOGNITION AND REWARD PROGRAM

Within the scope of “BİZPlus,” an online appreciation, recognition, and reward platform launched in 2020 to promote visibility, recognition, and rewarding the success of employees, managers are able to reward their team members under 18 different categories.

Developments within the Group are shared with employees through various communication platforms in order to strengthen communication among them. The most important communication channels include the annual management meetings, in-house network Porttakal, “Kibarca” magazine, and the in-house mobile app called “Mobiliz.” In addition, various events bringing employees together are also organized.



GRI 3-3, 404-2, 305-4

# TALENT ACQUISITION

At Kibar Group, employees are regarded as the most important asset to carry the Group into the future. In line with this approach, employees are prepared for the future through talent acquisition programs, talent management, continuous development opportunities, and effective performance management. Employees’ knowledge and development are supported through various training programs, including ethics training, occupational health and safety training, and personal development courses.

At Kibar Group, all candidates are provided equal opportunities during recruitment, and the process is conducted objectively and fairly. The candidate selection process is conducted meticulously to fill open positions with the right talent. During the recruitment process, various tools such as personality inventories, competency-based interviews, and assessment centers are utilized, and different career portals and databases are leveraged to enhance diversity.

## K-TEAM YOUNG TALENT INTERNSHIP PROGRAM

Within the scope of the K-Team Young Talent Internship Program, which was introduced in 2014 with the motto, “The real career begins with a real internship,” for the purpose of acquiring young talents and preparing them for business life, 81 young talents have had the opportunity to intern at Group companies, and 29 participants have been recruited by the end of 2024.

## K-START YOUNG TALENT ON-SITE INTERNSHIP PROGRAM

The K-Start project was implemented in order to disseminate the achievements of the K-Team Young Talent Internship Program to on-site employees. This project aims to enable Vocational High School students to undertake long-term internships and to attract young talents to the Group. Within this scope, collaborations have been established with Kocaeli University, Yeditepe University, and Okan University.

## GELECEĞİMİZ İÇTEN PLATFORM

To ensure visibility of internal job openings and prioritize current employees in career development, the “Geleceğimiz İçten” (Our Future Is Within) platform was established. Job openings at Group companies are shared on this platform to keep employees informed about available opportunities. This also facilitates awareness and career mobility across Group companies. In 2024, 24% of vacant positions were filled by internal candidates.

## BİZDEN BİRİ PLATFORM

BİZden Biri is a platform where employees recommend candidates from outside the Kibar Group whom they believe are suitable for open positions across the Group. When candidates recommended through BİZden Biri are hired after participating in the relevant processes, the employee who referred them receives a reward.





GRI 3-3, 404-2

## TALENT MANAGEMENT

In talent management, employees demonstrating high performance and potential are identified, and career development planning is conducted in line with the needs and objectives of both the employees and the organization. Leveraging the advantage of being a multi-company Group, employees identified as talent are supported in intercompany rotation and reassignment.

Within the scope of employee development activities, employees’ competencies, professional knowledge, and skills are strengthened. Within this scope, various methods are employed, including development center practices, internal trainings that support peer learning, development programs that foster competency and technical growth, and distance learning tools. Employees are supported in discovering their strengths and areas for improvement, and development programs are designed with their needs in mind. These activities also contribute to enhance interaction among employees and strengthening communication across different companies and functions.

### GÜÇ BİZDE DEVELOPMENT PLATFORM

Through the “Güç Bİzde Development Platform,” launched in 2020 to support employees’ development journeys, employees are provided the opportunity to track their individual progress and access various resources anytime and from anywhere.

**The platform also;**

- allows all training processes to be managed through a single platform;
- promotes continuous learning;
- offers a customized learning experience;
- allows developmental needs to be defined more precisely;
- provides support for learning analytics by allowing detailed reporting of training records;
- ensures more efficient management of training activities thanks to learning analytics and reports;
- provides efficiency, automation, and digitalization in training operations;
- contributes to maintaining organizational memory; and
- facilitates adaptation of employees recently recruited to the working culture of the Group.



### GÜÇ BİZDE DEVELOPMENT PROGRAMS

**GÜÇ BİZDE**  
Managerial Development Program

**GÜÇ BİZDE**  
Specialist Development Program

**GÜÇ BİZDE**  
Leadership Development Program

**GÜÇ BİZDE**  
Field Leadership Program

**GÜÇ BİZDE**  
Development Ambassadors  
(internal instructors and mentors)

**GÜÇ BİZDE**  
Achieving Together HR Development Program

**GÜÇ BİZDE**  
Game Changers

**GÜÇ BİZDE**  
Development Center

**GÜÇ BİZDE 2.0**  
Purchasing Faculty  
Digitalization Faculty  
continues their activities.  
Occupational Health and Safety  
Faculty.



GRI 3-3, 404-2

### MANAGERIAL DEVELOPMENT PROGRAM

The “Managerial Development Program” continues in order to contribute to the development of Supervisors and Mid-Level Managers and to establish a common leadership model and culture. The subjects included in the program—which involves all employees at executive and manager levels—are determined based on employee expectations through focus group activities. Executives and managers who have recently been recruited or promoted are supported through the “WE in Management” module, while other executives and managers—whether or not they manage a team—are supported through a dedicated program tailored to their respective hierarchical levels. In 2024, 323 participants took part in the program, which was delivered in 4 modules, receiving a total of 14 hours of training. The program received a satisfaction score of 4.63 out of 5. The participation rate in the Managerial Development Program was 74%.

### SPECIALIST DEVELOPMENT PROGRAM

Within the scope of the “Specialist Development Program,” implemented to support the competency development of employees in the positions of Assistant Specialist, Specialist, and Senior Specialist, analyses are conducted to identify competency development needs, and training programs aligned with these development goals are organized. In this context, training activities are carried out under the predetermined catalog titles of “We are Innovative,” “We Take Decisions,” “We Achieve Results,” “We Collaborate,” “We Act According to Plan,” and “We Are Customer-Oriented.” In 2024, 488 participants received 14 hours of face-to-face training. The program received a satisfaction score of 4.7 out of 5.

### LEADERSHIP DEVELOPMENT PROGRAM

Within the scope of the program—implemented to redesign the leadership culture and create a favorable climate for employees at the director level and above—participants are offered development opportunities. Based on the program outcomes, the “About Life” module- featuring various workshops, training sessions, and development support for social life-is offered. In 2024, the recommendation score for the Leadership Development Program was 8.8 out of 52.

### FIELD LEADERSHIP PROGRAM

The Field Leadership Program was implemented for field employees who manage teams on site. The program also included topics on diversity, inclusion, and gender equality.

### DEVELOPMENT AMBASSADORS

The “Development Program for Development Ambassadors” has been implemented to train internal instructors and mentors, sustain a culture of sharing, and contribute to employees’ personal development. Internal instructor candidates are provided with “Instructor Training” to support the development of their ability to utilize modern and up-to-date design methods when creating internal training curricula, enabling them to deliver an effective training experience to participants.

The internal mentorship program involves meetings between volunteer mentors and their assigned mentees to foster a culture of mutual learning. The internal mentorship program consists of mentorship and reverse mentorship programs. The program was not held in 2024. Currently, there are a total of 99 Development Ambassadors, comprising 67 internal instructors and 32 mentors.



GRI 3-3, 404-2

### UNITED ACHIEVERS

In quarterly meetings bringing together Human Resources teams from Kibar Group companies, topics such as employee well-being, process and system improvements, and development are discussed.

### GAME CHANGERS PROGRAM

This program is designed for employees in the talent pool and is divided into two separate groups: specialists and executives/managers. Employees in the specialist group join the year-long training program and mentorship process after voluntarily applying, while those in executive and manager positions participate following nomination by senior management. Both groups undergo various inventories and assessments as part of the process. In 2024, 19 specialists and 22 executives/managers participated in the program, receiving a total of 126 hours of training. In addition to the training sessions, online follow-up workshops were also conducted. The program received a satisfaction score of 4.6 out of 5.

### GÜÇ BİZDE 2.0 - PURCHASING FACULTY

The faculty, with a multi-level modular structure, was specifically designed for the Purchasing team in cooperation with Boğaziçi University Lifelong Learning Center (BULLC) to support the team’s technical and competency-based development. It consists of three modules: Purchasing Development, Purchasing Rediscovery, and Purchasing Management Guidance. In 2024, participants received 65 hours of training, and the program received a satisfaction score of 4.2 out of 5.

### GÜÇ BİZDE 2.0 - DIGITALIZATION FACULTY

It includes a modular program specifically designed for the development of IT employees, K-TEAMS, and key users.

In 2024, an eight-day program was completed within the Digitalization Faculty Key User Development Program, providing 64 hours of training per person to 41 employees. The recommendation rate of the program was 63%.

In 2024, the training program, consisting of five modules, was completed within the Digitalization Faculty Digital Awareness Trainings, with 8 hours of training provided per person to 497 individuals. The recommendation rate of the program was 92%.

### OCCUPATIONAL HEALTH AND SAFETY FACULTY

Positioned under WE Have The Power 2.0 initiative and guided by the motto BioCore - New Generation Bio-based Insulation Technol, the Occupational Health and Safety Faculty has been specifically designed for office employees. The goal of the Faculty is to develop employees’ occupational health and safety competencies, enhance behavioral OHS awareness, and cultivate the leaders of the future. It consists of 5 modules and 13 topics. Launched in 2024, the program is expected to run for a duration of three years.

### Assan Alüminyum Employee Development Practices

The “Coach-Like Leadership Training” and the “Value-Driven Leadership Training” have been offered at Assan Alüminyum since 2021 to help managers and executives acquire basic coaching skills—such as active listening and questioning, recognition, feedback, and identifying strengths and areas for development—in addition to the training programs provided through WE Have The Power Development Platform. In addition, the “Shift Supervisor Development Program” has been implemented to enhance the competencies and awareness of shift supervisors—who are the immediate supervisors of on-site personnel—in areas such as team leadership, team development, and providing feedback. In 2024, employees received a total of 67,208 hours of training.

### Assan Hanil My Development Journey Program

The activities for My Development Journey, which was introduced in 2021 to enable employees working at Assan Hanil to become competent, collaborative, highly motivated, and engaged “leaders” on site and to identify their own areas for development, continue to this day. In 2024, to meet the company’s training needs through internal instructors, 566 participants received a total of 225 hours of training across 32 topics, delivered by 13 instructors.



## TOTAL REWARD MANAGEMENT

### BİZSMART – PERFORMANCE MANAGEMENT

At Kibar Group, the performance evaluation process is carried out using the Objectives and Key Results (OKR) methodology, which emphasizes effective, agile, and continuous communication. Rather than being confined to fixed periods, the process is implemented throughout the year via ongoing feedback, regular check-ins, and one-on-one meetings, and includes at least one formal interim evaluation annually.

A high-performance culture is reinforced across the Group through the involvement of Performance Ambassadors and OKR Coaches, who actively support employee development and goal alignment. All office employees undergo an annual performance evaluation based on the achievement of their business objectives and development goals. In 2024, 802 office employees, including 313 women, participated in the performance assessment process.

To foster a culture of feedback in line with the new performance model, Feedback Culture e-learning modules are delivered via the WE Have The Power Development Platform, helping raise awareness and build feedback capability across specialized teams.

### VARIABLE PAY POLICY

At Kibar Group, a total reward system is implemented in alignment with both Group and company strategies, aiming to reward individual and team contributions to business results and overall company performance. This system is fully integrated with all Human Resources

GRI 2-19, 2-20, 404-3

processes and includes not only the base salary, but also short-term incentives (STI), as well as social benefits and additional allowances provided to employees.

### BIZFLEX – FLEXIBLE BENEFITS

With the BIZFlex Flexible Benefits Program, employees can shop throughout the year using gift vouchers they choose from various brand categories according to their preferences.

### COMPENSATION AND BENEFITS POLICY

Our compensation and benefits policies are designed to be objective, fair, and dynamic, maintaining internal equity while remaining competitive within the target market. The remuneration process is based on multiple criteria, including job families, roles and responsibilities, knowledge, skills, and competency levels. The principle of “equal pay for equal work” is strictly upheld. To ensure fair and competitive compensation, internationally recognized job evaluation methodologies and salary benchmarking studies are utilized. Although there is no labor union organized within our Group, social benefits and a fair compensation structure are provided in line with local market conditions through comprehensive market analyses.

### HUMAN RESOURCES ANALYTICS

Kibar Group supports strategic management decision-making processes with data-based approaches through human resources analytics. By providing decision-makers with up-to-date, reliable, and meaningful data, it contributes to

increased operational efficiency and develops proactive solutions for the future. It generates insights across a wide range of areas, including employee engagement, workforce planning, talent management, and organizational efficiency.

In 2024, significant steps were taken towards digitalization and reshaping the culture of data-based decision-making. Within the framework of the Group’s “X+2 Policy,” human resources processes and reporting were simplified and integrated with automation and digital solutions. This contributed to accelerating decision-making processes and improving organizational efficiency.

The “Fullness and Accuracy Dashboard” has enabled real-time monitoring of human resources data quality. Strategic visibility has been strengthened with a new QlikSense-based reporting infrastructure. To ensure the sustainability of human resources technologies, system and supplier changes have been completed for recognition, flexible benefits, and digital learning platforms. Six human resources processes have been digitized with Robotic Process Automation, increasing operational efficiency.

The Human Resources Analytics function is strengthened with centralized analytics platforms that manage fifteen different application-related system vendors within an integrated structure, and continues its transformation journey with an insight-driven and agile human resources architecture.





GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

## OCCUPATIONAL HEALTH AND SAFETY

Protecting employees’ health and safety is a top priority for Kibar Group. At Kibar Holding and Group companies, occupational health and safety (OHS) practices are conducted in compliance with the ISO 45001 Occupational Health and Safety Management System.

A healthy and safe working environment at a high standard is ensured through a systematic and integrated management approach. An effective hazard identification, risk assessment, continuous improvement, and training process is implemented continuously.

Comprehensive risk analyses are conducted periodically to prevent workplace accidents and occupational diseases, with all risks evaluated in detail. Risk assessments are conducted using the Fine-Kinney method in compliance with the applicable Occupational Health and Safety Risk Assessment Regulations and ISO 45001 standards and are reviewed periodically. Health risks in the work areas are assessed, and environment is monitored.

The risk level of each hazard is determined, and necessary action plans are developed to mitigate these risks. Plans prepared based on the risk assessment results are updated with employee participation. Corrective and preventive actions are carried out as part of the improvement processes.

Employees receive regular training to enable them to act consciously and safely against potential risks. Life Safety Coaching practices are implemented to promote a safer and healthier work environment.

Occupational Health and Safety processes are conducted by OHS committees under the leadership of General Managers and appointed employer representatives. OHS committees meet regularly, gather employee opinions, and implement improvements based on on-site feedback. Employee representatives actively participate in occupational health and safety processes. Employee representatives are elected according to legally prescribed ratios, ensuring 100% employee representation in the OHS committees. Contractors are also included in OHS processes, ensuring efforts to secure business partners’ compliance with OHS standards.

At Kibar Group, a safe, healthy, and sustainable work environment is created through an occupational health and safety management model that actively involves employees and is continuously improved based on their feedback.

**Employee Health**  
Employee health is supported through practices such as private health insurance and the Avita application, a mobile medical laboratory, the presence of a full-time physician and health personnel available 24/7 year-round, a vehicle dedicated to patient transfer available 24 hours a day, and regular health check-ups for all employees.

Necessary improvements are made, and ergonomic equipment is provided to offer office employees a more comfortable and healthy work environment. All facilities undergo regular hygiene and sanitary inspections. Necessary measures are taken for employees with chronic illnesses, as well as for pregnant and breastfeeding employees.

### OCCUPATIONAL HEALTH AND SAFETY DIGITAL PROCESS MANAGEMENT

Occupational health and safety processes are monitored using digital tools such as hazard suggestion systems, the QDMS management system, and IRONIC health records, and necessary actions are planned accordingly. To ensure a healthy and safe working environment, continuous improvement is pursued, and OHS programs are implemented to include all employees.



### OCCUPATIONAL SAFETY, HEALTH & ENVIRONMENTAL WORKSHOP

Occupational Health and Safety (OHS) and Environmental workshops are held annually on a regular basis as part of OHS efforts. During the workshops, annual OHS and Environmental performance indicators are evaluated, good practices are shared, areas for improvement are identified, projects are planned, awareness activities are designed, and audit standards are developed.

### OCCUPATIONAL SAFETY, HEALTH & ENVIRONMENTAL AUDITS

Planned internal audits are conducted at least twice a year to review, monitor, improve, and keep the occupational health, safety, and environmental system up to date and effective. During audits, compliance of Group companies with applicable legal regulations and committed requirements, as well as Kibar Holding’s adherence to Occupational Health, Safety, and Environmental principles, are assessed.

During audits conducted by auditors composed of OHS & Environmental professionals, companies’ areas for improvement and strengths are identified, and corrective actions are defined to address these issues.

Following each audit, the internal audit report—containing suggestions and corrective action requests prepared by the auditors—is addressed during Management Review meetings.

### OCCUPATIONAL HEALTH AND SAFETY TRAINING

Occupational health and safety training activities aim to enhance employees’ knowledge and awareness of OHS. In 2024, employees received 42,160 hours of OHS training. To extend the Occupational Health and Safety culture throughout the entire value chain, OHS training is also provided to contractor employees. In 2024, contractor employees were provided with a total of 2,678 hours of training.

**Life Safety Captainship**  
Life Safety Captainship is an oversight mechanism implemented at Assan Alüminyum and Assan Panel to ensure the participation of on-site employees in field surveillance related to occupational health, safety, and environment. Within the scope of the practice, the aim is to enhance individual awareness by enabling field employees to observe their work and work areas from an external perspective, foster team spirit through mutual observation, and ensure that recorded behaviors are communicated to unit managers so that appropriate measures can be taken.

**Life Safety Culture Project**  
The “Life Safety” culture change program, launched at Assan Alüminyum in 2015, aims to expand the reach of existing practices and increase social life activities through digital applications. The “Life Safety Coach” initiative, launched to embody management’s role-modeling on-site, continued throughout the reporting period.

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

As a result of occupational health and safety practices, the accident frequency rate decreased by 25% and the accident severity rate decreased by 14.8% in 2024 compared to the previous year. No fatal accidents or occupational diseases occurred in 2024.

The accident frequency rate decreased by **25%** in 2024 compared to the previous year.

The accident severity rate decreased by **14.8%** in 2024 compared to the previous year.

All occupational accidents that occur despite the measures taken are thoroughly investigated by occupational safety specialists and representatives from the relevant units. Following the evaluations, the necessary preventive and corrective measures are implemented.



# SOCIAL LIFE

Kibar Group considers providing a happy and inclusive work environment—where employees can develop a sense of belonging and engagement—as a key part of its responsibilities as an employer. Various initiatives are implemented, and a range of benefits are offered to support employee health and well-being. Flexible and inclusive policies are embraced to boost employee satisfaction, productivity, and engagement.

Within this scope, the aim is to enhance employees’ quality of life through initiatives such as WE Are Life Leave, Paternity Leave, Birthday Leave, Internal Mentorship processes, Flexible Working Models, and daycare support. In addition, the Group establishes corporate discount agreements across various categories to enable employees to access a wide range of services and products at preferential rates.

## EMPLOYEE SUPPORT PROGRAM

Avita, Kibar Group’s employee support program, provides free 24/7 counseling services to Kibar Group employees and their families. Within the scope of the program, consultancy services in various subjects, including psychology, medical, legal, healthy diet, ergonomics, technology, veterinary, social life, and general information services, etc. are provided.

Support is provided by experts in their respective fields to address the questions and concerns of Kibar Group employees and their families. When necessary,

face-to-face psychological support of up to six free sessions is also offered upon referral by clinical psychologists at the call center. The program, which can be accessed through various channels such as phone, website, and mobile app, strictly adheres to data privacy principles.

## KÍBAR GROUP SPORTS FESTS

Launched in 2016 to encourage employees to engage in sports, strengthen communication among them, and contribute to building a “Biz” culture, the “Kibar Group Sports Fest” is one of the initiatives aimed at enriching employees’ social lives.

In addition to individual and team competitions held in various sports such as basketball, football, volleyball, running, and table tennis, digital events titled “Kibar e-Sports Fest” are also organized.





# WE INNOVATE for the future

We prioritize product quality and customer satisfaction at the highest level, and consider technological development and innovation as the cornerstones of sustainable growth.





GRI 3-3

# WE INNOVATE for the future

As a well-established industrial organization, Kibar Group owes its corporate success to always prioritizing quality in its products and services while meeting customer needs, and to its capability to anticipate future demands.

Current products, systems, and processes are continuously reviewed and updated using state-of-the-art technologies. The importance attached to innovation and digitalization plays a significant role in increasing productivity, accessing new markets, and minimizing the negative environmental impacts of products, services, and processes.

