2025

SUSTAINABILITY REPORT

Kibar

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INTRODUCTION AND ABOUT THIS REPORT

Kibar Group operates over 20 high-capacity production facilities established in various locations across Türkiye and worldwide in accordance with international standards, and exports to more than 100 countries across five 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 assessment, sustainability principles, value creation model, management of climate-related risks and opportunities, and stakeholder engagement.

In the 2025 reporting year, Kibar Group updated its double materiality assessment by drawing on the methodological framework of the European Sustainability Reporting Standards (ESRS). Within this framework, material topics were assessed from the perspectives of impact materiality and financial materiality, taking into account their impacts, risks, and opportunities. The assessment contributed to shaping the report's content in line with strategic priorities and stakeholder expectations.

The report covers the period from January 1 to December 31, 2025. Unless otherwise stated, the information presented in this report includes the consolidated data of Kibar Holding and its industrial companies—Assan Alüminyum, Assan Hanil, Assan Panel, and İspak—which represent the Group's core operations. The data presented in the "About Kibar Holding" section cover all Kibar Holding companies and subsidiaries to provide a general overview of the Holding.

This report was issued in accordance with the GRI Standards. The report also presents the Group's contribution to the United Nations Sustainable Development Goals (SDGs), as well as its performance in relation to 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 included in Kibar Holding's 2025 Sustainability Report have been assured in accordance with the International Standard on Assurance Engagements (ISAE 3000) and the International Standard on Assurance Engagements for 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.

Dear Stakeholders,

The year 2025 was marked by continued efforts to preserve the progress made in the fight against inflation in the global economy. At the same time, vulnerabilities persisted amid a backdrop of moderate growth, the lagged effects of tight financial conditions, rising policy uncertainty, and geopolitical tensions. Rising protectionism, higher tariffs, geoeconomic fragmentation, and the reconfiguration of global supply chains became increasingly influential in shaping investment, production, and trade decisions, while also bringing new opportunities to the forefront in the areas of green transformation, digitalization, artificial intelligence, energy security, and supply chain resilience.

As of the first half of 2026, the global economy presents an even more challenging outlook, as the vulnerabilities carried over from 2025 have been compounded by escalating geopolitical tensions in the Middle East and growing concerns over energy security. The global growth outlook has become increasingly exposed to downside risks amid rising prices and volatility, renewed inflationary pressures, a cautious monetary policy stance, and weakening investment appetite. Energy costs, maritime shipping, and risks associated with critical transit chokepoints such as the Strait of Hormuz are placing increasing pressure on global supply chains. This environment is bringing supply chain resilience, resource diversification, and operational continuity back to the forefront of the global business agenda.

These developments have expanded the definition of corporate success beyond short-term financial performance, placing greater emphasis on a more comprehensive view of performance—one that also encompasses agility, effective risk management, disciplined capital allocation, operational flexibility, and the capacity for sustainable transformation. At the same time, the growing focus on energy security, cost predictability, renewable energy, energy efficiency, electrification, and capital flows directed toward low-emission technologies has reinforced the view that, for industrial companies, the low-carbon transition is not merely an environmental responsibility, but also a fundamental driver of competitiveness, market access, and long-term resilience.

At the Kibar Group, we viewed this period not merely as a time to adapt to prevailing conditions, but as a strategic inflection point requiring decisions that would strengthen the long-term resilience of our business model, our capacity for transformation, and our competitive advantage.

The principles of trust, integrity, diligence, and respect for people that we inherited from our founder, Asım Kibar, continue to serve as the cornerstones of the Kibar Group's strategic direction. We leverage more than half a century of institutional experience not only to deliver financial success, but also to create lasting value for our employees, customers, suppliers, business partners, society, and the environment. Our Board of Directors' priority is to preserve the institutional framework that enables the Kibar Group to remain strong and agile in the face of changing conditions, while further strengthening our responsibility to future generations as an integral part of our business model.

Guided by this approach, we continue to deliver sustainable growth, underpinned by our manufacturing capabilities, export strength, operational discipline, and long-term investment approach. In line with our international growth vision, we continue to invest in strengthening our manufacturing capabilities, expanding our market reach, and advancing our sustainable product solutions.

Our investment in a new manufacturing facility at the Freeport East free trade zone in Suffolk, United Kingdom, marks a significant milestone in strengthening the Kibar Group's access to global markets while supporting growing demand for energy-efficient building solutions across Europe and the United Kingdom.

Our acquisition of an aluminum foil manufacturing facility in Fairmont, West Virginia, United States, marks another strategic milestone in strengthening the Kibar Group's presence in the North American market.

These investments support our long-term value creation approach not only by expanding our production capacity, but also by enhancing logistics flexibility, strengthening customer proximity, diversifying our market presence, and advancing the adoption of sustainable product solutions.

One of the clearest indicators of our growth strategy is our strong position in international markets and our export performance. Through our export network spanning more than 100 countries, we generated approximately USD 3 billion in exports in 2025.

This performance reflects the Group's manufacturing capabilities across diverse industries, the quality of its products, its expertise in international trade, and its ability to adapt to evolving market conditions. To sustain this success over the long term, we pursue our growth strategy through an integrated approach that combines sustainability, risk management, resource efficiency, and technology-driven transformation.

For the Kibar Group, 2025 marked a year of significant strategic renewal in sustainability. Following the successful completion of the majority of the targets set out in our 2025 Strategy, we launched our 2030 Sustainability Strategy. We developed our new strategy by taking into account economic, environmental, and social impacts, stakeholder expectations, the evolving regulatory landscape, and climate-related risks and opportunities. Guided by this strategic framework, we view sustainability not merely as a reporting or compliance requirement, but as a core management discipline that informs every aspect of our business model—from investment decisions and operational processes to product development and supply chain management.

To strengthen the implementation of this strategy, we developed and put into effect the Kibar Group Green Transition Action Plan for the 2025–2035 period. Through this Action Plan, we translated our transformation priorities into concrete areas of implementation across six strategic pillars: Net Zero Emissions by 2050, the Transition to a Circular Economy, Access to Sustainable Finance, Sustainable Human Resources Management, Sustainable Supply Chain Management, and Institutional Capacity Building. This framework enables us to manage our sustainability targets through a comprehensive transformation program with clearly defined responsibilities, implementation actions, and timelines.

We are also embedding this transformation approach throughout our value chain. Through the K-Star Supplier Sustainability Program and the K-Star Rise Supplier Sustainability Training Program, launched in 2025, we support our suppliers' development in environmental, social, and governance (ESG) practices while viewing sustainable supply chain management as a key driver of our long-term competitiveness.

Our employees are at the heart of our transformation journey. I believe that, just as they have been instrumental in bringing the Kibar Group to where it is today, the knowledge, dedication, sense of responsibility, and commitment to our shared values demonstrated by our colleagues will remain our greatest strength as we prepare for the future.

While preserving our culture of trust, we continue to strengthen a workplace that enables our employees to realize their full potential and lead change together.

Drawing strength from our employees, we also regard the relationships we build with society as an integral part of our long-term value creation approach. We continue to advance initiatives focused on creating lasting value in the areas of education, healthcare, social well-being, and volunteering. The social impact initiatives we carry out through the Kibar Education and Social Assistance Foundation and the programs implemented by Kibar Volunteers reflect the Kibar Group's corporate approach—one that not only creates economic value but also places equal importance on growing together with society.

Transparency, accountability, and strong governance are the cornerstones of our sustainable value creation approach. Our 2025 Sustainability Report provides our stakeholders with a holistic view of our economic, environmental, and social performance, as well as our strategic priorities, transformation targets, and long-term value creation approach.

I would like to extend my sincere thanks to all our colleagues, customers, suppliers, business partners, and stakeholders whose dedication and contributions support our journey of sustainable value creation. As the Kibar Group, we will continue to build on the values inherited from our founder by aligning them with the needs of the future, advancing economic success alongside environmental and social responsibility.

Ali Kibar
Chairperson of the Board of Directors

GRI 2-22

Dear Stakeholders,

The global economy is navigating a challenging period characterized by modest growth, tight financial conditions, geopolitical tensions, and the restructuring of global supply chains. Volatility in energy prices, uncertainties surrounding trade corridors, and mounting cost pressures require industrial companies to manage operational continuity, supply security, and investment decisions with greater discipline and foresight.

Against this backdrop in 2025, we focused on translating our initiatives in operational efficiency, quality, digitalization, and sustainability into tangible business outcomes, while maintaining financial discipline and honoring our commitments to our customers. Across our Group companies, we continued to strengthen our integrated management approach through continuous improvement and transformation initiatives spanning production and service processes, enhancing decision-making speed, cost discipline, and execution capabilities across our operations.

Our performance during the reporting period was underpinned by effective risk management, a focus on operational excellence, initiatives that enhance energy and resource efficiency, our commitment to the low-carbon transition, our innovation capabilities, our talented workforce, and our strong governance framework.

For us, sustainability is not only a long-term value creation model that delivers lasting economic, social, and environmental value, but also a strategic management framework that guides our corporate decision-making. In line with this approach, in 2025 we updated our sustainability strategy with a 2030 perspective and launched our Green Transformation Action Plan for the 2025–2035 period.

Our 2030 Sustainability Strategy encompasses 34 targets and 92 performance indicators aligned with our priority sustainability topics. Our Green Transformation Action Plan, in turn, comprises 14 targets and 93 actions defined across the areas of climate, resource efficiency, finance, human capital, supply chain, and institutional capacity.

During the 2025 reporting period, we updated our Double Materiality Assessment using a more structured approach, drawing on the methodological framework of the European Sustainability Reporting Standards (ESRS) issued under the Corporate Sustainability Reporting Directive (CSRD). This enabled us to assess the impacts of our activities on people, the environment, and society, as well as the implications of sustainability matters for our business model, financial performance, and risk and opportunity profile, in a more transparent, comparable, and decision-useful manner.

We reinforced our sustainable growth objectives through strategic investments that strengthened our position in global markets and through our strong export performance. The acquisition of an aluminum foil manufacturing facility in the United States and the establishment of a new production facility in the United Kingdom were among our strategic investments, reinforcing our international presence, enhancing the resilience of our supply chain, and supporting our long-term growth objectives.

While sustaining our growth momentum during the reporting period, we maintained our strong presence in international markets through our extensive export network. Kibar Dış Ticaret ranked 4th among Türkiye's top exporters and 1st in the "Ferrous and Non-Ferrous Metals" category in the Turkish Exporters' Assembly's Top 1,000 Exporters list. The combined sales revenue of our Group companies increased by 29% year-on-year in 2025.

In line with our commitment to achieving net zero emissions by 2050, we pursue a holistic approach to advancing energy efficiency, renewable energy, greenhouse gas emissions management, resource efficiency, and the development of low-carbon products.

We calculate the Scope 1 and Scope 2 greenhouse gas emissions of the companies included in our reporting scope and, since 2020, have obtained independent assurance for our emissions data in accordance with the International Standard on Assurance Engagements (ISAE) 3410. We prioritize the development of our data and calculation infrastructure to enable the systematic monitoring and reporting of value chain emissions, including Scope 3 emissions.

Renewable energy generation is one of the key pillars of our low-carbon transition strategy. We continue to generate electricity from our renewable energy power plants while expanding our investment capacity in this area.

In line with our focus on resource efficiency and the circular economy, we continue to improve our performance across processes spanning from raw material use to waste management. In 2025, 30.8% of the raw materials we used were sourced from recycled materials, while our waste recovery rate reached 97.8%.

As part of our biodiversity conservation strategy, we completed projects in collaboration with Kocaeli University to conserve, propagate, and reintroduce the endangered species the European bluestar (Amsonia orientalis), the sand lily (Pancratium maritimum), the Riva mullein (Verbascum bugulifolium), and the Kilyos button (Centaurea kilaea) into their natural habitats. In 2025, under the same collaboration, we launched a project to reintroduce Cirsium byzantinum into its natural habitat.

We conduct our R&D and innovation activities with a focus on developing products, technologies, and processes that support the green transition, enhance resource efficiency, and respond to the evolving needs of our customers. In line with this approach, we develop products and process solutions that support the low-carbon transition, align with the principles of the circular economy, and enhance environmental performance.

At Assan Alüminyum, we are advancing alloy development initiatives that enable the more efficient use of scrap and secondary aluminum in our production processes, supporting solutions to reduce both primary aluminum consumption and the carbon footprint of our products. At Assan Hanil, we develop product designs through weight-reduction-focused R&D initiatives that enhance vehicle energy efficiency and support the transition to low-carbon mobility. At Assan Panel, we offer solar roof panel systems designed for on-site electricity generation from solar energy, along with natural daylighting solutions that maximize the use of daylight in buildings. At İspak, we are expanding our portfolio of next-generation packaging solutions that are recyclable, compostable, and resource-efficient, enabling us to meet our customers' evolving sustainable packaging needs.

In 2025, we enhanced the Kibar Holding Sustainability Information Management System, which we established to collect, analyze, query, and report sustainability data digitally, by integrating an ESG dashboard infrastructure. This enabled us to monitor our environmental, social, and governance (ESG) performance indicators in a more centralized, comparable, and visually intuitive manner. The dashboard enables sustainability data to be used more effectively not only during reporting periods but also in management and decision-making processes. In this way, we strengthened our institutional capacity for data governance, performance monitoring, and the tracking of our sustainability targets.

In the area of digitalization, we continued to strengthen our capabilities in data-driven decision-making and process automation across a wide range of functions, from manufacturing and human resources to finance and reporting. By bringing more than 200 processes under Robotic Process Automation (RPA), we now manage an average of 100,000 minutes of repetitive work each month through software robots. As a result, we made significant progress in building scalable, measurable, and sustainable operational capabilities as part of our digital transformation journey.

GRI 2-22

Through the K-Star Supplier Sustainability Program, we systematically address environmental, social, governance, and change management topics across our supply chain within a structured and traceable framework, while monitoring our suppliers' sustainability maturity levels, development areas, and progress on action plans through a digital platform. Through the K-Star Rise digital learning platform, launched in 2025, we support this framework through training and capacity-building initiatives, with the aim of fostering a shared approach to sustainability across our supplier ecosystem.

We believe that the value we create extends beyond economic outcomes and is also defined by the long-term relationships we build with society. Guided by this belief, we continued our efforts in the areas of education, healthcare, community well-being, and volunteering. Through Kibar Volunteers, we have reached 11,750 children to date. In addition, through our support for UNICEF's Girls of Tomorrow: Future Leaders program, we contributed to the education of 500 girls in 2025.

In line with our principles of transparency and accountability, we are pleased to present our 13th Sustainability Report to our stakeholders. Prepared in accordance with the Global Reporting Initiative (GRI) Standards, this report also references the principles and frameworks of the United Nations Global Compact (UNGC), the Women's Empowerment Principles (WEPs), the World Economic Forum's Stakeholder Capitalism Metrics, and the Task Force on Climate-related Financial Disclosures (TCFD).

Our environmental, social, and governance (ESG) indicators were subject to independent assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000, while our greenhouse gas statements were independently assured in accordance with the International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements.

Our 2024 Kibar Holding Sustainability Report received four awards across three international platforms. It received the Platinum Award in the "Sustainability Report" category at the Global Communications Competition 2025 Spotlight Awards, organized by the League of American Communications Professionals (LACP). The Report also received the Gold Award in the "Annual Report" category at the Global Communications Competition 2025 Spotlight Awards. Kibar Holding's Annual Report received the Gold Award for the second consecutive year at the International Annual Report Design Awards (IADA). It also received the Bronze Award in the "Annual Report" category at the Stevie Awards.

I would like to extend my sincere thanks to our employees, customers, suppliers, business partners, and all our stakeholders. In the period ahead, we will continue to create long-term value for the Kibar Group and all our stakeholders through our operational discipline, innovation capabilities, and commitment to responsible growth.

Haluk Kayabaşı
CEO

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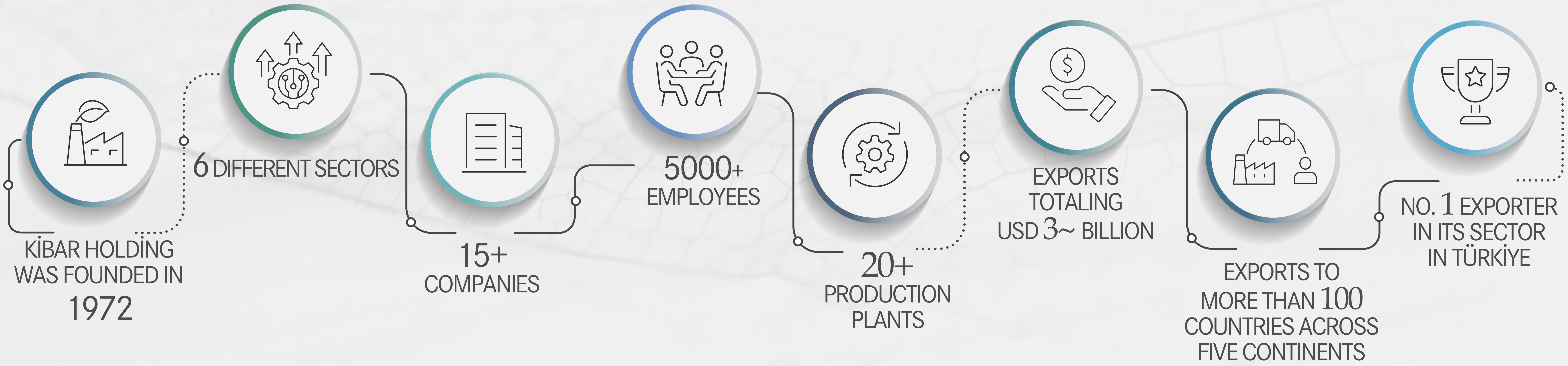
ABOUT KİBAR HOLDİNG

KİBAR HOLDİNG IN FIGURES



GRI 2-6

2025 EVENTS

Q1

- Ali Kibar, Chair of the Board of Directors of Kibar Holding and Chair of the DEİK Türkiye–Romania Business Council, was honored with the Commercial Diplomacy Award in the Diaspora category at the Commercial Diplomacy Awards organized by the Foreign Economic Relations Board of Türkiye (DEİK).
- Kibar Holding's Vice President of Human Resources was recognized as one of Türkiye's 50 Most Innovative HR Leaders in the Fast Company "2024 Most Innovative HR Leaders" survey.
- The CFOs of Kibar Holding and Assan Alüminyum were named to the Fortune Türkiye 50 CFO list.
- Kibar Holding's BİZ Eşitiz (WE ARE Equal) program was honored with the award in the "Women's Leadership and Governance" category at the "Equal Voices of the Industry Awards" organized by students of Istanbul University.

Q2

- Haluk Kayabaşı, CEO of Kibar Holding, shared insights at the panel titled "A New Strategy for Exports: Competitiveness- and Value-Added-Focused Growth and Development" held during the International Economy Summit.
- At the panel titled "The New World Order: Geopolitical Risks and Economic Uncertainties" held during the C-Summit Series Türkiye event, Kibar Holding CEO Haluk Kayabaşı shared insights on the opportunities for Türkiye in an environment of uncertainty, the sector outlook, Kibar Holding's new investments, and the advantages of a diversified portfolio.
- Assan Alüminyum, Posco Assan, and Assan Hanil, members of the Kibar Group, were included in the Istanbul Chamber of Industry's (ISO) "Türkiye's Top 500 Industrial Enterprises" list.
- As a supporter of the "Social Impact Summit" organized in collaboration with the Sosyal Fabrika Social Transformation Platform and Nasıl Bir Ekonomi / ekonomim.com, Kibar Holding participated in the event together with the representatives of its BİZ Eşitiz (WE ARE Equal) Group Committee.

Q3

- Kibar Holding's CEO was elected to serve on the Board of Directors of the 30% Club Türkiye for the 2025–2027 term.
- Kibar Holding's Procurement Organization won a Bronze Stevie® Award in the "Company of the Year" category at the 22nd International Business Awards®.
- In Business Life's "Türkiye's Top 50 Value Creators" lists, the Chair of the Board of Directors of Kibar Holding was named among "Türkiye's Industrial Leaders"; Kibar Holding's CEO among "Türkiye's Top 50 Value-Creating CEOs"; Kibar Holding's CFO among "Türkiye's Top 50 Value-Creating CFOs"; Kibar Holding's CTO among "Türkiye's Top 50 Value-Creating CTOs"; and Kibar Holding's Corporate Communications Manager among "Türkiye's Top 50 Value-Creating Corporate Communications Leaders."

Q4

- Ali Kibar, Chair of the Board of Directors of Kibar Holding, shared insights at the Transforming Leadership Summit organized by Ekonomi Gazetesi. Kibar Holding's Founder and Honorary Chair, Asım Kibar, was remembered with respect.
- At the "Metallic Stars of Export" Awards ceremony organized by the Istanbul Ferrous and Non-Ferrous Metals Exporters' Association (İDDMİB), Kibar Dış Ticaret ranked first in the "Flat-Rolled Aluminum Products" category for its exports of Assan Alüminyum products and in the "Highest Export Volume" category based on the total exports across all categories.
- At the panel on Global, Regional Developments and Developments in Türkiye organized in collaboration with UN Global Compact Türkiye and the Kocaeli Chamber of Industry, Haluk Kayabaşı, CEO of Kibar Holding and Board Member of UN Global Compact Türkiye, shared insights on the sustainability agenda and Kibar Holding's operations.
- The UN Global Compact Türkiye 2025 Summit was held under the theme "Faster, Further." Haluk Kayabaşı, CEO of Kibar Holding and a Board Member of UN Global Compact Türkiye, participated as a panelist in the "Responsible Leadership for Sustainable Transformation" panel at the Summit.
- The 11th Sustainable Finance Forum, organized in collaboration with UN Global Compact Türkiye and BCSD Türkiye, was held under the theme "Finance Aligned with Climate and Development Goals," with Haluk Kayabaşı, CEO of Kibar Holding and a Board Member of UN Global Compact Türkiye, among the opening speakers.
- Kibar Holding's CEO participated as a speaker at the Business Meet Up event organized by the Sakarya University Faculty of Business and shared insights on the importance of university–industry collaboration.
- Kibar Holding was the main sponsor of the Lean Summit organized by Yalın Enstitü. At the event, Kibar Holding's CEO delivered a presentation titled "Either in Crisis or Between Crises." In addition, copies of the book Lean for Process Industries, translated into Turkish by Kibar Holding's Corporate Development and Strategy Division, were distributed to participants.
- The General Manager of Assan Alüminyum was elected Chair of the Flat Rolled Aluminium Producers Division of the European Aluminium Foil Association (EAFA).
- Kibar Holding's Vice President of Human Resources was named among the "Top 50 Most Effective CHROs" at the "Top 50 CHROs 2025" awards ceremony organized by CHRO Summit.
- Kibar Holding's Internal Audit team received the "Professional Promotion Activities" award at the "Awareness Awards Ceremony" organized by Türkiye İç Denetim Enstitüsü.
- The BİZ Eşitiz project received an award in the "Diversity and Inclusion Management" category at the 17th Human Value Awards organized by PERYÖN Türkiye İnsan Yönetimi Derneği.
- Kibar Holding was among the supporters of the #KadınErkekEşittirNokta Conference organized by Yanındayız Association.
- Kibar Volunteers participated in the 47th Istanbul Marathon with 85 volunteer runners, while contributions from 889 donors across the Kibar Group helped support projects carried out by various non-governmental organizations.

GRI 2-6

2025 SUSTAINABILITY AWARDS

Kibar Holding 2024 Sustainability Report received 4 awards across 3 different international platforms.

Kibar Holding's Sustainability Report received the Platinum Award in the "Sustainability Report" category at the Global Communications Competition 2025 Spotlight Awards organized by the League of American Communications Professionals (LACP).

Kibar Holding's Annual Report received the Gold Award in the "Annual Report" category at the LACP Global Communications Competition 2025 Spotlight Awards.

Kibar Holding's Annual Report received the Bronze Stevie® Award in the "Best Annual Report" category at the 22nd International Business Awards®.

Kibar Holding's Annual Report received the Gold Award for the second consecutive year at the International Annual Report Design Awards (IADA).

The K-STAR Supplier Sustainability Program won the Silver Stevie® Award in the "Sustainability Initiative of the Year" category at the 22nd International Business Awards®.

Haluk Kayabaşı, CEO of Kibar Holding and Chair of the Sustainability Committee, was once again named among Fast Company's "50 Sustainability Leaders.

GRI 2-1, 2-6

CORPORATE VALUES

RELIABILITY

We act in a way that builds trust in both ourselves and our organization, and demonstrates 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.

GRI 2-1, 2-6

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 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

KİBAR GROUP COMPANIES - INDUSTRY

ASSAN ALÜMİNYUM

Assan Alüminyum, one of the leading manufacturers in the global flat-rolled aluminum industry, has been producing flat-rolled aluminum since its establishment in 1988. It serves a wide range of sectors, including packaging, distribution, construction, durable consumer goods, automotive, and HVAC, with its coil, sheet, foil, and pre-painted aluminum products. Operating production facilities in Tuzla, Istanbul and Dilovası, Kocaeli, the company is Türkiye's leading enterprise in the flat-rolled aluminum industry, with an installed annual sheet/foil capacity of 360,000 tonnes and an installed annual aluminum coil coating capacity of 60,000 tonnes. With an aluminum foil manufacturing capacity of 130,000 tonnes, it is also one of Europe's two largest manufacturers. According to the ISO 500 – Türkiye's Top 500 Industrial Enterprises 2024 list, it ranks as Türkiye's 44th largest industrial enterprise.

It exports to more than 70 countries across four continents, primarily in Western Europe and North America. The company plans to achieve its growth targets in North America through Kibar Americas, which it established in Chicago.

Assan Alüminyum has earned the Aluminium Stewardship Initiative (ASI) Performance Standard Certification for all of its facilities.

ASSAN HANİL

Assan Hanil, one of the Kibar Group's automotive investments, was established in 1997 in partnership with South Korea-based Seoyon E-Hwa and commenced production as a tier-one automotive supplier. In addition to driver and passenger seats, Assan Hanil manufactures door panels, front and rear bumpers, instrument panels, consoles, carpets, radiator carriers, blow-molded parts, glove compartments, headliners, and interior and exterior plastic components. It is one of only five companies in the world capable of designing, developing, and manufacturing air-suspension driver seats.

In its early years, Assan Hanil supplied components exclusively to Hyundai Assan. Over time, it expanded its customer portfolio to include Ford Otosan, Isuzu, Honda, AGCO, Mercedes-Benz Türk, Türkiye's Automobile Joint Venture Group (TOGG), and Stellantis/Tofaş. It also exports to Korea the seats designed
and manufactured at its Kocaeli facility for the Hyundai Xcient Fuel Cell, the world's first hydrogen fuel cell electric truck.

To support production for Mercedes-Benz Türk, Assan Hanil commissioned its Aksaray Facility in 2019 and its third facility in İzmit in 2023. Assan Hanil manufactures using advanced automation-based technologies at its five facilities—three in Kocaeli, one in Bursa, and one in Aksaray—with a total production area of 175,000 m² and a workforce of more than 1,000 skilled employees.

ASSAN PANEL

Assan Panel, a leading company in the sandwich panel industry, commenced production in 1990 at its first plant in Tuzla, with an annual production capacity of 4,000,000 m². Continuing its investments to expand its capacity, Assan Panel commissioned its İskenderun plant with an annual production capacity of 3,000,000 m² in 2004, its Balıkesir plant with an annual production capacity of 3,000,000 m² in 2009, and its Jordan plant with an annual production capacity of 4,500,000 m² in 2012. In 2015, Assan Panel completed its second production line investment at its Tuzla, Istanbul plant, which has an annual production capacity of 3,500,000 m², increasing its total annual production capacity to 18,000,000 m². In 2021, Assan Panel commissioned its first investment in the Turkic Republics and began operations at its Azerbaijan plant in partnership with Sumqayıt Texnologiyalar Parkı (STP). With a total annual production capacity of 22 million m², the company opened sales offices in the United Kingdom and Hungary in 2023. Assan Panel, which opened a new production plant in the United Kingdom at the end of 2025, continues its investments on a global scale.

In addition to PUR-filled panels, Assan Panel contributes to the construction of sustainable and eco-friendly buildings with its fire-safe PIR- and rockwool-filled cold room, roof, and wall sandwich panels, panels ready for solar system installation, project-specific accessories, polycarbonate skylights, fasteners consisting of various screw types, and construction chemicals including sealing and filling products. In addition to its portfolio of high-quality, safe, innovative, and fire-resistant products, Assan Panel provides superior-quality application services through its domestic and international business partners.

Through its Assan Panel, Assan Demir, and Assan Board brands, as well as AFG Çelik Yapı ve Kimya, Assan Panel exports to 85 countries and serves as a total solution partner for industrial buildings in global markets.

AFG Çelik Yapı carries out its core activities in project development, project management, design, and construction. AFG Çelik Yapı undertakes engineering projects in specialized areas such as industrial

facilities, healthcare facilities, modular buildings, cold chain systems, and solar power plant installations. In addition, AFG Kimya manufacturespolyurethane systems in-house under the AssanChem brand, backed by strong R&D capabilities and extensive industry know-how, to meet a wide range of customer needs. AssanChem's product groups consist ofa wide range of offerings including rigid systems, flexible systems, and polyester polyols, catering to the needs of various industries. With a broad product portfolio across various polyurethane application areas, AssanChem, as a domestic polyurethane systems manufacturer, develops innovative products through its investments in technology and R&D, delivering tailor-made solutions to its customers in Türkiye and around the globe.

POSCO ASSAN TST

Posco Assan was established in 2011 as a joint venture between Kibar Holding, Pohang Iron and Steel Company (POSCO), and POSCO Daewoo.

POSCO ASSAN TST, which operates Türkiye's largest stainless steel cold rolling plant, was established with an initial investment of USD 350 million and commenced production in 2013 with an annual capacity of 300,000 tonnes.

İSPAK AMBALAJ

With more than 50 years of expertise and experience, İspak Ambalaj is one of Türkiye's most established manufacturers of flexible packaging and a leading producer of technical foils. With its facility designed in line with Industry 4.0 principles, the company has increased its annual production capacity to 35,000 tonnes.

At its Tuzla, Istanbul and İzmit facilities, the company carries out integrated packaging production, covering the entire process from raw material sourcing and coating, lamination, and extrusion to printing, slitting, and the delivery of customized packaging products. With particular expertise in flexible packaging production, the company provides integrated flexible packaging solutions for a wide range of industries, including food and dairy products, chocolate and confectionery, beverages, medical supplies and pharmaceuticals, personal care, and pet food. The company also holds a leading position in its industry and serves as a key supplier through its tobacco and industrial products portfolio.

Technical foils used in climate control and insulation products such as refrigerator back panels, air conditioners, and heat pumps are produced at the new plant commissioned in 2025 adjacent to the İzmit Plant. The new plant is expected to reach a production capacity of 10,000 tonnes.

GRI 2-1, 2-6

KİBAR GROUP COMPANIES - TRADE

ASSAN GAYRİMENKUL

Established within the Kibar Group in 2008, Assan Gayrimenkul is engaged in the development of various Group-owned land assets, as well as the identification of new real estate investment opportunities, real estate acquisitions, and the development and execution of real estate projects.

Assan Gayrimenkul also operates the campuses housing the Kibar Group's major production facilities and provides the support required to enable uninterrupted and efficient operations across Group companies.

ASSAN YAPI

Established in 2007 under the umbrella of Kibar Group, Assan Yapı operates across all areas of the construction and building sector.

Among the projects completed and commissioned by Assan Yapı are Pendik-Kurtköy Housing, Asım Kibar Vocational and Technical Anatolian High School, Tuzla Municipality Semiha Kibar Social Facilities, Tuzla Semiha Kibar Teacherage, and Tuzla Municipality Şelale Park. Assan Yapı carried out the construction of the Assan Alüminyum Dilovası Plant and Coil Coating Facility, the Assan Hanil additional production facility projects, and the İspak Ambalaj Plant project.

KİBAR DIŞ TİCARET

Kibar Dış Ticaret is the foreign trade company of the Kibar Group, one of Türkiye's leading industrial companies. Kibar Dış Ticaret was established in 1985 to play a pioneering role in Türkiye's foreign trade initiatives and to manage the foreign trade activities of the Kibar Group as its specialized foreign trade company. Today, it manages the export operations of many of Türkiye's leading companies and supplies the raw materials they require. It also conducts high-volume transit trade from foreign countries to third countries. The company's annual foreign trade volume has reached 1.5 million tonnes.

Leveraging its extensive global network and foreign trade expertise, Kibar Dış Ticaret ranks among the leading companies in the Top 1,000 Exporters list published annually by the Turkish Exporters Assembly (TİM).

KİBAR ENERJİ

Kibar Enerji was established within the Kibar Group in 2011 to engage in the import and wholesale trading of natural gas in the Turkish energy market. Kibar Enerji, which assumed an annual natural gas purchase and sales contract for 1 billion m³ under the Western Gas Pipeline Contract Transfer in 2012, has been importing and wholesaling natural gas since January 1, 2013.

Kibar Enerji's main objectives include contributing to meeting Türkiye's natural gas demand through the domestic and international procurement of natural gas, playing a role in the development of the natural gas market in line with the country's interests, conducting the activities required for natural gas storage, evaluating opportunities that will enhance supply security and resource diversity in the Turkish Energy Market, and taking the necessary actions to realize new business and investment opportunities.

KİBAR INTERNATIONAL

Kibar International was established in Switzerland in 2001 to support the commercial activities of Kibar Group companies. The company offers commercial and financial solutions through local and European financial institutions. The company mitigates significant risks through trade receivables insurance and supports Group companies in ensuring compliance of their international operations with relevant international regulations and practices.

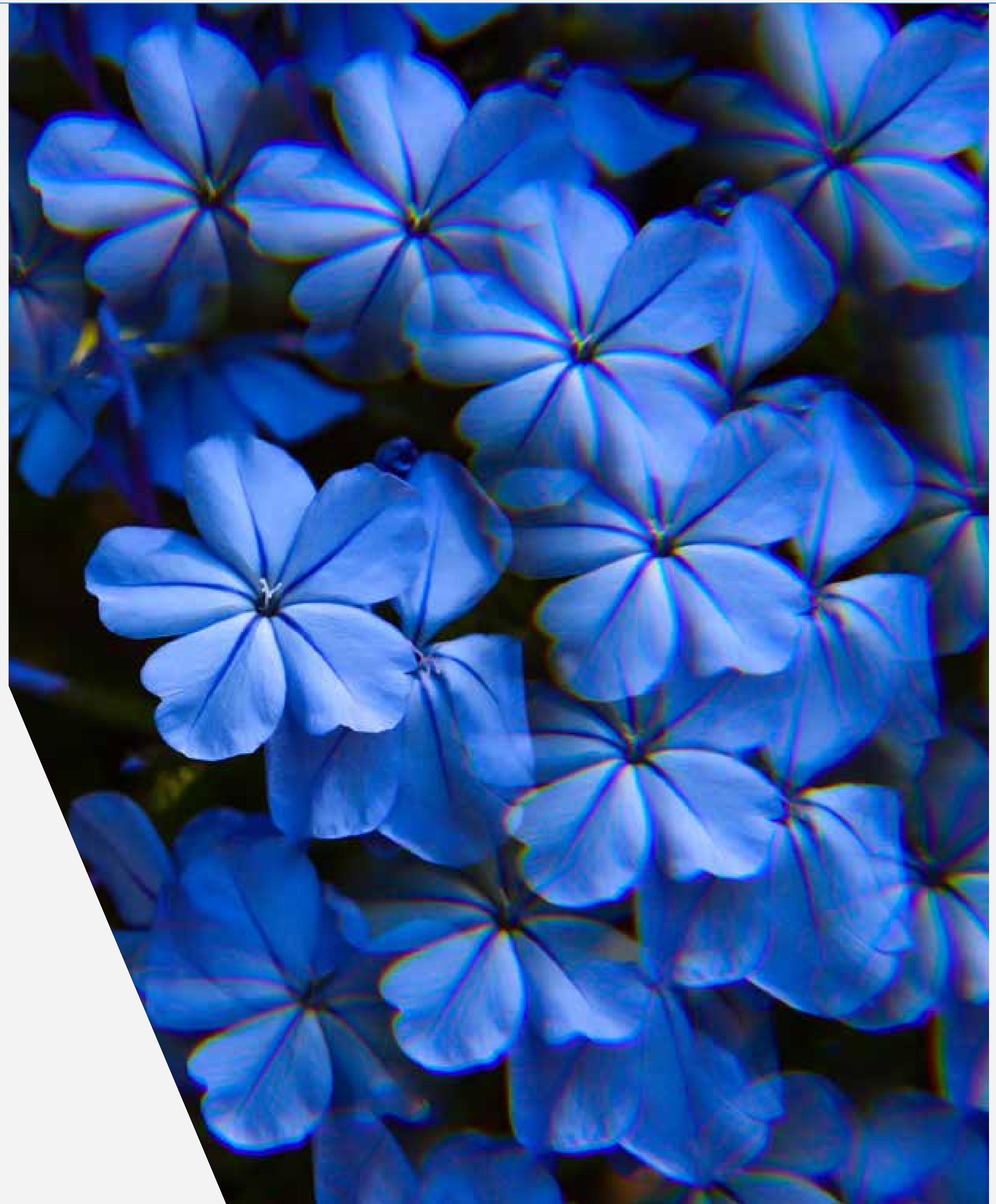
K-RIDES

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; and
- 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

KİBAR GROUP COMPANIES - SERVICE

ASSAN BİLİŞİM

Assan Bilişim was established in 2006 to meet all the Information Technology needs of Kibar Group companies. It is a technology company that serves as a business partner to Group companies by providing advanced technology services and solutions. It develops strategic partnerships with leading global technology companies.

Assan Bilişim A.Ş. provides system development and integration services as well as information technology consultancy to all Group companies and external customers. In addition to the flat steel industry, it delivers systems integration services across a wide range of sectors, including automotive, logistics, insurance, technology, construction, liquid packaging, foreign trade, finance, and retail.

ASSAN LOJİSTİK

Assan Lojistik was established in 1996 to provide port-connected logistics services. Assan Lojistik provides domestic transportation, bonded warehousing, storage, out-of-gauge cargo transportation, and port services throughout Türkiye, while also carrying out international intermodal, road, sea, air, and project cargo transportation operations.

Headquartered in Tuzla, Istanbul, Assan Lojistik conducts its domestic sales and operations activities across Türkiye in an efficient and coordinated manner through its North Marmara, South Marmara (Bursa-Gemlik), and Southern Region (Hatay-İskenderun) Regional Directorates. In addition, Assan Lojistik delivers value-added, fast, and reliable logistics solutions through its offices in Gebze (Kocaeli), Gemlik (Bursa), and Karabük, supported by a team of experienced logistics professionals.

Citrina Worldwide Logistics, which commenced operations in 2024 as a separate legal entity, makes significant contributions to strengthening the logistics infrastructure in the regions where it operates. With its operational capabilities supporting the growing trade volume along the Middle Corridor, Citrina Worldwide Logistics enables the more efficient, faster, and sustainable management of logistics flows between Europe and Central Asia, while playing a strategic role in regional and international transportation.

ASSAN PORT

Commissioned in 2010, Assan Port is the first container terminal in the Gulf of İskenderun to serve modern container vessels. Assan Port İskenderun has become a second and highly important alternative to Mersin for serving the same hinterland. Since the end of 2013, Assan Port has continued its commercial operations through a partnership with Terminal Investment Limited SA (TIL).

AssanPort has two berths with a minimum water depth of 17 metres. With the completion of Inland Terminal No. 1 in 2023, the port's capacity increased to 400,000 TEU and reached 500,000 TEU following the completion of additional investments alongside the main terminal.

With an installed annual capacity of 250,000 TEU, Assan Port serves container vessels, general cargo vessels, project cargo vessels, and dry bulk carriers. The port also features a Ro-Ro ramp.

Thanks to its strategic location, Assan Port İskenderun provides logistical advantages to companies in the Eastern Mediterranean, Southeastern Anatolia, and southern Central Anatolia, while also serving as the nearest container terminal connecting Northern Iraq to western markets.

IRB SİGORTA

IRB Sigorta ve Reasürans Brokerliği A.Ş., which has been engaged in insurance activities within Kibar Holding for 25 years, provides insurance brokerage and risk management services. Leveraging its access to local and international markets, the company analyzes the risk factors of Kibar Group companies and other corporate clients, designs the most suitable insurance programs for complex risks, and offers solutions that enable cost optimization.

IRB Sigorta's main areas of service include corporate insurance, employee benefits insurance, trade credit insurance, affinity programs, individual insurance, claims management, and risk management and consultancy. IRB also provides consulting services to institutions by supporting the identification and implementation of proactive measures through its Risk Engineering services, helping minimize risk factors and ensure optimal policy conditions. Through its Claims Consulting and Management service, the company aims to prevent disruptions to policyholders' cash flow by managing the claims process accurately and efficiently, from claim notification through indemnification.

SUSTAINABILITY

GRI 2-23, 2-24

For the Kibar Group, sustainability is a strategic transformation area that addresses the continuity of economic performance, the quality of corporate governance, the efficient use of natural resources, employee safety and development, supply chain responsibility, and the creation of social value within a holistic management framework.

The corporate principles and values inherited from Asım Kibar, the founder of the Group, form the foundation of all activities and stakeholder relationships. In line with this approach, sustainability is regarded, on the one hand, as a long-term value creation model that makes economic, social, and environmental gains lasting, and, on the other hand, as a strategic management paradigm that guides corporate decision-making.

Given its diversified operations across the industrial, trading, and service sectors and its value chain extending to global markets, the Group regards sustainability as an integrated area of corporate governance encompassing investment decisions, production processes, product development, supplier management, risk management, and stakeholder engagement.

Working together with its stakeholders toward a more inclusive and environmentally responsible economy, the Kibar Group aims to create impact across its value chain through its sustainable production capabilities, value-generating business models, skilled workforce, extensive stakeholder network, and corporate collaborations.

Taking into account the expectations of the green transition and a low-carbon economy, the Group companies develop innovative products and solutions and, through their production capabilities, industry experience, and transformation capacity, contribute to building a sustainable future both within their own value chains and across the sectors in which they operate.

The Kibar Group adopts the principles of transparency, accountability, comparability, and continuous improvement as the fundamental elements of its reporting approach.

GRI 2-2

SUSTAINABILITY APPROACH

The Kibar Group's sustainability approach is shaped by the dynamics of the sectors in which it operates, value chain impacts, stakeholder expectations, national and international regulatory trends, and climate-related risks and opportunities. The Group assesses its sustainability priorities alongside the resilience of its business model, operational continuity, resource efficiency, competitiveness, and its capacity to create long-term value.

Adopting a participatory, innovative, environmentally responsible, and people- and society-oriented management approach, the Kibar Group addresses economic, social, and environmental considerations as an integral part of its operations and decision-making processes through a holistic perspective.

The Group identifies respect for human rights, an ethical business culture, occupational health and safety, equal opportunity, employee development, climate change mitigation, energy and emissions management, water and waste management, the circular economy, biodiversity conservation, and supply chain sustainability as its priority sustainability topics.

The Group's human rights approach is guided by the Universal Declaration of Human Rights, the United Nations Global Compact, and applicable national legislation, and adopts a zero-tolerance policy toward child labor, forced and compulsory labor, and discrimination. The Group also expects its suppliers and business partners to adhere to similar ethical standards, monitors their practices in this area, and contributes to the implementation of necessary improvements.

The Kibar Group's sustainability approach is also founded on a collaborative approach that supports transformation throughout the value chain. Through the relationships it has established with its employees, customers, suppliers, business partners, public institutions, industry organizations, universities, and non-governmental organizations, the Group aims to enhance its sustainability performance, contribute to the dissemination of best practices, and create shared value in line with the Sustainable Development Goals.

GRI 2-2

The Kibar Group provides its employees with a working environment in which their rights are protected, occupational health and safety are prioritized, professional development is supported, and inclusiveness, fairness, and equal opportunity are upheld.

Sustainability efforts are supported by measurable targets, performance indicators, and monitoring mechanisms. Progress toward the established targets is monitored regularly, and the results achieved are communicated to stakeholders through reporting processes. This approach enables data-driven assessment, comparable performance tracking over time, and greater visibility of areas for improvement.

In the environmental sphere, all necessary measures are taken to eliminate or minimize the adverse environmental impacts of the Group's activities. The Group generates electricity from renewable energy sources and develops projects aimed at improving energy efficiency and reducing its carbon footprint. The Group implements innovative solutions to reduce water consumption and develops strategies that contribute to 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.

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

SUSTAINABILITY MANAGEMENT

Sustainability management within the Kibar Group has been structured in a participatory manner to determine strategic priorities, monitor targets, evaluate performance, and promote the adoption of relevant practices across the Group. Sustainability topics are addressed through a management model that brings together centralized coordination and the operational responsibilities of the Group companies.

The Sustainability Committee and the Sustainability Working Group constitute the main elements of sustainability management. Kibar Holding Board of Directors is the highest governance body responsible for overseeing the sustainability strategy and its performance. The Board regularly reviews sustainability-related environmental, social, and governance matters and oversees performance in these areas. Sustainability performance is periodically reported to senior management based on established key performance indicators, risk indicators, and progress toward targets. Through these reports, the Board of Directors contributes to monitoring the effectiveness of the sustainability strategy, identifying areas for improvement, and ensuring that necessary actions are addressed at the relevant management levels.

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 plays a guiding role in the formulation of the Group's sustainability strategy, policies, and targets, the evaluation of priority issues, the monitoring of action plans, and the escalation of performance results to senior management.

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, guided by international standards, carries out the preparatory work for the Committee's decisions and supports the implementation of established strategies and targets across the relevant functions and Group companies. In addition, Group members ensure that activities within their respective sectors and areas of expertise are carried out in alignment with sustainability standards, coordinate sustainability initiatives, and manage performance monitoring and internal coordination processes.

Company Sustainability Working Groups: These groups consist of the relevant company's General Manager, the manager representing the company on the Sustainability Working Group, and company working group representatives. These groups work in coordination with the Group Committee and the Sustainability Working Group, monitor practices relevant to the sectors in which the companies operate, identify areas for improvement, and support the implementation of initiatives aimed at achieving established targets. They also contribute to data collection and reporting processes related to environmental, social, and governance (ESG) matters.

Through its sustainability management structure, the Kibar Group monitors evolving regulatory expectations, stakeholder priorities, industry developments, and corporate risks, and seeks to reflect developments in these areas in its strategic planning and decision-making processes. This approach contributes to the coherent implementation of sustainability initiatives across the Group, more effective performance monitoring, and the advancement of sustainability priorities in alignment with corporate governance processes.

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

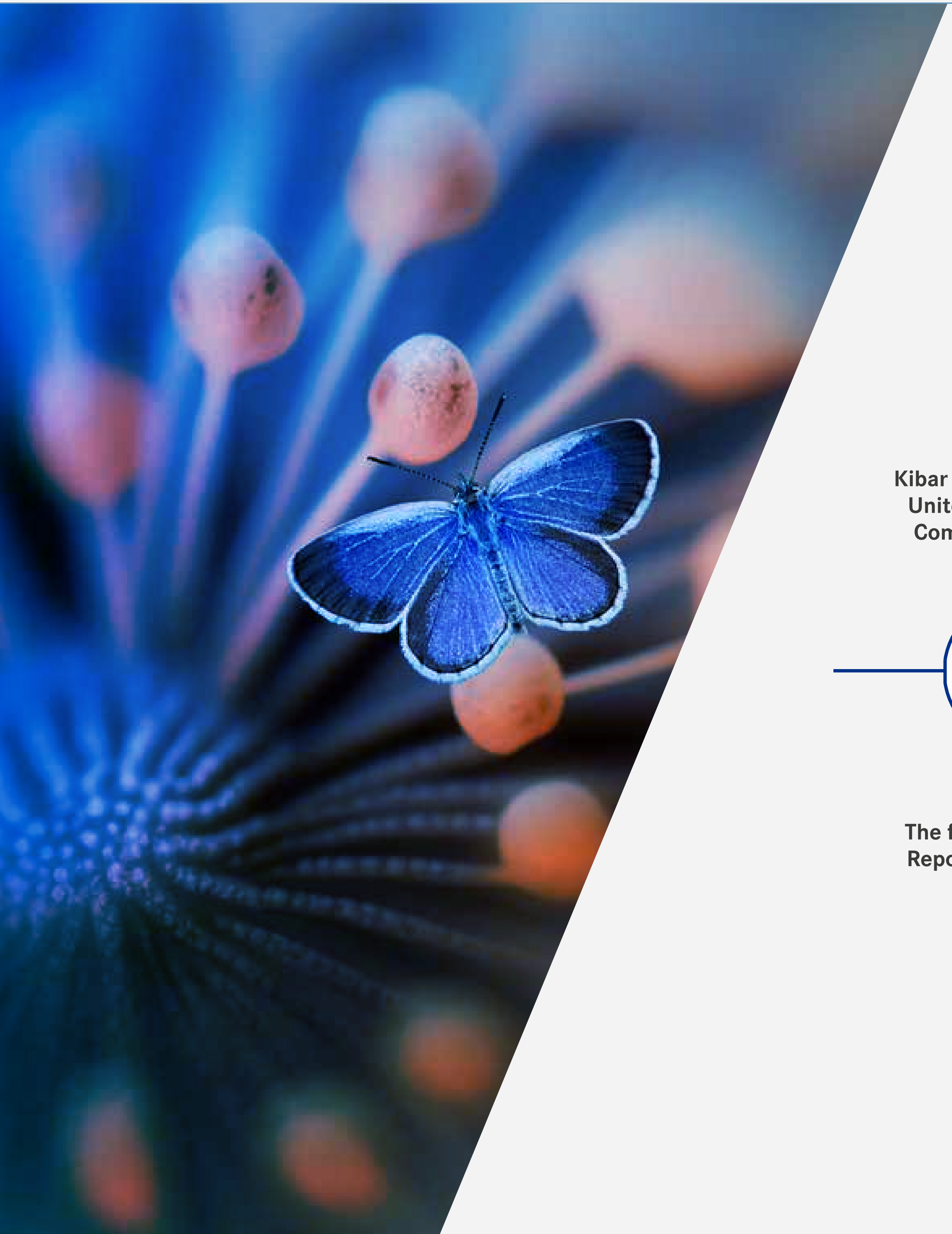
SUSTAINABILITY MANAGEMENT STRUCTURE

KİBAR HOLDİNG BOARD OF DIRECTORS

SUSTAINABILITY COMMITEE	
Chairman CEO	
Coordination Corporate Communications Manager	
CFO	
Vice President responsible for Information Technologies	Vice President responsible for Internal Audit
Vice President responsible for Human Resources	Vice President Responsible for Corporate Development and Strategy
Vice President responsible for Procurement	Energy Investments Director
Assan Alüminyum General Manager	Assan Hanil General Manager
Assan Panel General Manager	İspak General Manager

SUSTAINABILITY WORKING GROUP	
Coordination Corporate Communications Manager	
Finance Director	Procurement Governance and Supplier Sustainability Director
Strategy and Business Development Director	Internal Audit Manager
Occupational Health, Safety and Envionrement Manager	Risk Manager
Assan Alüminyum Strategy and Marketing Director	Assan Bilişim Technology Infrastructure and Operations Director
Assan Hanil Commercial Operations Director	Assan Panel R&D and Marketing Director
İspak Value Chain and Strategy Director	

CORPORATE AND FUNCTIONAL SUSTAINABILITY WORKING GROUPS



HISTORICAL DEVELOPMENT AND KEY ACTIVITIES

2013

Kibar Holding signed the United Nations Global Compact (UNGC). (1)

The first Sustainability Report was published. (2)

2018

The Sustainability Committee and the Sustainability Working Group were established. (3)

The first GRI-certified Sustainability Report was published. (4)

Kibar Group's Sustainability Principles were announced. (5)

2019

The 'Kibar Group Sustainability Platform' was established to raise employees' awareness of sustainability. (6)

Kibar Holding joined İş Dünyası Plastik Girişimi (IPG). (7)

Assan Alüminyum published its first Sustainability Report. (8)

2020

Kibar Group published its 2025 Sustainability Strategy and disclosed its sustainability targets to the public. (9)

Greenhouse gas emissions of Kibar Group's industrial companies have been disclosed since 2016 and have been shared regularly on an annual basis since then. (10)

Kibar Holding signed the Women's Empowerment Principles (WEPs). (11)

2021

"WE Are Equal" committee was established and the Group's equality manifesto was published. (12)

The non-financial data were validated by an external assurance provider within the framework of the International Standard on Assurance Engagements and the Assurance Engagements on Greenhouse Gas Statements. (13)

2022

Assan Alüminyum was granted a provisional Performance Standard Certification by the Aluminium Stewardship Initiative (ASI), which sets the sustainability standards for the global aluminum industry. (14)

Kibar Holding joined the 'Early Adopters' group on the new Communication on Progress (CoP) platform, launched by the UN Global Compact. (15)

2023

A $90 million 100% climate-labeled green loan was secured from the International Finance Corporation (IFC). (16)

The Kibar Group Sustainability Information Management System was established. (17)

Assan Alüminyum and İspak joined the CDP platform and began reporting through it. (18)

Kibar Holding was awarded the Equal Opportunities Model (FEM) certification by the Women Entrepreneurs Association of Türkiye (KAGİDER). (19)

Assan Panel and İspak published their first Sustainability Reports. (20)

2024

Assan Alüminyum and İspak signed the United Nations Global Compact (UNGC) commitment. (21)

The 'Kibar Holding Supplier Sustainability Program/K-STAR' was launched as the world's first initiative in terms of inclusivity. (22)

Kibar Holding became the first Turkish holding company to be awarded the EQUAL-SALARY certification by the EQUAL-SALARY Foundation. (23)

2025

Kibar Group published its 2030 Sustainability Strategy and disclosed its sustainability targets to the public. (24)

The Kibar Group Green Transformation Action Plan was published and entered into force. (25)

The K-STAR RISE Supplier Sustainability Training Platform was launched. (26)

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs), established under the United Nations 2030 Agenda, provide a shared global framework for advancing economic growth, social well-being, environmental protection, reducing inequalities, and combating climate change.

Covering a broad range of issues—from the fight against poverty and hunger to access to education and healthcare; from gender equality to the promotion of peace and justice; from climate action to the circular economy; from environmentally friendly products to biodiversity; and from research and innovation to sustainable growth—this framework consists of 17 Goals and 169 targets.

The Sustainable Development Goals (SDGs) provide a common language and shared framework for assessing the contributions of governments, the private sector, civil society, and individuals to sustainable development.