Related Capital Elements:

- Intellectual Capital

Material Topics:

- Customer Satisfaction
- R&D, Innovation, and Digitalization

Sustainable Development Goals Supported:



GRI 3-3, 4 17-1

# QUALITY OF PRODUCTS AND SERVICES

Kibar Group has adopted the principle of maintaining the highest standards of customer satisfaction and product safety. In this respect, the Group implements numerous quality and safety procedures with the aim of exceeding customer expectations, while also ensuring full compliance with the standards required by the sectors in which it operates.

Customer satisfaction is objectively measured through annual independent surveys, and necessary actions are taken based on the survey results within the framework of a continuous improvement approach. These results play a significant role in enhancing the quality of products and services.

Company	Management System and Quality Certificate	
Assan Alüminyum	ASI: Aluminium Stewardship Initiative Performance Standard	CE: EU Certificate of Conformity
	ISO 22301: Business Continuity Management System	NSF: International Health Organization Certificate of Conformity
Assan Hanil	ISO 50001: Energy Management System	Kosher: Kosher Food Conformity Certificate
	ISO-IEC 27001: Information Security Management System	ISPM 15: Wood Packaging Materials Certificate of Conformity
Assan Panel	ISO 9001: Quality Management System	ISO 45001: Occupational Health and Safety Management System
	IATF 16949: Quality Management System	TSE COVID-19 Safe Production Certificate
İspak	ISO 14001: Environmental Management System	Zero Waste Certificate
	ISO 31000: Corporate Risk Management System	ISO 31000: Corporate Risk Management System
	ISO 22000 Food Safety Management System	TS 45001 (OHSAS): Occupational Health and Safety Management System
	ISO-IEC 27001: Information Security Management System	Zero Waste Certificate (for 3 facilities)
	ISO 9001: Quality Management System	TS EN 508-1: Roofing Sheets, Trapezoidal Section Corrugated Sheet Certificate
	ISO 14001: Environmental Management System	FM Approval: Fire Safety Certificate
	ISO-IEC 27001: Information Security Management System	Greenguard GOLD: Certificate of compliance with standards ensuring that the product is not harmful to human health due to chemical emissions
	ISO 31000: Corporate Risk Management System	TSE COVID-19 Safe Production Certificate
	ISO 45001: Occupational Health and Safety Management System	
	TSE EN 14509: Certificate of compliance to panel standard (For panels with mineral wool used as filling material, PUR-PIR panels, and opti-panels with PUR used as filling material)	
	ISO 22000: Food Safety Management System	Kosher: Kosher Food Conformity Certificate
	BRC: International Food Safety Standard	Halal Food Product Safety Certification
	ISO-IEC 27001: Information Security Management System	Certificate for Awarding and Use of the “OK Compost Industrial” Conformity Mark Certificate
	ISO 9001: Quality Management System	
	ISO 14001: Environmental Management System	
	ISO 45001: Occupational Health and Safety Management System	



GRI 3-3, 417-1

### CUSTOMER SATISFACTION & PRODUCT QUALITY AT ASSAN ALÜMİNYUM

Assan Alüminyum is committed to maintaining and enhancing the quality of its products and services, and continuously carries out improvement efforts to this end. Each year, product samples are tested in accredited laboratories and a “Certificate of Conformity” is issued to ensure compliance with the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation and similar frameworks. This ensures full compliance of the products with applicable legal regulations and voluntary principles concerning health and safety conditions. In 2024, 16 certificate audits were conducted by independent organizations, and the continuity of the certifications was maintained.

Assan Alüminyum monitors customer satisfaction through annual surveys. In order to respond promptly to customer demands, “Customer Service Level” criteria are closely monitored, and improvements are implemented on the eBA platform to deliver services more effectively. Among these improvements are historical data access, flexible question assignment, and advanced filtering options for historical data.

Customer relations are managed meticulously, and customers receive annual technical training on sector-specific developments. Product deliveries are accompanied by detailed information, including packaging labels, test certificates, and product specifications. Social media posts and e-newsletters are prepared to transparently share the company’s agenda with

customers. Routine assessment meetings held with authorized dealers, along with business partner meetings covering all customers, are part of the customer relations practices.

### CUSTOMER SATISFACTION & PRODUCT QUALITY AT ASSAN HANİL

Assan Hanil manufactures all of its products in compliance with international quality standards and subjects them to meticulous quality control procedures. The company is committed to ensuring customer satisfaction at every stage and maintaining it in a sustainable manner. The company carefully evaluates customer feedback to develop the most appropriate solutions for their needs and updates its processes with a customer-focused approach.

Feedback received from suppliers and customers is managed through the 8D process. Customer feedback is evaluated by a team composed of relevant departments under the leadership of the Quality Department. Interim measures taken to address issues are communicated to the customer within 24 hours, and permanent measures within 48 hours. Actions outlining the problem and its resolution are reported in the 8D format and documented in the ASHA QDMS system.

A barcode system is used to ensure product traceability. In serial production, laboratory tests, incoming quality inspections, and process quality tests are carried out in accordance with technical drawings and customer specifications.

To measure customer satisfaction, surveys are

conducted annually through an independent research firm. Customer satisfaction, engagement, recommendation scores, and areas for improvement are reported to senior management.

### CUSTOMER SATISFACTION & PRODUCT QUALITY AT ASSAN PANEL

Assan Panel, whose products inherently contribute to a sustainable future, is committed to making a difference in product quality and customer satisfaction. Products with superior insulation properties enhance energy efficiency by minimizing buildings’ energy demands and supporting renewable energy systems. Products compatible with the installation of Solar Photovoltaic (PV) Energy Systems offer customers the opportunity to generate electricity from renewable energy sources and reduce their carbon footprint.

Assan Panel guarantees the quality of its products through certifications. Assan Panel, which also holds UL Greenguard and Greenguard Gold certificates with its eco-friendly products, and company has received the first ISCC Plus certificate at the sector in Türkiye with its BioCore technology, which was developed using bio-based materials such as waste oils. It has achieved the best fire resistance has achieved the best fire resistance result—REI 180—with its 100 mm mineral wool-filled sandwich panels.

Annual surveys are conducted to measure customer satisfaction. The results are carefully evaluated, and efforts are made toward continuous improvement.

### CUSTOMER SATISFACTION & PRODUCT QUALITY AT İSPAK

İspak aims to meet its customers’ sustainability requirements through innovative and sustainable packaging solutions. The company operates with quality control processes and a continuous improvement mindset, viewing customer satisfaction as an ongoing responsibility.

At İspak, a quality certificate containing all technical specifications and measurement results of the product is sent to the customer along with the product. The quality certificate includes all tests performed for the specific product, the standards according to which these tests were conducted, and the corresponding test results. End-to-end traceability is ensured throughout the entire production process via the Quality Control Department. Test methods compliant with international standards, such as those of the International Organization for Standardization (ISO) and the American Society for Testing and Materials (ASTM), are applied. Support is obtained from accredited external laboratories whenever necessary. Audits are conducted regularly by certified internal auditors.

Customer satisfaction is measured annually through regular surveys.

### R&D AND INNOVATION

Kibar Group swiftly adapts to changing conditions through continuous review of its operations, in line with its sustainable growth objectives. At its core, the Group’s R&D and innovation strategies consist of improving productivity; reducing resource utilization and waste generation; increasing product quality and diversity; designing new business models and technologies that create value for stakeholders; and developing eco-friendly, high-value-added products.

Within the framework of sustainable growth, priority is given to the development of clean and eco-friendly innovative products and projects. Advanced technologies and digital capabilities are integrated with business models to deliver differentiated and value-added products and services to customers. As part of its innovation efforts, the Group conducts collaborative projects with various institutions, particularly universities.

There are 160 R&D employees in the companies within the reporting scope.

In 2024, the companies within the reporting scope obtained seven patents and thirteen utility model rights through their R&D activities. In addition, fifteen patent applications were filed. Over TRY 340 million was invested in R&D during the reporting period.





GRI 3-3

ASSAN ALÜMİNYUM R&D AND INNOVATION PROJECTS

Assan Alüminyum conducts its research and development activities at the R&D Center registered with the Republic of Türkiye Ministry of Science, Industry and Technology. R&D activities focus on developing high-performance products tailored to specific sectors and customers. As part of its R&D activities, consulting services are obtained from academics at Marmara University and İzmir Institute of Technology.

In 2024, Assan Alüminyum secured two national patent registrations and filed three international patent applications.

In 2024, Assan Alüminyum R&D Center collaborated with prominent universities and organizations on short- and medium-term projects, including İzmir Institute of Technology, Marmara University, Gebze Technical University, Aluminium Deutschland (AD), the European Aluminium Association (EAA), and the Automotive Technologies Platform (OTEP).

Activities for the Development of Recyclable Alloy

Assan Alüminyum has been conducting R&D efforts to develop new recycling-friendly alloys aimed at expanding its pool of usable scrap and secondary aluminum. As part of the project launched in 2023, efforts were carried out in 2024 to manufacture the 6005A alloy and develop the associated processes, with the aim of achieving a 50% to 85% utilization rate of scrap and secondary aluminum in production.

At the end of the process, the 6005A alloy—produced with recycled materials and possessing the same properties as the existing alloys—was added to the sales portfolio.

Project for Improving Corrosion Resistance of Recyclable Aluminum Alloys

Efforts to enhance the corrosion resistance and product lifespan of new alloys that increase the utilization rates of aluminum scrap and secondary aluminum are ongoing.

Alloy and Process Development Project for Foil Products

Launched in 2023, the project aims to produce foils with low anisotropy coefficients and minimal earing values. Priority was given to ensuring that the new alloy is suitable for high utilization of aluminum scrap and secondary aluminum.

ASSAN HANİL R&D AND INNOVATION PROJECTS

At its R&D center, Assan Hanil continues its sustainability-oriented research and development activities to respond swiftly to the changing trends of the automotive industry and the expectations of its customers. Innovative projects are carried out to reduce weight, optimize costs, and improve quality.

As of 2024, Assan Hanil holds a total of 111 Intellectual Property Rights, including 54 patents, 12 utility models, and 45 industrial designs, as well as 6 trademark registrations. In addition, 10 new patent applications were filed in 2024.

Eight new collaborations were established in the field of R&D and innovation.

The company conducts activities to increase the use of recyclable and bio-based materials with its 86 R&D employees. The technological innovations and improvement projects implemented during the reporting period are as follows:

- Supply Chain Milk Run Optimization Project
  - RPA Citizen Developer Project
  - Defect Liability Period (DLP) Commissioning Project
  - Kanban Planning Optimization Project
  - Corporate Documents (QDMS) Generative AI Project
  - Project on converting the buffer reinforcement component from metal to a composite structure using GMT-based material
- Assan Hanil continues to develop innovative solutions to enhance sustainability in the automotive industry through its strong R&D infrastructure and strategic partnerships.

Commercial Vehicles Electric Seat and Electronic Control Unit (Seat ECU) Development Project

Assan Hanil aims to deliver a high-value-added, strategic product to the global automotive market through its development project of a smart ASD seat for heavy-duty commercial vehicles, which can be remotely controlled via an application interface. This state-of-the-art product focuses on design and comfort, features memory capabilities, offers recommendations based on physical characteristics, aligns with new trends, and meets market expectations. In the project, seat and software designs were finalized, and a prototype seat was manufactured.

This project offers an innovative approach and solution to the growing trend of technological products and smart devices usage, which is driven by increasing customer expectations.

ASSAN PANEL R&D AND INNOVATION PROJECTS

Assan Panel continues its R&D activities in its own laboratory, accredited to “Euronorm” standards, equipped with hardware and software capable of performing all types of physical and mechanical tests on sandwich panels.

In addition to its activities in the design and production of sandwich panels and polycarbonate panels, the company also carries out active works in the development of polyurethane panel core filling materials.

Investments are made in R&D and new technologies with the aim of reducing environmental impacts and enhancing efficiency through sustainability- and innovation-focused activities. In 2024, two patent applications were filed, and one patent was granted. In addition, the company secured one utility model registration. Eleven employees work within the scope of R&D activities.

ISCC Plus certification was obtained within the scope of the BioCore project.

**Assan Panel Received an Innovation Award**  
In 2024, Assan Panel received the Jury Special Award at the Golden Plumb Awards for its “New Generation Biobased Insulation Technology BioCore.” It also received an award in the Green Transformation Category of Common Futures Award Program with BioCore.

GRI 3-3







GRI 3-3

İSPAK R&D AND  
INNOVATION PROJECTS

In 2024, İspak implemented eleven new projects and applications in the fields of technological innovations, improvement, and innovation. Two new patents were granted. The company’s number of eco-friendly and clean products and projects has reached nine.

There are 32 employees working in the R&D department.

Project for Domestic Production of Seal  
Caps for Induction Sealing

In the project launched in 2023 for the domestic production of extrudable polymer-based seals used to seal bottles, the first commercial order was received in 2024. Thus, the company has become the first domestic supplier of this product in Türkiye.

Sustainable Refback

Work is underway to offer a sustainable alternative for refrigerator back panel structures. As one of the few global manufacturers of refrigerator back panels, İspak aims to maintain its market leadership through the sustainable alternative product to be developed within this project.

Next-Generation Energy Efficiency VIP

The domestic production of VIP packaging —with superior impermeability properties and located on the outer layer of vacuum insulation panels used in sectors such as home appliances, insulation, and construction—is planned. Previously, this packaging could only be sourced from abroad. Domestic production of this packaging, which has a global usage market volume of 5 to 6 million m² in the

refrigerator industry, will reduce the dependence of Turkish manufacturers on foreign sources and contribute to cost reductions. Moreover, this product is projected to reduce energy loss during refrigerator operation by approximately 25% to 30% compared to standard insulating materials.

LEAN MANAGEMENT  
SYSTEM AT İSPAK

Through the implementation of various Lean techniques within the Lean Management System Project, İspak aims to improve processes, foster the adoption of this culture, and promote its widespread practice across the company. This system has led to increased productivity, reduced costs, and improved product quality.

With the launch of the Lean Management System Project:

- The Overall Equipment Effectiveness (OEE) of the machine, calculated as 26.65% in 2020, increased to 46.17% in 2024. A 73.2% improvement was recorded in the OEE value.
- The base/actual mechanical setup time for printing machines, calculated as 48.40 minutes in 2022, was reduced to 31.01 minutes in December 2024, reflecting a 35.92% improvement.
- The base/actual ink setting time for printing machines, calculated as 49.59 minutes in 2022, was reduced to 9.78 minutes in December 2024, reflecting an 80.27% improvement.

Manufacturing Execution System (MES)  
at İspak

The Manufacturing Execution System project, launched in 2021 to establish a platform for collecting data essential to Industry 4.0, reached a 90% completion rate as of 2024.



ASIM KİBAR MAVİ DAMLA  
AWARDS

The annual Asim Kibar Mavi Damla (Blue Drop) Awards at the Kibar Group help uncover, implement, and reward employees’ innovative ideas, while also disseminating their success stories. This initiative fosters a culture of development, makes success visible, and supports the Group’s strategic priorities with projects from the field.

The Asim Kibar Mavi Damla Awards platform, structured in four different categories: “Digitalization,” “Innovation,” “Productivity,” and “Customer Focus” received 29 candidate projects from 178 participants in 2024, and 12 projects received awards.



GRI 3-3



GRI 3-3

## DIGITALIZATION & ARTIFICIAL INTELLIGENCE (AI)

Kibar Group has designated digitalization as a corporate priority for sustainable growth. Within the Companies, digital transformation projects are underway that focus on operational efficiency, technological infrastructure, cybersecurity, and system continuity, driven by Industry 4.0 and emerging technologies. Technological advancements are closely monitored, and business processes are updated annually according to the digitalization roadmap.

Within Assan Bilişim, work continues on the analytics system setup to cover prioritized production processes. Integration activities for the MS Azure platform—selected for creating “Big Data” and conducting analytics—have been completed across all Group companies. The platform has been commissioned at Assan Hanil. Through applied AI academy training, key users receive both theoretical and practical support on technologies including data, artificial intelligence (AI), cloud computing, and machine learning. In 2024, ten AI projects were implemented, and three products offering AI-based solutions were developed.

At Kibar Holding, infrastructure investments are continuously enhanced, and employees receive training to maximize the efficient utilization of technology. Manufacturing processes are optimized, and data-driven decisions are made using Big Data and artificial intelligence (AI) technologies.

**Robotic Process Automation (RPA)**  
Within the scope of Robotic Process Automation (RPA) initiatives, four software robots were deployed in 2024. Within Kibar Holding, software robots perform an average of 70,000 minutes of labor per month.

**KibarEye**  
KibarEye, an AI-based image processing application aimed at digitalizing the production floor, has been deployed on 10 workstations to detect quality defects and support occupational health and safety efforts.

**Corporate Business Intelligence Tool**  
In 2024, the Group companies transitioned to QlikSense, a new technology implemented as their corporate Business Intelligence (BI) tool. The integrations between QlikSense and SAP BW systems have been enhanced, supporting data centralization and the sustainability of data sets.

**Analytic K-Bot**  
The Analytic K-Bot project, launched to enhance the business processes of Kibar Group, has reduced team workloads and improved access to information. The ChatBot, accessible to users via the MS Teams channel and integrated with ERP systems, enables quick access to internal information and leverages OpenAI capabilities.

**Kanban Optimization**  
At Assan Hanil, the digitalization of production planning processes and efficiency improvements were achieved through the

project launched to develop an optimization algorithm for weekly production planning using the Kanban model, along with enhancements to the user interface. The digitalized process accelerated business operations while reducing user dependency, total working time, costs, and carbon emissions.

**Milk Run Optimization**  
An optimization algorithm and a SAAS product enabling parametric use of this algorithm have been developed to optimize the loading of materials received from suppliers onto vehicles for delivery to Assan Hanil’s production facilities. Thanks to the developed product, the number of vehicles has been reduced by approximately 8% to 10%.

**SMUT (Impurities) Testing with Computer Vision**  
The SMUT method, which enables the testing of surface impurities on aluminum coils produced by Assan Alüminyum, has been digitalized through a developed AI detection algorithm and its corresponding software product. The digitalized process has reduced user dependency, costs arising from return processes, and CO<sub>2</sub> emissions, while enhancing customer satisfaction.

**Hazard Suggestion System**  
A hazard suggestion system has been implemented to improve occupational safety, enabling employees to report safety-related findings via the Mobiliz system. These findings

are then assigned to the relevant responsible personnel through the eBA system, following the definition of the necessary actions. All users working at production locations can submit hazard suggestions using this system. Since the system was put into operation, over 3,000 hazard suggestion reports have been submitted, and the systematic reporting of these entries has been enabled.

**Digital Solutions for Sustainability**  
Kibar Holding is shaping its advanced analytics infrastructure in line with sustainability principles and strengthening its data-driven decision-making processes. Advanced analytics solutions play a critical role in achieving sustainability targets, including energy and natural resource efficiency, emission reduction, and waste management. Real-time monitoring, forecasting models, and optimization techniques enhance resource efficiency, thereby minimizing environmental impacts. This approach supports Kibar Holding’s sustainability strategy, enabling it to prioritize operational excellence and environmental responsibility.





GRI 3-3

# INFORMATION SECURITY

Kibar Group continues its digital transformation journey securely and sustainably, ensuring essential data security and establishing a robust defense mechanism against potential threats. It secures corporate data and information pertaining to all stakeholders. All Group companies within the reporting scope hold ISO 27001 Information Security Management System certification, which provides a framework for protecting information assets and a management system for identifying and managing information security risks.

The information technology (IT) infrastructure is centrally managed end-to-end, from data centers to end-user devices. Cybersecurity efforts focus both on defending against malicious attacks and ensuring continuous, secure access to data. These efforts include projects across various fields aimed at preventing external attacks, safeguarding intellectual property, and ensuring continuous and seamless access to information. Cybersecurity encompasses system continuity, infrastructure, and operational development.

The adoption of next-generation technologies, automation, and cloud-based solutions is regarded as a critical development area that adds value to business processes. Accordingly, security solutions, including Trend Micro, Vectra, and Roksit, are utilized.

Redundancy for Tuzla Center Network, Data Center, Internet, and MPLS, as well as Disaster Recovery Center (DRC) development activities, have been completed.

Periodic cybersecurity drills are conducted to identify security gaps and vulnerabilities. As part of cybersecurity efforts, social engineering tests (phishing) are conducted, and awareness training is provided. Additionally, cybersecurity automation has been enabled for early threat detection and response by integrating the Security Operations Center (SOC) with Security Orchestration, Automation, and Response (SOAR) systems. Organizational and supplier traceability have been enhanced through the use of a cyber intelligence tool. The inventory of potential cybersecurity threats is regularly maintained and updated.

Additional nodes have been added to the existing Service Tree structure, linking all information technologies in an end-to-end hierarchical framework. This has enabled early detection of potential failures or downtime at the initial warning stage.

As part of automation projects, services listed in the service tree are integrated into automation through RPA, enabling the elimination of human intervention and the transition to a 24/7 self-managed structure.