The Kibar Group addresses the Sustainable Development Goals (SDGs) in relation to its sustainability priorities, 2030 Sustainability Strategy, and relevant performance indicators. In assessing its economic, environmental, and social impacts, the Group monitors its areas of contribution through both corporate performance indicators and targets associated with the global sustainable development agenda.

Accordingly, the Kibar Group 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.' The Group monitors these contributions by linking them to its policies, targets, initiatives, and performance indicators, and works collaboratively with its stakeholders to strengthen their impact across the value chain.

GOAL 3: Good Health and Well-Being

We support access to healthcare services through our social investments in health and contribute to strengthening healthy and safe working conditions for our employees through occupational health and safety practices.

GOAL 6: Clean Water and Sanitation

We implement sustainable water management practices to protect water resources and promote their efficient use, while investing in initiatives aimed at reducing water intensity. We contribute to the conservation of water resources through our investment in a Wastewater Recovery Plant.

GOAL 9: Industry, Innovation, and Infrastructure

To support sustainable development, we prioritize investments in technology, research and development, and innovation. Through investments in innovative products, processes, and infrastructure, we support industrial transformation, competitiveness, and value creation.

GOAL 13: Climate Action

In line with our commitment to combating climate change, we carry out initiatives aimed at limiting the environmental impacts of our operations. We develop projects to reduce energy and emissions intensity and implement initiatives to increase both the generation and use of renewable electricity.

GOAL 4: Quality Education

We invest in the professional and personal development of our employees and implement corporate social responsibility initiatives that support children's access to education, with a particular focus on disadvantaged schools and educational needs.

GOAL 7: Affordable and Clean Energy

In line with our net-zero emissions target, we continue to invest in renewable energy, implement energy efficiency projects, and carry out initiatives aimed at increasing energy awareness. We implement practices that support the reduction of energy and emissions intensity, while developing products and solutions that contribute to the transition to a low-carbon economy.

GOAL 10: Reduced Inequality

Through our performance-based management system, we promote equal opportunity and support fair and inclusive practices for our employees. Under the Kibar Group Framework Agreement, which is signed prior to engaging with suppliers, we require that no discriminatory or unfair practices be carried out on the basis of language, religion, race, gender, or similar personal characteristics or preferences. Through this approach, we promote equitable and fair practices throughout both our workplace and our supply chain.

GOAL 16: Peace, Justice and Strong Institutions

We define our Group's approach to anti-bribery and anti-corruption through written policies and rules. We expect these principles to be upheld not only by our employees, but also by our suppliers, business partners, and other relevant stakeholders.

GOAL 5: Gender Equality

As a signatory to the Women's Empowerment Principles (WEPs), we implement practices that support women's employment and continue our efforts to increase both the number of women employees and the proportion of women in leadership positions. In addition, we implement various initiatives and awareness-raising activities to encourage women's active participation in the workforce.

GOAL 8: Decent Work and Economic Growth

We are guided by international standards in our efforts to provide fair, safe, and decent working conditions for our employees. In our procurement processes, we prioritize the prevention of child labour and forced labour, while promoting fair working conditions. Through our investments in research, development, and innovation, we aim to contribute to productivity, competitiveness, value creation, and sustainable economic growth.

GOAL 12: Responsible Consumption and Production

We embrace sustainability- and innovation-driven production practices grounded in circular economy principles. We support the efficient use of natural resources and promote effective waste management, recycling, and reuse practices. We prioritize environmentally responsible disposal methods in the management of waste.

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 develop collaborations with our stakeholders to promote the transition to a carbon-neutral circular economy, support gender equality, and strengthen our collective impact on sustainable development.

SUSTAINABILITY PRINCIPLES

Established with reference to the United Nations Global Compact, the Sustainable Development Goals, and their related targets, the Kibar Group Sustainability Principles provide the foundation for the Group's approach to sustainable growth across economic, social, and environmental dimensions.

These principles are defined as follows:

- 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

Kurumsal yönetişim anlayışımız ve yenilikçi yatırımlarımızla sürdürülebilirlik ilkeleri çerçevesinde istikrarlı şekilde büyümeye, ekonomiye değer katmaya ve istihdam oluşturmaya devam ediyoruz.

WE EMPOWER

people

Sürdürülebilir başarımızın temeli olan çalışanlarımıza; insan haklarının korunduğu, çalışan sağlığı ve memnuniyetinin önceliklendirildiği, mesleki gelişimin desteklendiği, adil, kapsayıcı ve eşit fırsatlara dayalı bir çalışma ortamı sunuyoruz.

WE INNOVATE

for the future

Ürün kalitesi ve müşteri memnuniyetini önceliklendiriyor; teknolojik gelişim, Ar-Ge ve yenilikçiliği sürdürülebilir büyümenin temel unsurları arasında görüyoruz.

WE CARE

for next generations

Recognizing the finite nature of natural resources, we embrace a sustainable production model based on circular economy principles. We continue our efforts to achieve our net-zero emissions target by 2050.

WE ENCOURAGE

our stakeholders

As we grow in line with our sustainability principles, we strengthen transformation together with our stakeholders and encourage the adoption of responsible practices that take environmental and social impacts into account across our value chain.

WE SHARE

for the communities

Guided by our commitment to social responsibility, we focus on creating lasting value in the fields of education, healthcare, and social well-being, and seek to strengthen shared value through projects that address societal needs.

GRI 3-1

DOUBLE MATERIALITY ASSESSMENT

The Kibar Group conducts its materiality assessments through a structured and systematic methodology, continuously reviewing and enhancing these processes in line with evolving global standards, sectoral developments, and stakeholder expectations.

The Group began its sustainability prioritization process in the 2019 reporting year. In the initial phase, a long list comprising 33 topics was developed based on the United Nations Sustainable Development Goals, the principles of the United Nations Global Compact, and the GRI topic standards. The list was analyzed based on input from the Sustainability Committee and senior management, expert employees, workshop findings, employee surveys, and external stakeholder surveys. As a result of these assessments, 13 material topics were identified.

In subsequent reporting periods, the prioritization process was regularly reviewed and updated in accordance with the same assessment principles. As part of this process, the topic universe was refined through the consolidation of certain topics and the review of their content. As a result of the analyses conducted, the updated set of 13 material topics was confirmed as the Kibar Group's sustainability priorities.

In the 2023 and 2024 reporting years, the prioritization analysis was further enhanced through the application of the double materiality approach. Accordingly, the assessment considered not only the impacts of the Kibar Group's activities on people, the environment, and society, but also how sustainability matters may affect the Group's financial performance, risk and opportunity profile, and long-term value creation capacity. The topics were analyzed separately from the perspectives of impact materiality and financial materiality and subsequently classified into three categories: priority, high-priority, and very high-priority.

In the 2025 reporting year, the double materiality assessment was refined through a more structured approach based on the methodological framework of the European Sustainability Reporting Standards (ESRS) issued under the Corporate Sustainability Reporting Directive (CSRD).

SCOPE OF ASSESSMENT

The double materiality assessment was conducted based on the Kibar Group's 13 material topics, under which a total of 61 impacts, risks, and opportunities (IROs) were included in the scope of the assessment.

Throughout the assessment process, the GRI reporting approach and the ESRS double materiality methodology were applied as complementary and mutually reinforcing frameworks. The GRI approach was considered in structuring the material topics for sustainability reporting purposes, while the ESRS approach provided the methodological basis for the systematic assessment of IROs from impact materiality and financial materiality perspectives.

IDENTIFICATION OF IROs

As part of the IRO identification process, each material topic was examined separately across its impact, risk, and opportunity dimensions. Actual and potential positive and negative impacts arising from the Group's own operations and across its value chain, as well as financial risks and opportunities associated with sustainability matters, were systematically assessed.

The identified IROs were classified while maintaining the distinction between impact materiality and financial materiality. Within the impact materiality dimension, actual and potential impacts and positive and negative impacts were analyzed as distinct categories, while sustainability-related financial risks and opportunities were assessed separately within the financial materiality dimension. Actual impacts were considered not only as impacts resulting from past activities, but also as impacts whose effects are ongoing or whose consequences remain relevant as of the reporting date.

For each IRO, a description, brief explanation, related assessment question, impact definition and direction, alignment with the ESRS, and linkage to the relevant GRI topic were established. This structure ensured that the IRO inventory could be used as a traceable, comparable, and consistent basis for the scoring, assessment, and reporting processes.

ASSESSMENT CRITERIA AND SCORING APPROACH

A scoring scale ranging from 1 to 5 was used to ensure the comparable, consistent, and systematic assessment of impacts, risks, and opportunities and to provide quantitative input to the prioritization process. On this scale, a score of 1 indicates the lowest or very limited level of materiality, whereas a score of 5 indicates the highest, very high, or critical level of materiality.

The scoring criteria were developed with reference to both the ESRS criteria for impact materiality and financial materiality assessments and the GRI's impact-based materiality approach. The scale, criteria set, and calculation approach were designed as a Kibar Group-specific methodology, building on this methodological foundation.

The impact materiality assessment was based on the criteria of scale (impact level), scope, irremediability, and likelihood. The scale (impact level) and scope criteria were included in the assessment of all impact-related IROs. The irremediability criterion was applied only to IROs related to negative impacts, while the likelihood criterion was considered only for potential impacts. This approach was structured to reflect the distinction between actual and potential impacts.

The financial materiality assessment was based on the criteria of financial impact magnitude and likelihood. Financial impact magnitude was used to assess the potential effects of sustainability matters on the Group's cost structure, revenues, profitability, investment requirements, cash flows, access to finance, and long-term strategic value creation. The likelihood criterion was used to take into account the probability of financial risks and financial opportunities materializing.

This approach supported the prioritization of IROs within a common methodological framework and the consistent integration of assessment results into the reporting process.

CALCULATION OF IMPACT AND FINANCIAL SCORES

Within the scope of the double materiality assessment, two separate scoring structures were used for impact materiality and financial materiality. The final output of the impact materiality assessment was defined as the Impact Score, while the final output of the financial materiality assessment was defined as the Financial Score.

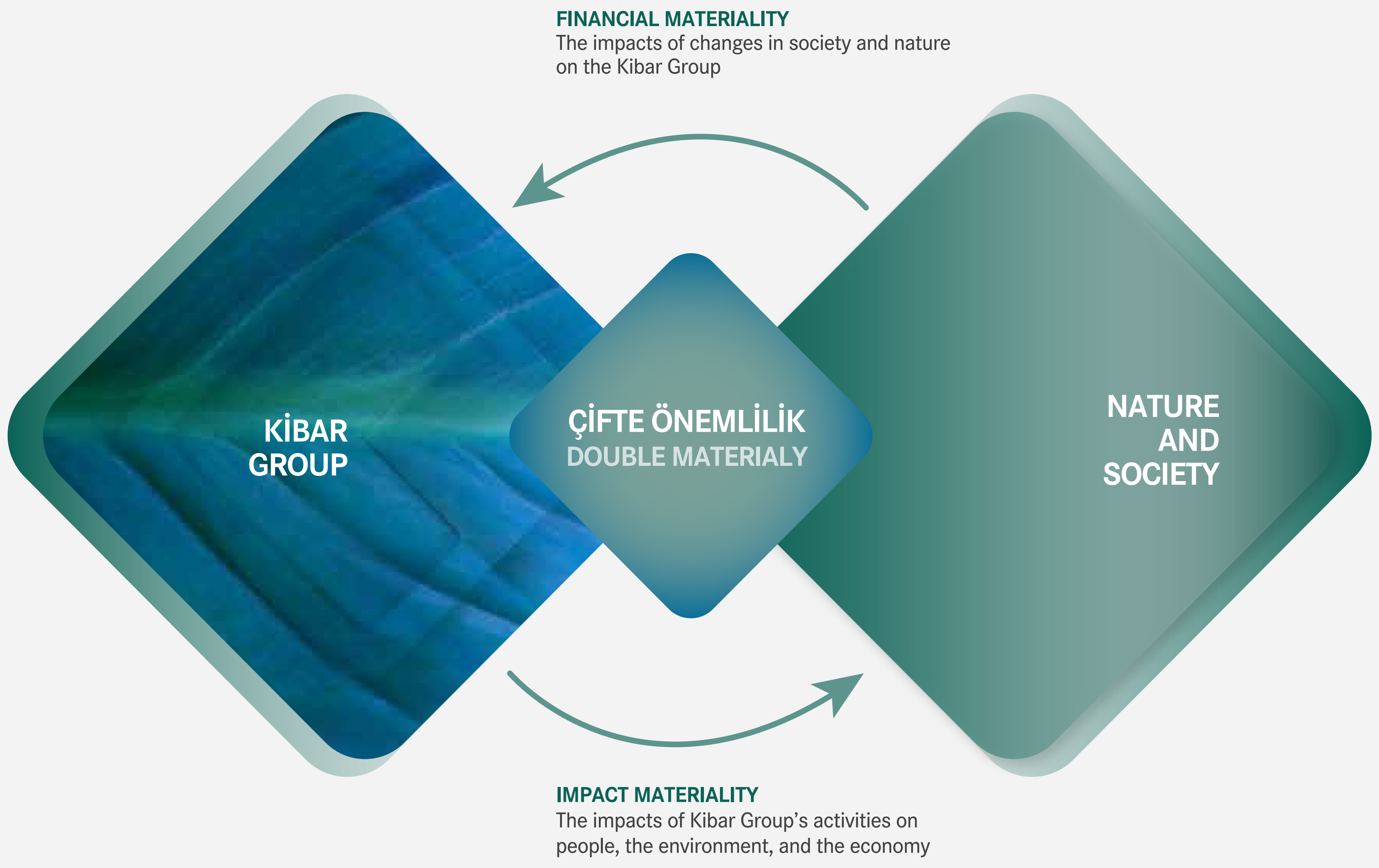
The Impact Score was calculated through a weighted combination of the IRO Impact Score for each material topic and the impact assessment scores obtained from employees and external stakeholders. This approach enabled the integration of the technical IRO-based assessment and stakeholder input within a single calculation framework.

IRO Impact Score:
- was deemed equal to the impact severity (impact level) score assigned to the relevant impact for actual impacts;
- was calculated through a weighted combination of the impact severity (impact level) score and the likelihood criterion for potential impacts.

This methodology incorporates actual and potential impacts into the Impact Score through distinct assessment logics, reflecting the consequences of existing impacts and the likelihood of potential impacts materializing.

The Financial Score was determined through a weighted combination of the IRO Financial Score calculated for each IRO and the financial impact and risk/opportunity assessment scores provided by members of the Sustainability Committee and Working Group, as well as employees responsible for finance, sustainability, risk, and strategy functions.

IRO Financial Score was calculated based on the financial impact magnitude and likelihood criteria. This structure enabled the assessment of both the financial impact and the likelihood of sustainability-related risks and opportunities within a single scoring framework.



GRI 3-1

DETERMINATION OF MATERIALITY THRESHOLDS

Within the double materiality assessment, impact materiality and financial materiality were assessed as separate dimensions, with individual materiality thresholds established for each. These thresholds were established as part of the Kibar Group's assessment methodology and were used to classify IROs within the relevant materiality dimension.

IROs with scores equal to or exceeding the established threshold were classified as material within the relevant materiality dimension. IROs meeting the Impact Score threshold were classified as material from an impact perspective, while IROs meeting the Financial Score threshold were classified as material from a financial perspective.

The final result for each material topic was determined based on the impact materiality and financial materiality outcomes of the IROs associated with that topic. Accordingly, a topic was classified as material from an impact perspective if at least one IRO under that topic met the Impact Score threshold, and as material from a financial perspective if at least one IRO met the Financial Score threshold. A topic was assessed as double material where it included IROs meeting both the Impact Score and Financial Score thresholds, while results falling below the threshold in the relevant dimension were classified as below threshold.

The impacts, risks, and opportunities identified within the scope of the double materiality assessment are presented in the table below by material topic.

SUBJECT	IRO No	DESCRIPTION OF IRO	EXPLANATION	IMPACT DESCRIPTION*	RESULT
Climate change	1	Energy consumption and GHG emissions	Direct and indirect greenhouse gas emissions associated with production, energy consumption, logistics, and supply chain activities.	Actual Adverse Impact	Impact material
	2	Potential adverse impacts of physical climate events on people, the surrounding area of the facility, local communities, and value chain stakeholders	Potential adverse impacts of physical climate events such as extreme heat, flooding, drought, water stress, fire, and storms on employees, the surrounding area of the facility, local communities, supplier/logistics stakeholders, and value chain stakeholders.	Potential Adverse Impact	
	3	Positive climate impacts of the low-carbon practices implemented	Realized positive impacts of energy efficiency, the use of renewable energy, low-carbon production, recycled inputs, emission reduction projects, and products with a lower footprint.	Actual Positive Impact	Impact material
	4	Potential positive climate impacts of planned low-carbon practices	Potential positive impacts that planned energy efficiency, renewable energy use, low-carbon production, recycled input, emission reduction projects, and lower-footprint product initiatives may generate.	Potential Positive Impact	Impact material
	5	Financial risks associated with the transition to a low-carbon economy	Financial risks that may arise in relation to carbon regulations, energy prices, emission costs, customer expectations, demand for low-carbon products, the Carbon Border Adjustment Mechanism, technology transformation, and investment needs.	Financial Risk	Financially material
	6	Operational and financial risks associated with physical climate events	Operational and financial risks that may arise from physical climate events such as extreme weather events, flooding, drought, water stress, heatwaves, fire, and storms, including impacts on facilities, production continuity, logistics, supply chain, insurance, maintenance/repair, inventory management, delivery performance, and asset value.	Financial Risk	
	7	Commercial and operational opportunities arising from the low-carbon transition	Financial opportunities that may arise from renewable energy, efficiency, recycling, low-carbon materials, demand for sustainable products, customer preferences, export advantages, and green financing opportunities.	Financial Opportunity	Financially material
Circular Economy	1	Current adverse impacts of raw material use and natural resource consumption	Current adverse impacts of primary and secondary raw materials used in production and natural resource use on resource efficiency and natural resources.	Actual Adverse Impact	Impact material
	2	Current adverse impacts of waste generation and resources leaving the economic cycle	Current adverse impacts of hazardous and non-hazardous waste generated in production processes, non-recoverable fractions, and resource losses.	Actual Adverse Impact	
	3	Positive impacts of implemented recovery, recycling, and circular economy practices	Positive impacts generated through existing recovery, use of recycled inputs, practices that bring waste back into the economy, and practices that enhance the sustainability of the product life cycle.	Actual Positive Impact	Impact material
	4	Potential positive impacts of planned circular economy practices	Positive impacts that may be generated through planned or scalable recovery, recycling, material substitution, product life cycle initiatives, and value chain collaborations.	Potential Positive Impact	Impact material
	5	Financial risks arising from resource use, waste management, and circularity obligations	Financial risks that may arise from raw material costs, resource inefficiency, waste management costs, circularity legislation, EU market access requirements, and product life cycle requirements.	Financial Risk	
	6	Financial opportunities arising from the circular economy, recovery, and sustainable product life cycle	Commercial and operational opportunities that may arise from cost savings, value creation from waste, recycled inputs, demand for sustainable products, customer acquisition, market access, and advantages related to EU compliance.	Financial Opportunity	Finansal açıdan önemli
Occupational Health and Safety	1	Adverse impacts related to occupational health and safety risks, workplace accidents, and occupational diseases	Current adverse impacts related to employees' exposure to workplace accidents, injuries, health risks, and occupational diseases in production, field work, office, and support activities.	Actual Adverse Impact	
	2	Current positive impacts related to working conditions, employee well-being, and employee health	Current positive impacts generated through employee health practices, private health insurance, healthcare services, ergonomics, hygiene, measures for pregnant/breastfeeding employees, and OHS-related health measures.	Actual Adverse Impact	Impact material
	3	Potential adverse occupational health and safety impacts that may arise from high-risk operations and working environments involving contractors.	Potential adverse occupational health and safety impacts related to high-risk operations, field practices, contractor activities, near-miss incidents, and impacts that have not yet occurred but may arise.	Potential Adverse Impact	
	4	Future-oriented positive impacts of occupational health and safety culture, preventive practices, training, and practices that support employee health on employees	Positive impacts that may be generated in the future for employees through occupational health and safety culture, a preventive approach, training, behavior-based safety practices, OHS standards expanded to include contractors, and practices that support employee health.	Potential Adverse Impact	Impact material
	5	Financial risks associated with occupational health and safety management, contractor activities, and compliance requirements	Financial risks that incidents or areas for improvement arising in relation to OHS management, workplace safety, occupational health surveillance, coordination of contractor activities, and regulatory/compliance requirements may create for operational continuity, efficiency, health and compensation costs, administrative processes, and stakeholder trust.	Finansal Risk	
	6	Financial opportunities arising from a strong occupational health and safety culture, training, and preventive practices	Opportunities that may arise from a strong occupational health and safety culture, training, preventive practices, a low accident rate, a safer working environment, and increased contractor compliance, supporting productivity, business continuity, and operational reliability.	Financial Opportunity	

*PI: Positive Impact; NI: Negative Impact

SUBJECT	IRO No	DESCRIPTION OF IRO	EXPLANATION	IMPACT DESCRIPTION*	RESULT
Employee Development and Talent Management	1	Current positive impacts of training, development, talent management, and internal development opportunities	Current positive impacts provided to employees' knowledge, skills, and career development through training hours, development programs, career opportunities, talent management, and corporate development practices.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of training, development, talent management, and internal development opportunities	Potential positive impacts on employees' knowledge, skills, and career development in the future through training and development practices that support future skills, the talent pool, leadership, digitalization, green transformation, and corporate capacity.	Potential Positive Impact	Impact material
	3	Financial risks associated with employee development, talent management, and skills transformation processes	Financial risks that may arise in relation to employee development, talent management, continuity of critical positions, development of new skills, digitalization and green transformation competencies, and the effectiveness of the development infrastructure, with impacts on productivity, operational capacity, growth, corporate capabilities, and transformation alignment.	Potential Adverse Impact	
	4	Financial opportunities arising from employee development, talent management, and skills transformation	Financial opportunities that may arise in terms of productivity, innovation, operational flexibility, employee engagement, alignment with customer/OEM expectations, and growth capacity through training, talent management, internal promotion, succession planning for critical positions, technical skills development, and digitalization and green transformation competencies.	Financial Opportunity	
Gender and Opportunity Equality	1	Current positive impacts of gender and equal opportunity practices on employees	Current positive impacts generated for employees through equal opportunity, inclusive human resources practices, programs supporting women's employment, practices under the WE Are Equal framework, and independent verifications such as FEM and Equal Salary.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of gender and equal opportunity practices	Positive impacts that may be generated on women's employment, representation, inclusiveness, and employee experience if gender and equal opportunity practices are maintained, expanded, and strengthened.	Potential Adverse Impact	
	3	Potential adverse impacts associated with equal opportunity, inclusion, and the prevention of discrimination processes	Potential adverse impacts that may arise in relation to the effectiveness of processes for equal opportunity, inclusiveness, representation balance, equal pay, access to training and promotion, and the prevention of discrimination.	Potential Adverse Impact	
	4	Financial opportunities arising from strong equality and inclusion practices	Financial opportunities that may contribute to a strong employer brand, access to a broader talent pool, employee engagement, corporate reputation, alignment with customer expectations, and productivity.	Potential Positive Impact	
Supply Chain Management	1	Current positive impacts of the supplier sustainability program, assessment, and guidance practices	Current positive impacts generated across the value chain through supplier sustainability programs, supplier assessment and guidance mechanisms, sustainable procurement structure, framework agreements, training, and communication practices.	Financial Risk	Impact material
	2	Potential adverse impacts related to the working conditions and human rights of supplier and contractor employees	Potential adverse impacts that supplier and contractor employees may face in relation to wages, working hours, fair treatment, freedom of association, and general human rights conditions.	Financial Opportunity	
	3	Occupational health and safety risks of supplier and contractor employees	Potential adverse impacts that may arise for on-site contractor company employees and supply chain workers in terms of workplace accidents, health risks, and safe working conditions.	Potansiyel NE	
	4	Future-oriented positive impacts of responsible sourcing, supplier development, and ethical expectations	Positive impacts that may be generated across the value chain in the future through a responsible sourcing approach, supplier development practices, and the extension of human rights and ethical expectations throughout the supply chain.	Potansiyel PE	
	5	Financial risks associated with value chain workers, compliance expectations, and supply continuity	Financial risks that may arise in relation to supplier and contractor workforce conditions, human rights, OHS, social compliance expectations, and supply continuity, with impacts on audit findings, contractual obligations, customer/OEM expectations, corporate reputation, and operational continuity.	Finansal Risk	
	6	Financial opportunities arising from a sustainable supplier network and strong supplier relationships	Financial opportunities that may arise from a stronger supplier portfolio, more reliable workforce conditions, lower disruption risk, customer alignment, and a more resilient supply structure.	Finansal Fırsat	

** IROs under supply chain management are structured primarily around supplier and contractor employees, working conditions, human rights, social compliance expectations, and responsible procurement practices, in line with the ESRS S2 - Workers in the value chain framework. Supply continuity, operational disruption, critical supply, logistics disruption, and crisis-related financial impacts are addressed in the IROs under the heading "Business continuity and effective risk management." Physical or transition-related supply and logistics risks due to climate change are assessed in the relevant IROs under the heading "Climate change."

SUBJECT	IRO No	DESCRIPTION OF IRO	EXPLANATION	IMPACT DESCRIPTION*	RESULT
Social Responsibility	1	Current positive impacts of social benefit investments, volunteering, and social responsibility initiatives	Positive impacts generated for local communities through investments in education, healthcare, social living spaces, volunteering activities, and other social contributions.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of social benefit investments, volunteering, and social responsibility initiatives	Positive impacts that may be generated for local communities through investments in education, healthcare, social living spaces, volunteering activities, and other social contributions.	Potential Positive Impact	
	3	Adverse impacts that operations, facility presence, and activities may have on local communities	Potential adverse impacts that may arise for local communities due to facility activities, traffic, noise, environmental disturbances, emergencies, or operational impacts.	Potential Adverse Impact	
	4	Financial risks associated with local community relations and operational impacts	Financial risks that may arise in relation to facility activities, traffic, noise, emergencies, environmental disturbances, and engagement processes with local communities, with impacts on grievance management, operational continuity, permit and process management, local stakeholder expectations, and corporate reputation.	Financial Risk	
Customer Satisfaction, Product Quality and Safety	1	Current positive impacts of product safety, quality, and technical compliance practices	Positive impacts generated for consumers and end users through quality assurance systems, traceability, technical training, certifications, product testing, and product safety management.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of product safety, quality, and technical compliance practices	Positive impacts that may be generated for customers, consumers, and end users through the improvement of quality assurance systems, traceability, technical training, certifications, product testing, and product safety management.	Potential Positive Impact	Impact material
	3	Current positive impacts of customer feedback, technical support, quality improvements, and customer-oriented processes on customers	Current positive impacts generated for customers through customer satisfaction surveys, evaluation of feedback, technical training, technical support, process updates, and continuous improvement practices.	Actual Positive Impact	Impact material
	4	Financial risks associated with product safety, technical compliance, and customer requirements	Financial risks that may arise in relation to the effective management of product safety, technical compliance, customer quality requirements, certification processes, and regulatory requirements, with impacts on quality costs, corrective actions, contractual obligations, customer relations, and market access.	Financial Risk	Financially material
	5	Financial opportunities that may arise from a safe, high-quality, and compliant product portfolio	Financial opportunities that may arise from product safety, high quality, certifications, compliance, and customer satisfaction, supporting customer loyalty, market access, preference, and commercial opportunities.	Financial Opportunity	Financially material
Business Ethics	1	Potential adverse impacts associated with business ethics, compliance, and business conduct processes	Potential adverse impacts that may arise for stakeholders, corporate reputation, and business relationships in relation to the effectiveness of business ethics, compliance, conflict of interest management, anti-competitive conduct prevention, reporting mechanisms, and business conduct processes. Bribery, corruption, or risks of unlawful commercial conduct are monitored within this scope.	Potential Adverse Impact	
	2	Positive impacts of the code of ethics, compliance culture, and reporting mechanisms	Positive impacts generated for employees, business partners, and corporate governance through the code of ethics, compliance culture, awareness, ethics committee, and reporting mechanisms.	Actual Positive Impact	Impact material
	3	Financial risks associated with business ethics, compliance, and governance processes	Financial risks that may arise in relation to the effective management of business ethics, compliance, reporting mechanisms, anti-competitive conduct prevention, and governance processes, with impacts on compliance costs, administrative processes, contractual relationships, corporate reputation, stakeholder trust, and management resources.	Financial Risk	Financially material
	4	Financial opportunities that may arise from strong ethics management, compliance culture, and reputation	Impacts that may support, contribute to, or create financial opportunities through a strong ethical culture, reliable corporate governance, reputation, and investor and customer trust.	Financial Opportunity	Financially material

*PI: Positive Impact; NI: Negative Impact

SUBJECT	IRO No	DESCRIPTION OF IRO	EXPLANATION	IMPACT DESCRIPTION*	RESULT
Business Continuity and Effective Risk Management	1	Current positive impacts of risk management, business continuity, and internal control practices on operations and stakeholders	Current positive impacts generated by risk management, business continuity, crisis management, and internal control practices on operations, employees, customers, suppliers, and relevant stakeholders.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of risk management, business continuity, and operational resilience capacity	Positive impacts that may be generated in the future for employees, customers, suppliers, operations, and other stakeholders by strengthening risk management, business continuity plans, crisis preparedness, internal control maturity, scenario planning, and rapid recovery capability.	Potential Positive Impact	Impact material
	3	Potential adverse impacts that critical operational disruptions and crisis situations may have on stakeholders	Potential adverse impacts that critical operational disruptions, crises, emergencies, supply disruptions, or control weaknesses may have on employees, customers, and other stakeholders.	Potential Adverse Impact	Impact material
	4	Financial risks associated with business continuity, internal control, and crisis management processes	Financial risks that may arise in relation to the effective management of business continuity, internal control, crisis management, supply continuity, and operational resilience processes, with impacts on operational continuity, costs, contractual obligations, customer relations, insurance, improvement processes, and compliance/audit findings.	Financial Risk	Financially material
	5	Financial opportunities arising from strong risk management and business continuity infrastructure	Financial opportunities that strong risk management, rapid recovery capability, a reliable internal control structure, and predictable processes may support in terms of business continuity, customer trust, operational resilience, access to finance, and competitive advantage.	Financial Opportunity	Financial material
Corporate Governance Practices	1	Current positive impacts of corporate governance, oversight, and decision-making structures on stakeholders	Current positive impacts generated for stakeholders by corporate governance, oversight, committee structures, roles and responsibilities, transparency, accountability, and decision-making mechanisms.	Actual Positive Impact	Impact material
	2	Potential adverse impacts associated with corporate governance, oversight, and decision-making processes	Potential adverse impacts that may arise for stakeholders in relation to the effectiveness of corporate governance, oversight, decision-making, internal control, transparency, and accountability processes.	Potential Adverse Impact	
	3	Financial risks associated with the effectiveness of corporate governance processes	Financial risks that areas for improvement in corporate governance, oversight, decision-making, and internal control processes may create with respect to compliance, reputation, stakeholder trust, access to finance, and management resources.	Financial Risk	
R&D, Innovation, and Digitalization	1	Current positive impacts of R&D, innovation, and digitalization practices on products, processes, and stakeholders	Current positive impacts of R&D, innovation, and digitalization practices on products, processes, quality, efficiency, customer experience, operational effectiveness, and stakeholders.	Actual Positive Impact	Impact material
	2	Future-oriented positive impacts of R&D, innovation, and digitalization practices	Potential positive impacts that R&D, innovation, and digitalization practices may generate in the future in terms of products, processes, efficiency, sustainability, customer value, operational flexibility, and stakeholder benefit.	Potential Positive Impact	Impact material
	3	Financial risks that may arise from areas for improvement in R&D, innovation, and digital transformation capacity	Financial risks that areas for improvement related to R&D, innovation, technology adaptation, digitalization investments, implementation capacity, and the pace of transformation may create for competitiveness, efficiency, alignment with customer expectations, product/process innovation, operational flexibility, and growth capacity.	Financial Risk	Financially material
	4	Financial opportunities arising from R&D, innovation, and digitalization	Financial opportunities that R&D, innovation, and digitalization practices may create in terms of new products, process efficiency, digitalization, customer value, quality, competitiveness, and sustainability.	Financial Opportunity	Financially material
Data Security	1	Current positive impacts of information security and cybersecurity practices on stakeholders	Current positive impacts generated for stakeholders through the information security management system, cybersecurity infrastructure, data protection, access control, awareness, incident management, and technical and organizational controls.	Actual Positive Impact	Impact material
	2	Potential adverse impacts associated with information security and cyber risk management processes	Potential adverse impacts that may arise for employees, customers, business partners, and operations in relation to the effective management of information security, data protection, access control, cyber risk management, and incident response processes.	Potential Adverse Impact	
	3	Financial risks associated with information security, cyber incidents, and service continuity	Financial risks that may arise in relation to the effective management of information security, data protection, cyber incident management, and service continuity processes, with impacts on costs, operational continuity, corporate reputation, customer trust, regulatory/compliance processes, and contractual obligations.	Financial Risk	Financially material

*PI: Positive Impact; NI: Negative Impact

GRI 3-1, 3-2

GRI 3-1, 3-2

DOUBLE MATERIALITY ASSESSMENT RESULTS

ESRS MAPPING	GRI MAPPING	SUBJECT	FINANCIAL MATERIALITY			IMPACT MATERIALITY						RESULT**
			Financial Materiality	Risk	Opportunity	Negative Impact		Positive Impact		Impact materiality	Area where the impact occurs***	
						Actual	Potential	Actual	Potansiyel			
E1	GRI 302, 305, 201-2	Climate change	Financially material							Impact material	Direct operations and value chain	Double Materiality
E5	GRI 301, 306	Circular Economy	Financially material							Impact material	Direct operations, upstream value chain, and downstream value chain	Double Materiality
S1	GRI 403	Occupational Health and Safety								Impact material	Direct operations, employees, and contractors	Impact material
S1	GRI 404	Employee Development and Talent Management	Financially material							Impact material	Employees and direct operations	Double Materiality
S1	GRI 405, 406	Gender and Opportunity Equality								Impact material	Employees and direct operations	Impact material
S2	GRI 204, 308, 414	Supply Chain Management								Impact material	Upstream value chain, contractors, and downstream value chain	Impact material
S3	GRI 413	Social Responsibility								Impact material	Affected communities and local impacts of direct operations	Impact material
S4	GRI 416, 417	Customer Satisfaction, Product Quality and Safety	Financially material							Impact material	Direct operations and downstream value chain	Double Materiality
G1	GRI 205, 206	Business ethics	Financially material							Impact material	Direct operations and value chain	Double Materiality
ESRS 2	GRI 2	Business Continuity and Effective Risk Management	Financially material							Impact material	Direct operations and value chain	Double Materiality
ESRS 2	GRI 2	Corporate Governance Practices								Impact material	Direct operations and value chain	Impact material
ESRS 2	GRI 203	R&D, Innovation, and Digitalization	Financially material							Impact material	Direct operations and downstream value chain	Double Materiality
ESRS 2	GRI 2, 418	Data Security	Financially material							Impact material	Direct operations, employees, and value chain	Double Materiality

* "The term "Area where the impact occurs" indicates the operational area or value chain channel with which the impact, risk, or opportunity is associated. For financial risks and opportunities, this field refers not to where the financial outcome arises in accounting terms, but to the operational or value chain channel from which the risk or opportunity originates.
** Double Materiality: It indicates that the relevant topic meets both the impact materiality and financial materiality thresholds.

Above the materiality threshold (material)
Below the materiality threshold
No IRO identified in the relevant dimension

GRI 2-6

VALUE CREATION MODEL

The Kibar Group Value Creation Model demonstrates how the Group's financial and non-financial resources are transformed into outputs and value-creating outcomes for stakeholders through its strategic priorities, business activities, and sustainability principles. The model brings together the Group's business model, capitals, material sustainability topics, performance outputs, and contributions to the Sustainable Development Goals within an integrated and holistic framework.

The model identifies human, natural, manufactured, intellectual, financial, and social capital as the primary input capitals supporting value creation. These capitals are linked to the Group's activities in industry, trade, and services, as well as its organizational capabilities, production capacity, technology and R&D infrastructure, employee experience, financial strength, stakeholder relationships, and environmental resource management.

By managing its resources and capabilities in accordance with its sustainability principles, material sustainability topics, the 2030 Sustainability Strategy, and the Green Transformation Action Plan (2025–2035), the Kibar Group seeks to create economic, environmental, and social value. In this context, the value creation model serves as a common framework for monitoring outputs and outcomes related to sustainable economic growth, business continuity, product and service quality, operational efficiency, emissions and resource management, employee development, an inclusive workplace, a sustainable supply chain, and societal value creation.

This approach reflects the understanding that the value created by the Group extends beyond financial performance and should be evaluated together with its impacts on employees, customers, suppliers, business partners, society, and the environment. It also supports the alignment of reporting-period performance with strategic objectives and the sustainable development agenda.

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, 115 R&D employees
R&D Budget: TRY 328 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 MODEL

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

Corporate Values
Reliability-Honesty-Diligence-Flexibility-Innovativeness

Sustainability Management
Kibar Holding Board of Directors
Sustainability Committee
Sustainability Working Group
Corporate and Functional Sustainability Working Groups
BİZ Eşitiz (WE Are Equal) Committee

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

Value Creation Areas / 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

Kibar Group 2030 Strategy

Kibar Group Green Transformation Action Plan (2025-2035)

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

OUTPUTS (2025)

- TRY 92.3 billion in net sales revenue*
- 17.6% growth (2024-2025)*
- Exports to more than 100 countries
- Exports totaling USD 2.96 billion
- Sustainability-Focused Collaboration with the EBRD

- £45 million investment in a sandwich panel production facility in the United Kingdom
- Preparations and infrastructure works for an aluminum foil production facility investment in the United States

Compared to the previous year (2024-2025);
- A 5.7% increase in the proportion of female employees
- 13% increase in female executive representation
- 97,564 hours of training
- 7% decrease in the accident frequency rate
- 21% decrease in the accident severity rate

- 12 new patents
- 7 new patent applications

- 98 million kWh of electricity generated from renewable energy sources
- 191 million kWh of electricity generated from renewable energy sources
- A new project for the reintroduction of an endangered plant species into its natural habitat
- Raw material recovery rate: 30.8%
- 97.8% of waste recycled/recovered

- 650 Kibar Volunteers
- Number of children reached to date through social responsibility projects: 11,000
- Transparent communication
- More than 8,200 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

8 DECENT WORK AND ECONOMIC GROWTH

7 AFFORDABLE AND CLEAN ENERGY | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 13 CLIMATE ACTION

3 GOOD HEALTH AND WELL-BEING | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITY | 16 PEACE AND JUSTICE STRONG INSTITUTIONS

8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 17 PARTNERSHIPS FOR THE GOALS

*Covers Kibar Holding and all Group companies.

GRI 2-22, 2-25

2030 SUSTAINABILITY STRATEGY

Developed by Kibar Holding in 2019 and published in 2020, the “2025 Sustainability Strategy” was built upon the Kibar Group Sustainability Principles and shaped by the Kibar Group Sustainability Priorities.

The 2025 Sustainability Strategy, developed with reference to the Sustainable Development Goals and their associated targets, established 36 strategic targets, the progress of which was monitored through 92 performance indicators. In line with the principle of transparency, progress against the targets and performance indicators was disclosed annually to the public through sustainability reports.

Through the resources dedicated to its sustainability efforts and its strong commitment to implementation, the Kibar Group has largely achieved the targets set under its 2025 Sustainability Strategy. Building on the progress achieved ahead of the committed time horizon, the Group advanced its ambitions and published the “Kibar Group 2030 Sustainability Strategy” in 2025.

The development of the 2030 Sustainability Strategy was informed by the Group’s economic, environmental, and social impacts, as well as its strategic priorities, stakeholder expectations, local and global regulatory developments, and sustainability- and climate-related risks and opportunities. The development of the Strategy was informed by a range of national and international standards, frameworks, and initiatives, including the United Nations Global Compact (UNGC), the Sustainable Development Goals (SDGs), the Task Force on Climate-related Financial Disclosures (TCFD), the Türkiye Sustainability Reporting Standards (TSRS), the Carbon Disclosure Project (CDP), the Science Based Targets initiative (SBTi), and the World Economic Forum Stakeholder Capitalism Metrics.

Under the 2030 Sustainability Strategy, developed with the aim of fostering a greener, more innovative, and inclusive economy, 34 targets were established. A total of 92 performance indicators were defined to monitor these targets, assess progress, and ensure the transparent disclosure of results. The targets and performance indicators established under the Kibar Group’s 2030 Sustainability Strategy are presented below.

GRI 2-22, 2-25

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS*	PERFORMANCE INDICATORS	2025 PROGRESS*
8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Business Continuity and Effective Risk Management	Target B1. Maintaining economic growth.	B1.1. Sales revenues	B1.1. Sales revenues increased 20.8-fold compared to 2016 (baseline year).
			B1.2. Number of Group companies featured in the annually published ISO 500 list	B1.2. 3 Group companies were featured in Türkiye’s Top 500 Industrial Enterprises list.
			B1.3. Export revenue	B1.3. Export revenue decreased by 9.2% compared to the previous year, reaching USD 2.96 billion.
			B1.4. Ranking among Türkiye’s top exporters	"B1.3. According to the annual ranking published by the Turkish Exporters Assembly (TİM), Kibar Dış Ticaret was ranked 5th among Türkiye’s top exporting companies and 1st in the Ferrous and Non-Ferrous Metals category. "
			B1.5. Number of employees	B1.5. The number of employees increased by 19.2% compared to the baseline 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 Panel established a new manufacturing facility in the Freeport East free trade zone in Suffolk, England. Through energy efficiency-driven projects, the Company aims to contribute to the advancement of green building practices in the European market.
			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. The Kibar Group Green Transformation Action Plan, which is based on the European Green Deal and the regulations introduced within its scope, entered into force in 2025. The Plan is structured around six main objectives. These objectives are: Net Zero Emissions by 2050, Transition to a Circular Economy, Access to Sustainable Finance, Sustainable Human Resources Management, Sustainable Supply Chain Management, and Organizational Capacity Development.
			B2.4. Number of new sustainable projects/products	B2.4. A total of 26 projects contributing to climate change mitigation and the circular economy were completed.
		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, Assan Hanil, and Assan Panel follow the ISO 31000 Enterprise Risk Management System, while Assan Alüminyum also follows the ISO 22301 Business Continuity 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 were identified, including 5 physical risks and 6 transition risks. In addition, 5 governance and strategic risks and 2 social risks were identified.
			B4.2. Number of risk reviews and updates	B4.2. Risks are reviewed and updated through Annual Risk Assessment activities.
		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. 19 drills were conducted for disaster and emergency preparedness.
	Corporate Governance Practices and Business Ethics	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. Two meetings were conducted with the participation of members of the Sustainability Committee and the Working Group. 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. A total of 19 informational messages on sustainability were published.
		Target B7. To enhance corporate transparency at all levels and ensure the sustainability of stakeholder trust.	B7.1. Sustainability Reporting	B7.1. Kibar Holding 2025 Sustainability Report was published. In addition, the Sustainability Reports of Assan Alüminyum, Assan Panel, and İspak were published.
			B7.2. UN Global Compact Communication on Progress (CoP)	B7.2. The questions and indicators included in the UN Global Compact Communication on Progress (CoP) were completed.
			B7.3. Disclosure of companies’ participation in sustainability initiatives	B7.3. Assan Alüminyum and İspak participated in the CDP platform and submitted their reports. In the CDP 2025 assessment, Assan Alüminyum once again achieved a B score in climate change and water security, performing above the global industry averages. İspak improved its CDP score from C in 2024 to B in 2025. İspak joined the Science Based Targets initiative (SBTi) and committed to science-based emissions reduction targets.
			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 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.

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GRI 2-22, 2-25

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS*	PERFORMANCE INDICATORS	2025 PROGRESS*
3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITY; 16 PEACE AND JUSTICE STRONG INSTITUTIONS	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 55%.
			G1.2. Accident severity rate	G1.2. Accident severity rate was 0.21.
		Target G2. To prevent the effects of hazardous chemicals and wastes on employee health.	G2.1. Occupational disease rate	G2.1. Occupational Disease Rate: 0.35.
	Employee Development and Talent Management	Target G3. To ensure inclusive and participatory decision-making at all levels.	G3.1. Employee Opinion Survey participation rate	G3.1. No Employee Opinion Survey was conducted.
			G3.2. Employee satisfaction/engagement survey score	G3.2. No Employee Opinion Survey was conducted.
			G3.3. Performance culture index	G3.3. No Employee Opinion Survey was conducted.
			G3.4. Expanding the suggestion and reward system	G3.4. The Kibar Group Employee Suggestion System received 3,187 suggestions, 1,938 of which were 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 was 60%.
			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, training hours per specialist averaged 14 hours.
			G4.3. The 'Leadership Development Program' recommendation score	G4.3. The program received a satisfaction score of 4.7 out of 10.
			G4.4. Number of Development Ambassadors	G4.4. The total number of Development Ambassadors was 82, comprising 59 internal instructors and 23 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. Participation in technical and vocational training totaled 4,828.
			G5.2. Technical and vocational training hours	G5.2. Total technical and vocational training hours amounted to 97,564.
			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 age distribution of employees receiving training was as follows: 18–25 years (8%), 25–34 years (37%), 35–44 years (38%), 45–54 years (15%), and 55 years and above (2%).
			G5.4. Number of students hired through the K-Team Young Talent Internship Program	G5.4. A total of 24 students were hired through the K-Team Young Talent Internship Program. The hiring rate stood at 48%.
		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. 3.43 hours for female employees.
			G6.2. Training hours per session for male employees	G6.2. 2.66 hours for male employees.
	Gender and Opportunity Equality	Target G7. To ensure equal opportunities for all.	G7.1. Rate of women among newly hired office employees	G7.1. The proportion of women among newly hired office employees was 45.4%.
			G7.2. Rate of women among those newly hired through the K-Team Young Talent Internship Program	G7.2. The proportion of women among hires through the K-Team Young Talent Internship Program was 71%.
		Target G8. To increase the rate of women in employment and ensure equal pay between female and male employees. To increase the proportion of women among office employees to 45%.	G8.1. Rate of increase in the number of female employees	G8.1. The number of female employees increased by 79.2%.
			G8.2. Rate of increase in the number of female field employees	G8.2. The number of female field employees increased 2-fold.
			G8.3. Rate of increase in the number of female office employees	G8.3. The number of female office employees increased by 72%.
			G8.4. Rate of women among office employees	G8.4. The proportion of women among office employees was 41.4%.
				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 increase women's full and active participation in decision-making processes, and raise the proportion of female senior executives to 26%.	G9.1. Percentage of female senior executives	G9.1. The proportion of women in senior management positions was 26.2%.

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GRI 2-22, 2-25

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS*	PERFORMANCE INDICATORS	2025 PROGRESS*
8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Customer Satisfaction, Product Quality and Safety	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 2025, 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 İspak follow ISO 22000 Food Safety Management System and ISO 50001: Energy Management System, Assan Alüminyum and Assan Panel follow ISO 22301: Business Continuity Management System, Assan Alüminyum follows ASI: Aluminium Stewardship Initiative Performance Standard, Assan Panel follows TSE EN 14509: Panel Standard Compliance Certification and TS EN 508-1: Certification for Roofing Sheets and Trapezoidal Profiled Corrugated Sheets, and İspak follows BRC: International Food Safety Standard.
			Y1.2. Product and process certifications	Y1.2. As of the end of 2025, Assan Alüminyum, Assan Hanil, and İspak received Zero Waste Certificate; Assan Alüminyum and İspak received Kosher Food Conformity Certificate; Assan Alüminyum received CE: EU Declaration of Conformity, NSF: International Health Organization Certificate of Conformity and ISPM15: Wood Packaging Materials Certificate of Conformity, Assan Panel received LPCB: Fire Safety Certificate, ISCC Plus: International Sustainability & Carbon Certification, FM Approval: Fire safety certificate and Greenguard Gold certificate; İspak received Halal Food Product Safety Certification, Forest Stewardship Council, and FDA/IMS US Food Contact Compliance Certification.
			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. At Assan Alüminyum, projects were carried out to develop new alloys that increase the use of scrap/secondary aluminum to reduce product carbon footprints, along with innovative revision projects to improve efficiency; at Assan Panel, a sustainable and environmentally friendly next-generation polyurethane system (IdeaCore) free of halogens and octoates was developed; and at İspak, packaging development projects contributing to the circular economy were undertaken.
		Target Y3. To increase R&D activities.	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 9th edition of the Asım Kibar Mavi Damla (Blue Drop) Awards was held. A “Sustainability Special Jury Award” category was introduced in the latest edition of the program.
			Y3.4. R&D budget	Y3.4. The R&D budget was TRY 328,000,000.
			Y3.5. Number of patent applications	Y3.5. The number of patent applications was 7.
			Y3.6. Number of patents secured	Y3.6. The number of patents secured was 12.
			Y3.7. Number of utility models	Y3.7. Not available in the reporting year.
			Y3.8. Number of R&D employees	Y3.8. The number of R&D employees was 115 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 average alignment rate of Group companies with their digital transformation roadmaps exceeded 80%.
			Y4.2. Number of digitalized processes	Y4.2. The number of processes exceeded 300.
			Y4.3. Number of processes automated via Robotic Process Automation (RPA)	Y4.3. A total of 201 processes run on the RPA platform, generating more than 90,000 minutes in total.
			Y4.4. Number of projects developed in the field of artificial intelligence (AI)	Y4.4. Approximately 40 projects and use cases related to advanced analytics and artificial intelligence have been completed or are currently in progress.
	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. Within the scope of the service levels provided, an IT continuity-based infrastructure supported by redundant architectures is maintained. Operations are conducted with a target of 99.9% infrastructure availability and a 97% Help Desk service level.
			Y5.2. Cybersecurity infrastructure	Y5.2. The protection of information assets encompasses technologies such as firewalls, intrusion detection and prevention systems (IDS/IPS), antivirus software, NDR and XDR solutions, secure access solutions (VPN, ZTNA), backup systems, log management/SIEM, and SOC/SOAR platforms, as well as user awareness programs, policies and procedures, access controls, and incident response processes.
			Y5.3. Standards followed in information security	Y5.3. ISO 27001:2022 Information Security, Cybersecurity and Privacy Protection — Information Security Management Systems — Requirements ISO 9001:2015 Quality Management Systems
				Y5.4. A total of 96 employees received training in Information Security, while 8 employees received training in Quality Management Systems.
			Y5.5. Penetration test (pentest) frequency	Y5.5. It is supported by outsourced services (once a year), periodic internal tests (once a year), and preventive maintenance activities.

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GRI 2-22, 2-25

RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS*	PERFORMANCE INDICATORS	2025 PROGRESS*
6 CLEAN WATER AND SANITATION; 7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 17 PARTNERSHIPS FOR THE GOALS	Circular Economy	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	O1.2. All companies operate in compliance with applicable laws and regulations. Companies within the reporting scope hold ISO 14001 Environmental Management System certification. Assan Alüminyum and İspak hold ISO 50001 Energy Management System certification. Assan Alüminyum is certified against the Aluminium Stewardship Initiative (ASI) Performance Standard.
			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.
		Target O2. To minimize the negative environmental impacts of waste / To reduce waste generation through reduction, recycling, and reuse.	O2.1. Amount of recycled/recovered raw materials	O2.1. The amount of recycled/recovered raw materials used as input increased by 62%.
			O2.2. Amount of recycled waste	O2.2. The amount of recycled waste increased by 98.8%.
			O2.3. Recycling/recovery rate of waste generated	O2.3. Waste recycling/recovery rate was 97.8%.
			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 reduction in water intensity per revenue since the 2016 baseline year has been 30%.
	Climate Change	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 reduction in energy intensity per revenue since the 2016 baseline year has been 26.1%.
		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. 193,996 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. Renewable electricity accounted for 40% of total electricity consumption.
		Target O7. To achieve Net-Zero Emissions by 2050.	O7.1. Greenhouse gas emissions intensity reduction rate on a revenue basis	O7.1. Emission intensity per revenue was reduced by 23.7%.
				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 6 national and international organizations active in the field of sustainability.