GRI 3-3

**Kibar Group Cybersecurity Governance Model**

- The Cybersecurity Policy is owned at the Board of Directors level.
- The Chief Information Officer (CIO) has the authority to report directly to the Board of Directors.
- Within the scope of corporate risk management, cybersecurity risks are evaluated holistically alongside other corporate risks.
- Cybersecurity investments are supported with adequate budget allocations in alignment with strategic objectives.

**Information Technology System Failure and Major Security Incident Prevention Mechanisms**

- Risk Management and Processes: Cyber risks are evaluated and updated annually within the scope of the ISO 27001 Information Security Management System.
- Monitoring and Detection: Proactive threat hunting is conducted using SOAR and SOC services alongside monitoring solutions such as SIEM, XDR, and NDR.
- Emergency Plans and Business Continuity: The Cybersecurity Incident Response Plan and Disaster Recovery Plan are updated annually through corresponding drills.
- Regular Testing: Penetration tests—including web, external, internal, and DDoS—and red teaming exercises are conducted annually, while APT simulations and tests are carried out using in-house systems.
- Supplier and Third-Party Security: Suppliers identified as critical are monitored through the Cyber Intelligence tool. Alert mechanisms have been established to enable prompt action when necessary.

Basic Information Security Awareness Trainings are organized to raise employees' awareness of cybersecurity and to provide guidance on threat detection and response methods. In cases of suspected or actual security breaches, formally documented procedures are issued, and actions to be taken are communicated to relevant personnel.

In order to raise employees' awareness of cybersecurity:

- Awareness trainings are conducted on an ongoing basis.
- Policies and procedures are regularly introduced and updated.
- Cybersecurity Awareness Campaigns are organized.
- Periodic social engineering (phishing) tests and simulations are conducted.
- End-user security is strengthened through Access Management and Multi-Factor Authentication (MFA) implementations.
- Secure use of applications and devices is monitored through periodic controls, with necessary measures implemented accordingly.
- Awareness levels and system responses are evaluated through Cybersecurity Incident Response drills.

To comply with the Law on the Protection of Personal Data, activities are conducted for data classification, securing data, and anonymization upon request, where applicable. Information Security trainings are delivered through WE Have The Power (Güç BİZde) Development Platform and include procedures for handling breach incidents.



# WE CARE for next generations



We act with the awareness that natural resources are not infinite and unlimited, and we adopt a sustainability-focused production model based on circular economy principles.  
We work towards achieving the Net Zero Emissions target by 2050.



GRI 3-3

# WE CARE for next generations

*The growing global population and dwindling resources once again underline the necessity of using energy and natural resources efficiently. With full awareness of this responsibility, Kibar Group manages its operations in line with a sustainable development approach that enables the preservation of resources for future generations. This approach aims to build a human-centered system that is sustainable in economic, environmental, and social aspects.*

**Related Capital Elements:**

- Natural Capital
- Intellectual Capital
- Financial Capital

**Material Topics:**

- Combating Climate Change
- Circular Economy

**Sustainable Development Goals  
Supported:**



GRI 3-3

# FIGHTING CLIMATE CHANGE

According to data published by the Intergovernmental Panel on Climate Change (IPCC), a 1.5 °C temperature increase over pre-industrial levels is estimated to be reached by 2050 if greenhouse gas emissions from human activities continue to rise. However, research indicates that the devastating effects of climate change can be avoided if global warming is limited to 1.5 °C by 2100. The Paris Agreement aims to sustain global efforts to keep the average global temperature increase caused by human activities below 1.5 °C.

The European Green Deal, published with a declaration that implementing the United Nations 2030 Agenda and Sustainable Development Goals is an integral part of its strategy, is based on a zero-carbon economic growth model grounded in the circular economy. It was developed with the goal of achieving carbon neutrality across Europe by 2050.

To achieve the targets set by the Paris Agreement and the European Green Deal, countries must contribute to global climate action. Moreover, combating climate change is a top priority not only for countries but also for the business world.

Kibar Group is continuously undertaking comprehensive efforts to prevent or minimize

the negative impacts of climate change. While enhancing capacity to adapt to and withstand climate change, it develops strategies to reduce greenhouse gas emissions and supports the growth of forests, the most effective carbon sinks.

In the past three years, nearly 100 new projects have been launched to support climate action and the circular economy. Investments in renewable energy sources and energy efficiency continue to reduce greenhouse gas emissions and minimize environmental impacts. In addition, reforestation efforts continue to expand forested areas. Waste generation is being reduced, while recycling and reuse are being increased. Thus, sending waste to landfills is prevented to avoid environmental impacts and greenhouse gas emissions, particularly methane.

Kibar Group, acting with full awareness of its responsibilities in combating climate change, develops innovative solutions to meet climate targets set through science-based approaches, and strives for continuous improvement and future resilience.

Kibar Group works to fulfill its environmental and social responsibilities by building partnerships with its stakeholders in accordance with sustainability principles and reports its performance transparently.





GRI 3-3

# TARGET OF NET-ZERO EMISSIONS BY 2050

Kibar Group is actively working to achieve its “Net-Zero Emissions by 2050” target. With this goal in mind, the Group minimizes the negative environmental impacts of its operations, enhances energy efficiency, reduces energy intensity, generates electricity from renewable sources, manages natural resource use according to its sustainability approach, and implements biodiversity conservation projects. Through its R&D activities, the Group turns potential threats from environmental challenges into opportunities by developing eco-friendly technologies and products.

The Group has prepared a comprehensive Action Plan to achieve its decarbonization target. Key components of the Plan:

1. Measurement, monitoring, and verification of greenhouse gas emissions  
Scope 1 and Scope 2 emissions of the Group companies within the reporting scope are calculated, and since 2020, these emissions have been verified under the Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) framework. Necessary actions have been planned to ensure the systematic calculation, verification, and documentation of Scope 1, Scope 2, and Scope 3 emissions (from upstream and downstream activities) for all companies within Kibar Group.

2. Reduction of greenhouse gas emissions  
For the reduction of greenhouse gas emissions, the following activities/planning continue:  
- Expansion of the current installed capacity for electricity generation from renewable energy sources;  
- Maximizing energy efficiency;  
- Modernization and transformation of manufacturing processes—prioritizing energy-intensive processes—to enhance operational efficiency;  
- Development of new low-carbon, sustainable products that meet customer needs; and  
- Implementation of electrification projects for processes and vehicles previously powered by fossil fuels.

3. Enhancing the sustainability of the product life cycle  
It aims to contribute to the establishment of a system that enables the circular recycling of all resources used throughout the entire process, from product design to production and consumption. Product-specific Life Cycle Assessments are carried out. Efforts continue to extend product life, use natural resources efficiently, minimize waste generation, and promote recycling and reuse.

4. Digitalization  
Efforts to digitalize business processes are ongoing. Data analytics platforms are being developed to support continuous process improvement, and systematic monitoring and reporting systems are being established.



GRI 3-3

5. Effective use of sustainable financing opportunities  
Environmental, social, and governance (ESG) factors are taken into account in investment decisions. Related risks are identified, and necessary actions are planned to mitigate them. Necessary activities are underway to ensure compliance with taxonomy and relevant international regulations, while corporate capacity is being strengthened to implement projects using sustainable financing tools aimed at achieving the net-zero emissions target.

6. Development of a sustainable supplier portfolio  
Through the implementation of the K-STAR Supplier Sustainability Program, efforts are underway to develop a sustainable supplier portfolio and encourage suppliers to align with the green transformation.

7. Preparing the workforce for the green transformation  
The Group operates with the awareness that sustainable human resources management plays a crucial role in successfully achieving the net-zero emissions target. Sustainability values are integrated into the corporate culture, training programs are organized to facilitate compliance with legal regulations and standards, and talent development initiatives are established to foster the acquisition of new skills.



GRI 3-3, 302-4, 305-5

## ENERGY AND EMISSION MANAGEMENT

In sustainable energy management, a key component of climate action and sustainable development, supply reliability, resource diversity, demand-side management (DSM), global energy and carbon markets, power generation from renewable energy sources, efficient energy use, technology, R&D, and innovation play a critical role.

In this context, Kibar Group:

- meets energy consumption through safe, sustainable, and economic means;
- increases electricity generation and consumption from renewable energy sources;
- reduces energy consumption, greenhouse gas (GHG) emissions, and water intensity;
- makes investments in green products and technologies;
- accelerates digital transformation;
- improves resilience and compliance for climate-related threats;
- conducts information and awareness-raising activities aimed at mitigating the negative impacts of climate change; and
- develops effective strategies to achieve the net-zero emissions target.

In this way, it reduces the share of energy costs within total costs under economic sustainability, supports efforts to combat climate change within the scope of environmental sustainability, and accelerates the green transformation process.

### Assan Alüminyum Decarbonization Roadmap 2050

Assan Alüminyum published its Decarbonization Roadmap. Within the scope of the roadmap, the company aims to reduce its carbon footprint to 7 tons CO<sub>2</sub>e/ton Al by 2030, 3 tons CO<sub>2</sub>e/ton Al by 2035, and to achieve net-zero emissions by 2050.

### ELECTRICITY GENERATION FROM RENEWABLE ENERGY SOURCES

With the Manavgat Hydroelectric Power Plant in Antalya—a renewable energy investment by Assan Alüminyum, an energy-intensive company within Kibar Group—over 570 million kWh in total of electricity has been generated over the past five years. In 2024, the plant generated 100,045,800 kWh of electricity.

Assan Alüminyum has added a 10 MW solar power plant in Karaman to its portfolio. In 2024, the plant generated 17,084,778 kWh of electricity.

In 2024, Assan Panel commissioned a rooftop solar power plant that generated 689,724 kWh of electricity.

### Assan Alüminyum Achieved Net-Zero for Scope 2 Emissions

Since 2021, Assan Alüminyum has achieved net-zero for its Scope 2 emissions, which are greenhouse gas emissions resulting from electricity consumption.

Around 60% of the electricity consumed in 2024 was supplied by the company's power plants, that are relying on renewable energy sources. The remaining energy amount is certified by the International Renewable Energy Certificate (I-REC), verifying that the consumed energy is produced from renewable sources.

By implementing projects and investments that enhance energy efficiency to optimize the use of energy resources across all its operations, Kibar Group continues its efforts to combat climate change. In 2024, energy efficiency efforts within Kibar Group continued, resulting in significant gains.

As a result of energy efficiency projects, the energy intensity of Kibar Group companies has decreased. Energy intensity, representing the amount of energy consumed to produce a unit of output for companies within the reporting scope, decreased by 19.1% in 2024 compared to the previous year.

### Energy Efficiency Projects at Assan Alüminyum

At Assan Alüminyum, 20 energy efficiency projects were launched in 2024. Around 1.2 million kWh of electricity savings per year were achieved through efficiency improvements in pumps, fans, cooling systems, and compressed air systems. Natural gas savings of 3.3 m<sup>3</sup> per ton of production were achieved through energy efficiency projects implemented in the aluminum casting lines.

### Carbon Disclosure Project (CDP) Reporting

In 2023, Assan Alüminyum and İspak began reporting to the Carbon Disclosure Project (CDP) platform.

Assan Alüminyum, the first company in the aluminum sector to join the CDP platform from our country, has a CDP Climate Change Score above the metal industry average and has achieved a “B” score for two consecutive years.

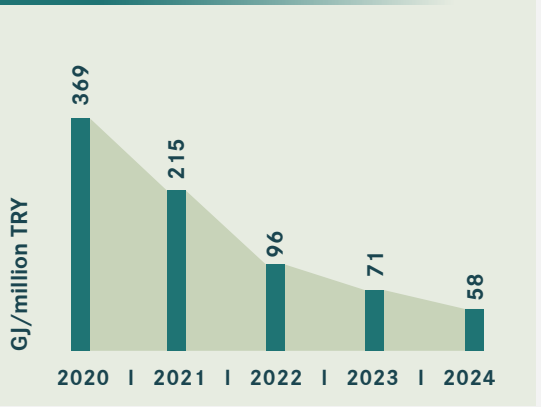
### eThe Science-Based Targets Initiative (SBTi)

By joining the Science-Based Targets initiative (SBTi) in 2024, İspak committed to setting its emission reduction targets through a science-based approach.



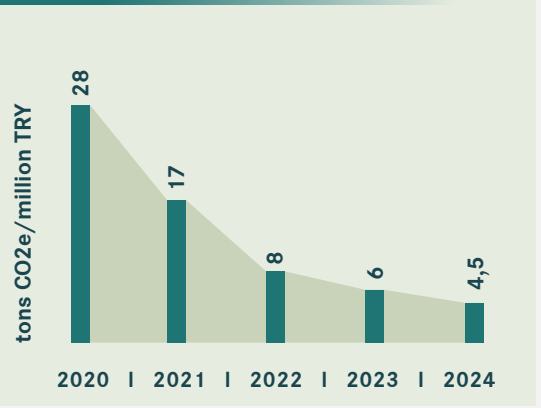
GRI 3-3, 302-4, 305-5

### Energy Intensity



The companies within the reporting scope reduced emission intensity—which represents greenhouse gas emissions released to the atmosphere per unit of output—by 21.4% in 2024 compared to the previous year.

### Greenhouse Gas Emissions Intensity





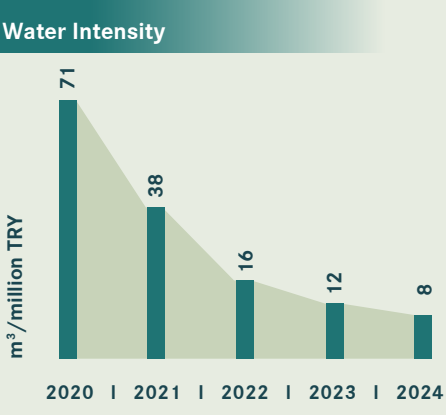
GRI 3-3, 303-1, 303-2

WATER MANAGEMENT

The sustainability of water resources forms the foundation for various issues, including the sustainability of water and food supply —both vital necessities—energy security, economic growth, climate change mitigation, and biodiversity loss prevention. Therefore, the efficient use of water is critically important, necessitating proper management of water resources.

Kibar Group continues its necessary efforts for sustainable water use and the continuous improvement of water management. Through investments and innovative solutions aimed at improving water efficiency, significant progress has been achieved in water consumption reduction and wastewater recovery.

As a result of efforts aimed at the efficient use of water resources, water intensity has been reduced within the Kibar Group. The companies within the reporting scope reduced water intensity—which represents the amount of water consumed to produce a unit of output—by 31.9% in 2024 compared to the previous year.



**Tuzla Water Recovery Facility**  
In 2024, Kibar Group commissioned a water recovery facility in Tuzla. Thanks to this facility, significant water savings have been achieved, and the efficient use of water resources has been enhanced. Thus, while optimizing water consumption, significant contributions were made to reducing environmental impacts and promoting sustainable manufacturing processes.

**Wastewater Recovery Plant Investment**  
The Wastewater Recovery Plant, integrated into the Wastewater Treatment Plant established in 2014 at the Asım Kibar Organized Industrial Zone in Kocaeli—an initiative pioneered by Kibar Holding as a key contributor—treats wastewater through advanced processes to convert it into high-quality utility water and supplies water to the process lines of Group companies according to their needs.

In 2024, the amount of recovered water produced at the Wastewater Recovery Plant and used in the process lines and irrigation systems of the companies reached 550,000 m³. The amount of water recovered from May 2018, when the Wastewater Recovery Plant began operations, until the end of 2024 is approximately 3.45 million m³.

The plant’s electricity consumption began to be supplied by the solar power plant, which was established in early 2024 and commissioned in June of the same year. By the end of the year, the electricity generated covered approximately 90% of the wastewater recovery plant’s consumption.

SUPPORTING FOREST PROTECTION AND DEVELOPMENT

**Asım Kibar Sevgi Forest**  
Maintenance and protection of Asım Kibar Sevgi Forest, established by Kibar Holding in 1995 on a 10,000 m² area in Istanbul, are supported by the Group. Within the reporting scope, 4,706 trees were planted in 2024, bringing the total number planted over the last five years to 19,676.

**Assan Alüminyum Memorial Forest**  
Assan Alüminyum supports various reforestation campaigns, donates saplings on behalf of all participants to offset the carbon footprint generated during customer events, and plants trees equivalent to the volume of wooden pallets used in product packaging—all aligned with its goal to leave a more habitable world for future generations and its philosophy, “We produce without consuming the future.” Within this scope, Assan Alüminyum Memorial Forest was created through the Aegean Forest Foundation.

**Assan Hanil 25<sup>th</sup> Year Forest**  
Through the Aegean Forest Foundation, Assan Hanil has launched the “Assan Hanil 25th Year Forest” project in Taşköprü, Kocaeli.





# BIODIVERSITY CONSERVATION

The conservation and restoration of biodiversity and ecosystems are critically important for climate action, economic sustainability, and ethical responsibility. Kibar Group acts with a strong sense of ethical responsibility, respecting the right to life of all living beings. The Group focuses on the sustainability of its value chain and carries out its operations by developing environmentally conscious and resilient solutions.

The Group is committed to contributing to global biodiversity targets and promoting the adoption of a nature-positive approach. Kibar Group develops its projects and practices on biodiversity conservation under the guidance of various regulations and standards, including the Kunming-Montreal Global Biodiversity Framework, the EU Biodiversity Strategy, the EU Taxonomy, and the Taskforce on Nature-related Financial Disclosures (TNFD).

Risks related to biodiversity and nature may affect various sectors and industries in multiple ways. The loss of biodiversity and nature may pose multifaceted risks that profoundly impact core economic activities and the overall financial system. The Group has begun integrating nature and biodiversity into its long-term strategies and risk assessments.



# BIODIVERSITY CONSERVATION PROJECTS

Through the “Biodiversity Conservation Project,” implemented in collaboration with Kocaeli University, Assan Alüminyum aims to contribute to long-term business continuity, sustainable use of natural resources, resilience to climate change, supply chain continuity, legal compliance, risk management, and social responsibility.

This project represents an important collaboration for biodiversity sustainability by protecting endangered plant species through university-industry cooperation.



Pancratium Maritimum – Sand Lily

**2<sup>nd</sup> PROJECT – PANCRACTIUM MARITIMUM**  
During the second phase of the project, the plant species *Pancratium maritimum* – sand lily, which grows along the coastal sands of Türkiye and has been added to the Red List of Threatened Species by the International Union for Conservation of Nature (IUCN), was saved from extinction. The project was launched in 2021 and completed in 2022.

**1<sup>st</sup> PROJECT – AMSONIA ORIENTALIS**  
The plant called *Amsonia orientalis* – the European Bluestar, which naturally occurs only in certain regions of Türkiye and Greece and is listed by the European Council among the “species that must be conserved in flora,” was restored to its natural habitat through a project launched in 2019 and completed in 2020.



Amsonia Orientalis – The European Bluestar



Verbascum Bugulifolium – Riva Mullein

**3<sup>rd</sup> PROJECT – VERBASCUM BUGULIFOLIUM**  
During the third phase of the project in 2023, activities began for the in-vitro propagation and reintroduction of the plant species *Verbascum bugulifolium* – Riva mullein into its natural habitat. The project, successfully completed in 2024, enabled the propagation of the plants through biotechnological methods, increasing their population in the wild.



Centaurea Kilaea – Kilyos Button

**4<sup>th</sup> PROJECT – CENTAUREA KILAEA**  
During the fourth phase of the project in 2024, efforts were launched to reintroduce the endangered plant species *Centaurea kilaea* – Kilyos button into its natural habitat.



GRI 201-2

## MANAGEMENT OF CLIMATE RISKS AND OPPORTUNITIES

Climate change causes droughts, desertification, temperature fluctuations, floods, more frequent and strong storms and hurricanes, melting of glaciers, rising and warming of sea/ocean levels, increased ocean acidity, changes in precipitation patterns, more frequent forest fires, depletion of the ozone layer, and air pollution. As a result, the circle of life cycle of species is disrupted, aquatic resources are damaged, and the risk of degradation across the entire ecosystem increases.

The direct or indirect consequences of climate change affect human health, socioeconomic inequality, ecosystems, business models, and the economy on a global scale. That’s why climate action is vital not only for environmental sustainability, but also for social and economic sustainability.

Kibar Group addresses the risks and opportunities arising from climate change through an integrated approach. These matters are evaluated as part of the corporate risk management process, and the findings are integrated into investment and product development processes.

### MANAGEMENT OF CLIMATE RISKS

Kibar Group takes reference from the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in identifying risks associated with climate

change. In addition, sustainability-related risks at Assan Alüminyum are managed within the framework of the Aluminium Stewardship Initiative (ASI) standards, the recognized sustainability certification standards for the aluminum industry.

The scenarios developed by the IPCC and the International Energy Agency are used to predict the potential impacts of climate change.

In managing climate-related risks and opportunities, Kibar Group evaluates not only the potential climate change impacts that could pose risks or opportunities but also the environmental impacts of its own operations, considering them together. The Group’s activities related to combating climate change are described in the report under the titles of Climate Action, Energy and Emission Management, Water Management, Supporting Forest Protection and Development, Biodiversity Conservation, and Circular Economy.