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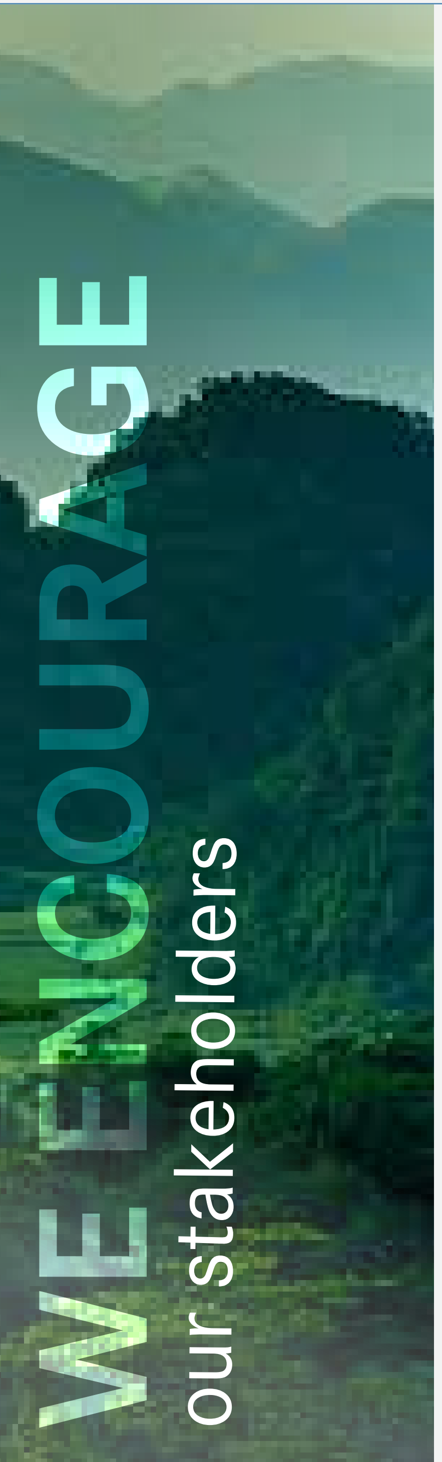

GRI 2-22, 2-25

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RELEVANT SUSTAINABLE DEVELOPMENT GOAL	MATERIAL TOPICS	2030 TARGETS*	PERFORMANCE INDICATORS	2025 PROGRESS*
8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITY; 16 PEACE AND JUSTICE STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS	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. Procurement processes are guided by the principles of ethics and transparency. Full compliance with ethical principles is expected from all suppliers and business partners. The Group's Procurement Code of Ethics comprehensively defines the rules and standards that all suppliers are required to comply with in Business Ethics Principles, Anti-Corruption and Anti-Bribery, Forced Labor, Child Labor, Harassment, Compensation, Working Hours, Non-Discrimination, Local Communities, Occupational Health and Safety, Environment, Biodiversity, Integrity, Quality and Continuous Improvement, and Information Security. These rules encompass critical elements such as ensuring fair competition, preventing conflicts of interest, anti-bribery and anti-corruption, and fulfilling environmental and social responsibilities. Compliance with these ethical rules is mandatory in all procurement activities, and adherence to these principles is fundamental at every stage, from supplier selection to contract management.
			" T1.2. Kibar Group Framework Agreement "	T1.2. Through the Procurement Code of Ethics, Sustainable Procurement Criteria, and Sustainable Procurement Policy included as annexes to the Framework Agreement, Kibar Group clearly and transparently communicates its environmental, social, and governance (ESG) expectations at the outset of the business relationship. These documents promote suppliers' compliance with ethical and responsible business practices while also strengthening sustainable supply chain management. A total of 617 framework agreements were signed in 2025.
			T1.3. Supplier training hours	T1.3. To enhance suppliers' sustainability capabilities, a comprehensive training infrastructure is provided through the K-STAR RISE digital learning platform, which was launched in 2025. The program comprises four main modules and is supported by 16 main topics, 83 subtopics, and 99 video-based learning materials, with the training reinforced through assessments and digital content. Suppliers who complete the training are eligible to receive a certificate, while additional training opportunities are provided in areas where further development is needed. The learning journey is further supported by podcast content and a variety of learning modules. In addition to digital training, a total of 64 hours of in-person training was delivered through eight workshops in 2025. These efforts aimed to enhance suppliers' ability to implement sustainability actions effectively and reinforce their alignment with the program's goals.
		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. Within the scope of the K-STAR Sustainability Program, suppliers' compliance with environmental legislation and international sustainability standards is evaluated through surveys that assess their maturity levels in Environmental, Social, and Governance (ESG) areas. Critical environmental issues, including carbon footprint, energy efficiency, waste management, and water use, are monitored as part of this process. Improvement actions are established in line with the gaps identified through survey results, and their implementation is regularly monitored to track progress and support continuous development. This process is carried out through both documentation-based reviews and on-site audits conducted at selected suppliers. Within this framework, continuous guidance and support mechanisms are implemented to help suppliers achieve full compliance with environmental regulations. Compliance with environmental obligations is also assessed during the supplier selection process within the framework of the Sustainable Procurement Criteria. Suppliers are expected to be able to provide evidence of full compliance with all environmental protection laws and regulations applicable to their operations.
3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION	Social Responsibility	Target P1. To increase employee participation in social responsibility activities.	P1.1. Number of Kibar Volunteers	P1.1. 1,320 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. 11,750 children have been reached.
			P3.1. Number of student participated	P3.1. 1050 students
			P3.2. Training/activity hours scheduled	P3.2. In 2025, a total of 1,269 hours of volunteering were carried out in 45 events, including supporting disadvantaged schools, upcycling, the Istanbul Marathon, important week celebrations, contributing to the social and cognitive development of children, and providing traffic education in schools.

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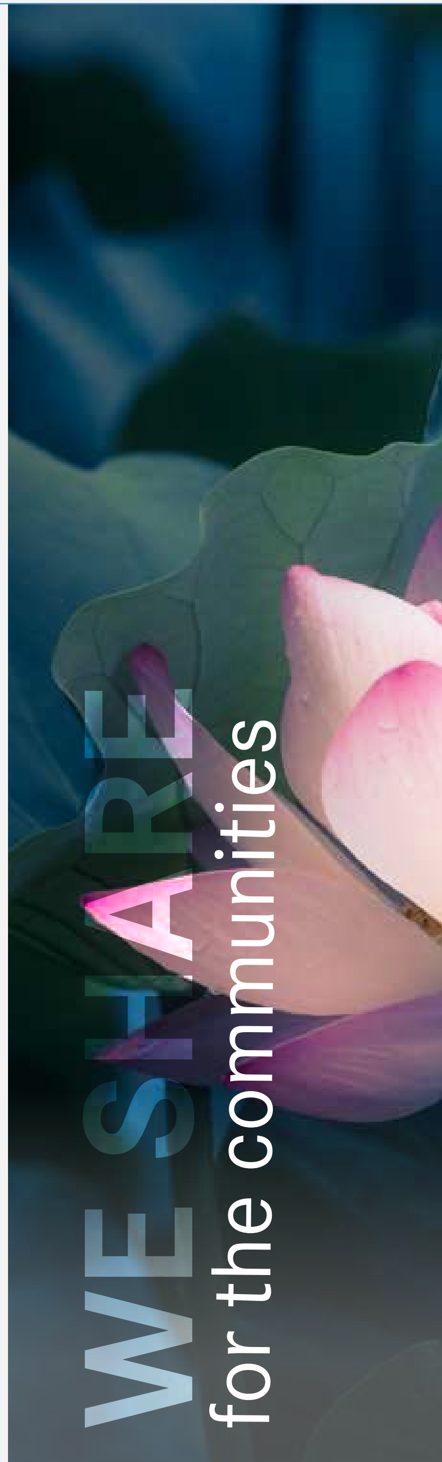


GREEN TRANSFORMATION ACTION PLAN

The Kibar Group considers the transition to a low-carbon and circular economy as one of the key implementation areas of its sustainability strategy. Accordingly, the Kibar Group Green Transformation Action Plan for the 2025–2035 period was developed and implemented. The Action Plan serves as a complementary framework that supports the Kibar Group 2030 Sustainability Strategy and enables the translation of strategic targets into concrete implementation actions.

The Green Transformation Action Plan was developed with consideration of international agreements, the European Green Deal, regulations accelerating the transition to a low-carbon economy, national policy documents, sectoral transformation expectations, and sustainability standards. The preparation of the Plan involved a comprehensive assessment of the transformation needs of the sectors in which the Group operates, together with climate-related risks and opportunities, resource efficiency, supply chain responsibility, access to sustainable finance, and organizational capacity development.

The Action Plan is structured around six main objectives: Net Zero Emissions by 2050, Transition to a Circular Economy, Access to Sustainable Finance, Sustainable Human Resources Management, Sustainable Supply Chain Management, and Organizational Capacity Development. To achieve these objectives, 14 targets and 93 actions were defined, with responsible coordinators, relevant units, and implementation timelines assigned to each action.

Under the objective of Achieving **Net Zero Emissions** by 2050, the Group aims to measure, monitor, and verify greenhouse gas emissions, implement emission reduction initiatives, strengthen its capacity to comply with current and future carbon regulations, and capitalize on opportunities arising from the decarbonization transition. To support the achievement of this objective, 34 actions were defined.

The **Transition to a Circular Economy** objective focuses on enhancing the sustainability of product life cycles, promoting the efficient use of natural resources, reducing waste generation, expanding recovery and recycling opportunities, and increasing the adoption of product-level life cycle assessment practices. A total of 8 actions were defined under this objective.

The **Access to Sustainable Finance** objective focuses on strengthening organizational capacity to finance green transformation investments and enhancing the effective use of available sustainable finance opportunities. Accordingly, 13 actions were defined to strengthen capabilities related to sustainable finance instruments, ESG risk management, alignment with the EU Taxonomy, and preparedness for sustainability reporting frameworks.

The **Sustainable Human Resources Management** objective focuses on preparing the workforce for the green transformation, enhancing employee competencies, and strengthening brand value through sustainability practices. To support the achievement of this objective, 7 actions were defined, focusing on the development of green skills, digital learning practices, and transformation-oriented training programs.

The **Sustainable Supply Chain Management** objective focuses on establishing a sustainable supplier portfolio and promoting the adoption of sustainability practices among suppliers. The K-Star Supplier Sustainability Program, supplier ESG performance monitoring, support for compliance with ethical principles, and sustainability training for suppliers constitute the main implementation areas under this objective. A total of 16 actions were defined under this objective.

The **Organizational Capacity Development** objective focuses on developing green transformation-oriented corporate policies, integrating the transformation process into the corporate culture, and strengthening the Group's capacity to align with national and international sustainability standards. Accordingly, 15 actions were defined to strengthen corporate governance, enhance ESG performance, improve internal processes, and increase the Group's capacity to adapt to evolving regulatory requirements.

Through this structure, the Kibar Group aims to monitor its green transformation objectives within an implementation framework that is measurable, supported by clearly defined responsibilities, and guided by established timelines.

SUSTAINABILITY INFORMATION MANAGEMENT SYSTEM

The Kibar Group considers the collection of ESG data in a traceable, comparable, and reportable manner a key prerequisite for the effective management of sustainability performance. Developed in line with this approach, the Kibar Holding Sustainability Information Management System supports the management of data through a centralized, standardized, and digital infrastructure.

Through defined data fields, data ownership, designated user roles, an authorization matrix, control points, and approval workflows, the system contributes to the more systematic execution of data entry, storage, updating, querying, and reporting processes. This structure strengthens the segregation of responsibilities among data providers, reviewers, and approvers, and supports the traceability of sustainability data by company, reporting period, indicator, and reporting scope.

The database infrastructure has been developed taking into account the metrics and disclosure requirements set out in the disclosure frameworks and assessment methodologies of global sustainability standards. Accordingly, common data fields, metric mappings, a standards-based coding structure, and a disclosure discipline have been established to enable the more consistent use of the same data across different reporting and assessment processes.

With the integration of reporting and ESG dashboard capabilities into the system, a corporate reporting layer has been established to support the monitoring of sustainability performance. This structure contributes to the use of ESG data not only during reporting periods but also in management, monitoring, and decision-support processes in a more timely, comparable, and visually accessible manner.

The Kibar Holding Sustainability Information Management System strengthens data governance, supports the preservation of institutional knowledge, and contributes to reducing the risk of errors while improving process efficiency. The system also enhances preparedness for multiple sustainability reporting and assessment frameworks and serves as a key component of the Group's sustainability data management approach, which is founded on measurable, traceable, and verifiable data and supported by control processes.

GRI 2-28

SUPPORTED INITIATIVES IN SUSTAINABILITY

THE UNITED NATIONS GLOBAL COMPACT (UNGC)

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.

THE 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.

THE UNITED NATIONS WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

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 effective participation in the workforce and decision-making processes (Targets G6, G7, G8, and G9) form part of the Kibar Group 2030 Sustainability Targets. Progress is monitored through 10 performance indicators, and the results are disclosed transparently to all stakeholders.

UNGC TÜRKİYE

Kibar Holding and Group companies serve on the Board of Directors of Global Compact Türkiye, the local network of the United Nations Global Compact, the world's largest corporate sustainability initiative, and are among the participants in its Business and Human Rights Programme.

GRI 2-28

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.

30% CLUB

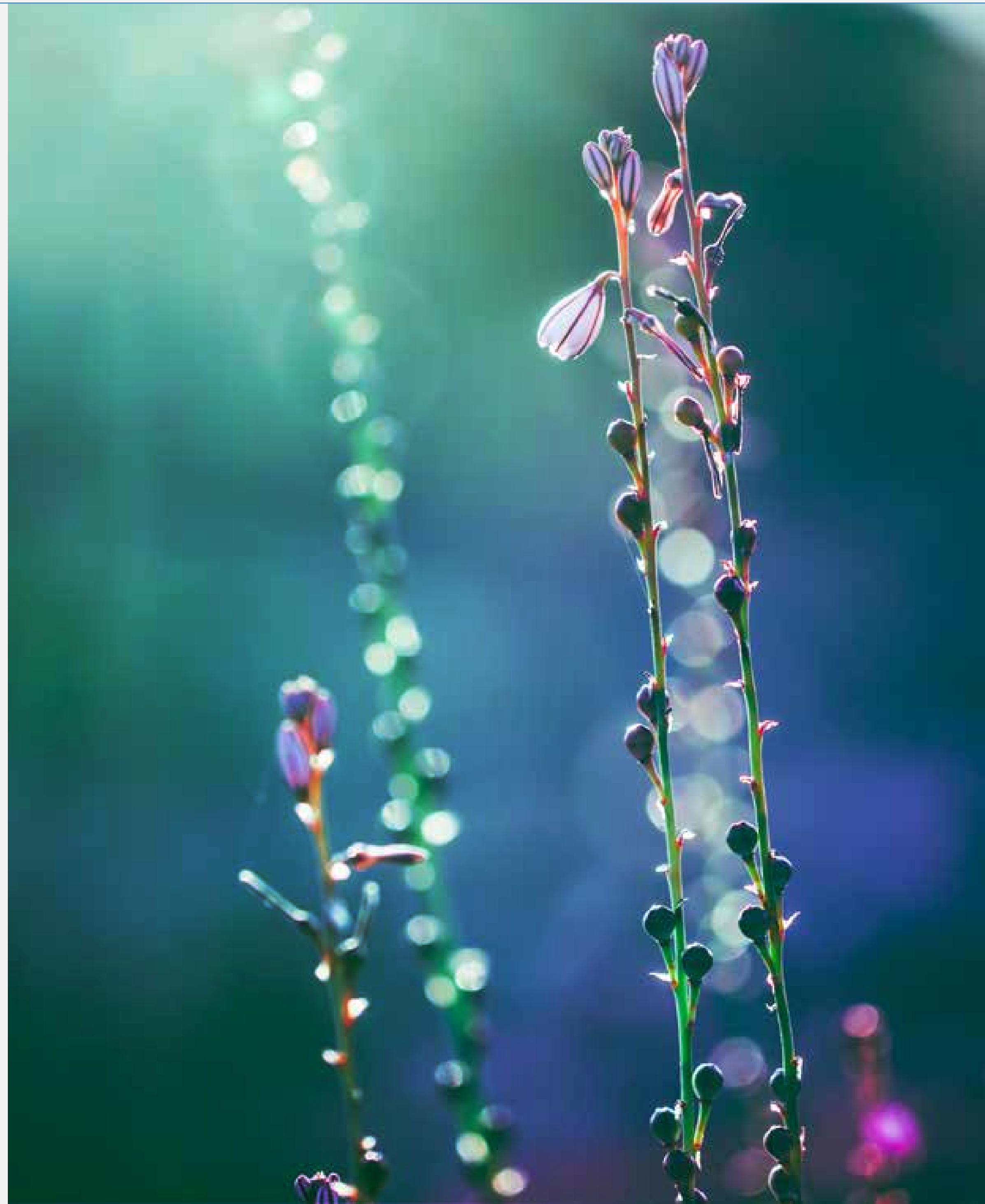
The 30% Club is a collaborative initiative where chairpersons and CEOs commit to improving gender balance at all levels within their organizations. Behind this collaboration lies the belief that gender diversity makes companies more successful and boards of directors more effective. Kibar Holding joined the 30% Club in 2022 and serves on the 30% Club Board of Directors. The Sustainability Committee and the We Are Equal Group Committee contribute actively to these efforts through their representatives.

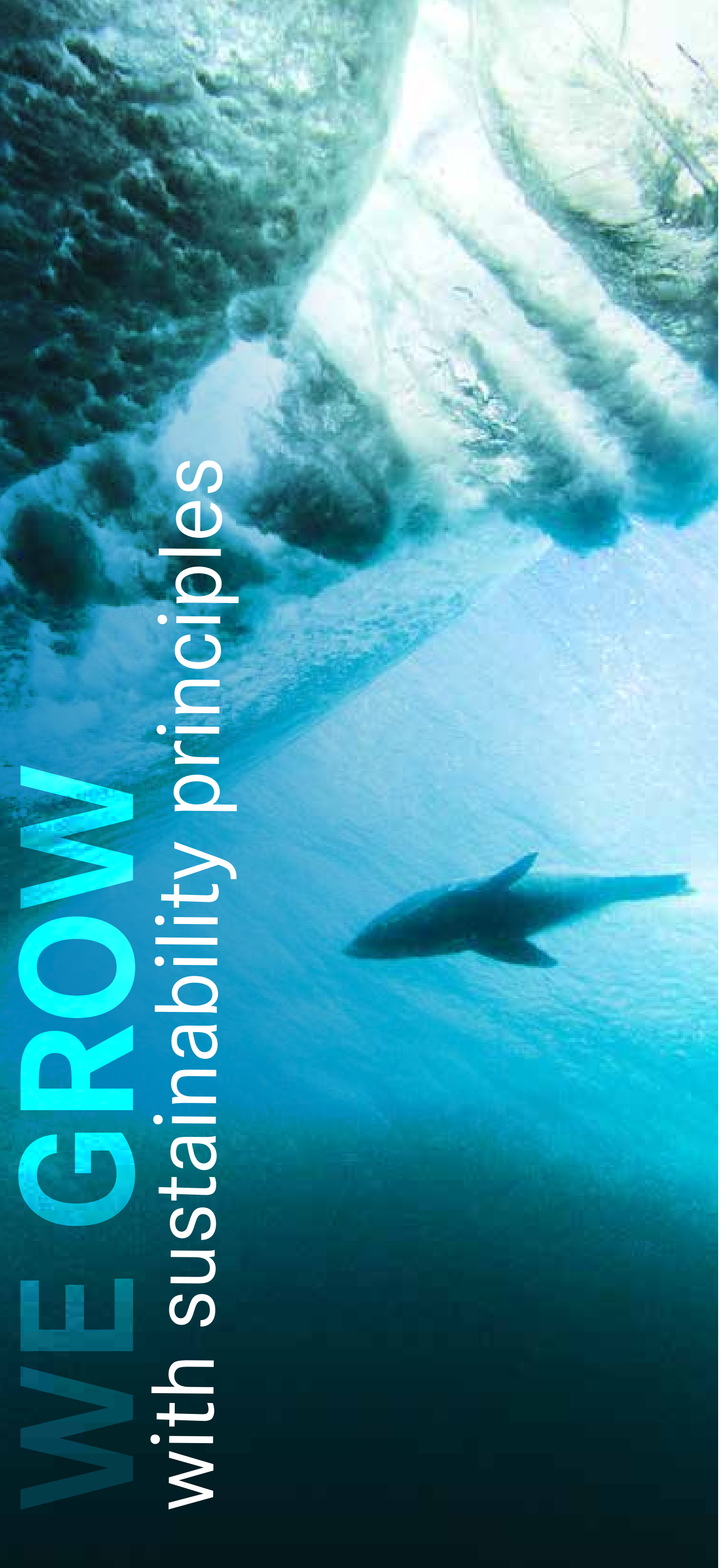
BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT TÜRKİYE (BCSD TÜRKİYE) WORKING GROUPS

Kibar Holding and Group companies serve on the Board of Directors of the Business Council for Sustainable Development Türkiye (BCSD Türkiye), the regional network and partner of the World Business Council for Sustainable Development (WBCSD) in Türkiye.

BUSINESS PLASTIC INITIATIVE (IPG)

Kibar Holding signed the Business Plastic Initiative (IPG) protocol—established by Global Compact Turkey, the Turkish Industry and Business Association (TÜSİAD), and the Business Council for Sustainable Development Turkey (BCSD Turkey)—on November 20, 2019, and completely eliminated single-use plastics by 2023.




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

Through our corporate governance approach, strong production capabilities, and innovative investments, we continue our steady growth, contribute to the economy, support employment, and create long-term value in line with sustainability principles.

WE GROW
with sustainability principles

Kibar Group addresses sustainable growth through strong corporate governance, an ethical business culture, effective risk management, operational resilience, and a long-term investment perspective.

While generating economic value through its production capabilities, financial discipline, export strength, and capacity to create employment in the sectors in which it operates, the Group supports this performance with the principles of transparency, accountability, compliance, and responsible management.

This section addresses Kibar Group's governance practices, ethics and compliance approach, internal audit and control activities, risk management, emergency preparedness, investments, economic value generation, human resources, and export performance.

Related Capital Elements
- Financial Capital
- Manufactured Capital

Material Topics:
- Business Continuity and Effective Risk Management
- Corporate Governance Practices

Sustainable Development Goals Supported:

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

GOVERNANCE

At Kibar Group, governance refers to the corporate framework that ensures decision-making, oversight, delegation of responsibility, control, and reporting processes are carried out in line with the principles of transparency, accountability, responsibility, and fairness. This framework plays a decisive role in implementing strategic objectives, supporting sustainable growth, preserving business continuity, and reflecting stakeholder expectations in corporate decision-making processes in a balanced manner.

The Group structures its governance approach around corporate governance practices, an ethical business culture, anti-bribery and anti-corruption, internal audit and control, compliance, risk management, and emergency preparedness. These focus areas support the monitoring of legal and regulatory expectations, the management of corporate risks, the strengthening of the control environment, and the conduct of operations in a reliable, responsible, and sustainable manner.

CORPORATE GOVERNANCE

The corporate governance structure of Kibar Group has been designed to support the effective execution of strategic direction, oversight, the allocation of authority and responsibilities, and decision-making processes. This structure contributes to the operation of risk and control mechanisms, the assessment of stakeholder expectations, and the implementation of corporate policies across the Group.

The Kibar Holding Board of Directors is the Group's highest governing body responsible for strategic decision-making and oversight. The Board of Directors is responsible for setting corporate objectives, establishing strategic directions, overseeing corporate governance principles, monitoring risk management and internal control systems, and evaluating sustainability-related matters at the highest level.

The Board of Directors of Kibar Holding consists of six members, one of whom is female. Members are selected from among representatives of the Kibar Family and professional senior executives designated by the Group, and consist of individuals with industrial and sectoral experience. For detailed information on the Board of Directors of Kibar Holding, please visit the following webpage: https://www.kibar.com/tr-tr/holding/yonetim-kurulu.

The separation of the roles of Chair of the Board of Directors and CEO strengthens the division of duties between decision-making and executive processes. The Sustainability Committee, Risk Management Committee, Audit Committee, and Ethics Committee operating under the Board of Directors support the assessment of strategy, risk, control, ethics, and sustainability matters within their respective areas of expertise.

The senior management, led by the CEO, is responsible for the effective execution of the Group's activities in line with the strategic objectives and corporate policies set by the Board of Directors. For detailed information on the Top Management of Kibar Holding, please visit the following webpage: https://www.kibar.com/tr-tr/holding/ust-yonetim.

BUSINESS ETHICS

Kibar Group's business ethics approach is founded on the principles of integrity, honesty, reliability, fairness, responsibility, and high ethical standards in business. The Group adopts a responsible business culture that goes beyond compliance with legal requirements in all its activities and preserves the trust of its employees, suppliers, business partners, and other stakeholders.

Kibar Group values, defined in alignment with internationally recognized universal principles and declarations, form the foundation of the Group's way of doing business, its relations with employees, and the collaborations it establishes with its stakeholders. The Group considers reflecting these values in its business processes, decision-making mechanisms, and stakeholder relations an integral part of corporate responsibility.

CODE OF CONDUCT

At Kibar Group, the principles governing workplace conduct, as well as the fundamental rights and responsibilities of employees, are defined within the framework of the Kibar Group Code of Conduct as an integral part of its responsible business culture. The Code of Conduct covers integrity, confidentiality, fairness, quality and continuous improvement, conflicts of interest, responsibilities, and accepting/giving gifts, and includes examples of appropriate conduct for situations that may be encountered in business life.

Code of Conduct Consultants have been appointed across Group companies to guide employees on understanding and implementing the Code of Conduct. Employees may consult Ethics Advisors or directly contact the Ethics Committee in cases where they have concerns or uncertainties regarding ethical matters. The Ethics Committee operating within Kibar Holding is responsible for monitoring compliance with ethical principles, evaluating reports of ethical violations, conducting the necessary review processes, and reporting the outcomes to the relevant management levels. The Ethics Committee reports directly to the Chair of the Board of Directors, while critical concerns are escalated to the Board of Directors as part of the organizational reporting process.

An Ethics Hotline is available for internal and external stakeholders to confidentially report situations that may constitute a violation of the Code of Conduct. Reports may be submitted by phone, e-mail, or post; all reports are evaluated in line with the principles of confidentiality, impartiality, and due care, and are referred to the relevant units as necessary. Allegations of corruption, bribery, and other ethical violations are evaluated upon receipt of a report, and depending on the nature of the case, the outcomes are reported to the Chair of the Board of Directors both verbally and in writing. The Ethics Committee takes the necessary measures to prevent any acts of retaliation, pressure, or intimidation against individuals who submit reports.

To support the embedding of the Code of Conduct in the corporate culture and its consistent implementation in daily business processes, employees are informed about the Code of Conduct during the onboarding process, while annual trainings help keep ethical awareness up to date.

In 2025, the "Principles for Preventing Mobbing, Violence, and Sexual Harassment, and Providing Support" document was updated and put into effect as the Policy on Preventing and Responding to Inappropriate Conduct on November 25, the International Day for the Elimination of Violence against Women. The policy defines prevention, reporting, review, and response mechanisms for situations such as inappropriate conduct, psychological harassment, violence, and sexual harassment.

For further information on the Kibar Group Code of Conduct, please visit the following page: https://www.kibar.com/tr-tr/holding/etik-kurallar

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

ANTI-BRIBERY AND ANTI-CORRUPTION

Kibar Group adopts a zero-tolerance approach to bribery and corruption and operates policies, control mechanisms, and reporting channels aimed at preventing such conduct. The fundamental principles and expectations regarding anti-bribery and anti-corruption are defined within the scope of the Kibar Group Code of Conduct and the Anti-Bribery and Anti-Corruption Policy published in 2025.

These principles and expectations require employees, managers, suppliers, business partners, and stakeholders to act with integrity, impartiality, transparency, and accountability in their business relationships. The same approach is adopted in relationships with suppliers and business partners, and the alignment of business relationships with anti-bribery and anti-corruption principles is supported through ethical rules and contractual provisions.

Employees are expected to use the reporting mechanisms if they encounter any suspected ethical violation, bribery, or corruption. Reports submitted through the Ethics Hotline and related channels are evaluated in accordance with the principle of confidentiality; where necessary, relevant teams or units are assigned to carry out review and investigation processes. In the event of violations of ethical rules, disciplinary procedures defined under the Personnel Regulation are applied.

Control activities related to corruption risks are addressed as part of internal control and process audits. Process audits, reviews, and investigations conducted by the Vice Presidency responsible for Internal Audit aim to identify risk areas, assess control points, and determine the necessary improvement actions.

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.

The internal audit approach is structured to support the achievement of corporate objectives, assess the effectiveness of processes, strengthen the internal control environment, and contribute to the conduct of operations in compliance with legislation, corporate policies, procedures, and ethical principles.

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. Process audits also assess the compliance of relevant process owners with the Kibar Group Code of Conduct while carrying out their activities.

Audits review compliance with applicable legislation, corporate policies and principles, defined processes and control points, authority and responsibility structures, and established strategic objectives. Findings and risk areas identified through audit activities are shared with the relevant units, and recommendations are provided to improve processes, strengthen the control environment, and enhance operational effectiveness.

The follow-up of actions related to identified improvement areas is addressed as an integral part of the internal audit process. This approach contributes to strengthening accountability across the Group, managing risks more effectively, and continuously improving the corporate control structure.