Climate-related risks encompass both risks associated with the physical impacts of climate change (physical risks) and those linked to the transition to a carbon-neutral economy (transition risks). Kibar Group continues to identify and manage physical and transition risks to gain a better understanding of the potential consequences of climate change-related events and to mitigate their adverse impacts.

#### PHYSICAL RISKS

Physical risks stem from climate-related acute and/or chronic changes in weather conditions that may impact the company’s operations and assets, as well as its suppliers and customers. Acute risks refer to events such as floods, heat waves, lightning, forest fires, and storms that can cause rapid damage to the company. Chronic risks, on the other hand, refer to long-term changes in weather conditions, such as above-average temperatures leading to rising sea levels and loss of biodiversity.

Acute and chronic physical risks prominently include damage to company assets caused by exposure to climate-related events, production interruptions, disruptions in raw material supply security, increased production/service costs, and decreased demand driven by changing consumer behavior.

#### TRANSITION RISKS

Transition risks stem from challenges faced by Group companies arising from policy, legal, regulatory, technological, and market changes associated with the transition to a carbon-neutral economy.

Transition risks include, without limitation, issues such as changes in existing production technologies and the need for additional investments due to evolving legal regulations and customer demands; technological advancements falling short of achieving low or zero emissions; increases in input costs and decreases in demand driven by regulatory

and market shifts; challenges in accessing sustainable financing; penalties incurred from non-compliance with legal requirements; and suppliers’ inability to quickly adapt to the newly introduced economic transformation model.

Kibar Holding and the Group companies take various measures to effectively manage physical and transition risks, prepare action plans for disaster and emergency response, develop a net-zero roadmap, and undertake activities to ensure sustainable supply security.

Collaborations with industry associations are actively pursued to minimize the potential negative impacts of regulations related to greenhouse gas emissions.

### MANAGEMENT OF CLIMATE OPPORTUNITIES

Kibar Group views the regulations enacted by the European Union—one of its key trade partners—in line with the EU’s goal of becoming carbon neutral by 2050 as a major opportunity for sustainability and sustainable development.

The effective use of resources and achieving high efficiency through the transition to a carbon-neutral circular economy will help reduce the negative environmental impacts of businesses. In addition, effectiveness and efficiency will lead to sustainable profitability and contribute to enhancing organizational performance.

An integrated approach is adopted in combating climate change, and various actions are taken to support sustainability and green transformation. These measures aim both to reduce environmental impacts and to contribute to climate action by transforming business models and products.

The Group’s R&D and innovation efforts are primarily focused on developing products and processes that support preparation for and adaptation to the green transformation. Innovative, circular economy-based steps are being taken to combat climate change, with a focus on increasing the use of clean energy. The Group companies develop their own roadmaps in line with this strategic framework, based on their respective sectoral requirements.

To minimize the impacts of climate change on the supply chain, localization is prioritized in supplier selection, and efforts are made to localize the global supplier network.

Risks and opportunities arising from the impacts of climate change are integrated into strategy development and planning activities.





GRI 3-3, 302-5, 306-1, 306-2

# CIRCULAR ECONOMY

The circular economy is a sustainable economic system that presents an alternative to the traditional linear economy model. Its primary objective is to use natural resources efficiently, extend the life cycle of products, minimize waste generation, and ensure that products are reintegrated into the economy as resources once they reach the end of their useful life. The circular economy is one of the most important tools for achieving the net-zero emissions target.

## WASTE MANAGEMENT

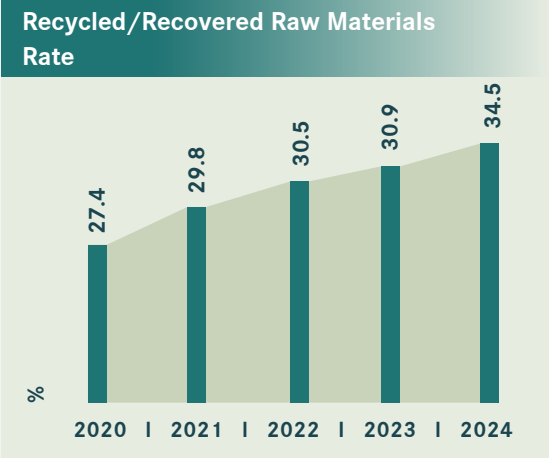
Kibar Group has adopted a production model based on the circular economy and innovation, in line with its sustainable industry objectives. Waste reduction, recovery, and eco-friendly disposal methods are among the priorities of Kibar Group in this area.

Within this scope, Kibar Group companies aim to continuously review their production processes to ensure the reutilization of all waste.

Thanks to these efforts aimed at efficient resource use and environmental benefit, Kibar Group achieved a recycling/recovery rate of 34.5% of the raw materials used in 2024.

As a result of efforts focused on waste reduction and recovery, waste intensity has been reduced at Kibar Group.

The companies within the reporting scope reduced waste intensity—which represents the amount of waste generated per unit of output—by 15.5% in 2024 compared to the previous year.



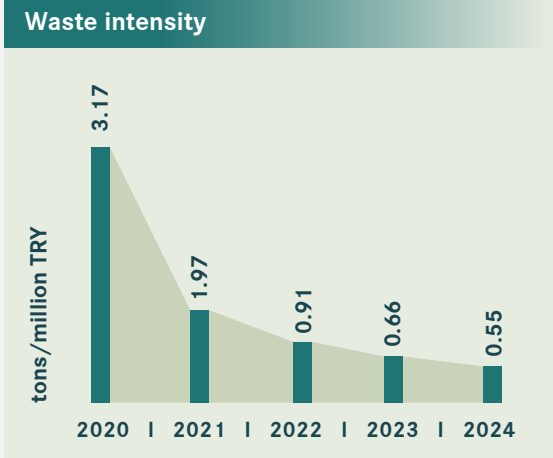
The rate of raw materials reused through recycling and recovery at the companies within the reporting scope has increased by

**26%**

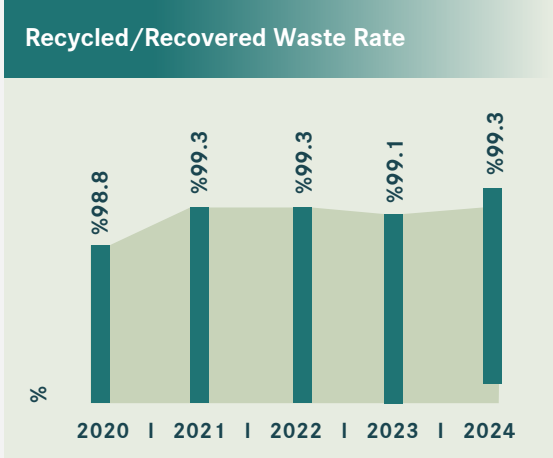
over the past five years.

**Assan Alüminyum Received an Environmental Award**

Assan Alüminyum won the Environmental Award in the “Large-Scale Enterprise” category at the Kocaeli Chamber of Industry Şahabettin Bilgisu 30<sup>th</sup> Environmental Awards with its special alloy “3423,” which is produced with over 95% non-primary aluminum material and has a 50% smaller carbon footprint than equivalent products.



The waste recovery rate of the companies within the reporting scope reached 99.3% in 2024.



GRI 3-3, 302-5

Assan Alüminyum conducts its circular economy activities within the framework of international standards, including the European Aluminium “Circular Economy 2030 Action Plan” and ASI standards. To ensure efficient waste management and reduce external dependence, the use of secondary aluminum and aluminum scrap is being increased. The integrated recycling facility within Assan Alüminyum processes secondary aluminum for reintegration into production.

Activities are underway at Assan Hanil for the installation of an extrusion line to enable the efficient recycling of plastic raw materials, aimed at contributing to the circular economy.





GRI 3-3, 302-5

### LIFE CYCLE ASSESSMENT

All foil, sheet, and pre-painted product groups of Assan Alüminyum possess product life cycle assessment (LCA) and Environmental Product Declaration (EPD) certifications. The environmental impacts of products, from raw material extraction through recycling and disposal stages, are calculated in accordance with ISO 14040/44 standards.

Products are classified based on the results of product life cycle assessments initiated at İspak in 2023. Following the assessment of products based on their post-use recycling characteristics, they are classified as “recyclable,” “compostable,” or “non-recyclable,” as applicable.

### SUSTAINABLE PRODUCTS

Contributing to the circular economy through the production of aluminum that can be recycled infinitely, Assan Alüminyum stands out in the industry with technologies that reduce its carbon footprint. Aluminum is a lighter and more environmentally friendly material compared to alternative materials. Thanks to its contribution to reducing vehicle weight in the automotive industry, it helps lower CO<sub>2</sub> emissions. This material is also preferred in the construction, packaging, and durable consumer goods sectors due to its high corrosion resistance, light weight, and ease of formability. Aluminum can be recycled 100% at the end of its service life, resulting in up to 95% energy savings compared to primary aluminum production.

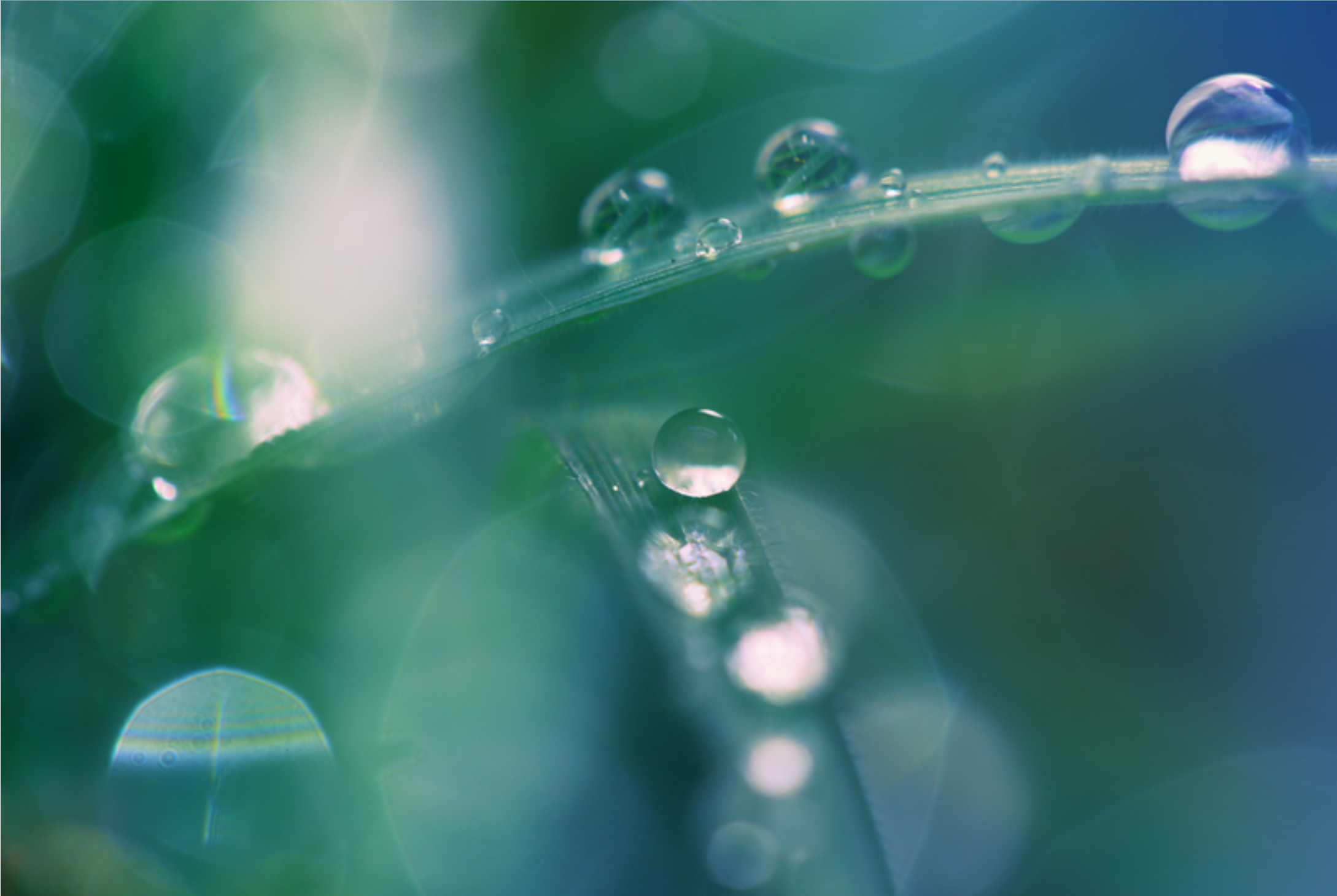
Assan Alüminyum raises the bar for eco-friendly manufacturing with aluminum solutions certified for a low carbon footprint.

#### A New Alloy Produced from Secondary and Scrap Aluminum

Assan Alüminyum has undertaken a project to develop a new alloy and reduce the carbon footprint, aiming to enable the utilization of scrap and secondary aluminum materials that are abundant in the market but incompatible with the chemical composition of existing alloys.

As a result of the activities carried out, a new alloy compatible with the targeted scrap and secondary aluminum compositions has been developed. The 1050 alloy, which has a high carbon footprint and is produced from energy-intensive primary aluminum, has been replaced by the new alloy while largely preserving its product specifications. With the newly developed alloy, new materials have been added to the scrap and secondary aluminum pool that Assan Alüminyum can utilize. Therefore, alloys with a lower carbon footprint will be used in place of a significant portion of the existing high-carbon-footprint alloys in the product range, thereby supporting sustainability targets.

In 2024, Assan Alüminyum made significant progress in developing new sustainable products. Activities have been initiated and are ongoing for the production of the 6005A alloy—targeting a utilization rate of 50% to 85% secondary and scrap aluminum—as a flat product, along with the development of



GRI 3-3, 302-5

the related processes. In addition, efforts are ongoing to improve the corrosion resistance and service life of new eco-friendly alloys.

Assan Hanil offers environmentally conscious solutions in the automotive industry through the use of sustainable materials and advanced technology-based manufacturing processes. Assan Hanil contributes to reducing vehicle CO<sub>2</sub> emissions by using lightweight-focused materials and recyclable plastic components. Lightweight and high-strength seating systems, compatible with the next-generation mobility solutions developed by the company, help increase the range of electric and hybrid vehicles. Acoustically insulated door panels provide energy efficiency while also enhancing driving comfort. Thanks to recyclable polypropylene-based interior trim parts, the environmental impact of vehicles is reduced, and energy efficiency is improved.

Some of the ongoing projects at Assan Hanil during the reporting period include the bioplastic component development project and the “Ecoplast” project aimed at strengthening circular operations in the automotive plastic value chain.

#### Assan Hanil's Project on the Use of Recycled Raw Materials

Implemented within the scope of environmental and economic sustainability, the project on using recycled raw materials in Ford-branded commercial vehicles enables eco-friendly manufacturing and delivers cost improvements in component production. The project aims to develop sustainable manufacturing processes without compromising quality by using recycled raw materials as an alternative to original raw materials. The raw material transition for the headlamp deflector component has been completed. This has enabled plastic components that were previously made from 100% pure polymer to be produced using 100% recycled raw materials. Efforts are ongoing for the transition to new raw materials in components with similar compositions. The project scope is planned to be extended in line with customer demands.

#### Assan Panel Receives International Sustainability and Carbon Certification

Certain chemical products produced at Assan Panel’s Balıkesir plant, along with sandwich panels manufactured using these products, have been included within the scope of the International Sustainability and Carbon Certification Plus (ISCC Plus). This certification verifies that the products contain a certain percentage of sustainable content in their composition. Assan Panel is Türkiye’s first sandwich panel manufacturer to be included within the scope of the ISCC.



GRI 3-3, 302-5

Assan Panel offers energy-efficient, long-lasting, and eco-friendly building solutions with low carbon emissions. As a material that provides thermal insulation and energy efficiency, sandwich panels present an opportunity in the fight against climate change. The company also manufactures eco-friendly products such as solar cap panels with special clamp systems designed for direct installation of photovoltaic (PV) modules that generate electricity from solar energy, as well as natural lighting solutions that maximize daylight use within buildings. These products contribute to the increased use of renewable energy sources, enhanced energy efficiency, and the creation of safe and sustainable structures.

**BioCore – New Generation Bio-based Insulation Technology**  
Assan Panel has developed next-generation bio-based polyurethane sandwich panels (BioCore) using plant-based resources and organic waste. The insulation technology developed by the company, with a focus on sustainability and innovation, offers an eco-friendly solution that reduces the carbon footprint. While BioCore meets all technical specifications of conventional polyurethane panels, it also complies with sustainable manufacturing standards through the ISCC Plus certification. The goal is to expand the applications of bio-based polyurethane technology, further reduce carbon emission.

Developing innovative packaging solutions focused on food safety and sustainability, İspak prioritizes the production of recyclable packaging. The company is developing various specifications for both recyclable and biodegradable packaging structures. In addition to using alternative raw materials, lightweight products, and developing new products, the company focuses on packaging production that embraces diverse waste management approaches to enhance energy efficiency at the product level.

**Next Generation Green Packaging from İspak**  
While providing eco-friendly solutions with “biodegradable packaging,” it also reduces plastic waste through “recyclable flexible packaging” materials. Single-layer packaging products support sustainability by facilitating recycling processes. The “Single-Layer Paper Inner Liner Packaging Project,” completed in 2024, offers an innovative solution that enables the production of the currently available composite packaging made of aluminum and paper as a fully recyclable single-layer paper structure. The project, which aims to produce the currently composite packaging material as a barrier single-layer paper, seeks to reduce plastic use and promote paper recycling in the final product.

In addition, solutions are provided for recyclable and sustainable packaging demands, including bio-based compostable packaging production and PP-based extrusion laminated packaging developed as an alternative to the standard glue-laminated packaging structure.

With the Solvent Recycling Plant located on its premises, İspak prevents the release of solvents from the production line into the atmosphere. Non-recyclable chemicals are replaced with recyclable alternatives.

**Kibar Holding’s Commitment to Reduce Plastic Use**  
Kibar Holding has been a signatory and early adopter of the Business World Plastic Initiative, founded by the United Nations Global Compact Türkiye, the Turkish Industry and Business Association, and the Sustainable Development Foundation, aimed at raising awareness of plastic pollution since its inception. Priority areas have been identified and innovative solutions developed in production facilities to increase the use of recycled plastic raw materials, design easily recyclable plastic-containing products, and reduce plastic waste rates. In 2023, the use of single-use plastics in office areas was completely eliminated.



**SUSTAINABILITY CONSULTING**  
**İTERAKTİF ÇEVRE**  
Founded as a joint venture between Kibar Holding and The Heritage Group, İteraktif Çevre Danışmanlık has been operating since 2015. The company provides the Group companies and other clients with comprehensive waste management, environmental consulting, zero waste consulting, and sustainable tourism certification consulting services. Operating with a global perspective that embraces the circular economy and prioritizes R&D in waste management, the company contributes to improving resource efficiency and waste minimization performance across the Group.

**CLIMECO TÜRKİYE**  
ClimeCo Türkiye was established in 2024 as a joint venture between İteraktif Çevre and ClimeCo. ClimeCo Türkiye offers customized solutions—including ESG consulting, decarbonization strategies, carbon trading, environmental credit generation, and project development—to support emission reduction and sustainable value creation. The company assists its clients in meeting international sustainability standards, complying with evolving regulations, and achieving their decarbonization targets.



# WE ENCOURAGE our stakeholders

Our growth in line with sustainability principles  
is empowered by our stakeholders.



GRI 3-3

# WE ENCOURAGE our stakeholders

Since its foundation, Kibar Group has integrated conducting business in accordance with universal principles into its corporate culture. With its growth achieved in line with its “sustainability” goal encompassing economic, social, and environmental aspects, Kibar Group regards unlocking the potential of its stakeholders as a fundamental responsibility in achieving sustainable development goals. Activities carried out in the context of supply chain management are an integral part of its corporate sustainability practices.

Related Capital Elements:

- Financial Capital
- Social Capital

Material Topics:

- Sustainable Supply Chain

Sustainable Development Goals Supported:



GRI 2-6, 2-16, 2-26, 2-29

# STAKEHOLDER RELATIONS

Kibar Group’s sustainability approach is based on an approach that covers not only its own practices but also those of all stakeholders. For this purpose, the Group maintains relationships with stakeholders—including suppliers, manufacturers, distributors, retailers, and customers—throughout the entire value chain from raw material procurement, production, and distribution to the end customer, by monitoring their performance in economic, environmental, and social dimensions.

Kibar Group considers providing all stakeholders with accurate and timely information as a corporate responsibility. It maintains stakeholder communication through various platforms designated for specific stakeholder groups in an efficient and impactful manner.

## STAKEHOLDER ENGAGEMENT

Kibar Group determines its stakeholder engagement processes through a strategic stakeholder management approach, based on global stakeholder engagement standards and aligned with the principles of inclusion, transparency, and accountability. For a comprehensive stakeholder engagement system:

- Stakeholders are identified, and all relevant stakeholders are included in the process;
- Expectations and priorities are identified regularly and systematically for each stakeholder group;
- Responses/actions are developed in line with stakeholder opinions and expectations;
- Continuous and transparent communication platforms are established in line with the

principles of inclusion, materiality, and responsiveness; and

- The impact of engagement processes and decisions taken is evaluated, and continuous improvements are made.




Kibar Group acts with an awareness that all its stakeholders play a critical role in its success. Viewing its stakeholders as equally important with an inclusive and equitable approach, the Group categorizes them based on their “types of contribution” and “types of interaction.” The Group adopts a participatory and value-driven relationship model that considers both stakeholders’ impact on the Group and how they are affected by it. It regularly monitors the expectations of its stakeholders across different categories.

Based on the types of interaction and contribution:

- Direct employees of the organization, customers directly using the product/service, shareholders with direct influence on the ownership structure, and investors providing resources and/or generating revenue constitute the stakeholder groups that directly affect the Group’s activities and are directly affected by them,
- Suppliers contributing by supplying the product/service and the society/local communities, who are not the primary decision-makers in business processes, constitute the stakeholder groups that indirectly affect the Group’s activities and are indirectly affected by them; and
- Public institutions, universities, sectoral organizations, and non-governmental organizations (NGOs) constitute the stakeholder groups that create new opportunities and added value.



STAKEHOLDER ENGAGEMENT AND CORPORATE RESPONSE FRAMEWORK

STAKEHOLDER GROUP	STAKEHOLDER EXPECTATION	KIBAR GROUP'S RESPONSE	COMMUNICATION CHANNELS
 <div>Employees</div>	Safe and healthy work environment Fair compensation Development opportunities Participatory management Inclusion and equal opportunities Work-life balance	We offer a working environment where employee rights are protected, occupational health and safety are prioritized, the principle of “equal pay for equal work” and performance-based remuneration are implemented, fair and equal opportunities are provided for all, inclusivity is embraced, professional development is supported, and a flexible working model is practiced.	Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Employee Satisfaction Surveys (annual) Goodwill / Reputation Surveys (annual) Occupational Health & Safety Rules (continuous) Code of Conduct (continuous) Employee Trainings (continuous) Periodical publications (continuous) Suggestion Systems (instant) Internal Communications and Announcements (instant) Web (continuous) Intranet (continuous) Mobiliz (continuous)
 <div>Customers</div>	Quality and safe products/ services that comply with applicable standards Continuous customer support Providing transparent and accurate information Sustainable products Data privacy	We implement international standards along with quality and safety procedures in our products and services, as required by the sectors in which we operate. We prioritize customer satisfaction at the highest level, provide uninterrupted customer service, operate in line with the principles of transparency and accountability, ensure data security throughout our digital transformation process, and focus on continuous improvement. We manufacture low-carbon, sustainable products that contribute to the circular economy and invest in developing our sustainable product portfolio.	Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Goodwill/Reputation Surveys (annual) Customer Satisfaction Measurement (annual) Product-Brand Market Surveys (annual) Focus Group Activities (instant) Customer-Consumer Support Hotline (continuous) Code of Conduct (continuous) Web (continuous)
 <div>Suppliers</div>	Reliable business partnership Sustainable and ethical procurement criteria Capacity development	We do not limit ourselves to focusing solely on our corporate sustainability practices; we also assess our supply chain with a responsible approach. Within the scope of K-STAR, our supplier sustainability program, we organize training programs compliant with international regulations and implement supplier communication channels and systems that support continuous development and improvement.	Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Goodwill/Reputation Surveys (annual) Supplier Satisfaction Survey (annual) Supplier Portal (continuous) K-STAR Platform (continuous) Code of Conduct (continuous) Web (continuous)

STAKEHOLDER GROUP	STAKEHOLDER EXPECTATION	KIBAR GROUP'S RESPONSE	COMMUNICATION CHANNELS
 <div>Shareholders/Investors</div>	Financial performance Environmental, Social, and Governance (ESG) performance Effective management of corporate risks and opportunities Transparent reporting	We grow steadily and contribute value to the economy through our high-capacity industrial facilities, export volume, corporate governance approach encompassing effective risk and opportunity management, sustainable business model-based operations, and new investments. We regularly publish our Environmental, Social, and Governance (ESG) performance.	Activity Report (annual) Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Goodwill/Reputation Surveys (annual) General Assembly Meetings (annual) Briefing and Disclosures for Special Circumstances (instant) Roadshow & Investor Presentations (instant) Code of Conduct (continuous) Web (continuous)
 <div>Public Institutions/ Universities/Sectoral Organizations &amp; Non-Governmental Organizations (NGOs)</div>	Collaborations and joint projects Supporting the development of and compliance with regulations Initiatives aimed at generating social benefits Career opportunities	With our strong corporate capacity, we strive to ensure full and swift compliance with regulations and standards related to green transformation, while fostering collaborations with institutions that support these regulations. We develop collaborations in areas such as R&D, innovation, biodiversity conservation projects, talent acquisition and development, and support sustainability initiatives.	Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Goodwill/Reputation Surveys (annual) Memberships (continuous) Collaborations with universities (periodical) Joint Projects (periodical) K-Team Young Talent Internship Program (annual) K-Start Young Talent Internship Program (annual) Web (continuous)
 <div>Communities</div>	Creating employment opportunities Environmental awareness Social benefit investments and social responsibility activities	With our manufacturing model focused on green transformation based on a carbon-neutral circular economy, we grow in line with sustainability principles, creating long-term value and employment opportunities. Through the Kibar Training and Social Welfare Foundation, we invest in education, healthcare, and social welfare, and conduct corporate social responsibility (CSR) activities via the Kibar Volunteers platform.	Sustainability Report (annual) The United Nations Global Compact (UNGC) Communication on Progress (CoP) (annual) Kibar Training and Social Welfare Foundation Kibar Volunteers platform Press Conferences and Press Releases Social Media Web (continuous)



GRI 2-6, 2-16, 204-1, 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

## SUSTAINABILITY MANAGEMENT IN SUPPLY CHAIN

With a broad supplier network due to its size and diverse portfolio across various business sectors, Kibar Group works to extend the reach of its corporate ethics and sustainability approach throughout its supply chain. In line with this purpose, all suppliers are expected to comply with the Procurement Code of Conduct, which was developed in accordance with the United Nations Global Compact and the Sustainable Development Goals and constitutes an integral part of Kibar Group’s Code of Conduct.

Kibar Group Procurement Code of Conduct details the rules suppliers are required to follow under the headings of business ethics principles, anti-corruption and anti-bribery, forced labor, child labor, harassment, wages, working hours, non-discrimination, occupational health and safety, environment, biodiversity, integrity, quality, continuous development, and information security. Suppliers are expected to comply with the standards required by their respective sectors within the framework of these rules.

### Kibar Group Framework Agreement

Kibar Group Framework Agreement is signed with suppliers prior to collaboration to ensure that they also adopt critical sustainability priorities. In 2024, 868 Framework Agreements were signed.

Under the title of “Code of Conduct and Legal Obligations” in Kibar Group framework agreements, the following provisions are included:

Kibar Group’s supplier:

- shall not force its employees to work involuntarily in any manner whatsoever;
- shall not employ child labor;
- shall not expose employees to physical punishments or physical, sexual, psychological, or verbal abuse;
- shall not offer bribes to any Kibar employee under any title or condition whatsoever;
- shall not keep employee wages at a lower level than the minimum wages, including salary and overtime pay, as provided under applicable laws and regulations;
- shall not discriminate against its employees against race, ethnic origin, language, religion, sexual orientation, gender, political or philosophical views, etc., in its decisions related to employment, including, without limitation, recruitment, promotion, compensation, employee benefits, training, collective redundancy, and termination of employment;
- shall provide a healthy and safe working environment to its employees in order to prevent occupational accidents, incidents, and physical injuries;
- shall be in a position to prove its full compliance with all statutory regulations on environmental protection in all activities.

Supplier selections are made in accordance with the rules set out in the Group’s procurement procedure and the approved supplier list. Within the common procurement



GRI 2-6, 2-16, 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

structure, suppliers who conduct their business operations with respect for human rights and on the basis of a low-carbon circular economy are awarded long-term business contracts. In the event of non-compliant conduct, supplier agreements are terminated. During the reporting period, no negative supplier assessments were recorded regarding environmental criteria, and no contract terminations were made in this context.

Supplier risk and performance assessments are conducted regularly each year based on predefined criteria. Suppliers are included in performance assessments in the areas of “Environmental,” “Social,” “Governance,” and “Change Management,” and under the categories of Business, General, Operational, Information Security, Environment, Quality, and Occupational Health & Safety. In this context, ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System certifications of suppliers are reviewed during performance assessments, and process audits are conducted under the topics outlined in the Code of Conduct and framework agreements. Following the performance assessment, detailed performance cards covering all processes are shared with suppliers, and discussions and planning are carried out regarding areas for improvement.

### KIBAR GROUP SUPPLIER SUSTAINABILITY PROGRAM (K-STAR)

The K-STAR Supplier Sustainability Program was designed to enhance and accelerate the

contribution of Kibar Group’s more than 8,000 active suppliers—operating across various industries and scales—to global sustainable development, in line with the Group’s principle of encouraging its stakeholders. Within the scope of the program, stakeholder engagement, risk management, and action monitoring are carried out based on predefined sets of criteria. The relevant set of criteria is described in the Group’s Procurement Procedure.

Suppliers’ compliance with environmental regulations and international sustainability standards is assessed through surveys conducted as part of the K-STAR Supplier Sustainability Program. Suppliers’ maturity levels in Environmental, Social, and Governance (ESG) are assessed, and critical environmental issues such as carbon footprint, energy efficiency, waste management, and water usage are monitored. Remedial actions are planned based on the nonconformities identified through the survey results. In addition, the assessment of climate-related risks and their integration into the business continuity plan are encouraged. These practices and development processes are regularly monitored. This process is conducted through both documentation-based controls and on-site audits of selected suppliers. Ongoing guidance and support mechanisms are implemented to ensure suppliers’ full compliance with environmental regulations. Thus, a systematic approach is adopted to reduce environmental impacts across the supply chain and to achieve sustainability targets.

Within the scope of the K-STAR Supplier Sustainability Program, the social sustainability

performance of the supply chain is evaluated, particularly in areas such as human rights, working conditions, occupational health and safety, fair compensation policies, and inclusion. To minimize any negative social impacts that may arise across the supply chain, suppliers are expected to comply with the Group’s Procurement Code of Conduct. Employee rights, occupational safety, and social standards are monitored through supplier performance assessments and audits.

The K-STAR Supplier Sustainability Program aims to:

- disseminate the sustainability approach in line with Kibar Group’s responsibilities toward its customers and communities;
- review procurement policies and practices;
- create a supplier portfolio that will ensure sustainable procurement practices by assessing, guiding, and monitoring the supplier ecosystem;
- deploy supplier communication channels and systems to promote continuous development and improvement; and
- further develop Kibar Group’s sustainability performance based on feedback received from suppliers.

Suppliers are categorized into four segments: Segment A “Emission-Intensive,” Segment B “Food, Beverages, Consumables & Technology,” Segment C “Service,” and Segment D “Mobility,” respectively. For each segment, assessment criteria were defined based on these criteria, taking sectoral differences into account and referencing the Sustainability Accounting Standards Board (SASB) standards. Survey questions were developed based on these criteria, and a total of 1,214 suppliers across 59 sectors in 41 countries participated



GRI 2-6, 2-16, 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

in the survey. Suppliers were evaluated based on their environmental, social, and governance performance and categorized into five groups: Open for Improvement, Bronze, Silver, Gold, and Platinum.

Based on performance results, required actions were defined for suppliers, with nearly 30,000 tasks assigned to 875 suppliers for implementation. Information and reference documents required by suppliers were created and made available to them. Monitoring mechanisms have been implemented to track the progress of practices and provide necessary guidance.

Annual monitoring of suppliers’ progress aims to improve their sustainability maturity levels. Within the scope of the end-to-end development program, necessary steps were planned, and an infrastructure has been established to track these steps and ensure traceability. The stages completed or planned through the system are designed to be traceable and measurable simultaneously alongside the suppliers.

Based on the results of the 2024 K-STAR Supplier Sustainability Maturity Survey and Supplier Performance Assessment, suppliers selected for audits were identified according to the criteria specified in the Group’s Procurement Procedure. Within the scope of the procedure, it is required to conduct on-site audits every two years for suppliers classified as Critical and with a Sustainability Maturity Level identified as Open for Improvement. Additionally, remote audits are mandated for suppliers with a Supplier Performance score between 60 and 75. Accordingly, annual

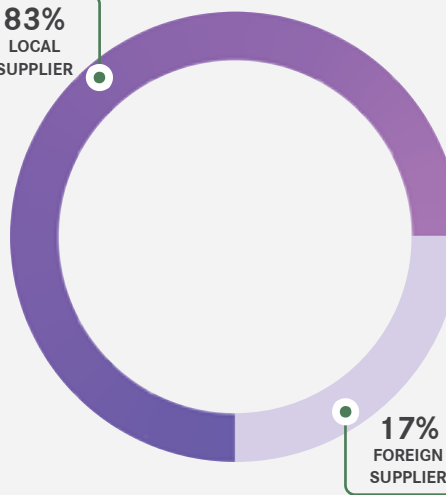
on-site audit plans have been established for 17 suppliers classified as Critical and identified with a Sustainability Maturity Level of Open for Improvement. Additionally, the list of suppliers scheduled for remote audits has been finalized. On-site audits will be conducted for suppliers deemed necessary based on the audit results.

**K-STAR Business Partner Project**  
Kibar Holding has planned the K-STAR Business Partner Project, comprising specialized training programs and social responsibility initiatives focused on environmental, social, and governance (ESG) topics, to support the development of suppliers participating in the K-STAR Supplier Sustainability Program. The project is planned for implementation in 2025.

LOCAL PROCUREMENT

Kibar Group prefers local procurement practices whenever possible to support green transformation and secure supply continuity.

In 2024, the Group had 7,105 local suppliers, achieving a local procurement rate of 83%.





# WE SHARE for the communities

We continue to serve society  
with our social responsibility approach.





GRI 3-3

# WE SHARE for the communities

*In line with the principle, “We will continue to dedicate our gains to society based on our social responsibility approach,” as defined by Asım Kibar, the Founder and Honorary President of Kibar Group, Kibar Group carries out corporate social responsibility projects that address various community needs to provide long-term and long-lasting impact.*

**Related Capital Elements:**

- Social Capital

**Material Topics:**

- Social Responsibility

**Sustainable Development Goals Supported:**



GRI 3-3, 203-1, 203-2

# SOCIAL BENEFIT INVESTMENTS

To institutionalize humanitarian activities within Kibar Group, the Group has made significant investments in education, healthcare, and social welfare through the Kibar Training and Social Welfare Foundation, established in 1999.

## SOCIAL BENEFIT INVESTMENTS IN EDUCATION

Various activities are carried out with students at Asım Kibar Vocational and Technical Anatolian High School, built in Istanbul by Kibar Group and opened in 2010, to foster a culture of sustainability among the students. Within this scope, educational activities on environmental consciousness, climate change, and recycling are organized. At the school, which was granted “Project School” status pursuant to a protocol signed between the Republic of Türkiye Ministry of Culture and Tourism and the Republic of Türkiye Ministry of National Education, students receive intensive foreign language education in English, German, and Russian. Students carry out various projects in the fields of environmental and social sustainability.

Semiha Kibar Preschool, built by Kibar Group in 2014 in Sarıseki district of İskenderun, Hatay, is the first and only preschool in the area. At Semiha Kibar Preschool, established to provide children aged 36 to 71 months with access to quality preschool education, over 800 children have received preschool education to date.

## SOCIAL BENEFIT INVESTMENTS IN HEALTHCARE

Semiha Kibar Organ Transplantation and Dialysis Hospital, built by Kibar Holding within the Erciyes University campus in Kayseri, commenced healthcare services in 1995. The hospital, staffed by approximately 100 healthcare professionals, has 41 rooms and 90 patient beds. The hospital has all the necessary follow-up and treatment capabilities for patients with kidney disorders without the need for referral to another healthcare center. Semiha Kibar Organ Transplantation and Dialysis Hospital, which provides treatment access to hundreds of patients annually, has performed organ transplants for 350 patients and dialysis treatment for 8,600 patients to date.

## SOCIAL BENEFIT INVESTMENTS IN SOCIAL LIFE

At Asım Kibar Cultural Center, built by Kibar Holding in 2013 in İskenderun, Hatay, covering a total area of 3,000 m², meetings, concerts, training sessions, and entertainment events are held.

Semiha Kibar Practice Hotel, built by Kibar Holding in Istanbul and operational since 2012, is the first of its kind in the region. It was established to provide students studying hotel management and tourism with practical training under the guidance of

expert instructors. In the facility, waste oils, paper, and recyclable plastic materials are collected for recycling and sent to the relevant departments.

Semiha Kibar Recreation Center, built by Kibar Holding in Istanbul in 2011 and subsequently transferred to Tuzla Municipality, covers a total area of 2,200 m² and features two conference halls with a combined capacity of 550 people, as well as a digital library. In 2024, more than 100 conferences were held at the facility, attended by approximately 20,000 participants. Waste generated at the Center is sorted, and these wastes are recycled through the relevant units responsible for waste collection and recycling.





GRI 3-3, 414-2

# SOCIAL RESPONSIBILITY ACTIVITIES

## KİBAR VOLUNTEERS

Kibar Volunteers Project, designed to facilitate social responsibility activities voluntarily carried out by employees of Kibar Holding and Group companies, enables employees to participate in volunteering activities through a comprehensive and flexible structure. With this project, all volunteering activities are brought together under a single framework with the aim of contributing more effectively to the benefit of society.

Coordination of volunteering activities within the Group is carried out by “Volunteering Leaders,” who are elected by the volunteers themselves. Volunteers can take part in activities and events either by submitting project proposals or by participating in ongoing projects conducted across six different areas.

We volunteer  
for adding  
value to life



- **Corporate Social Responsibility Project/ Support for Disadvantaged Schools:** These activities are carried out by volunteers as part of corporate social responsibility projects implemented by Kibar Holding.
- **Corporate Social Responsibility Projects of Group Companies:** Volunteers may also take part in corporate social responsibility projects to be implemented by Group companies on a voluntary basis.
- **Volunteering Projects:** Project-based activities that are carried out by volunteers. Volunteers jointly decide on which areas to work on and create a project group to carry out activities.
- **Volunteering for Non-Governmental Organizations:** Volunteers can also carry out social responsibility activities by participating in the volunteering programs of various non-governmental organizations. The non-governmental organizations that Kibar Volunteers will cooperate with are prioritized and determined according to the “Açık Açık” platform.
- **Skill-Based Volunteering:** These volunteering activities involve Kibar Volunteers offering their expertise in various specialized areas such as IT, accounting, education, and human resources within the scope of subject matters and projects required by different institutions and organizations.
- **Internal Volunteering:** These are the volunteering activities carried out by Kibar Volunteers to provide expertise in various subject matters and projects as required by

different organizations such as municipalities, public institutions, non-governmental organizations, and social initiatives.

In order to evaluate the requests and suggestions of Kibar Group employees in the field of volunteering as soon as possible, a 24/7 accessible volunteering portal was established. Within this scope, all processes are managed through the website, kibargonulluleri.com, which offers an integrated structure combined with the Human Resources, Procurement, and Financial processes within Kibar Group.

Through the Kibar Volunteers project focusing on “children” and “education,” over 9,500 children have been reached so far. In 2024, the scope of volunteering activities was expanded to include the Dilovası region, following Tuzla, İzmit, Susurluk, and Iskenderun.

### WE REMEMBER THE EARTHQUAKE

On the anniversary of the Kahramanmaraş earthquakes, we visited 450 students at Kılıç Ali Paşa Primary School and 75 students at Semiha Kibar Preschool in İskenderun. Gift boxes containing educational materials designed to help children spend their free time in an enjoyable and meaningful way were shared with the students.



GRI 3-3

On March 8, 2024, International Women’s Day, handcrafted gifts made by over 300 women living in earthquake-affected areas were distributed to a total of 1,000 female employees through the social initiative “Kadınların Elinden.” This collaboration both strengthened the culture of solidarity and supported women’s labor.

### ENVIRONMENTAL PROTECTION WEEK ACTIVITIES

During Environmental Protection Week from June 5 to June 11, Kibar Volunteers organized waste collection and sports activities at İskenderun Payas Beach and Asım Kibar Sevgi Forest in İstanbul. In addition, Kibar Volunteers delivered informative presentations on environment, sustainability, recycling, and zero waste to students at Ali Kâhya Primary School in İzmit and Mimar Sinan Primary School in Tuzla, helping to raise children’s environmental awareness.