COMPLIANCE

Kibar Group considers the monitoring of applicable legislation, regulatory expectations, and national and international developments related to its fields of activity in the countries where it operates as an important component of its corporate governance approach. The compliance approach covers not only the monitoring of applicable legal obligations, but also the assessment of the impacts of evolving regulatory trends in areas such as climate, sustainability, trade, supply chain, reporting, environment, occupational health and safety, human rights, and ethics on business processes.

In this context, the Group monitors the United Nations Framework Convention on Climate Change, the Paris Agreement, the outcomes of the Conferences of the Parties (COP), the United Nations 2030 Agenda, the European Green Deal and the legal regulations, policy documents, strategies, and action plans developed within this framework, as well as legislative studies done on a national scale, high-level policy documents, and sectoral regulations. International sustainability standards, reporting frameworks, and other global regulations related to the Group's fields of activity are also considered as part of the compliance monitoring process.

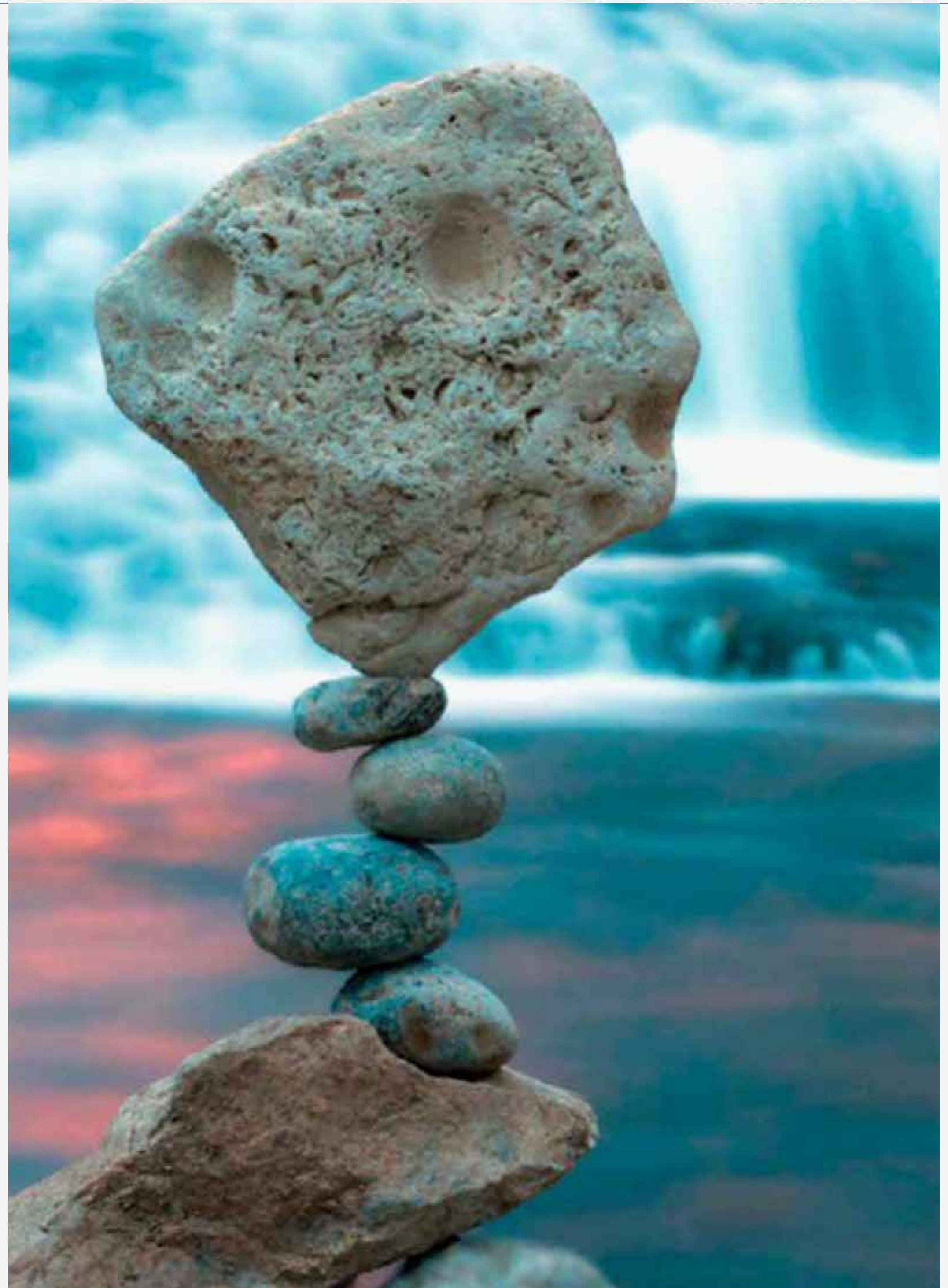
The compliance process is carried out in collaboration with the relevant functions of the Holding and Group companies, sustainability teams, the Sustainability Committee, the Sustainability Working Group, and the relevant units. In 2025, restructuring efforts were initiated under the Holding Legal Department to support the more systematic, traceable, and integrated management of compliance processes at the corporate level.

The Group aims to expand training and information activities to strengthen the compliance culture and raise employee awareness of regulatory developments, corporate policies, and areas of responsibility. This approach supports timely compliance with evolving legislative and standard-related expectations, the early assessment of risks, and the integration of compliance responsibilities into relevant business processes.

RISK MANAGEMENT

At Kibar Group, risk management is carried out to systematically identify, assess, monitor, and manage risks that may have an impact on stakeholders, assets, operations, financial performance, reputation, and strategic objectives. The enterprise risk management approach covers the analysis of strategic opportunities as well as risks, and is positioned as an integrated management tool that supports decision-making processes.

The risk management system is structured to encompass business continuity management and corporate compliance policies. 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 Kibar Group Risk



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

Management Policy has been approved by the Board of Directors and is implemented across all Group companies. In addition, the Policy on the Prevention of Laundering Proceeds of Crime and Combating the Financing of Terrorism has also been integrated into the risk management structure.

The Holding Risk Committee and the Risk Management Department are responsible for carrying out and coordinating risk management activities at the Holding and Group companies. Risk management practices are carried out in line with the Group Risk Management Standard; the common methodology, reporting discipline, and action follow-up are implemented across Group companies within the scope of this standard.

RISK EVALUATION AND MONITORING

As part of the annual risk assessment activities, risk maps are prepared for Group companies, and action plans are defined for prioritized risks. 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.

Identified risks are scored based on likelihood and potential impact criteria and included in corporate risk maps. This method enables risks to be prioritized, management actions to be defined at the company level, and critical risks to be escalated to the senior management agenda. Risk management representatives have been appointed within each company, and stakeholder sharing platforms have been established to support information exchange among companies.

Critical risks and the progress of risk actions are monitored through quarterly senior management reporting and committee meetings. In this way, the likelihood of risks occurring, their potential impact, and the adequacy of the actions taken are regularly assessed.

Emerging risks highlighted in the 2025 risk assessment activities include geopolitical conflicts, regulatory changes, trade restrictions, supply chain disruptions, climate change, cyber threats, and data security. The potential impacts of these risks are analyzed under areas such as the reshaping of ways of doing business, changes in market and customer expectations, increasing time and cost pressures in production and logistics processes, economic fluctuations, and the reassessment of cost structures.

Online trainings are provided to employees to raise risk awareness across the Group. These efforts support informing employees about global risks, sector dynamics, and the corporate risk management approach, and contribute to the more effective functioning of the risk management system together with the internal control structure.

GRI 3-3

CLIMATE AND SUSTAINABILITY RISKS

Kibar Group considers climate change- and sustainability-related risks and opportunities as an integral part of its corporate risk management approach. The efforts carried out in this context cover the analysis of the financial and operational impacts of climate-related physical risks, regulatory, market, and technology-driven risks arising from the transition to a low-carbon economy, and sustainability-related strategic and social risks.

Climate and sustainability risks are assessed in terms of their short-, medium-, and long-term impacts, taking into account the sectors, geographies, production processes, supply chain structure, and customer expectations of the Group companies. The identified risks and opportunities are classified in terms of impact level, likelihood of occurrence, time horizon, and financial impact mechanism, and are linked to corporate risk maps, action plans, and senior management reporting.

Within the scope of climate-related physical risks, extreme weather events, changes in temperature and precipitation patterns, water stress, natural disasters, environmental accidents, and other physical risk factors that may affect operational continuity are assessed. The potential impacts of these risks on production continuity, facility and asset safety, supply and logistics processes, employee health and safety, environmental obligations, remediation costs, and financial performance are analyzed. Risk mitigation and adaptation measures are addressed within the scope of water efficiency, resource recovery, infrastructure resilience, environmental management systems, maintenance and control activities, the monitoring of supply and logistics processes, and emergency and business continuity plans.

Within the scope of transition risks, the Group monitors areas such as carbon regulations, the Türkiye Climate Law, the Carbon Border Adjustment Mechanism, the European Green Deal and the regulations developed within this framework, greenhouse gas emissions arising from operational activities, energy supply, and the shift in customer preferences toward low-carbon products. These risks are considered as factors that may have potential impacts on carbon costs, compliance obligations, energy costs, investment needs, demand loss, competitiveness, and market share.

In the management of climate and sustainability risks, not only risk mitigation but also areas of opportunity are taken into account. Increasing demand for low-carbon products and services, the development of a sustainable product portfolio, energy efficiency, the use of renewable energy, process improvements, low-carbon technologies, and the enhancement of sustainable production capabilities are considered among the Group's strategic areas of opportunity.

Within the scope of sustainability-related strategic and governance risks, the Group monitors the impact of the pace of adaptation to climate change on competitiveness, uncertainties that may arise from international regulations and trade policies, critical raw material supply, supply chain continuity, market and customer concentration, compliance with environmental legislation, and corporate capacity requirements. On the social risk side, issues such as occupational health and safety, employee engagement, talent retention, and the loss of employees with critical competencies are assessed within the risk inventory.

Short, medium, and long-term actions related to the identified climate and sustainability risks are developed and monitored together with the relevant functions. Risk mitigation measures are supported by analysis, monitoring, control, and improvement activities carried out with the contributions of the environment, occupational health and safety, sustainability, energy, procurement, operations, legal, risk management, and internal audit functions. This approach contributes to addressing climate and sustainability risks in an integrated manner with the corporate risk management system and reflecting the relevant risks in strategic decision-making processes.

EMERGENCY PREPAREDNESS

At Kibar Group, emergency preparedness is addressed as part of crisis management and business continuity efforts carried out to protect the safety of internal and external stakeholders, safeguard assets, and ensure operational continuity. Natural disasters, fires, environmental incidents, pandemics, critical infrastructure disruptions, and other operational risks that may affect production continuity are evaluated within the scope of emergency management.

Emergency and crisis management processes are carried out under the coordination of the Central Crisis Committee and with the participation of relevant functions. The necessary decisions and actions to prevent operational risks, respond rapidly to incidents, minimize potential losses, and maintain business processes at an acceptable level are implemented through the collaboration of relevant units.

Policies, procedures, and plans defining the decision-making, communication, response, and business continuity steps to be followed during a crisis have been established across the Group and made available to employees. To ensure rapid and coordinated response in emergencies, duties, authorities, and responsibilities are defined, and trainings and drills are conducted to increase employees' awareness and response capacity.

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. Action plans for the identified findings are monitored by the relevant company managers and responsible teams.

Business continuity plans have been established to enable companies to maintain their operations at predefined acceptable levels in the event of a business interruption or the occurrence of an operational risk. These plans provide guidance on prioritizing critical processes, evaluating alternative working and supply scenarios, developing response capacity, and defining recovery steps.

Kibar Group carries out short, medium, and long-term planning to expand corporate business continuity programs across Group companies, and aims to continuously improve emergency preparedness and response capacity through training, drills, audits, and action follow-up.

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, food, energy, and services. As a result of its growth journey spanning more than half a century, the Group has built a broad production, service, and investment ecosystem with operations in five different countries, across six sectors, more than 15 companies, over 20 production facilities, and more than 5,000 employees.

Since its establishment, Kibar Group has continued its investments with a perspective focused on long-term growth, strengthening production capacity, supporting employment, and generating economic value. The Group's investments focus on enhancing competitiveness in the sectors in which it operates, advancing technological capabilities, improving operational efficiency, and strengthening its contribution to the Turkish economy.

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

- 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 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 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, 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 2nd Plant and Paint Shop came into operation (2014).
- Assan Hanil Bursa Plant came into operation (2015).
- With Heritage Group, a USA based company, İnteraktif 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 in two new production plants located in Aksaray and Kocaeli (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 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 İnteraktif Çevre Consultancy and ClimeCo.

Assan Panel established a new manufacturing facility in the Freeport East free trade zone in Suffolk, England (2025).

Assan Alüminyum acquired an aluminum foil production facility in Fairmont, West Virginia, USA (2026).*

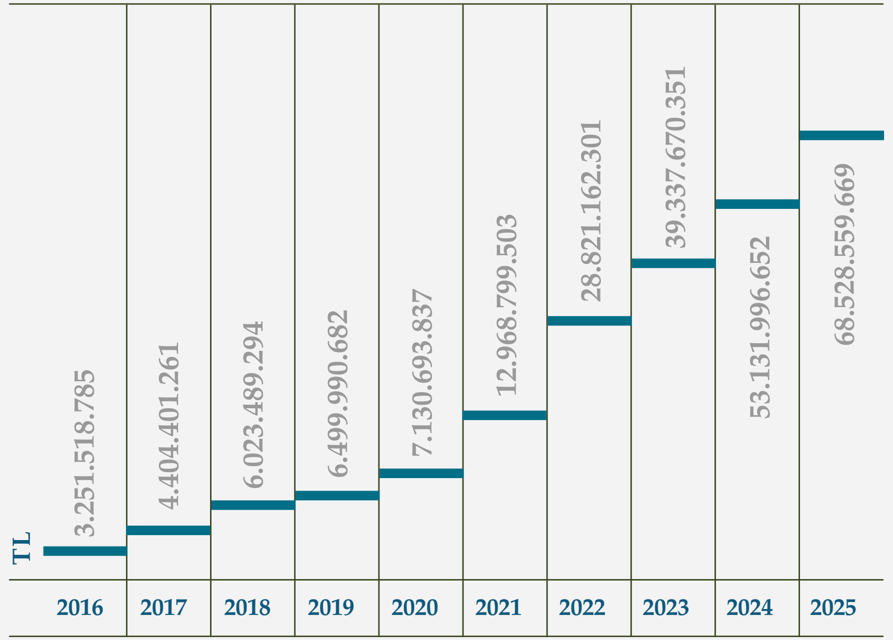
* This development took place after the reporting period and is disclosed for informational purposes.

GRI 201-1

ECONOMIC VALUE

The sales revenue of Kibar Group companies within the reporting scope increased by 21.1 times in 2025 compared to the reference year of 2016, and by 29% compared to the previous year. This increase reflects the Group's capacity to generate economic value, supported by its production capacity across different sectors, export strength, operational efficiency, and long-term investment approach.

Generated Economic Value



Sales revenues of Kibar Group companies within the reporting scope **increased 21.1-fold** compared to 2016 (reference year).

21,1-fold

Sales revenues of Kibar Group companies within the reporting scope **increased by 29%** compared to the previous year.

%29

Kibar Group's production strength and economic contribution are also reflected in Türkiye's rankings of the largest industrial enterprises. Group companies are included in the Türkiye's Top 500 Industrial Enterprises survey published annually by the Istanbul Chamber of Industry, reflecting their activities across different sectors.

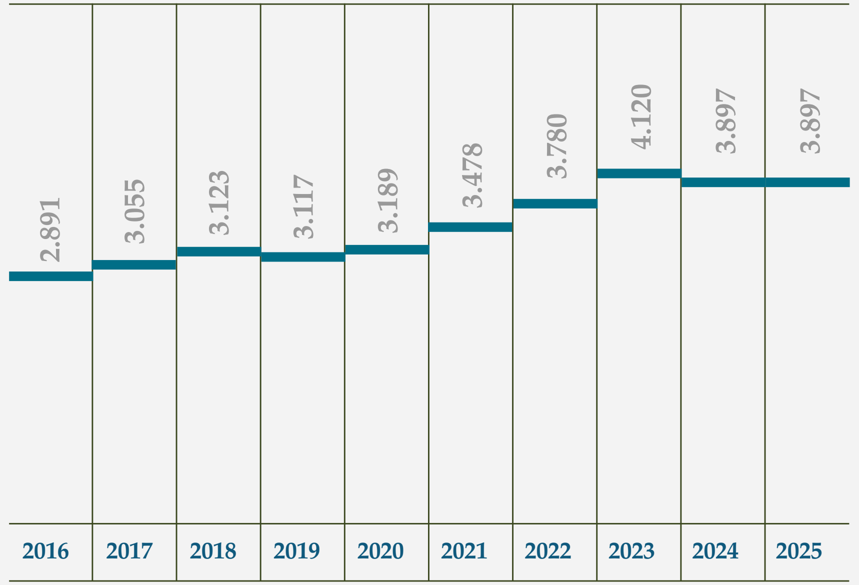
According to the results of the Istanbul Chamber of Industry's "Türkiye's Top 500 Industrial Enterprises 2024" survey, Assan Alüminyum, the leader of Türkiye's flat-rolled aluminum industry and one of Europe's three largest producers, ranked 48th. Posco Assan, a steel producer that owns Türkiye's first and only stainless steel cold rolling plant, ranked 166th, while Assan Hanil, operating as a tier-one supplier in the automotive sector, ranked 256th.

GRI 2-7

HUMAN RESOURCE

The number of employees at Kibar Group companies within the reporting scope increased by 19.2% in 2025 compared to the reference year,of 2016 and decreased by 11.6% compared to the previous year. Kibar Group regards human resources as one of the key elements of long-term growth, corporate resilience, and sustainable value creation, and adapts to the needs of the changing business world through practices that develop employee competencies and support efficient working models.

Human Resource



GRI 2-6

EXPORTS

With an export network reaching more than 100 countries, Kibar Group contributes to Türkiye's foreign trade capacity. During the reporting period, the Group maintained its strong position in international markets through its production and trading activities across different sectors, and achieved total exports of USD 2.96 billion in 2025.

The Group's export performance is supported by its production capacity, product quality, global customer network, and foreign trade competencies. This structure enables Kibar Group to maintain its international competitiveness in the sectors in which it operates and contribute to our country's export performance.

With its export performance in 2025, Kibar Dış Ticaret ranked 4th in Türkiye overall and 1st 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 first-place awards in the "Flat Aluminum Products" and "Export Champions" categories at the 2025 Metallic Stars of Export Awards organized by the Istanbul Ferrous and Non-Ferrous Metals Exporters' Association, through the export of Assan Alüminyum products.

WE EMPOWER PEOPLE

We provide a human rights-respecting, safe, inclusive, and development-oriented work environment, and contribute to sustainable success together through practices that support our employees’ competencies, engagement, and well-being.

GRI 3-3

WE EMPOWER people

Kibar Group regards its human capital as one of the fundamental drivers of sustainable growth, corporate resilience, and long-term value creation. In line with this approach, the Group prioritizes protecting employee rights, strengthening occupational health and safety, supporting equal opportunity and inclusiveness, and developing talent in line with the needs of the future.

The Group supports a work culture in which employees can realize their potential, access development opportunities, and participate in corporate processes. Human resources practices are carried out through a holistic approach that covers employee experience, engagement, satisfaction, employee well-being, and social life.

Kibar Group's journey of becoming "WE" since its establishment reflects a culture of collaboration and shared success built on the values of trust, integrity, diligence, innovation, and agility.

BİZ
BİRLİKTE GÜÇLÜYÜZ

This section addresses Kibar Group's approach to equal opportunity and diversity, gender equality initiatives, employee engagement and satisfaction practices, talent acquisition and talent management programs, total reward management, occupational health and safety practices, and initiatives that support social life.

Related Capital Elements
- Human Capital

Material Topics:
- Employee Development and Talent Management
- Occupational Health and Safety
- Business Ethics
- Gender Equality and Equal Opportunities

Sustainable Development Goals Supported:

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITY

GRI 3-3

EQUAL OPPORTUNITIES AND DIVERSITY

Kibar Group structures its approach to equal opportunity and diversity around the principles of respect for human rights, fair working conditions, an inclusive corporate culture, and the prevention of discrimination. In practices aimed at protecting employee rights, international principles and regulations such as the International Labour Organization Conventions and the United Nations Universal Declaration of Human Rights are taken into account, in addition to the provisions of the Labour Law.

Discrimination based on race, language, religion, gender, ethnic origin, disability status, pregnancy, religious or political opinion, marital status, or similar grounds is not permitted across the Group. The Group is committed to supporting fair, objective, and equitable practices in recruitment, remuneration, promotion, development, performance evaluation, and fringe benefits processes. Ensuring that remuneration processes are not differentiated based on such personal characteristics or preferences is among the fundamental principles.

The Group stands against all forms of discrimination, violence, pressure, and exclusionary behavior, and develops policies, systems, and practices that support employees' equal access to opportunities, rights, and resources. This approach contributes to maintaining a work environment where employees can realize their potential, differences are valued, and an inclusive working culture is strengthened.

Diversity and Inclusion Award for Kibar Holding

Kibar Holding was granted an award in the "Diversity and Inclusion Management" category at the 17th Human Value Awards organized by the Turkish People Management Association (PERYÖN) for its efforts in the field of equal opportunity and inclusion.

Workplace Inclusion Trainings

Kibar Group organizes Workplace Inclusion Trainings for managers and employees to strengthen an inclusive workplace culture and support its adoption across the organization. Designed to complement efforts to combat violence, the training program focuses on developing inclusive behaviors, recognizing biases, and strengthening a culture of respectful communication in the workplace.

The trainings were delivered in four separate sessions to Executive Committee members, general managers, deputy general managers, and directors. In addition, one session was held for field employees and four separate sessions were held for office employees.

GENDER EQUALITY

Kibar Group considers gender equality as one of the key components of equal opportunity and an inclusive workplace culture. The Group supports a more balanced and equitable working life through practices that increase women's participation in the workforce, strengthen their representation in decision-making mechanisms, and support their career development.

The Group does not limit its efforts in this area to internal practices; it also contributes to strengthening women's employment and raising awareness of gender equality through the national and international initiatives, collaborations, and projects in which it participates. Kibar Holding, a signatory of the Women's Empowerment Principles (WEPs), considers its targets, practices, and initiatives in this area among the key pillars of its sustainability strategy. The Group is among the investors of Arya Venture Capital Fund, which supports women entrepreneurship and impact-oriented investments.

Kibar Holding's Equal Opportunity Model Certificate and Equal Pay Certificate, the first of its kind awarded to a holding company in Türkiye, are among the key indicators supporting the Group's approach to equal opportunity and pay equity.

The outcomes of efforts in the areas of equal opportunity and gender equality are also monitored through indicators related to the employee profile. The proportion of female employees across the Holding and companies within the reporting scope increased by 49.5% in 2025 compared to the reference year of 2016 and by 5.7% compared to the previous year.

The proportion of female employees increased by
%49,5
in 2025 compared to the reference year of 2016

The proportion of female employees increased by
%5,7
compared to the previous year

The proportion of female office employees increased by 33.5% in 2025 compared to the reference year of 2016 and by 3.6% compared to the previous year. As a result, the proportion of women among office employees rose to 41.4%.

The proportion of female office employees increased by
%33,5
in 2025 compared to the reference year of 2016.

The proportion of female office employees increased by
%3,6
compared to the previous year.

The proportion of female field employees increased by 72% in 2025 compared to the reference year of 2016 and decreased by 8.7% compared to the previous year.

The proportion of women in senior management increased by 49.7% in 2025 compared to the reference year of 2016 and by 13% compared to the previous year. The proportion of women in senior management, which was 17.5% in 2016, reached 26.2% in 2025.

Proportion of Women in Senior Management Reached
%17,5
in 2016

Proportion of Women in Senior Management Reached
%26,2
in 2025

GRI 3-3

WE ARE EQUAL

The "WE Are Equal" project was launched in 2021 with the understanding that the principle of equality should be strengthened both in corporate practices and in individual behavior and communication. Carried out with the approach of "equal society, equal future," the project includes efforts to raise awareness of gender equality, expand equitable practices, support women's rights, combat discrimination, and strengthen an inclusive work culture. Committee structures have been established to ensure the systematic management of the WE Are Equal project across the Group. This structure supports the identification of corporate priorities, coordination among companies, the sharing of good practices, and the regular monitoring of action plans.

WE Are Equal Committee:
The WE Are Equal Group Committee was established to strengthen corporate leadership in gender equality across different locations, sectors, and company cultures. The Committee is chaired by the CEO of Kibar Holding and the Vice President responsible for Human Resources.

Meeting quarterly, the Committee continues its work with 9 company committees and 81 participants as of 2025. This structure, carried out with the contributions of WE Are Equal Company Leaders, Group Committee Officers, and Company Committee Chairs, contributes to shared learning, experience sharing, and stronger coordination among companies.

Biz Eşitiz

WE Are Equal Committee:
Company committees consist of four women and four men, including general managers. WE Are Equal Company Leaders designated in each company committee support the implementation and dissemination of the decisions taken by the Group Committee across the companies.

Company leaders share updates on the action plans carried out in the companies they are responsible for during quarterly committee meetings. These meetings support the dissemination of best practice examples across companies, the joint evaluation of development areas, and the consistent implementation of equality initiatives across the Group.

Kibar Volunteers:
Kibar Volunteers, consisting of employees from Holding and Group companies, take an active role in projects that create social impact. Within the program, volunteers contribute to initiatives that support gender equality awareness, such as organizing career introduction activities in schools.

WE Are Equal Committee

Chairman
Chief Executive Officer, CEO

Chairman
Vice President responsible for Human Resources

Coordination
Senior Employer Branding Specialist

Industrial Relations Manager

Law Manager

Corporate Communications Manager

Strategy and Business Development Director

Talent Management and Employer Branding Director

GRI 3-3

WE Are Equal Project Milestones

2020-2021:

- Gender equality was addressed in online seminars held with open access to all employees.
- The Gender Equality training prepared by the Mother Child Education Foundation (AÇEV) was made available to all employees via the WE Have The Power Development Platform and was added as a mandatory training in the onboarding process.
- The Gender Equality Guide has been published.

2022:

- The Domestic Violence and Workplace Violence Awareness Guide and the Corporate Responsibility Policy Against Violence have been published.
- The Equality in Language Guide has been published to promote equality in communication.
- Paternity leave has been increased to 14 days.
- A mentoring program has been implemented for employees who are becoming parents or are about to undertake military service.
- A 12-session free psychological support program has been implemented through the AVİTA Employee Assistance Program for employees who are new parents or returning from military service.

2023:

- The Equal Opportunity Model Certificate has been obtained.
- Targets aimed at increasing female employment have been included in the target scorecards of General Managers, Human Resources leaders, and recruitment teams.
- In line with efforts to promote equality in language, awareness posts against violence have been shared three times a week via the Holding's mobile application.
- A Zero Tolerance for Violence Training has been delivered to Human Resources employees across Holding and Group companies.
- A Diversity and Inclusion Workshop has been conducted.

2024:

- The Equal Pay Certificate has been 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.
- 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.