### ISTANBUL MARATHON

Kibar Volunteers runner team joined the 46<sup>th</sup> Istanbul Marathon to race for the benefit of UNICEF, Darüşşafaka, and Koruncuk Foundation. 162 Kibar Volunteers joining the race reached 402 donors with their messages. Donations collected were used to support the education of 46 children.

### CONTRIBUTION TO CHILDREN’S SOCIAL AND COGNITIVE DEVELOPMENT

Kibar Volunteers organizes trips for students graduating from schools supported by the Group to contribute to their social, cultural, and cognitive development. Students graduating from İzmit Ali Kâhya Primary School were taken on a trip to İstanbul as a graduation gift. The volunteers visited Miniatürk and the Rahmi Koç Museum with the students, guiding them and providing information about the exhibits at these venues.

Students graduating from Hacı Seyit Taşan Primary School in Dilovası were taken on a visit to Kocaeli Science Center. The volunteers guided the students in exploring recent developments in scientific fields and facilitated their participation in a coding activity.

### ATHLETICS TRACK

With the support of Kibar Volunteers, a children’s athletics track was constructed in the yard of Tuzla Mimar Sinan Primary School. This initiative resolved the lack of training facilities for children preparing for athletics and supported them in achieving provincial-level successes by enabling year-round practice right in their own schoolyard.





# PERFORMANCE INDICATORS



PERFORMANCE INDICATORS

Employees Demographics*										
Employees	2020		2021		2022		2023		2024	
Total number of employees	3,189	✔	3,478	✔	3,780	✔	4,120	✔	3,897	✔
Total number of female office employees	262	✔	283	✔	314	✔	350	✔	360	✔
Total number of male office employees	493	✔	494	✔	515	✔	554	✔	541	✔
Total number of female field employees	71	✔	104	✔	116	✔	189	✔	175	✔
Total number of male field employees	2,363	✔	2,597	✔	2,835	✔	3,027	✔	2,821	✔
Total number of female employees	333	✔	387	✔	430	✔	539	✔	535	✔
Total number of male employees	2,856	✔	3,091	✔	3,350	✔	3,581	✔	3,362	✔
Number of Employees by Age Groups										
Number of employees under 30 years old	523		572		835		1,072	✔	1,089	✔
Number of employees aged between 30 and 50	2,515		2,641		2,692		2,867	✔	2,660	✔
Number of employees aged 50 and over	151		265		253		181	✔	148	✔
Total Number of Senior Executives**										
Number of female executives	32	✔	39	✔	39	✔	39	✔	38	✔
Number of male executives	108	✔	116	✔	118	✔	136	✔	126	✔
Percentage of female executives	22.9%	✔	25.2%	✔	24.8%	✔	22.3%	✔	23.2%	✔
Maternity/Paternity Leave										
Number of female employees on maternity leave	12	✔	11	✔	16	✔	18	✔	21	✔
Number of male employees on paternity leave	206	✔	187	✔	198	✔	197	✔	182	✔
Number of female employees returning from maternity leave	13	✔	11	✔	16	✔	16	✔	20	✔
Number of male employees returning from paternity leave	206	✔	187	✔	195	✔	188	✔	182	✔

\*It includes Kibar Holding and Group companies within the reporting scope.  
\*\*Applicable for managers and higher job positions.

- Confirmed by the 2021 Limited Assurance Report.
- Confirmed by the 2022 Limited Assurance Report.
- Confirmed by the 2023 Limited Assurance Report.
- Confirmed by the 2024 Limited Assurance Report.

Employee Turnover					
	2020	2021	2022	2023	2024
Total Employee Turnover Rate					
Female				23.95%	
Male				20.48%	
Total			18,5%	20.92%	
Voluntary Employee Turnover Rate					
Female				10.49%	
Male				5.02%	
Total			9.3%	5.70%	
Training Activities					
Number of Employee Trainings					
Female	788	2,370	2,753	6,935	4,800
Male	2,741	21,051	21,482	39,365	20,873
Total	3,529	23,421	24,235	46,300	25,673
Number of Employee Trainings (total hours)					
Female	1,730	5,690	9,553	17,797	13,099
Male	6,789	37,930	97,377	105,760	58,006
Total	8,519	43,620	106,931	123,557	71,105
Performance Review					
Number of Employees Participating in Performance Evaluation					
Female	184	190	210	244	397
Male	1,967	398	399	433	1,761
Total	2,151	588	609	677	2,158

PERFORMANCE INDICATORS

Occupational Health & Safety												
Accident Frequency Rate (Injury Rate)			2020		2021		2022		2023		2024	
Direct Employment												
Female			4.15	✓	2.19	✓	10.66	✓	3.66	✓	2.30	✓
Male			15.29	✓	19.00	✓	9.60	✓	14.36	✓	10.90	✓
Total									13.29	✓	9.97	✓
Accident Severity Rate (ASR)												
Direct Employment												
Female			0.01	✓	0.02	✓	0.07	✓	0.04	✓	0.02	✓
Male			0.25	✓	0.33	✓	0.20	✓	0.34	✓	0.29	✓
Total									0.31	✓	0.26	✓
Occupational Disease Rate (ODR)												
Direct Employment												
Female			0	✓	0	✓	0	✓	0	✓	0	✓
Male			0	✓	0	✓	0	✓	0	✓	0	✓
Total									0	✓	0	✓
Contractor Employees												
Female			0	✓	0	✓	0	✓	0	✓	0	✓
Male			0	✓	0	✓	0	✓	0	✓	0	✓
Total									0	✓	0	✓
Work-related Deaths												
Direct Employment												
Female			0	✓	0	✓	0	✓	0	✓	0	✓
Male			0	✓	0	✓	0	✓	0	✓	0	✓
Total									0	✓	0	✓
Contractor Employees												
Female			0	✓	0	✓	0	✓	0	✓	0	✓
Male			0	✓	0	✓	0	✓	0	✓	0	✓
Total									0	✓	0	✓





- Confirmed by the 2021 Limited Assurance Report.
- Confirmed by the 2022 Limited Assurance Report.
- Confirmed by the 2023 Limited Assurance Report.
- Confirmed by the 2024 Limited Assurance Report.

Occupational Health & Safety Trainings					
	2020	2021	2022	2023	2024
Number of OHS Trainings Provided to Employees	2,306	10,376	19,189	15,997	7,739
Number of OHS Trainings Provided to Contractor Employees	1,625	1,657	6,185	2,316	2,923
Number of OHS Trainings Provided to Employees (total hours)	40,525	48,614	49,291	63,317	42,160
Number of OHS Trainings Provided to Contractor Employees (total hours)	1,858	2,462	4,635	2,152	2,678
Occupational Health & Safety Management					
	2020	2021	2022	2023	2024
Number of OHS Committees Established	21	5	5	5	8
Total Number of Members in OHS Committees Established	88	99	99	80	67
Number of Employee Representatives in OHS Committees Established	22	26	26	34	16
Suppliers					
	2020	2021	2022	2023	2024
Number of Local Suppliers	4,634	5,316	4,643	6,644	7,105
Number of Foreign Suppliers	725	881	897	1,121	1,415
Local Supplier Ratio (%)	%86	%86	%84	%86	%83
Foreign Supplier Ratio (%)	%14	%14	%16	%14	%17



Environmental Performance Indicators										
Use of Natural Resources	2020		2021		2022		2023		2024	
Production output (tons)*	265,461		307,304		293.799	✔	297.975	✔	311,131	✔
Raw material consumption (tons)**	456,341		448,711		432,846		451.958	✔	450,257	✔
Recycled/recovered raw materials used as input (tons)**	124,852		133,511		132,174		139.861	✔	155,240	✔
Recycled/recovered raw materials ratio used as input (%)**	27.4%		29.8%		30.5%		30,9%	✔	34.5%	✔
Water Management										
Well water consumption (m³)	359,812	✔	326,973	✔	323,861	✔	295,719	✔	257,756	✔
Municipal water consumption (m³)	149,515	✔	161,987	✔	147,104	✔	168,243	✔	169,073	✔
Total water consumption (m³)	509,327	✔	488,960	✔	470,965	✔	463,962	✔	426,829	✔
Water intensity (m³/million TRY)	71	✔	38	✔	16	✔	12	✔	8.0	✔
Waste Management										
Total amount of hazardous wastes (tons)	11,701	✔	13,261	✔	13,792	✔	13,149	✔	13,585	✔
Energy recovery	239	✔	751	✔	597	✔	555	✔	1,058	✔
Recovery (tons)	11,420	✔	12,510	✔	13,193	✔	12,594	✔	12,524	✔
Waste disposal site	43	✔	0	✔	1	✔	0	✔	0	✔
Waste incineration	0	✔	0	✔	0	✔	0	✔	4	✔
Other	0.05	✔	0.07	✔	0.07	✔	0.07	✔	0	✔
Total amount of non-hazardous wastes (tons)	10,930	✔	12,301	✔	12,493	✔	12,663	✔	15,856	✔
Energy recovery	1,025	✔	864	✔	1,150	✔	1,310	✔	1,139	✔
Recovery (tons)	9,668	✔	11,246	✔	11,161	✔	11,148	✔	14,501	✔
Waste disposal site	237	✔	191	✔	183	✔	204	✔	216	✔
Waste incineration	0	✔	0	✔	0	✔	0	✔	0	✔
Other	0	✔	0	✔	0	✔	1	✔	0	✔
Total amount of waste (tons)	22,631	✔	25,562	✔	26,285	✔	25,812	✔	29,441	✔
Waste intensity (tons/million TRY)	3.17	✔	1.97	✔	0.91	✔	0.66	✔	0.6	✔
Recycling/Recovery										
Amount of recycled/recovered waste (tons)	22,352	✔	25,370	✔	26,101	✔	25,588	✔	29,221	✔
Ratio of recycled/recovered waste (%)	98.8%	✔	99.3%	✔	99.3%	✔	99.1%	✔	99.3%	✔





\*Production quantities are tracked in terms of vehicle sets at Assan Hanil and square meters at Assan Panel; therefore, they could not be included in the cumulative data.  
\*\*The amounts of raw material consumption and recycled/recovered raw materials used as input at Assan Hanil and Assan Panel, which cannot be tracked in tons, are not included in the calculation.  
\*\*\*In 2024, emissions from electricity and diesel at the Manavgat power generation facility are included.  
\*\*\*\*In the calculation of greenhouse gas emissions intensity, Scope 2 emissions from total electricity consumption are taken into account, not the offset (net) Scope 2 emissions.

-  Confirmed by the 2021 Limited Assurance Report.
-  Confirmed by the 2022 Limited Assurance Report.
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PERFORMANCE INDICATORS

Combating Climate Change											
Direct Energy Consumption (GJ)		2020		2021		2022		2023		2024	
Natural Gas		1,872,465	✔	1,951,795	✔	1,917,234	✔	1,906,477	✔	2,098,247	✔
Diesel		10,352	✔	9,384	✔	13,794	✔	13,895	✔	21,984	✔
Gasoline		7,458	✔	7,854	✔	10,618	✔	12,034	✔	11,077	✔
Total Direct Energy Consumption		1,890,275	✔	1,969,033	✔	1,941,645	✔	1,932,405	✔	2,131,309	✔
Indirect Energy Consumption (GJ)											
Electricity		741,061	✔	818,325	✔	837,507	✔	868,037	✔	926,891	✔
Total Indirect Energy Consumption		741,061	✔	818,325	✔	837,507	✔	868,037	✔	926,891	✔
Total Energy Consumption (GJ)											
Total Energy Consumption (GJ)		2,631,335	✔	2,787,357	✔	2,779,153	✔	2,800,442	✔	3,058,200	✔
Energy Intensity (GJ/million TRY)		369	✔	215	✔	96	✔	71	✔	57.6	✔
Renewable Energy Production (GJ)											
Renewable Energy Production (GJ)		466,920	✔	317,876	✔	525,607	✔	388,854	✔	424,153	✔
Renewable Energy Consumption (GJ)											
Renewable Energy Consumption (GJ)				116,302	✔	132,851	✔	662,854	✔	727,605	✔
Emissions											
Scope 1 emissions (tons CO2e)***		106,331	✔	110,738	✔	109,317	✔	110,930	✔	122,925	✔
Scope 2 emissions (from total electricity consumption) (tons CO2e)		93,456	✔	107,769	✔	106,782	✔	111,398	✔	113,287	✔
Scope 2 emissions (offset by renewable energy sources) (tons CO2e)				50,590	✔	22,829	✔	26,332	✔	24,352	✔
Scope 3 emissions (tons CO2e)		1,688	✔	1,936	✔	2,074	✔	2,390	✔	2,470	✔
Greenhouse gas emissions intensity (tons CO2e/million TRY)****		28	✔	17	✔	8	✔	6	✔	4.5	✔
Protection of Carbon Sink Areas											
Number of trees planted		1.640		8,030		11,860		5.300 PwC	✔	4,706	✔
Economic Performance Indicators											
		2020		2021		2022		2023		2024	
Net Sales Revenues (TRY)		7,130,693,837	✔	12,968,799,503	✔	28,821,162,301	✔	39,337,670,351	✔	53,131,996,652	✔

\*Production quantities are tracked in terms of vehicle sets at Assan Hanil and square meters at Assan Panel; therefore, they could not be included in the cumulative data.  
\*\*The amounts of raw material consumption and recycled/recovered raw materials used as input at Assan Hanil and Assan Panel, which cannot be tracked in tons, are not included in the calculation.  
\*\*\*In 2024, emissions from electricity and diesel at the Manavgat power generation facility are included.  
\*\*\*\*In the calculation of greenhouse gas emissions intensity, Scope 2 emissions from total electricity consumption are taken into account, not the offset (net) Scope 2 emissions.

-  Confirmed by the 2021 Limited Assurance Report.
-  Confirmed by the 2022 Limited Assurance Report.
-  Confirmed by the 2023 Limited Assurance Report.
-  Confirmed by the 2024 Limited Assurance Report.





APPENDIX



ANNEX-2 KİBAR HOLDİNG 2024 SUSTAINABILITY REPORT - REPORTING GUIDELINES

These Reporting Guidelines (the “Guidelines”) provide information on the methodologies used for the preparation, calculation, and reporting of data pertaining to the indicators subject to limited assurance, as presented in the 2024 Sustainability Report (“2024 Sustainability Report”) of Kibar Holding A.Ş. (hereinafter referred to as “Kibar Holding” or the “Company”).

These indicators cover **economic indicators**, **environmental indicators**, and **social indicators**. The Company’s management is responsible for ensuring that appropriate procedures are implemented to prepare these indicators in accordance with the Guidelines, with respect to all material aspects.

The information contained in these Guidelines covers the period from January 1, 2024 to December 31, 2024 (the 2024 fiscal year) and includes the relevant operations in Türkiye under the responsibility of Kibar Holding, as well as the group companies listed below (the “Companies”), as detailed in the section titled “Key Definitions and Reporting Scope.” Information relating to subcontractor employees is excluded from this scope, except for Occupational Health and Safety (OHS) indicators.

- Assan Alüminyum San. ve Tic. A.Ş. (“Assan Alüminyum”)
- Assan Panel San. ve Tic. A.Ş. (“Assan Panel”)
- Assan Hanil Otomotiv San. ve Tic. A.Ş. (“Assan Hanil”)
- İspak Esnek Ambalaj San. A.Ş. (“İspak”)

General Reporting Principles

The following principles have been observed in the preparation of this Guidelines document:

- In the preparation of the information—emphasizing the fundamental principles of relevance and reliability to its users; and
- In the reporting of the information—emphasizing the principles of comparability and consistency with other data, including those from the previous year, as well as the principles of clarity and transparency to ensure the information is understandable to users.

Key Definitions and Reporting Scope

For the purposes of this report, Kibar Holding provides the following definitions:

Type	Indicator	Scope
Social Indicators	Human Resources	
	Total number of employees	Refers to the total number of employees working in Kibar Holding and Companies during the reporting period. Intern employees are not included in the total number of employees.
	Number of employees by gender	Refers to the number of employees classified as male and female in the total number of employees in Kibar Holding and Companies during the reporting period.
	Total number of office employees	Refers to the number of employees classified as male and female office workers in the total number of employees in Kibar Holding and Companies during the reporting period.
	Total number of field employees	Refers to the number of employees classified as male and female field workers within the total number of employees in Kibar Holding and Companies in the reporting period.
	Number of employees by age groups	Refers to the number of male and female employees within the total number of employees of Kibar Holding and Companies during the reporting period, classified by age groups as under 30, between 30 and 50 (inclusive), and over 50.
	Total number of senior executives	Refers to the number of male and female employees holding the titles of CEO, CFO, Vice President, General Manager, Assistant General Manager, Director, Consultant, and Manager—defined as “senior level” positions—at Kibar Holding and Companies during the reporting period.
	Percentage of female executives (%)	Refers to the ratio of female executives within the total number of senior executives holding the titles of CEO, CFO, Vice President, General Manager, Assistant General Manager, Director, Consultant, and Manager—defined as “senior level” positions—at Kibar Holding and Companies during the reporting period.
	Number of employees on maternity/paternity leave by gender	Refers to the number of female employees who took maternity leave within the scope of the Regulation on Part-Time Work to Be Performed After Maternity Leave or Unpaid Leave, and the number of male employees who took paternity leave within the scope of Labor Law No. 4857 during the reporting period.
	Number of employees returning from maternity/paternity leave by gender	Refers to the number of female employees who returned from maternity leave within the scope of the Regulation on Part-Time Work to Be Performed After Maternity Leave or Unpaid Leave, and the number of male employees who returned from paternity leave within the scope of Labor Law No. 4857 during the reporting period.

Type	Indicator	Scope
Social Indicators	Human Resources	
	Total Employee Turnover Rate (%)	Refers to the ratio of employees who left their jobs, as declared by Kibar Holding and the Companies to the Social Security Institution via the Declaration of Leaving Work during the reporting period, to the Total Number of Employees.
	Voluntary Employee Turnover Rate (%)	Refers to the ratio of voluntary resignations—employees who left their jobs voluntarily during the reporting period—declared by Kibar Holding and the Companies to the Social Security Institution via the Declaration of Leaving Work, to the Total Number of Employees.
	Training	
	Number of Employee Trainings by Gender	Refers to the total number of trainings attended by female and male employees of Kibar Holding and the Companies during the reporting period, based on data recorded on Kibar Holding Human Resources’ training tracking platform. This data is compiled to count each instance of an individual employee’s participation in multiple training activities separately.
	Number of Employee Trainings by Gender (Total hours)	Refers to the total number of trainings attended (in hours) by female and male employees of Kibar Holding and the Companies during the reporting period, based on data recorded on Kibar Holding Human Resources’ training tracking platform. This data counts each training participation separately, rather than on a per-employee basis.
	Performance Review	
	Number of employees participating in performance evaluations by gender	Refers to the number of female and male employees at Kibar Holding and the Companies who participated in the performance evaluation during the reporting period, as monitored and recorded on Kibar Holding Human Resources’ performance evaluation platform.
	Occupational Health & Safety	
	Accident frequency rate by gender (%) (Direct Employment)	Refers to the rate calculated by multiplying one million by the ratio of total work-related injuries—covering lost time injuries, restricted work capacity, and medical treatment cases—that prevented female and male employees directly employed by the Companies from attending work during the reporting period, relative to the total hours worked.
	Accident severity rate by gender (%) (Direct Employment)	Refers to the rate calculated by multiplying thousand by the ratio of total work-related accidents—covering lost time injuries, restricted work capacity, and medical treatment cases—that prevented female and male employees directly employed by the Companies from attending the next shift or work on the next workday during the reporting period, relative to the total hours worked.
	Occupational disease rate by gender (%) (Direct Employment)	Refers to the rate calculated by multiplying one thousand by the ratio of male and female employees directly employed at Kibar Holding and the Companies during the reporting period who fall under the definition of “occupational disease” within the scope of Occupational Health and Safety Law No. 6331, relative to total hours worked.
	Occupational disease rate by gender (%) (Contractor’s Employees)	Refers to the rate calculated by multiplying one thousand by the ratio of male and female contractor employees working for Kibar Holding and the Companies during the reporting period who fall under the definition of “occupational disease” within the scope of Occupational Health and Safety Law No. 6331, as monitored through declarations submitted to the Social Security Institution, relative to total hours worked.
	Work-related deaths by gender (Direct Employment)	Refers to the number of male and female employees directly employed at Kibar Holding and the Companies during the reporting period who fall under the definition of “fatal work accident” within the scope of Occupational Health and Safety Law No. 6331.
	Work-related deaths by gender (Contractor’s Employees)	Refers to the number of male and female contractor employees working for Kibar Holding and the Companies during the reporting period who fall under the definition of “fatal work accident” within the scope of Occupational Health and Safety Law No. 6331, as monitored through declarations submitted to the Social Security Institution.
	Total number of OHS trainings provided to employees	Refers to the total number of OHS trainings provided to employees directly employed at the Companies, as monitored and recorded on Kibar Holding Human Resources’ training tracking platform during the reporting period.
	Total number of OHS trainings provided to the contractor’s employees	Refers to the total number of OHS trainings provided to contractor employees working for the Companies, as monitored and recorded on Kibar Holding Human Resources’ training tracking platform during the reporting period.
	Total hours of OHS trainings provided to employees	Refers to the total hours of OHS training provided to employees directly employed at the Companies, as monitored and recorded on Kibar Holding Human Resources’ training tracking platform during the reporting period.
	Total hours of OHS trainings provided to the contractor’s employees	Refers to the total hours of OHS training provided to contractor employees working for the Companies, as monitored and recorded on Kibar Holding Human Resources’ training tracking platform during the reporting period.
	Number of OHS committees established	Refers to the number of Occupational Health and Safety Committees established by the Companies during the reporting period in accordance with Regulation No. 28532 on Occupational Health and Safety Committees, tasked with addressing occupational health and safety matters at the workplace.
	Total number of members in the OHS committees established	Refers to the total number of members of the Occupational Health and Safety Committees established by the Companies during the reporting period in accordance with Regulation No. 28532 on Occupational Health and Safety Committees, tasked with addressing occupational health and safety matters at the workplace.
	Number of employee representatives in OHS committees established	Refers to the number of employee representatives in the Occupational Health and Safety Committees established by the Companies during the reporting period in accordance with Regulation No. 28532 on Occupational Health and Safety Committees, tasked with addressing occupational health and safety matters at the workplace.
	Suppliers	
	Number of local suppliers	Refers to the total number of active local suppliers of Kibar Holding and the Companies, which can be mapped through Kibar Holding’s financial reporting systems during the reporting period.
	Number of foreign suppliers	Refers to the total number of active foreign suppliers of Kibar Holding and the Companies, which can be mapped through Kibar Holding’s financial reporting systems during the reporting period.
	Local supplier ratio (%)	Refers to the ratio of local suppliers of Kibar Holding and the Companies to the total number of suppliers, based on data mapped through Kibar Holding’s financial reporting systems during the reporting period.
	Foreign supplier ratio (%)	Refers to the ratio of foreign suppliers of Kibar Holding and the Companies to the total number of suppliers, based on data mapped through Kibar Holding’s financial reporting systems during the reporting period.



REPORTING GUIDELINES

Type	Indicator	Scope
Environmental Indicators	<b>Energy Consumption</b>	
	<b>Direct Energy Consumption</b>	
	Natural Gas (GJ)	Refers to the total amount of natural gas purchased for the Companies' locations in Türkiye during the reporting period, used in heating, kitchen, and other operations requiring natural gas at these locations. The amount is reported in gigajoules (GJ).
	Diesel (GJ)	Refers to the total amount of diesel fuel purchased for the Companies' locations in Türkiye during the reporting period, used at these locations for generator and forklift fuel, as well as for vehicles owned by the Companies. The amount is reported in gigajoules (GJ).
	Gasoline (GJ)	Refers to the total amount of gasoline fuel purchased for the Companies' locations in Türkiye during the reporting period, used at these locations for vehicles owned by the Companies. The amount is reported in gigajoules (GJ).
	Total Direct Energy Consumption (GJ)	Refers to the total amount of natural gas, diesel, and gasoline purchased and used at the Companies' locations in Türkiye during the reporting period. The amount is reported in gigajoules (GJ).
	<b>Indirect Energy Consumption</b>	
	Electricity (GJ)	Refers to the total amount of electricity purchased for the Companies' locations in Türkiye during the reporting period, used in air conditioning, lighting, electrical appliances, and other electricity-requiring operations. The amount is reported in gigajoules (GJ).
	Total Indirect Energy Consumption (GJ)	Refers to the electricity consumption, measured in gigajoules (GJ), purchased and used at the Companies' locations in Türkiye during the reporting period.
	<b>Total Energy Consumption</b>	
	Total Energy Consumption (GJ)	Refers to the combined amount of Total Direct Energy Consumption and Total Indirect Energy Consumption at the Companies' locations in Türkiye during the reporting period.
	Energy intensity (GJ/million TRY)	Refers to the combined amount of direct and indirect energy consumed at the Companies' locations in Türkiye to produce one unit of output during the reporting period. It is reported as GJ/million TRY.
	<b>Emissions</b>	
	Scope 1 emissions (tons CO2e)	Refers to greenhouse gas emissions from fuel combustion (Total Direct Energy Consumption) and process emissions (solvent consumption) at the Companies' relevant locations during the reporting period. The Company calculates its Scope 1 emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals."
	Scope 2 emissions (from total electricity consumption) (tons CO2e)	Refers to greenhouse gas emissions from Total Indirect Energy Consumption at the Companies' relevant locations during the reporting period. The Company calculates its Scope 2 emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals."
	Scope 2 emissions (offset by renewable energy sources) (tons CO2e)	Refers to the greenhouse gas emissions from Indirect Energy Consumption remaining after accounting for electricity sourced from renewable energy certified by I-REC, produced and purchased at the relevant locations of the Companies in 2024. The Company calculates its Scope 2 emissions in accordance with the standard "TS EN ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals."
	Scope 3 emissions (tons CO2e)	Refers to greenhouse gas emissions resulting from employees' business air travel and personnel shuttle services at the Company's relevant locations during the reporting period.
	Greenhouse gas emissions intensity (tons CO2e/million TRY)	Refers to the amount of carbon dioxide equivalent (CO2e) emissions from Scope 1, Scope 2, and Scope 3 emissions released into the atmosphere by the Companies to produce one unit of output during the reporting period. It is reported as tons CO2e/million TRY.
	<b>Renewable Energy Production</b>	
	Renewable energy production (GJ)	Refers to electricity generated from renewable energy sources by the Companies during the reporting period. It is reported as GJ.
	<b>Renewable Energy Consumption</b>	
	Renewable energy consumption (GJ)	Refers to the amount of electricity generated from renewable energy sources by the Companies and consumed, as well as the amount of electricity purchased from renewable energy sources during the reporting period. Electricity purchased from renewable energy sources is tracked using the International Renewable Energy Certificate (I-REC). It is reported as GJ.
	<b>Protection of Carbon Sink Areas</b>	
	Number of Trees Planted	Refers to the number of saplings purchased by the Companies during the reporting period, as tracked through invoices.

Type	Indicator	Scope
	<b>Use of Natural Resources</b>	
	Production output (tons)	Refers to the production volume in tons by Assan Alüminyum and İspak during the reporting period, monitored through the production tracking platform and TÜİK reports. Production volume is monitored in vehicle sets at Assan Hanil and in square meters at Assan Panel, and therefore could not be included in the cumulative data.
	Raw material consumption (tons)	Refers to the total raw material consumption used in production and measurable in tons during the reporting period, as mapped through the Companies' financial reporting systems. Raw material consumption amounts of Assan Hanil and Assan Panel that cannot be tracked in tons have not been included in the calculation.
	Quantity of recycled/recovered raw materials used as input in production (tons)	Refers to the total amount of recycled/recovered raw materials used in production during the reporting period, which can be tracked in tons and mapped through the Companies' financial reporting systems. Recycled/recovered raw material consumption amounts of Assan Hanil and Assan Panel that cannot be tracked in tons have not been included in the calculation.
	Rate of recycled/recovered raw materials used as input in production (%)	Refers to the ratio of the total amount of recycled/recovered raw materials used as inputs to the total raw material consumption during the reporting period.
	<b>Water Management</b>	
	Well water consumption (m³)	Refers to the total amount of well water consumed by the Companies during the reporting period. It is reported in m³.
	Municipal water consumption (m³)	Refers to the total amount of municipal water consumed by the Companies during the reporting period. It is reported in m³.
	Total water consumption (m³)	Refers to the total amount of well water and municipal water consumed by the Companies during the reporting period. It is reported in m³
	Water intensity (m³/million TRY)	Refers to the total amount of water consumed by the Companies to produce one unit of output during the reporting period. It is reported in m³ per million TRY.
	<b>Waste Management</b>	
	Total amount of hazardous wastes (tons)	Refers to the amount of hazardous waste generated by the Companies during the reporting period, as tracked through MOTAT (Mobile Waste Tracking System) available on the Ministry of Environment's portal (Integrated Environmental Information System).
	Hazardous wastes – Energy recovery (tons)	Refers to the amount of hazardous waste generated by the Companies and sent for energy recovery during the reporting period, as tracked through MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).
	Hazardous wastes – Recovery (tons)	Refers to the amount of hazardous waste generated by the Companies and sent for recovery during the reporting period, as tracked through MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).
	Hazardous wastes – Waste disposal site (tons)	Refers to the amount of hazardous waste generated by the Companies and sent to waste disposal sites during the reporting period, as tracked through MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).
	Hazardous wastes – Waste incineration (tons)	Refers to the amount of hazardous waste generated by the Companies and sent for waste incineration during the reporting period, as tracked through MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).
	Hazardous wastes – Other (tons)	Refers to the amount of hazardous waste generated by the Companies during the reporting period that undergoes processes other than energy recovery, recycling, waste disposal, and incineration, as tracked through MOTAT (Mobile Waste Tracking System) on the Ministry of Environment portal (Integrated Environmental Information System).
	Total amount of non-hazardous wastes (tons)	Refers to the amount of non-hazardous waste generated by the Companies during the reporting period, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Non-hazardous wastes – Energy recovery (tons)	Refers to the amount of non-hazardous waste generated by the Companies and sent for energy recovery during the reporting period, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Non-hazardous wastes – Recovery (tons)	Refers to the amount of non-hazardous waste generated by the Companies and sent for recovery during the reporting period, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Non-hazardous wastes – Waste disposal site (tons)	Refers to the amount of non-hazardous waste generated by the Companies and sent to waste disposal sites during the reporting period, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Non-hazardous wastes – Waste incineration (tons)	Refers to the amount of non-hazardous waste generated by the Companies and sent for waste incineration during the reporting period, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Non-hazardous wastes – Other (tons)	Refers to the amount of non-hazardous waste generated by the Companies during the reporting period that undergoes processes other than energy recovery, recycling, waste disposal, and incineration, tracked through the Ministry of Environment portal (Integrated Environmental Information System) and invoices obtained from licensed waste processing facilities.
	Total amount of waste (tons)	Refers to the total amount of hazardous waste and non-hazardous waste generated by the Companies during the reporting period.
	Amount of recycled/recovered waste (tons)	Refers to the amount of hazardous and non-hazardous waste recycled/recovered at the locations where the Companies' operations take place during the reporting period.
	Ratio of recycled/recovered waste (%)	Refers to the ratio of the total amount of hazardous and non-hazardous waste recycled/recovered at the locations where the Companies' operations take place during the reporting period to the total amount of waste generated.
	Waste intensity (m3/million TRY)	Refers to the total amount of waste generated by the Companies to produce one unit of output during the reporting period. It is reported as m3/million TRY.
Economic Indicators	Net Sales Revenues	Refers to the Company's net sales revenues, which can be mapped through financial reporting systems during the reporting period.



DATA PREPARATION

Social Indicators

Data on the Distribution of Female Executives

Refers to the number of female senior executives within the total number of senior executives holding the titles of CEO, CFO, Vice President, General Manager, Assistant General Manager, Director, Consultant, and Manager—defined as “senior level” positions—at Kibar Holding and the Companies during the reporting period. The Ratio of Female Senior Executives is calculated according to the formula below:

- Ratio of Female Senior Executives (%) = Number of Female Senior Executives / Total Number of Senior Executives

Occupational Health & Safety Data

- The numbers of occupational accidents, occupational diseases, and fatal accidents are tracked through tables listing declarations submitted to the Social Security Institution, classified by Company, gender (female/male), and employment type (directly employed/contractor employees).
- No cases of occupational disease were reported during the relevant period.
- No cases of fatal accidents were reported during the relevant period.
- The following definitions and formulas are used in the calculation of occupational health and safety indicators.

Formulas:

Accident Frequency Rate = (Number of Lost Time Accidents x 1,000,000) / Total Hours Worked (including overtime)

Accident Severity Rate (ASR) = (Total Number of Days Lost in Accidents x 1,000) /

Total Hours Worked (including overtime)

ASR = LDR (due to lack of occupational disease)

(Total Number of Days Lost in Accidents x 1,000) / Total Hours Worked (including overtime)

Working hours are calculated based on the payroll, an official document issued monthly by the employer, in which the wages paid by Kibar Holding to employees are recorded along with all applicable taxes and deductions. Hours related to overtime, short-time working allowance, paid/unpaid leave, paid/unpaid sick leave, annual leave, marriage leave, and paid/unpaid maternity or paternity leave are not included in the total working hours.

The total number of accidents with lost working days includes cases resulting in three (3) or more lost workdays, based on the International Labor Organization (ILO) reference.

Supplier Data

Kibar Holding’s Local Supplier & Foreign Supplier Ratio is calculated according to the formulas below:

- Local Supplier Ratio (%) = Number of Local Suppliers / Total Number of Suppliers
- Foreign Supplier Ratio (%) = Number of Foreign Suppliers / Total Number of Suppliers

Environmental Indicators

Water Consumption

The water consumption of Assan Aluminum Tuzla Plant also includes the water consumption of Assan Panel Tuzla and İspak Tuzla plants. Water is distributed to all facilities by the Auxiliary Facilities of Assan Alüminyum Tuzla Plant and includes the consumption of mains water, well water, utility water, cooling water, and hot water.

Water Intensity

Water intensity refers to the total amount of water consumed to produce one unit of output and is calculated using the formula below.

- Water Intensity (m3/million TRY) = Water Consumption (m3) / Sales Revenue (million TRY)

Waste Intensity

Waste intensity refers to the amount of hazardous and non-hazardous waste generated to produce one unit of output and is calculated according to the formula below.

- Waste Intensity (tons/million TRY) = Waste Amount (tons) / Sales Revenue (million TRY)

Recycled/Recovered Waste Ratio

Recycled/Recovered Waste Ratio refers to the share of recycled/recovered hazardous and non-hazardous waste within the total amount of waste and is calculated using the formula below.

- Recycled/Recovered Waste Ratio (%) = Recycled/Recovered Waste Amount (tons) / Total Amount of Waste (tons)

Data on Direct Energy Consumption by Fuel Type

Natural Gas

The natural gas supply unit is invoiced in “m³”, and the natural gas activity data is converted into gigajoules (GJ) using the formulas provided below. The monthly average “Density” values in “kg/m³” and “Net Calorific Value (NCV)” data in “TJ/Gg” or “kcal/m³” are obtained from the natural gas distribution companies supplying the gas and the general directorates of the relevant organized industrial zones.

[Activity Data (m³)\*Density (kg/m3)\*0.000001 (Gg/kg)\*NCV(TJ/Gg)\* 1,000 (GJ/TJ)]

[Activity Data (m³)\*NCV (kcal/m3)\*4,184 (joules/kcal)\*0.000000001 (GJ/joules)]

Diesel

The diesel supply unit is invoiced in both “tons” and “liters.” The following formula is used to convert diesel activity data measured in “tons” into gigajoules (GJ). The NCV data was obtained from the diesel supply company and is expressed in “TJ/Gg.”

[Activity Data (tons)\*0.001(Gg/tons)\*NCV(TJ/Gg)\* 1,000(GJ/TJ)]

The following formula is used in the conversion of diesel fuel activity data in “liters” into gigajoules (GJ). The annual average “density” value in “kg/liter” and the “NCV” value in “TJ/Gg” were obtained from the diesel supply company.

[Activity Data (liter)\*Density(kg/liter)\*0.000001 (Gg/kg)\*NCV(TJ/Gg)\* 1,000(GJ/TJ)]

Gasoline

Gasoline supply unit is invoiced in “liters”, and the following formula is used in converting gasoline activity data to gigajoules (GJ). The annual average “density” value in “kg/liter” was obtained from the gasoline supply company.

[Activity Data (liter)\*Density(kg/liter)\*0.000001 (Gg/kg)\*NCV(TJ/Gg)\* 1,000(GJ/TJ)]

Indirect Energy Consumption Data

The amount of electrical energy is reported in “kWh,” and the conversion factor of “1 kWh electricity = 0.0036 GJ,” as provided by the International Energy Agency, is used to convert it to “GJ.”

Energy Intensity

Energy intensity refers to the amount of direct and indirect energy consumed to produce one unit of output and is calculated using the formula below:

- Energy Intensity (GJ/million TRY) = Direct and Indirect Energy Consumption (GJ) / Sales Revenue (million TRY)

Greenhouse Gas Emissions (Scope 1, Scope 2, and Scope 3 Emissions)

Scope 1 Emissions

- Natural gas, diesel, and gasoline are reported as the primary fuel sources within the energy consumption data for Assan Alüminyum, Assan Panel, Assan Hanil, and İspak. The data is obtained from service providers’ records, including meter readings, invoices, receipts, and vehicle identification system logs.
- Diesel consumption data for generators and fire pumps are obtained from invoices provided by service providers. Gasoline and diesel consumption for company vehicles is obtained from invoices issued by the vehicle identification service provider.
- The following formula is used to calculate fuel-related emissions (Scope 1).

[Fuel-Related Emission (Efuel) = Activity Data (AD) \* Emission Factor (EF) \* Oxidation Factor (OF)]



DATA PREPARATION

- Scope 1 emissions are calculated with reference to the “2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2: Energy, Chapter 2: Stationary Combustion.”
- In all Scope 1 Emissions calculations (natural gas, diesel, gasoline), the oxidation factor was applied with reference to the “Communiqué on Monitoring and Reporting of Greenhouse Gas Emissions.”

Scope 2 Emissions

- Electricity consumption data for Assan Alüminyum, Assan Panel, Assan Hanil, and İspak are reported as the total electricity consumption across their company locations. The data are obtained from the companies’ monthly breakdown reports and invoice statements received from location-specific electricity distribution companies.
- Scope 2 emissions have been calculated based on the 2022 Monthly Electricity Production-Consumption Reports published by Türkiye Elektrik İletim A.Ş. (TEİAŞ) (<https://www.teias.gov.tr/tr-TR/aylik-elektrik-uretim-tuketim-raporlari>) and with reference to the IPCC Climate Change 2014 report, “Mitigation of Climate Change – Chapter 7: Energy Systems.”

Scope 3 Emissions

Scope 3 emissions cover the data related to business flights and personnel shuttle services involving employees of Assan Alüminyum, Assan Panel, Assan Hanil, and İspak. The data are obtained by the companies through detailed flight logs and the routes of personnel shuttle services. Scope 3 emissions are calculated with reference to the UK DEFRA 2023 Emission Factors.

Greenhouse Gas Emissions Intensity

Greenhouse gas emissions intensity refers to the amount of carbon dioxide equivalent (CO2e) greenhouse gases released into the atmosphere to produce one unit of output and is calculated according to the formula below:

- Greenhouse Gas Emissions Intensity (tons CO2e/million TRY) = Total Greenhouse Gas Emissions (tons CO2e) / Sales Revenue (million TRY)

Restatement of Opinion

Measuring and reporting validated data inevitably involves a degree of estimation. A re-statement of opinion may be considered if there is a change of more than 5% in the data at the company level.

ANNEX 2 - GRI CONTENT INDEX

GRI CONTENT INDEX					
Statement of use	Kibar Holding has reported in accordance with the GRI Standards for the period January 1, 2024 – December 31, 2024.				
GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)					
GRI STANDARD/ OTHER SOURCE	INDICATORDISCLOSURES & PAGE NUMBERS				
	OMISSION				
	Requirement(s) OmittedReasonExplanation				
General Disclosures					
Corporate Profile					
GRI 2: General Disclosures 2021	2-1 Organizational details	About Kibar Holding, pages 14-15, 20-26	-		
	2-2 Entities included in the organization's sustainability reporting	Introduction & About This Report, page 9	-		
	2-3 Reporting period, frequency, and contact point	Introduction & About This Report, page 9; Contact - Back Cover	-		
	2-4 Restatement of information	GRI Content Index: There are no restatements of information in the report.	-		
	2-5 External Audit	Limited Assurance Certificate, pages 164-165	-		
	2-6 Activities, value chain, and other business relationships	About Kibar Holding, pages 14-17, 20-26; Value Creation Model, pages 42-43; Kibar Group Investments; pages 64-65; Exports, page 68; Stakeholder Relations, pages 125-127; Sustainability Management in Supply Chain, pages 128-130	-		
	2-7 Employees	About Kibar Holding, pages 14-15; Human Resource, page 67; Performance Indicators, page 140	-		
	2-8 Workers who are not employees	GRI Content Index: The number of contractor employees working in various services such as security, cleaning and transportation is 2,075.	-		
	2-9 Governance structure and composition	Corporate Governance, page 61	-		
	2-10 Nomination and selection of the highest governance body	Corporate Governance, page 61	-		
	2-11 Chair of the highest governance body	Corporate Governance, page 61	-		
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, page 61; Sustainability Management, pages 32-33	-		
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, page 61; Sustainability Management, pages 32-33	-		
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, pages 32-33	-		
	2-15 Conflicts of interest	Code of Conduct, page 61	-		
	2-16 Communication of critical concerns	Code of Conduct, page 61; Stakeholder Relations, pages 125-127	-		
	2-17 Collective knowledge of the highest governance body	Sustainability Management, pages 32-33	-		

GRI Services, Content Index-Essentials Service için GRI içerik endeksinin GRI Standartlarına uygun raporlama gereklilikleriyle tutarlı bir şekilde sunulduğunu, endeksteki bilgilerin paydaşlar için açık bir şekilde sunulduğunu ve erişilebilir olduğunu gözden geçirmiştir. Bu hizmet raporun Türkçe versiyonu üzerinden gerçekleştirilmiştir.