2025:

- Case workshops were conducted to reinforce the Zero Tolerance to Violence approach.
- As part of the WE Are Equal governance model, intercompany workshops were conducted, and a significant portion of the identified improvement actions was implemented.
- The inclusion approach continued to be embedded into employee experience processes, leading to an improvement in the inclusion score in the Interim Pulse Surveys.
- The Prevention of and Response to Misconduct Policy was introduced to foster a safe, inclusive, and respectful workplace.
- Diversity indicators were monitored across young talent programs, and an equal opportunity approach was maintained throughout recruitment and internship processes.
- The WE Are Equal initiative was recognized with the İstanbul University Equal Voices of the Industry Award and the PERYÖN Diversity and Inclusion Management Award.

GRI 3-3

EMPLOYEE ENGAGEMENT AND SATISFACTION

Kibar Group considers employee engagement and satisfaction as key elements of a sustainable employee experience. Collecting employees' expectations, opinions, and suggestions on a regular basis is considered important for strengthening participation in decision-making processes, identifying development areas, and supporting a more inclusive corporate culture across the organization.

Since 2014, the Group has been measuring employees' expectations and opinions through the Employee Opinion Survey conducted by independent institutions. Based on the feedback obtained from the survey results, improvement areas are identified and action plans are developed. As a result of the Employee Opinion Survey analyses conducted in 2023, 95% of the identified initiatives were completed in 2024.

An Employee Experience Team was established in 2024 to manage the employee experience with a more agile, data-driven, and impact-oriented approach. The team works to improve existing practices and implement new initiatives that respond to employee needs.

In 2025, the traditional employee engagement survey approach was replaced with the Pulse Survey application, enabling employee feedback to be monitored at shorter intervals through agile methods. Two Pulse Surveys were conducted during the year. Following the survey conducted in August, employee feedback was analyzed, and work was initiated to plan and implement concrete actions based on the priority outcomes. The second survey conducted in December 2025 aimed to measure the impact of actions implemented throughout the year and to identify key development areas for the upcoming period.

In addition to employee opinion surveys, the Kibar Group Employee Suggestion System also contributes to strengthening a participatory culture. In 2025, 3,187 suggestions were submitted to the Employee Suggestion System, and 1,938 of these were implemented. This structure supports employees in actively contributing to areas such as process improvement, efficiency, occupational safety, quality, and employee experience.

WE ARE WORK, WE ARE LIFE

The "We Are Work, We Are Life" project was launched based on remote working experiences gained during the pandemic, with the aim of making flexible working models that support employee satisfaction and productivity permanent.

Within the scope of the project, three next-generation working models—"Remote+", "Hybrid", and "On-site and Office+"—are implemented in line with different role and work execution needs. These models support employees' work–life balance while contributing to strengthened cross-team collaboration, operational continuity, and a more efficient working culture.

BİZPLUS APPRECIATION, RECOGNITION, AND REWARD PROGRAM

Kibar Group considers making employees' contributions visible, recognizing their achievements, and strengthening a culture of positive feedback as an important component of the employee experience. Through the online recognition, appreciation, and rewards platform BİZPlus, introduced in 2020, managers are able to reward employees within their teams across 18 different categories.

BİZPlus supports making employees' individual contributions visible, as well as their achievements in areas such as teamwork, collaboration, value creation, innovation, and contributions to corporate culture. The program contributes to ensuring that recognition and appreciation processes are conducted in a more systematic, accessible, and widespread manner.

Internal communication channels are used as complementary tools that help employees stay informed about developments across the Group and support the strengthening of a shared corporate culture. In this context, the annual management meeting, the internal network Porttakal, the "Kibarca" magazine, and the corporate mobile application "Mobiliz" are among the main communication channels. In addition, internal communication, sense of belonging, and a culture of collaboration are supported through events that bring employees together.

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

TALENT ACQUISITION

Kibar Group considers qualified human capital as one of the fundamental elements of corporate development, business continuity, and future readiness. In line with this, talent acquisition processes are conducted by taking into account the Group's strategic objectives, workforce needs, technical competency requirements, and corporate values.

Ensuring equal opportunity for all candidates, applying objective evaluation criteria, and matching the right talent with the right position are adopted as the core principles of recruitment processes. The candidate evaluation process for open positions is structured by considering the knowledge, experience, technical competencies, and behavioral competencies required for the role.

Candidate selection processes utilize various tools such as personality inventories, competency-based interviews, and assessment center practices. Various career platforms, databases, and talent sources are utilized to expand the candidate pool and support diversity.

The talent acquisition approach focuses not only on filling open positions but also on bringing competencies that align with the Group's future workforce needs. Graduate talent programs, internship initiatives, and employer branding activities are among the key tools supporting this approach.

K-TEAM YOUNG TALENT INTERNSHIP PROGRAM

The K-Team Young Talent Internship Program is carried out to support young talents in preparing for professional working life and to strengthen the Group's future talent pool. Launched in 2014 with the motto "A real career starts with a real internship," the program provides university students with the opportunity to gain real work experience in Group companies, explore different functions, and experience corporate working culture.

Within the scope of the program, in 2025, 50 young talents had the opportunity to undertake internships in Group companies, and 24 participants were hired.

K-START ON-SITE YOUNG TALENT INTERNSHIP PROGRAM

The K-Start Field Young Talent Internship Program was launched to expand young talent initiatives to include field-based roles. Within the scope of the program, associate degree students are supported in undertaking long-term internships, with the aim of enabling them to gain technical knowledge and field experience, closely understand production processes, and develop competencies aligned with the needs of Group companies.

Within the framework of the K-Start program, collaborations with various universities are carried out and initiatives to attract young talent into the Group are ongoing.

GELECEĞİMİZ İÇTEN PLATFORM

The "Geleceğimiz İçten" Platform was created to increase the visibility of open positions within the Group for employees and to strengthen access to internal career opportunities. Through the platform, open positions within Group companies are shared with employees, supporting their awareness of career development opportunities and enabling them to explore different career paths within the Group.

This practice enables employees to leverage their corporate knowledge and experience across different roles and companies within the Group, while also contributing to the strengthening of cross-company career mobility.

BİZDEN BİRİ PLATFORM

The "BİZden Biri" platform is an employee referral system that allows employees across the Group to recommend suitable external candidates for open positions. The platform enables employees to contribute to the talent acquisition process through their own professional networks. If candidates recommended by employees are successfully hired, the referring employee is rewarded.

GRI 3-3, 404-2

GRI 3-3, 404-2

TALENT MANAGEMENT

Talent management is carried out through a holistic approach aimed at unlocking employees' potential, developing critical competencies, and preparing for the organization's future workforce needs. In this context, employees with high performance and high potential are identified, and career development plans are created by considering employees' career expectations alongside the organization's strategic priorities and competency needs.

Leveraging the advantages of operating within a multi-company structure, employees within the talent pool are supported in gaining experience across different companies, functions, and roles. Cross-company rotation and job change practices contribute to employees gaining exposure to different business areas, developing leadership and managerial competencies, and sharing knowledge across the Group.

Employee development activities focus on strengthening professional knowledge, technical skills, leadership capacity, and behavioral competencies. In this regard, development center practices, trainings that support internal learning and peer-to-peer learning approaches, competency and technical development programs, and online learning tools are utilized. The programs are designed to help employees better understand their strengths and development areas, and are structured in line with individual needs and corporate priorities.

Talent management practices support employees' career development while also strengthening cross-company and cross-functional interaction, increasing corporate knowledge sharing, and contributing to the Group's future readiness capacity.

WE HAVE THE POWER DEVELOPMENT PLATFORM

The "WE Have the Power Development Platform" was launched in 2020 to support employees' development journeys with a more accessible, traceable, and personalized structure. The platform enables employees to independently track their development and access various learning resources anytime and anywhere, regardless of time and location.

The "WE Have the Power Development Platform" supports a continuous learning culture by enabling training processes to be managed from a single centralized system. Through the platform, employees' development needs can be defined in a more systematic way, personalized learning experiences can be offered, and training records can be reported in detail.

The platform's learning analytics and reporting infrastructure contributes to more effective planning, monitoring, and evaluation of training activities. At the same time, efficiency, automation, and digitalization in training operations are being strengthened, while the preservation and transfer of corporate knowledge is supported.

For newly hired employees, the "WE Have The Power Development Platform" also contributes to accelerating their adaptation to the Group's working culture and core processes. Thus, the platform is positioned as a holistic digital development infrastructure that strengthens both individual development and organizational learning capacity.

WE HAVE THE POWER - DEVELOPMENT PROGRAMS

WE Have The Power
Managerial Development Program

WE Have The Power
Specialist Development Program

WE Have The Power
Leadership Development Program

WE Have The Power
Field Leadership Program

WE Have The Power
Development Ambassadors Program

WE Have The Power
Achieving Together HR Development Program

WE Have The Power
Game Changers

WE Have The Power
Development Center

WE Have The Power 2.0
Purchasing Faculty
Digitalization Faculty
Occupational Health and Safety Faculty

GRI 3-3, 404-2

MANAGERIAL DEVELOPMENT PROGRAM

The Managerial Development Program is carried out to strengthen the leadership competencies of first- and middle-level managers and to support the development of a common leadership approach across the Group. The program content is designed by taking into account employee expectations and managerial development needs identified through focus group studies.

Within the program, newly joined or promoted managers are supported with the "WE in Management" module, while managers who lead teams and those who do not are offered content tailored to their respective levels. Within the scope of the "We Are Redesigning Leadership" approach, 155 participants actively contributed to the evaluation of existing managerial competencies through three separate workshops as part of the WE Have The Power 2.0 Managerial Development Program.

In 2025, 174 people participated in the program and received 14 hours of face-to-face training. The program's satisfaction score was 4.7/5.

SPECIALIST DEVELOPMENT PROGRAM

The Specialist Development Program is carried out to develop the professional and behavioral competencies of employees in Assistant Specialist, Specialist, and Senior Specialist positions. Within the scope of the program, employees' development needs are analyzed and training content is structured in line with these needs. 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." These contents aim to increase specialists' contribution to business outcomes, strengthen decision-making and collaboration skills, and support a customer-centric working culture.

In 2025, 14 hours of face-to-face training were conducted with 667 participants within the scope of the program. The program's satisfaction score was measured as 4.7/5.

LEADERSHIP DEVELOPMENT PROGRAM

The Leadership Development Program is carried out to strengthen the leadership competencies of employees at the director level and above and to support the development of a common leadership culture across the Group. The program focuses on re-evaluating the leadership approach in line with evolving business needs and strengthening a management climate that supports trust, collaboration, inclusiveness, and high performance.

Within the scope of the program, participants are provided with workshops, development-oriented trainings, and a range of learning experiences that support leadership practice. Additionally, through the "About Life" module, which includes social life and well-being dimensions, the aim is to enable leaders to develop not only their managerial competencies but also their perspectives that holistically support the employee experience.

In 2025, two Leadership Development Workshops were held with senior management and executive board members. Directors received training in three modules, with 47 individuals receiving 28 hours of training per person. The satisfaction rate for the program was measured at 4.62/5. Three deputy general managers received 35 hours of training in three modules each, and the satisfaction rate for this program was 4.87/5.

FIELD LEADERSHIP PROGRAM

The Field Leadership Program is carried out to strengthen the leadership, communication, team management, and employee experience competencies of frontline employees who manage teams. The program contributes to supporting a common management approach within field teams, strengthening effective communication in daily operations, and ensuring teams are managed in a safer, more efficient, and more inclusive working environment.

The program content also includes topics such as diversity, inclusion, and gender equality, and supports increasing field leaders' awareness of these issues and reflecting an inclusive leadership approach in operational processes.

DEVELOPMENT AMBASSADORS PROGRAM

The Development Ambassadors Program is carried out to strengthen knowledge sharing within the Group, develop the internal trainer and mentor pool, and support employees' personal development. The program contributes to positioning employees not only as learners but also as development stakeholders who share their knowledge and experience.

Within the scope of the program, internal trainer candidates receive "Train-the-Trainer" training to enable them to design effective learning experiences. These trainings cover modern instructional design techniques, learning experience design, adult learning principles, and training delivery skills.

In the mentoring dimension, a structure is implemented that supports mutual learning between volunteer mentors and mentees. Within the scope of the program, reverse mentoring practices are also included, encouraging knowledge sharing across different generations, areas of expertise, and experience levels.

In 2025, the Development Ambassadors Internal Trainer Program was conducted with a focus on office development ambassadors, with 14 participants. As of 2025, there are a total of 82 Development Ambassadors across the Group, including 59 internal trainers and 23 mentors.

UNITED ACHIEVERS

The "Achievers Together" meetings are conducted as a sharing platform that supports regular gatherings of Human Resources teams across Kibar Group and enables coordination on common agendas. Held quarterly, the meetings assess key topics affecting employee well-being, HR processes, system improvements, development practices, and employee experience.

This structure strengthens the sharing of best practices across Group companies, helps make common needs more visible, and supports the HR function in progressing in a more consistent, holistic, and development-oriented manner.

GAME CHANGERS PROGRAM

The Game Changers Program is carried out to support the development of employees in the talent pool and to provide development experiences aligned with different career levels. 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 program through voluntary applications, while candidates at manager and director levels are included in the evaluation process upon senior management

GRI 3-3, 404-2

recommendation. During the acceptance process into the program, participants go through various inventory and assessment tools, and then take part in ongoing training, mentoring, and development activities throughout the year.

Within the scope of the program, participants are supported in making their strengths more visible, addressing their development areas within a structured process, and strengthening the competencies they will need throughout their career journey. Online follow-up workshops contribute to reinforcing learned knowledge and monitoring the development process throughout the year.

In 2025, 23 specialists, 21 managers, and 11 directors participated in the program, receiving a total of 88 hours of training. Online follow-up workshops were also organized. The program's satisfaction score was 4.7/5.

WE HAVE THE POWER - DEVELOPMENT CENTER

Within the "WE Have The Power 2.0" framework, the structured development academies offer modular development programs aimed at strengthening the technical, managerial, and behavioral competencies of specific functions and employee groups. The programs are designed with leveled content tailored to the needs of the relevant functions, supporting employees' development for both their current roles and the responsibilities they may assume in the future.

WE HAVE THE POWER 2.0 - DIGITALIZATION FACULTY

The Digitalization Academy is a modular development program designed to enhance the digital competencies of IT employees, K-TEAM members, and key users. The program focuses on strengthening the technical knowledge, process literacy, system usage competencies, and digital awareness levels of employees contributing to digital transformation processes.

In 2025, 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%.

In 2025, the Digitalization Academy delivered three training sessions for the expert group and five sessions for the field leaders group, providing a total of eight hours of training per participant to 88 employees. The recommendation rate of the program was 92%. In addition, Cultural Transformation Workshops were conducted with the participation of directors and senior executives. Digital Transformation Roadmaps were developed for the companies.

WE HAVE THE POWER 2.0 - OCCUPATIONAL HEALTH AND SAFETY FACULTY

Positioned under WE Have The Power 2.0 initiative and guided by the motto 'WE Are Safe Together,' the Occupational Health and Safety Faculty has been specifically designed for office employees. Designed for office employees, the academy aims to develop occupational health and safety competencies, increase behavioral occupational health and safety awareness, and strengthen leadership capacity that supports a safe working culture.

In 2025, 74 sessions were conducted under nine different headings; each participant received 14 hours of training. The program satisfaction score was measured at 4.8/5.

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

TOTAL REWARD MANAGEMENT

In Kibar Group, Total Reward Management is one of the Human Resources practices that takes a holistic approach to employees' contributions, business outcomes, and the value they add to company performance. The Total Reward approach is structured to cover performance management, compensation, benefits, social benefits, and flexible benefit practices.

Across the Group, Total Reward Management is implemented in alignment with company and Group strategies, aiming to support employees' performance, development, and contribution to corporate objectives. This structure is implemented in an integrated manner with Human Resources processes and is supported by fair and competitive practices that enhance the employee experience.

BİZSMART – PERFORMANCE MANAGEMENT

The performance management process is carried out in line with the Objectives and Key Results (OKR) methodology. The process is not limited to periodic evaluations; it progresses in an agile and continuous development-oriented structure through real-time feedback, mid-term reviews, one-to-one meetings, and regular goal tracking throughout the year.

A high-performance culture is reinforced across the Group through performance ambassadors and OKR coaches, while the continuous development of employees is actively supported. Office employees undergo annual performance evaluations based on the achievement of their business and development goals over the year. In 2025, 792 office employees—including 328 women—were included in performance assessments.

To strengthen the feedback culture, specialist teams are supported with e-learning trainings provided through the WE Have The Power Development Platform.

TOTAL REWARD SYSTEM

Sistem, çalışanların şirket hedeflerine ve iş sonuçlarına katkısını görünür kılmayı ve ödüllendirme süreçlerinin İnsan Kaynakları uygulamalarıyla uyumlu şekilde yürütülmesini desteklemektedir. The system supports making employees' contributions to company goals and business outcomes visible and ensuring that reward processes are aligned with Human Resources practices.

BİZFLEKS – FLEXIBLE BENEFITS

The BİZFlex Flexible Benefits Program provides employees with the flexibility to use their fringe benefits in line with their personal needs and preferences. Within the scope of the program, employees can shop throughout the year using gift vouchers of their choice from among various brand categories.

WAGES POLICY

Wages and employee benefits policies have been designed on an objective, fair, and dynamic structure that is competitive compared to the target market while considering internal balance. In the remuneration process, various criteria—such as job families, roles and responsibilities, knowledge, skills, and competency levels—are taken into account, and the principle of "equal pay for equal work" is applied.

Fair and competitive compensation is ensured through internationally recognized job evaluation methodologies and salary benchmarking studies. Social benefits and fringe benefit practices are also regularly reviewed, taking into account employee needs, market analyses, and country conditions.

HUMAN RESOURCES ANALYTICS

Kibar Group positions human resources analytics as an important decision-support area that underpins strategic decision-making processes. Managing human resources data in a unified, standardized, and reliable structure contributes to providing decision-makers with up-to-date, consistent, and meaningful data, and supports generating insights in areas such as employee engagement, workforce planning, talent management, employee experience, and organizational efficiency.

In 2025, with the HR Dashboard implemented via the Qlik Sense platform, human resources metrics have become centrally, in real time, and in a standardized format monitorable. Made available to senior management, this system supports tracking strategic priorities through data and managing actions in a measurable way. With the "Data Completeness and Accuracy Panel," human resources data quality can be monitored in real time; the Qlik Sense-based reporting infrastructure strengthens strategic visibility.

Within the framework of the Group's "X+2 Policy," human resources processes and reporting have been simplified and integrated with automation and digital solutions. These efforts contribute to faster decision-making processes, stronger process standardization, and increased organizational efficiency.

A digital project management platform has been adopted across the Group to ensure holistic tracking and automated reporting of the Human Resources systems project portfolio. This practice supports increasing process discipline, transparency, and traceability in project management.

Within the scope of process automation, eight Robotic Process Automation (RPA) solutions were implemented in Human Resources processes in 2025. RPA applications contribute to reducing manual workload in repetitive tasks, increasing consistency in data processing, and enabling HR teams to focus on more analytical and value-adding activities.

With a focus on improving employee experience, employee experience teams consisting of employees from different functions have been established, enabling HR projects to be enriched with more inclusive insights. In addition, by transitioning to a digital platform in the performance evaluation processes of field employees, the traceability, consistency, and sustainability of the evaluation processes have been strengthened.

To support the continuity of human resources technologies, system and vendor transitions have been completed for recognition, flexible benefits, and digital learning platforms. The Human Resources Analytics function is supported by centralized analytics platforms where 15 different system vendors are managed in an integrated manner, contributing to the development of the Group's insight-driven, agile, and data-based human resources architecture.

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

OCCUPATIONAL HEALTH AND SAFETY

Kibar Group considers occupational health and safety as a fundamental element of operational continuity, employee well-being, and a responsible approach to business. 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.

Across the Group, Occupational Health and Safety (OHS) management is addressed through a holistic structure covering hazard identification, risk assessment, legal compliance monitoring, employee participation, contractor management, training, audits, and continuous improvement processes. To prevent occupational accidents and diseases, periodic risk assessments are conducted, and identified risks are evaluated based on their impact and likelihood levels. The Fine-Kinney method is used in risk assessment processes; based on the results, action plans are prepared, implementations are monitored, and updated when necessary.

Physical, chemical, ergonomic, and psychosocial risks arising from the working environment are regularly assessed. Measurement, analysis, and improvement activities are carried out in areas such as noise, volatile organic compounds (VOCs), thermal comfort, ventilation conditions, machine safety, and ergonomics. Stress factors arising from workload, working hours, and the work environment are also considered within the scope of psychosocial risks, and measures that support employee well-being are developed.

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 are determined in accordance with the principles defined in legislation, and employee participation in occupational health and safety processes is ensured through OHS committees.

With the understanding that the OHS culture should not be limited only to employees, contractor companies and relevant business partners are also included in the processes. Within the scope of contractor management, compliance of business partners with OHS requirements is monitored, and the alignment of on-site practices with Group standards is supported.

Regular trainings are provided to ensure that employees can act consciously against risks, and practices such as Life Safety Coaching aim to strengthen a culture of safe behavior. Within Kibar Group, security personnel who do not hold a private security certificate are not employed; security staff are also provided with customer relations and communication trainings that include behavior modules aligned with human rights policies and procedures.

This management approach, supported by employee participation and continuous improvement principles, contributes to strengthening safe, healthy, and sustainable working environments.

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

EMPLOYEE HEALTH

Employee health is supported through preventive healthcare services, regular medical check-ups, health support programs, and workplace environment improvements. In this scope, employees are provided with private health insurance and the Avita application; mobile medical laboratory services, full-time physician support, 24/7 healthcare staff at relevant facilities, vehicle provision for patient transfer, and periodic health screenings are also provided.

To provide a healthy and comfortable working environment for office employees, ergonomic equipment is supplied, and regular hygiene tests are conducted at facilities. Special measures tailored to the needs of employees with chronic illnesses, pregnant employees, and breastfeeding employees are implemented.

In 2025, within the scope of employee well-being initiatives, feasibility studies were conducted in shared spaces such as lactation rooms, cafeterias, and restrooms; action plans were completed based on improvement recommendations. Vaccination and various screening programs for both female and male employees have also been included in health insurance coverage.

OCCUPATIONAL HEALTH AND SAFETY DIGITAL PROCESS MANAGEMENT

Digital tools are utilized to monitor and record occupational health and safety processes and to track related actions. 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.

This structure supports the systematic tracking of OHS data, the planning of corrective and preventive actions, and the continuous improvement of health and safety practices.

OCCUPATIONAL SAFETY, HEALTH, AND ENVIRONMENTAL WORKSHOP

The Occupational Health, Safety and Environment Workshops held annually across the Group serve as an important platform for evaluating annual OHS and environmental performance, sharing best practices, identifying development areas, and planning joint actions.

During the workshops, performance indicators are reviewed, awareness initiatives are designed, projects are planned, and audit standards are developed. This structure contributes to strengthening the Occupational Health, Safety and Environmental management culture across the Group.

OCCUPATIONAL SAFETY, HEALTH, AND 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, Group companies' compliance with relevant legislation, compliance commitments, and Kibar Holding's OHS and Environmental principles is reviewed.

Audits are conducted by teams consisting of occupational health and safety (OHS) and environmental professionals. The companies' strengths and areas for improvement are identified, and necessary corrective actions are determined. 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 TRAININGS

Occupational health and safety trainings are conducted regularly to increase employees' awareness of risks and to strengthen a culture of safe behavior. In 2025, employees received 57,234 hours of OHS training.

To disseminate the OHS culture across the value chain, subcontractor employees are also included in training processes. In 2025, subcontractor employees were provided with a total of 4,762 hours of training.

HAZARD REPORTING AND SUGGESTION SYSTEM

The Hazard Reporting and Suggestion System was introduced to strengthen the safety culture and increase employee participation. The system enables employees to report hazards that may compromise occupational safety through the Mobiliz application. These reports are assigned to the relevant responsible parties through the eBA system and tracked until completion.

Employees working at manufacturing sites can submit hazard suggestion reports through the system. Since the implementation of the system, more than 3,000 hazard suggestion reports have been recorded, enabling their systematic tracking and reporting.

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. The program supports field employees in looking at their work and working environment from a different perspective, increasing awareness of safe behavior, and strengthening a shared sense of responsibility within teams.

The behaviors and development areas observed within the program are monitored by unit managers, ensuring that field feedback is reflected in improvement processes.

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 program supports the integration of safety culture into daily work practices through digital applications, field awareness activities, and initiatives that engage social life.

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

OCCUPATIONAL HEALTH & SAFETY PERFORMANCE

Kibar Group regularly monitors occupational health and safety performance through indicators such as accident frequency rate, accident severity rate, fatal accidents, and occupational disease metrics, and uses the results to identify areas for improvement.

As a result of occupational health and safety practices, the accident frequency rate decreased by 7.1% and the accident severity rate decreased by 20.9% in 2025 compared to the previous year. No fatal accidents or occupational diseases occurred in 2025.

The **accident frequency rate** decreased by

%7,1

in 2025 compared to the previous year.

The **accident severity rate** decreased by

%20,9

in 2025 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

Employees' professional development as well as work-life balance, sense of belonging, and well-being are considered important components of the employee experience. In this regard, practices are implemented that support employees' social life, enhance engagement, and promote a more balanced working life.

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. These practices contribute to improving employees' quality of life, increasing organizational belonging, and creating a more inclusive employee experience.

The Group also establishes corporate discount agreements across various categories, enabling employees to benefit from products and services under advantageous conditions. These initiatives contribute to the development of social benefits that support employee well-being.

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.

Employees and their families can receive consultancy from experts in relevant fields regarding their questions and needs. 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.

KİBAR GROUP SPORTS FESTS

Launched in 2016 to encourage employees to engage in sports, strengthen communication among them, and contribute to building a "WE (BİZ)" culture, the "Kibar Group Sports Fest" is one of the initiatives aimed at enriching employees' social lives. These activities, which enrich employees' social life, contribute to bringing together teams from different companies and increasing internal engagement within the organization.

As part of the Sports Festival, individual and team competitions are held across various disciplines, including basketball, football, volleyball, running, and table tennis. In addition to physical activities, the Kibar e-Sports Festival held in a digital environment also offers participation opportunities that appeal to employees' diverse interests.

WE INNOVATE FOR THE FUTURE

We view product and service quality, customer satisfaction, and innovation as the cornerstones of future readiness. Through technological advancement, R&D, digitalization, and continuous improvement, we develop solutions that adapt to evolving needs.

GRI 3-3

WE INNOVATE for the future

The Kibar Group combines its deep-rooted industrial expertise with a commitment to quality, customer focus, technological advancement, and innovation to develop products, services, and solutions that address the evolving needs of the industries in which it operates. The Group evaluates customer expectations not only based on current demands, but also in the context of emerging needs, market dynamics, and technological transformation trends.

Existing products, systems, and processes are regularly reviewed, and continuous improvement initiatives are implemented to enhance quality, efficiency, reliability, and sustainability performance. Modern manufacturing technologies, R&D, innovation, and digitalization initiatives contribute to improving operational efficiency, supporting access to new markets, enhancing product and service quality, and reducing environmental impacts.

This section presents the Kibar Group's initiatives in product and service quality, customer satisfaction, R&D and innovation, digitalization, artificial intelligence, and information security.

Related Capital Elements
- Intellectual Capital

Material Topics:
- Customer Satisfaction
- R&D, Innovation, and Digitalization

Sustainable Development Goals Supported:

GRI 3-3, 417-1

QUALITY OF PRODUCTS AND SERVICES

The Kibar Group regards product and service quality as one of the key drivers of customer satisfaction, product safety, operational reliability, and competitiveness. Group companies structure their processes in line with the quality, safety, and compliance requirements of the industries in which they operate, while continuously enhancing product and service performance through continuous improvement.