GRI STANDARD / OTHER SOURCE	INDICATOR	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	GRI Content Index: Kibar Holding's Board of Directors and Executive Board focus throughout the year on the economic, social, and governance performance of Group companies from a sustainability perspective, guided by the targets set for general managers. Through this ongoing focus, the Board and Executive Board foster a participatory governance environment by adopting more agile and proactive approaches.	-		
	2-19 Remuneration policies	Compensation and Benefits Policy, page 83	-		
	2-20 Process to determine remuneration	Compensation and Benefits Policy, page 83	-		
	2-21 Annual total compensation ratio		-	Confidentiality restrictions	The fee rates may contain sensitive and confidential information related to the company's business relations, activities, and/or operational data, and therefore are not disclosed to the public.
	2-22 Statement on sustainable development strategy	Message from the CEO, pages 12-13; The 2030 Sustainability Strategy, pages 44-53	-		
	2-23 Policy commitments	Sustainability, page 28; Sustainability Approach, page 30	-		
	2-24 Embedding policy commitments	Sustainability, page 28; Sustainability Management, pages 32-33	-		
	2-25 Processes to remediate negative impacts	The 2030 Sustainability Strategy, pages 44-53	-		
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct, page 61; Stakeholder Relations, pages 125-127	-		
	2-27 Compliance with laws and regulations	GRI Content Index: During the reporting period, no penalty for non-compliance with laws and regulations was imposed.	-		
	2-28 Membership associations	Supported Initiatives in Sustainability, pages 54-55; Corporate Memberships and Collaborations, pages 166-167	-		
	2-29 Approach to stakeholder engagement	Stakeholder Relations, pages 125-127	-		
	2-30 Collective bargaining agreements	GRI Content Index: There is no collective bargaining agreement in place at Kibar Holding.	-		

MATERIAL TOPICS					
GRI STANDARD/ OTHER SOURCE	INDICATOR	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality, pages 38-39	-		
	3-2 List of material topics	Sustainability Priorities, page 39	-		
Business Continuity and Effective Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management, pages 62-63; Emergency Preparedness, page 63	-		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value, page 66; Performance Indicators, page 143	-		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Management in Supply Chain, page 128	-		
Corporate Governance Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance, pages 61-63; Corporate Governance, page 61	-		
Business Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics, page 61; Fighting Against Corruption, page 62			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Internal Audit and Control, page 62	-		
	205-2 Communication and training about anti-corruption policies and procedures	Fighting Against Corruption, page 62	-		
	205-3 Confirmed incidents of corruption and actions taken	GRI Content Index: There were no significant cases of corruption during the reporting period.	-		
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior	GRI Content Index: During the reporting period, there were no lawsuits filed due to anticompetitive behavior.	-		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	GRI Content Index: All security personnel have completed the legally required training.	-		
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety, pages 84-85	-		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, pages 84-85	-		
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, pages 84-85; Performance Indicators, page 141	-		
	403-3 Occupational health services	Occupational Health and Safety, pages 84-85			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, pages 84-85; Performance Indicators, page 141	-		
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, pages 84-85; Performance Indicators, page 141	-		
	403-6 Promotion of worker health	Occupational Health and Safety, pages 84-85	-		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, pages 84-85	-		
	403-8 Workers covered by an occupational health and safety management system	GRI Content Index: Employees of Kibar Holding and Group companies are included in the scope of the OHS management system.	-		
	403-9 Work-related injuries	Performance Indicators, page 141	-		
	403-10 Work-related ill health	Performance Indicators, page 141	-		
Employee Development and Talent Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Talent Acquisition, page 79; Talent Management, pages 80-82	-		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Performance Indicators, pages 140-141	-		
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management, pages 80-82	-		
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Management, page 83	-		



MATERIAL TOPICS					
GRI STANDARD/ OTHER SOURCE	INDICATOR	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
Gender and Opportunity Equality					
GRI 3: Material Topics 2021	3-3 Management of material topics	Equal Opportunities and Diversity, pages 73-77			
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	GRI Content Index: Since Kibar Holding is not a listed company, remuneration information is not disclosed.	-		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	GRI Content Index: The remuneration policy at Kibar Holding and Group companies is determined and implemented objectively, without gender discrimination, based on the potential and performance of the individual.	-		
	202-2 Proportion of senior management hired from the local community	GRI Content Index: All Kibar Holding managers are citizens of the Republic of Türkiye.	-		
GRI 401: Employment 2016	401-3 Parental leave	Performance Indicators, page 140	-		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Performance Indicators, page 140	-		
	405-2 Ratio of basic salary and remuneration of women to men	GRI Content Index: There are no gender-based salary differences in Kibar Holding and its subsidiaries. The principle of equal pay for equal work is applied.	-		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content Index: There were no incidents of discrimination during the reporting period.	-		
Customer Satisfaction					
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality of Products and Services, pages 91-92	-		
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	GRI Content Index: There was no such non-compliance during the reporting period.	-		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Quality of Products and Services, pages 91-92	-		
	417-2 Incidents of non-compliance concerning product and service information and labeling	GRI Content Index: There was no such non-compliance during the reporting period.	-		
	417-3 Incidents of non-compliance concerning marketing communications	GRI Content Index: There was no such non-compliance during the reporting period.	-		
R&D, Innovation, and Digitalization					
GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Innovation, pages 92-96	-		
Data Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	Information Security, pages 100-101	-		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	GRI Content Index: There were no incidents of breach of confidentiality of customer information during the reporting period.	-		
Combating Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	WE CARE for next generations, page 104; Fighting Climate Change, page 105; Energy and Emission Management, pages 108-109	-		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Management of Climate-Related Risks and Opportunities, page 114	-		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Performance Indicators, page 143	-		
	305-2 Energy indirect (Scope 2) GHG emissions	Performance Indicators, page 144	-		
	305-3 Other indirect (Scope 3) GHG emissions	Performance Indicators, page 145	-		
	305-4 GHG emissions intensity	Performance Indicators, page 143; Greenhouse Gas Emissions Intensity, page 80	-		
	305-5 Reduction of GHG emissions	Energy and Emission Management, pages 108-109	-		
	305-6 Emissions of ozone-depleting substances (ODS)	GRI Content Index: Companies within the scope of this report do not have critical ODS emissions.	-		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	515.78 tons in 2024.	*	*	*

\*This data pertains to Assan Alüminyum. Other companies do not have NOx or SOx emissions at critical levels.

MATERIAL TOPICS					
GRI STANDARD/ OTHER SOURCE	INDICATOR	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
Circular Economy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Target of Net-Zero Emissions by 2050, pages 106-107; Energy and Emission Management, pages 108-109; Water Management, page 110; Circular Economy, pages 116-120	-		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Performance Indicators, page 142	-		
	301-2 Recycled input materials used	Performance Indicators, page 142	-		
	301-3 Reclaimed products and their packaging materials	GRI Content Index: Due to regulatory changes, not all companies were measured and cumulative value could not be calculated.	-		
GRI 302: Energy 2016	302-1 Energy Consumption within the Organization	Performance Indicators, page 143	-		
	302-2 Energy Consumption Outside of the Organization	Performance Indicators, page 143	-		
	302-3 Energy Intensity	Performance Indicators, page 143	-		
	302-4 Reduction of energy consumption	Energy and Emission Management, pages 108-109	-		
	302-5 Reductions in energy requirements of products and services	Circular Economy, pages 116-120	-		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 110	-		
	303-2 Management of water discharge-related impacts	Water Management, page 110	-		
	303-3 Water withdrawal	Performance Indicators, page 142	-		
	303-5 Water consumption	Performance Indicators, page 142	-		
	306-1 Waste generation and significant waste-related impacts	Waste Management, page 116			
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Waste Management, page 116	-		
	306-3 Waste generated	Performance Indicators, page 142			
	306-4 Waste diverted from disposal	Performance Indicators, page 142	-		
Sustainable Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Management in Supply Chain, pages 128-130	-		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Management in Supply Chain, pages 128-130	-		
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Management in Supply Chain, pages 128-130	-		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Management in Supply Chain, pages 128-130	-		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Management in Supply Chain, pages 128-130	-		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria (in percentage and number)	Sustainability Management in Supply Chain, pages 128-130	-		
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Management in Supply Chain, pages 128-130	-		
Social Responsibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	WE SHARE for the communities, pages 134-137	-		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Kibar Group Investments, pages 64-65; Social Benefit Investments, page 135	-		
	203-2 Significant indirect economic impacts	Kibar Group Investments, pages 64-65; Social Benefit Investments, page 135	-		



WORLD ECONOMIC FORUM STAKEHOLDER CAPITALISM METRICS

Principles of Governance		
Theme	Core Metrics and Disclosures	Relevant Section
Governance Purposes	Goal-setting, value creation model.	Corporate Values, pages 20-21, Value Creation Model, pages 42-43, Governance, pages 61-63
Quality of Governing Body	Composition of the highest governance body and its committees.	Sustainability Management, pages 32-33; Corporate Governance, page 61
Stakeholder Engagement	Determining the Group’s sustainability priorities, identifying material topics for stakeholders, and the method used for stakeholder engagement in defining material topics.	Double Materiality, pages 38-39; Stakeholder Relations, pages 125-127
Ethical Behavior	Anti-Bribery and Anti-Corruption: Anti-corruption practices and the proportion of employees, suppliers, and business partners trained on the Group’s anti-corruption policies and procedures. The number of corruption incidents confirmed within the year, occurring either this year or in previous years, along with brief case descriptions. Supported initiatives and stakeholder-engaged practices within the scope of anti-corruption efforts.	Sustainability Approach, page 30; The 2030 Sustainability Strategy, pages 44-45
	Ethics, Suggestions, and Reporting: Definition of internal and external mechanisms established to provide information on ethical behavior, corporate integrity, and compliance with laws. Information on internal and external mechanisms established for reporting unethical, unlawful incidents, or violations of corporate ethics.	Business Ethics, page 61; <a href="https://www.kibar.com/tr-tr/holding/etik-kurallar">https://www.kibar.com/tr-tr/holding/etik-kurallar</a>
Risk and Opportunity Oversight	Identification of risks and opportunities directly impacting the organization, integration of these risks and opportunities into business processes, and explanation of the risk management approach. Risks should also include environmental, social, and governance (ESG) risks, such as those related to climate change and data security.	Risk Management, pages 62-63; Management of Climate-Related Risks and Opportunities, pages 114-115
Milestones for Strategic Areas	Strategic environmental, social, and governance (ESG) milestones achieved in previous years and those planned to be achieved in the following periods as well as contribution of these targets to the long-term value creation model.	Historical Development and Key Activities, pages 34-35; The 2030 Sustainability Strategy, pages 44-53
Planet		
Climate change		
Greenhouse Gas Emissions	Reporting of Scope 1 and Scope 2 emissions.	Energy and Emission Management, pages 108-109; Performance Indicators, page 143; Reporting Guidelines, page 152
	Information on Scope 3 emissions.	Kibar Group Supplier Sustainability Program, pages 129-130; Performance Indicators, page 143; Reporting Guidelines, page 152
TCFD Implementation	Full implementation of the TCFD recommendations and, if necessary, disclosure of a 3-year target timeline for complete implementation. Disclosure of greenhouse gas emission targets established under the Paris Agreement, and the announcement of the commitment to achieve “net-zero emissions” by 2050.	The 2030 Sustainability Strategy, pages 50-51; Fighting Climate Change, page 105; Target of Net-Zero Emissions by 2050, pages 106-107; Energy and Emission Management, pages 108-109; Management of Climate-Related Risks and Opportunities, pages 114-115
Nature Loss		
Ecological Sensitivity and Land Use	The size of buildings and lands owned or leased that are located in or adjacent to protected areas and/or key biodiversity areas.	No operation is conducted in protected areas.
Water Resources		
Water withdrawal and consumption from high water stress areas	Total volume of water withdrawn from areas with high baseline water stress, according to the WRI Aqueduct Water Risk Atlas tool.	Water Management, page 110

People		
Theme	Core Metrics and Disclosures	Relevant Section
Equality and Human Dignity		
Diversity and Inclusion	Employee distribution by age group, gender, and other equality criteria.	Gender Equality, pages 74-77; Performance Indicators, page 140
Pay Equality	Base salary comparisons by employee category.	Compensation and Benefits Policy, page 83
Risk of Child Labor, Forced or Compulsory Labor	Information on operations and suppliers identified as having a high risk of child labor, forced labor, or compulsory labor. It includes risks based on specific regions or related to the supplier’s operations.	Business Ethics, page 61; Sustainability Management in Supply Chain, pages 128-130
Health and Well-being		
Occupational Health and Safety	The number and rate of fatalities as a result of work-related injuries; high-consequence work-related injuries; recordable work-related injuries; frequently occurring work-related injuries; and total hours worked.	Occupational Health and Safety, pages 84-85; Performance Indicators, page 141
Skills for the future		
Employee Trainings	Information on training provided and average training hours per employee by gender and employee category.	Talent Management, pages 80-82; Performance Indicators, page 140
Prosperity		
Employment and Wealth Generation		
Employment Data	Number of new hires by age group, gender, and other equality criteria.	Performance Indicators, page 140
Economic Contribution	Direct economic value generated and distributed.	Economic Value, page 66; Performance Indicators, page 143
Innovation for Better Products and Services		
R&D and Innovation Budget	Total budget allocated to R&D and innovation.	The 2030 Sustainability Strategy / 2024 Progress, pages 48-49



THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORTING

ALAN		ÖNERİLER	İLGİLİ BÖLÜM
Governance	a	Describe the Board of Director's governance structure for climate-related risks and opportunities.	Sustainability Management, pages 32-33; Risk Management, pages 62-63
	b	Describe the management's role in assessing and managing climate-related risks and opportunities.	Risk Management, page 19; Sustainability Management, pages 22-23; Management of Climate-Related Risks and Opportunities, pages 114-115
Strategy	a	Describe the climate-related risks and opportunities identified by the organization over the short, medium, and long term.	Fighting Climate Change, page 105; Management of Climate-Related Risks and Opportunities, pages 114-115
	b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Fighting Climate Change, page 105; Management of Climate-Related Risks and Opportunities, pages 114-115
	c	Describe the resilience of the organization's strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario.	Fighting Climate Change, page 105; Management of Climate-Related Risks and Opportunities, pages 114-115
Risk Management	a	Describe the organization's processes for identifying and assessing climate-related risks.	Fighting Climate Change, page 105; Management of Climate-Related Risks and Opportunities, pages 114-115
	b	Describe the organization's processes for managing climate-related risks.	Risk Management, pages 62-63; Management of Climate-Related Risks and Opportunities, pages 114-115
	c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk Management, pages 62-63; Management of Climate-Related Risks and Opportunities, pages 114-115
Metrics and Targets	a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Energy and Emission Management, pages 108-109; Performance Indicators, page 143
	b	Disclose Scope 1, Scope 2, and, if applicable, Scope 3 greenhouse gas (GHG) emissions.	Energy and Emission Management, pages 108-109; Performance Indicators, page 143
	c	Describe the targets used by the organization to manage climate-related risks and opportunities, and performance against those targets.	Target of Net-Zero Emissions by 2050, pages 106-107; Energy and Emission Management, pages 108-109; The 2030 Sustainability Strategy, pages 44-53; Performance Indicators, page 143

Women's Empowerment Principles (WEPs) Progress Reporting

Principle	GRI Standard Disclosures	Relevant Section
Principle 1: Senior-level corporate leadership promoting gender equality	GRI 405-1, 405-2	Message from the CEO, pages 12-13; The 2030 Sustainability Strategy, pages 46-47; Gender Equality, pages 74-77; WE Are Equal, pages 76-77; Performance Indicators, page 140; GRI Content Index, page 156
Principle 2: Equal opportunities, inclusion, and non-discrimination	GRI 401-3, 405-1, 405-2, 406-1	Double Materiality, pages 38-39; The 2030 Sustainability Strategy, pages 46-47; Gender Equality, pages 74-77; Performance Indicators, page 140; GRI Content Index, page 156
Principle 3: Ensuring health, safety, and well-being	GRI 406-1	Sustainability, page 28; The 2030 Sustainability Strategy, pages 46-47; Occupational Health and Safety, pages 84-85; Performance Indicators, page 141
Principle 4: Supporting education and learning	GRI 404-1, 404-2, 404-3	The 2030 Sustainability Strategy, pages 46-47; WE Have The Power Development Platform, page 80; Performance Indicators, page 140
Principle 5: Implementation of entrepreneurial development, supply chain, and marketing practices	GRI 204-1, 3-1, 3-2, 3-3	Sustainability, page 28; Sustainability Management in Supply Chain, pages 128-130
Principle 6: Promoting equity through social initiatives		The 2030 Sustainability Strategy, pages 46-47; Supported Initiatives in Sustainability, pages 54-55; Gender Equality, pages 74-77
Principle 7: Measurement and transparent reporting on gender equality	GRI 405-1, 405-2, 3-1, 3-2, 3-3	The 2030 Sustainability Strategy, pages 46-47; Performance Indicators, page 140; GRI Content Index, page 156



ANNEX 6 - LIMITED ASSURANCE REPORT

Independent Auditor Limited Assurance Report  
To the Board of Directors of Kibar Holding A.Ş.

We were engaged by Kibar Holding A.Ş. (hereinafter “Company” or “Kibar Holding”) and its subsidiaries (collectively referred to as the “Group”) to provide limited assurance on whether the “Selected Information” as defined in the Kibar Holding Sustainability Report (hereinafter “the Report”) has been prepared by the Group for the year ended 31 December 2024.

The scope of our assurance is limited to the Selected Information listed and described below for the relevant activities:

- Direct energy consumption
- Indirect energy consumption
- Scope 1 (direct emissions)
- Scope 2 (indirect emissions – e.g., purchased electricity)
- Scope 3 (other indirect emissions – e.g., supply chain, logistics)
- Water consumption by source (e.g., municipal, well, rainwater)
- Amount of hazardous and non-hazardous waste by disposal method
- Amount of waste recovered (recycled/reused)
- Amount of raw materials consumed
- Amount of recycled/recovered raw materials used as input (tons)
- Number of trees planted
- Injury rate
- Lost time injury frequency rate (LTIFR)
- Occupational disease rate
- Number of fatal accidents
- Number of employees/contractors who received occupational health and safety training, and number of trainings conducted
- Occupational health and safety committee / number of committee members
- Number of employees by gender
- Number of senior executives by gender
- Number of employees on parental leave and those who returned, by gender
- Number of employees who received training, and number of trainings, by gender
- Number of employees who participated in performance evaluations, by gender
- Total number of suppliers & number of local suppliers
- Number of local vs. foreign suppliers
- Total production amount

Management’s responsibilities

Management is responsible for the preparation and presentation of the Report for the Selected Information as described in the Report, and the information and assertions contained within it; for determining the Group objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Management is responsible for preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities.

Our responsibilities

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board. These Standards require that we plan and perform the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement.

The firm International Standard on Quality Control 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.



Procedures performed

A limited assurance engagement on a Selected Information consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Selected Information, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Selected Information.
- Re-performing, on a sample basis, the calculations used to prepare the Selected Information for the reporting period.
- Comparing the information presented in the Selected Information to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Selected Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained has a reasonable assurance engagement been performed.

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Selected Information may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Selected Information, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Conclusion

Based on the procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the Selected Information as defined in the Sustainability Report’s of the Group for the year ended 31 December 2024 is not presented, in all material respects.

Restriction of use of our report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Group, for any purpose or in any other context. Any party other than Group who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than Group for our work, for this limited assurance report, or for the conclusions we have reached.

KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik Anonim Şirketi



Şirin Soysal  
Partner  
Istanbul, 11 July 2025





ANNEX 7 - MEMBERSHIPS AND PARTNERSHIPS





Kibar Holding Sürdürülebilirlik Raporu'yla ilgili detaylı bilgi için  
Holding Kurumsal İletişim Bölümü ile iletişime geçebilirsiniz.  
kurumsaliletisim@kibar.com

Raporumuzun yayımlanması aşamasında sağladıkları katkılar için teşekkür ederiz.

Rapor Danışmanı: Kıymet-i Harbiye  
Rapor Tasarımı : Çözüm İstanbul

**Kibar Holding A.Ş. UNGC 2024/Legal Disclaimer:**

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