Quality management practices are implemented to meet customer expectations, ensure product safety, improve process efficiency, and prevent potential nonconformities. In this context, quality and safety procedures are regularly reviewed, and improvement initiatives are implemented in accordance with applicable standards, customer requirements, and industry requirements.

Customer satisfaction is regularly monitored through independent surveys and feedback mechanisms. The results are used to evaluate the customer experience, identify areas for improvement, and plan improvement initiatives to enhance the quality of products, services, and processes.

GRI 3-3, 417-1

CUSTOMER SATISFACTION AND QUALITY PRACTICES

Kibar Group companies structure their quality management, product safety, feedback management, and continuous improvement practices in line with the requirements of the industries in which they operate and customer expectations. The following are the key customer satisfaction and quality practices implemented by the companies included in the reporting scope.

CUSTOMER SATISFACTION AND PRODUCT QUALITY AT ASSAN ALÜMİNYUM

Assan Alüminyum monitors applicable national and international regulations, particularly the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Regulation, to help ensure that its products meet health, safety, and compliance requirements. In this context, product samples are tested annually by accredited laboratories, and Declarations of Conformity are prepared based on the test results. In 2025, 9 certification audits conducted by independent third-party organizations were successfully completed, ensuring the continued validity of existing certifications.

Assan Alüminyum regularly measures customer satisfaction and uses customer feedback to improve its products, services, and processes. In the customer satisfaction survey conducted in 2025, the customer satisfaction score was 85 out of 100.

Service processes are regularly enhanced to strengthen the customer experience. Customer service level indicators are monitored to enable faster and more effective responses to customer requests, while enhancements such as access to historical data, flexible task assignment, and advanced filtering are implemented in processes managed through the eBA platform. In 2025, responsiveness to customer requests received a score of 4.3 out of 5.

Customer communication is carried out through a multifaceted approach that includes technical information sharing, product documentation, digital communication channels, and regular meetings. Customers receive technical training on industry developments, and product deliveries are accompanied by information such as package labels, test certificates, and product specifications. Company updates are shared through social media content and e-newsletters, while regular communication is maintained through evaluation meetings with authorized dealers and business partner meetings involving customers.

Data sharing and collaboration with customers also continue in the areas of sustainability and climate. Under the Carbon Border Adjustment Mechanism (CBAM), emissions data were shared with relevant customers on a quarterly basis throughout 2025. In addition, Environmental Product Declaration (EPD) initiatives are underway to provide transparent data on the environmental performance of product groups. These initiatives support customers' carbon footprint calculations and sustainable supply chain management processes. ESG-related environmental performance questionnaires received from customers are responded to regularly, while initiatives to develop products and services with lower carbon footprints continue.

CUSTOMER SATISFACTION AND PRODUCT QUALITY AT ASSAN HANİL

Assan Hanil manages its manufacturing processes in accordance with international quality standards and customer specifications to ensure product quality, product safety, and customer satisfaction. The health and safety impacts of products and services are regularly monitored, and control mechanisms are implemented to prevent the use of unauthorized or prohibited chemicals in production areas and throughout the facilities.

In 2025, the Company obtained ISO 22301 Business Continuity Management System certification for the first time, strengthening its business continuity management capabilities. This certification is regarded as a significant step toward strengthening operational continuity, managing critical processes, and enhancing preparedness for potential disruptions.

A barcode system is used in manufacturing processes to support product traceability. In mass production, laboratory testing, incoming quality inspections, and in-process quality inspections are carried out in accordance with technical drawings and customer specifications. These practices contribute to the regular verification of products' compliance with quality and safety requirements.

Feedback from suppliers and customers is managed through a structured process. Feedback is evaluated in accordance with the 8D problem-solving methodology, and corrective actions are defined by cross-functional teams led by the Quality Department. Interim containment actions are communicated to customers within 24 hours, while permanent corrective actions are shared within 48 hours. The root cause of the problem, the actions taken, and follow-up results are documented in reports and regularly monitored.

Customer satisfaction surveys are conducted annually by an independent research company to measure customer satisfaction. Survey results are used to evaluate customer satisfaction, loyalty, likelihood to recommend, and areas for improvement. Based on the identified areas for improvement, the relevant departments develop action plans, and their implementation is monitored throughout the year.

At Assan Hanil, customer relationships are developed with sustainability and environmental responsibility expectations in mind. The design of products and services incorporates solutions that support energy efficiency and help reduce carbon footprints. Improvement initiatives are carried out to enhance products and services based on customer feedback and climate-related expectations.

CUSTOMER SATISFACTION AND PRODUCT QUALITY AT ASSAN HANİL

Assan Panel considers product quality and customer satisfaction among its key priorities and develops solutions that address the construction industry's expectations for energy efficiency, safety, and sustainability. Its high-performance insulated panel products contribute to improving energy efficiency and reducing

energy consumption in buildings. Panel solutions designed to accommodate rooftop solar PV systems enable customers to generate electricity from renewable energy sources and reduce their carbon footprints.

The Company reinforces product quality and performance through national and international certification processes. Assan Panel, whose environmentally friendly products are certified under UL GREENGUARD and GREENGUARD Gold, became the first company in its field in Türkiye to earn ISCC PLUS certification through its BioCore technology, which is developed using bio-based raw materials such as waste oils. In addition, its 100 mm mineral wool–insulated sandwich panel achieved an REI 180 fire resistance classification, representing one of the highest levels of fire resistance performance.
In 2025, the Company strengthened its capabilities in quality, product development, and business continuity management by obtaining the IdeaCore and ISO 22301 Business Continuity Management System certifications.

Customer feedback is systematically evaluated as part of customer satisfaction management. Suggestions and complaints received from customers are categorized and analyzed, and improvement initiatives are carried out based on the findings. In addition, customer satisfaction surveys are conducted annually to measure customer satisfaction. Survey results are used as a key input in improving service quality and identifying areas for improvement in the Company's performance.

To ensure the timely handling of customer and dealer requests, communication channels are used effectively, and inquiries received via email and telephone are evaluated and responded to.

CUSTOMER SATISFACTION AND PRODUCT QUALITY AT İSPAK

İspak aims to meet its customers' sustainability requirements by developing compostable and recyclable packaging solutions. The Company considers customer satisfaction a core element of its continuous improvement approach and regularly monitors its performance in this area. Customer satisfaction is measured through annual surveys, and the feedback collected is used to improve products, services, and processes.

At İspak, product quality and safety are supported through quality management systems and standardized testing processes. The health and safety impacts of product and service categories are systematically assessed in accordance with the requirements of the ISO 9001 Quality Management System, the ISO 22000 Food Safety Management System, and the BRC Packaging Materials Standard. The assessments take into account product design, raw material selection, manufacturing processes, and the intended end use of the products.

For food-contact packaging, food safety, product safety, traceability, declarations of compliance, and the prevention of contamination risks are among the key priorities. Hazard analyses and control mechanisms implemented within this framework support the proactive management of product- and process-related risks.

The Quality Control Unit ensures end-to-end traceability throughout the manufacturing processes. The test methods applied by the Company are carried out in accordance with internationally recognized standards, including those established by the International Organization for Standardization (ISO) and ASTM International. When necessary, support is obtained from accredited external laboratories, and quality processes are regularly audited by certified internal auditors.

As part of product deliveries, customers are provided with quality certificates containing the product's technical specifications and measurement results. These certificates include the tests performed for each product, the standards applied, and the results obtained.

İspak also considers environmental performance and climate-related issues to be key areas of focus in its customer relationships. In this context, customer requests for information on carbon footprints, emissions calculations, and material properties are addressed, and the relevant data are shared in line with the Company's existing calculation and reporting framework.

GRI 3-3, 417-1

QUALITY MANAGEMENT SYSTEMS AND PRODUCT CERTIFICATIONS

Kibar Group companies conduct their operations in accordance with management systems and product certifications that support the quality, product safety, environmental, occupational health and safety, information security, energy management, and compliance requirements of the industries in which they operate. These certifications contribute to the systematic management of processes, the maintenance of product and service quality, the fulfillment of customer expectations, and the support of continuous improvement initiatives.

The quality, safety, and compliance processes related to the Group companies' products and services are managed in accordance with national and international standards. In 2025, audits related to quality, safety, and certification were successfully completed, ensuring the continued validity of existing certifications. During the same reporting period, no complaints or incidents related to non-compliance with health and safety regulations or voluntary standards applicable to products and services were reported.

The table below presents the quality management systems and product certifications of the Group companies.

Company	Management Systems	Product Compliance and Sustainability Certifications
Assan Alüminyum	ISO 22301: Business Continuity Management System ISO 50001: Energy Management System ISO-IEC 27001: Information Security Management System ISO 9001: Quality Management System IATF 16949: Quality Management System ISO 14001: Environmental Management System ISO 31000: Corporate Risk Management System ISO 22000 Food Safety Management System ISO 45001: Occupational Health and Safety Management System	ASI: Aluminium Stewardship Initiative Performance Standard CE: EU Certificate of Conformity NSF: International Health Organization Certificate of Conformity Kosher: Kosher Food Conformity Certificate ISPM 15: Wood Packaging Materials Certificate of Conformity Zero Waste Certificate
Assan Hanil	ISO-IEC 27001: Information Security Management System ISO 9001: Quality Management System IATF 16949: Quality Management System ISO 14001: Environmental Management System ISO 31000: Corporate Risk Management System TS 45001 (OHSAS): Occupational Health and Safety Management System	Zero Waste Certificate (for 3 facilities)
Assan Panel	ISO 22301: Business Continuity Management System ISO 9001: Quality Management System ISO 14001: Environmental Management System ISO-IEC 27001: Information Security Management System ISO 31000: Corporate Risk Management System ISO 45001: Occupational Health and Safety Management System	LPCB: Fire Safety Certificate ISCC Plus: International Sustainability & Carbon Certification 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) TS EN 508-1: Roofing Sheets, Trapezoidal Section Corrugated Sheet Certificate FM Approval: Fire safety certificate Greenguard GOLD: Certificate of compliance with standards ensuring that the product is not harmful to human health due to chemical emissions
İspak	ISO 9001: Quality Management System ISO 14001: Environmental Management System ISO 45001: Occupational Health and Safety Management System ISO 50001: Energy Management System ISO-IEC 27001: Information Security Management System ISO 22000: Food Safety Management System	BRCGS Packaging Materials FSC® (Forest Stewardship Council) Halal Certification Kosher Certification FDA/IMS Compliance (US Food Contact Compliance) Zero Waste Certificate SEDEX / SMETA Audits

OPERATIONAL EXCELLENCE

Quality management is not limited to control and compliance processes; rather, manufacturing, supply chain, and logistics processes are continuously improved through an operational excellence approach. In this context, efficiency, process standardization, digitalization, data-driven decision-making, and continuous improvement are among the priority areas for improvement.

These initiatives contribute to strengthening operational performance, enhancing process traceability and efficiency, and delivering products to customers more quickly, reliably, and with consistent quality. The key operational excellence initiatives implemented during the reporting period are presented below.

ASSAN ALÜMİNYUM – PRODUCTION INFRASTRUCTURE MODERNIZATION

At Assan Alüminyum, production infrastructure modernization initiatives are carried out to strengthen the technical capabilities of production lines and support consistent product quality. Improvement projects implemented across the production lines enhance control, measurement, and monitoring capabilities, contributing to the consistent, reliable production of products that meet quality standards.

These initiatives support the maintenance of production performance, the continuous improvement of product quality, and the enhancement of manufacturing flexibility to meet diverse customer requirements.

ASSAN ALÜMİNYUM – PROCESS IMPROVEMENT AND PRODUCT QUALITY PROJECTS

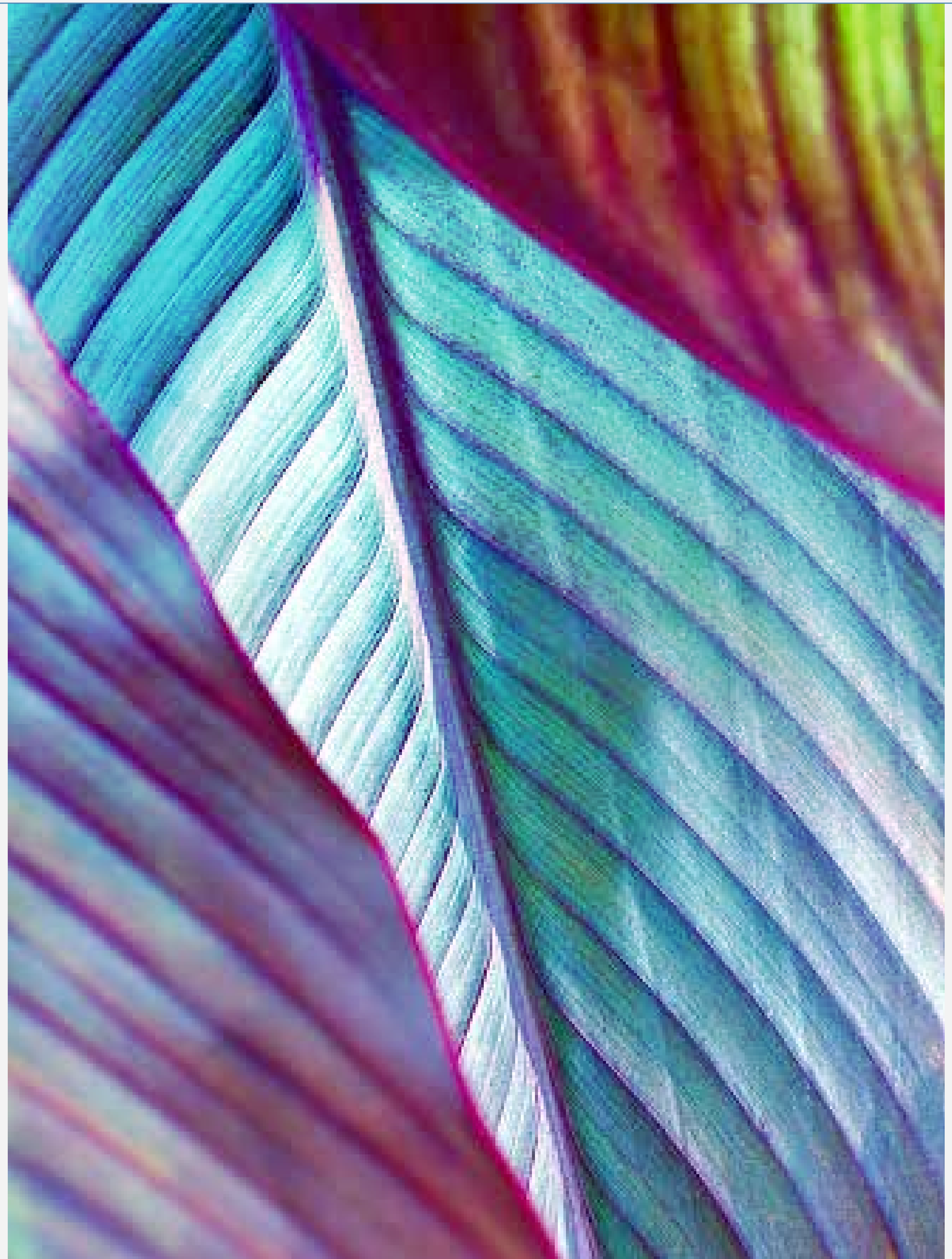
Through process improvement initiatives implemented at Assan Alüminyum's Dilovası and Tuzla plants, the technological infrastructure of production lines is enhanced, and process parameters affecting product quality are managed more effectively. The improvements implemented contribute to enhanced product surface quality, the reduction of cosmetic defects that may occur during production, and improved process stability.

The initiatives also strengthen the production lines' ability to manufacture diverse product groups in line with high quality expectations, while enhancing product performance, process reliability, and consistent product quality.

İSPAK – SUPPORTING PRODUCT QUALITY THROUGH OPERATIONAL EFFICIENCY AND PROCESS OPTIMIZATION

At İspak, improvement initiatives were implemented in packaging operations across production and logistics processes to support product and service quality. As part of the project, packaging processes were analyzed, packaging variety was reduced, unnecessary packaging steps were eliminated, and standardized packaging practices were implemented.

As part of these initiatives, packaging specifications were reviewed, incorrect specifications were corrected, and processes were standardized. As a result of these improvements, packaging times were reduced, material consumption decreased, and shipment security and delivery quality were enhanced. As a result, these improvements support the faster, safer, and more standardized delivery of products to customers.



GRI 3-3

R&D AND INNOVATION

Kibar Group's R&D and innovation approach focuses on advancing its products, processes, and business models in response to evolving market conditions, technological transformation, and sustainability expectations. The initiatives carried out across the Group companies deliver tangible outcomes in enhancing product performance, improving production processes, optimizing resource use, and reducing environmental impacts.

These activities contribute to the development of high value-added products and services, the integration of digital technologies into business processes, and the strengthening of data-driven decision-making capabilities. In this way, these activities support the enhancement of operational capabilities, enable a more effective response to customer needs, and facilitate the evaluation of new business models.

To enhance its innovation capacity, Kibar Group collaborates with universities, research institutions, technology providers, and business partners from diverse industries. These collaborations support knowledge sharing, foster a culture of co-development, and facilitate the integration of diverse areas of expertise into R&D processes.

There are 115 R&D employees in the companies within the reporting scope. As part of its R&D activities in 2025, Kibar Group was granted 12 patents and filed 7 patent applications. During the same period, TRY 328 million was invested in R&D activities.

Across the Group, companies conduct R&D and innovation activities across a range of product, process, and technology areas in line with the dynamics of their respective industries and evolving customer needs. The key company-specific R&D and innovation projects carried out during the reporting period are presented below.

ASSAN ALÜMİNYUM R&D AND INNOVATION PROJECTS

Assan Alüminyum conducts its R&D activities through its R&D Center, which is officially certified by the Republic of Türkiye Ministry of Industry and Technology. The Company collaborates with academic institutions, including Marmara University, İzmir Institute of Technology, Technische Universität Bergakademie Freiberg, and Gebze Technical University, as part of its R&D activities. It also contributes to industry knowledge sharing through its engagement with national and international organizations such as Aluminium Deutschland (AD), European Aluminium Association (EAA), and the Automotive Technology Platform (OTEP). Technical capability development is further supported through consultancy services provided by academic experts in relevant fields.

Assan Alüminyum's R&D efforts focus on developing products with high recycled content and a low carbon footprint. In this context, efforts are underway to develop supply chain solutions that increase the use of low-carbon primary aluminum and secondary aluminum, while promoting the broader adoption of recycling-friendly alloys.

In 2025, a U.S. patent entitled "An Aluminum Alloy Material Suitable for Use in the Food Industry and the Production Method Thereof" was granted, while in Türkiye, a patent application entitled "Work Roll and Bearing Configuration in Rolling Mills" was filed.

PROCESS INNOVATION: DİLOVASI MELTING FURNACE CHARGING CAR PROJECT

Assan Alüminyum integrates innovative technologies into its production infrastructure to enhance production efficiency, optimize energy use, and reduce emissions. As part of these efforts, work was initiated at the Dilovası plant to install a fully automated raw material charging system integrated with the melting furnaces. As part of the project, a charging car scheduled for commissioning will automate and control the loading of raw materials into the melting furnaces, enabling a faster and more uniform charging operation. This system is expected to reduce the time the furnace door remains open, minimize energy losses, and improve production efficiency.

A more uniform charging operation is expected to deliver savings of up to 8.6% in natural gas and electricity consumption, while achieving a 4.85% improvement in energy efficiency and a corresponding increase in melting rate during the melting process. In addition, reducing the time the furnace door remains open is expected to decrease oxidation-related raw material losses by 0.2% and slag formation by 0.3%.

The project is expected to reduce CO2 emissions by approximately 6.99 tonnes per charging operation. The project is also expected to enhance occupational health and safety by eliminating the manual charging operation performed using forklifts, thereby reducing the risk of workplace accidents associated with molten metal handling.

ASSAN HANİL R&D AND INNOVATION PROJECTS

With an R&D team of 80 professionals, Assan Hanil carries out product and process development activities in line with the transformation of the automotive industry, evolving customer expectations, and sustainability priorities. The Company's R&D efforts focus on lightweighting, cost optimization, quality improvement, and increasing the use of recyclable and bio-based materials.

In 2025, the Company conducted R&D activities focused on the circular economy and sustainable material solutions across recycling technologies, bio-based and alternative material development, digitalization, and advanced manufacturing. These activities were carried out in collaboration with universities, research institutions, and industry stakeholders, with a focus on strengthening circularity across the automotive plastics value chain.

During the reporting period, the Company also continued its work on bioplastics, localization initiatives, and Digital Product Passport (DPP) applications. In 2025, Assan Hanil was granted 9 patents and filed 6 patent applications.

CIRCULAR AND ALTERNATIVE MATERIALS DEVELOPMENT PROJECT

Assan Hanil conducts circular and alternative materials development activities to increase the use of recycled materials in automotive interior and exterior plastic components. As part of the project, trials were conducted on the use of alternative materials, such as jute fiber and walnut shells, in combination with recycled plastics.

GRI 3-3

The resulting samples were subjected to performance testing against standard raw materials. In addition, technical feasibility and cost assessments of the use of recycled materials were conducted, and viable solution alternatives were identified in terms of production processes and product performance.

GMT-BASED LIGHTWEIGHTING AND CARBON REDUCTION PROJECT

Assan Hanil is carrying out development activities to convert a metal bumper reinforcement component into a composite structure in line with its lightweighting and sustainable material use objectives for automotive components. As part of the project, alternative product designs using Glass Mat Thermoplastic (GMT), a material offering high strength and impact resistance, were developed, and prototype units were manufactured.

The developed composite structure was analyzed and tested against the existing metal component to evaluate its mechanical performance, durability, and safety. The project aims to contribute to vehicle lightweighting by reducing component weight, thereby supporting lower energy consumption and carbon emissions during the vehicle use phase.

INNOVATION AWARD FOR ASSAN HANİL

Assan Hanil's GMT-Based Lightweighting and Carbon Reduction Project received the Supplier Industry Contribution to Sustainability Award at the 2025 Automotive Manufacturers Association (OSD) Supplier Industry Achievement Awards.

The project was recognized for its innovative approach to lightweighting, sustainable material use, and carbon reduction in automotive components.

ASSAN PANEL R&D AND INNOVATION PROJECTS

Assan Panel carries out its R&D activities with a team of 11 professionals at its Euronorm-compliant laboratory, which is equipped with the hardware and software infrastructure required to perform physical and mechanical testing of sandwich panel products. At the AssanChem Polyurethane Production Plant, the Company conducts activities focused on the development of polyurethane core filling materials for sandwich panels, as well as the design and production of sandwich panels and polycarbonate panels.

The Company's R&D activities focus not only on enhancing product performance but also on developing solutions that reduce environmental impacts, improve energy efficiency, and promote the use of sustainable materials. In this context, the Company carries out projects focused on next-generation insulation technologies, the use of recycled content, bio-based raw materials, and low-carbon product development.

In 2025, the low-carbon IdeaCore next-generation insulation technology was developed, integrating core filling technologies focused on increasing recycled content and reducing the use of hazardous raw materials into environmentally friendly sandwich panel products. Under the BioCore project, ISCC PLUS certification was obtained for an insulation technology based on bio-based raw materials.

INNOVATION AWARD FOR ASSAN PANEL

Assan Panel received an award at the Future Investment Awards, organized by the Turkish Construction Material Producers Association (İMSAD), for its BioCore next-generation bio-based insulation technology.

İSPAK R&D AND INNOVATION PROJECTS

At İspak, R&D activities focus on developing low-carbon flexible packaging solutions with reduced environmental impacts. In line with this approach, material optimization, the development of recyclable packaging structures, and the reduction of the carbon intensity of products are among the Company's key R&D priorities.

During the reporting period, approximately 50% of the Company's R&D budget was allocated to the development of low-carbon products with reduced environmental impacts. During the reporting period, two patents were granted.

Emission reduction initiatives aimed at improving packaging efficiency were also implemented during the planning and execution phases. These initiatives contribute to improving resource efficiency in production and packaging processes while reducing the environmental impacts associated with operational activities.

RECYCLABLE AND LOW-CARBON PACKAGING SOLUTIONS

İspak conducts development activities aimed at replacing composite and difficult-to-recycle packaging structures with recyclable, low-carbon alternatives. In line with this approach, reducing plastic use, enhancing the compatibility of packaging structures with recycling systems, and improving resource efficiency are among the Company's key R&D priorities.

GRI 3-3

SINGLE-LAYER PAPER TEA PACKAGING DEVELOPMENT PROJECT

As part of the project, recyclable single-layer paper-based packaging structures were developed to replace the composite structures commonly used for the outer wrappers of single-serve tea bags. This project contributes to simplifying packaging structures and enhancing their compatibility with recycling systems.

DRY COFFEE PACKAGING DEVELOPMENT PROJECT

Monomaterial recyclable packaging structures providing effective moisture, aroma, and oxygen barrier performance were developed to replace the PET/AL/PE composite structures commonly used in dry coffee packaging. The project focuses on increasing the recyclability of the packaging while maintaining product protection performance.

PAPERBOARD FOOD CONTAINER AND PAPER CUP DEVELOPMENT PROJECT

Recyclable alternative packaging solutions featuring a paperboard/barrier coating structure were developed for food containers and paper cups that traditionally use paperboard/PE structures with limited recyclability. This initiative supports enhanced recyclability in single-use food packaging while reducing the use of plastic-based coatings.

SUSTAINABLE REFBACK REFRIGERATOR REAR PANEL DEVELOPMENT PROJECT

İspak focuses on developing more sustainable and cost-effective alternatives to the conventional composite structures used in the production of refrigerator rear panels. As part of the project, development activities are underway on new structural designs that maintain product performance while offering enhanced strength and improved fire resistance.

These development activities aim to provide customers with sustainable quality and cost advantages, support resource efficiency, and strengthen İspak's competitive position in the market. The project contributes to the development of sustainable packaging solutions by addressing both material performance and resource efficiency.

ENERGY-EFFICIENT AND LOCALIZATION-FOCUSED PACKAGING SOLUTION VACUUM INSULATION PANEL (VIP) PACKAGING DEVELOPMENT PROJECT

Development activities are underway to enable the domestic production of high-barrier Vacuum Insulation Panel (VIP) packaging used as the outer layer of vacuum insulation panels for the household appliances, insulation, and construction industries. Through the domestic production of this packaging, which is currently sourced exclusively from abroad, the project aims to reduce the dependence of manufacturers in Türkiye on imported supplies while providing cost advantages.

With an estimated global market of approximately 5–6 million m^2 in the refrigerator industry, this product is expected to reduce energy losses during refrigerator operation by 25–30% compared with conventional insulation materials.

ASIM KİBAR MAVİ DAMLA (BLUE DROP) AWARDS

The Asım Kibar Mavi Damla (Blue Drop) Awards, organized annually across the Kibar Group, promote the visibility of employees' innovative ideas, support their transformation into implementable projects, and encourage the dissemination of successful practices throughout the Group.

Through this initiative, a culture of continuous improvement and innovation is fostered, employee contributions are recognized and rewarded, and ideas originating from the shop floor are aligned with the Group's strategic priorities.

The award program strengthens employees' active participation in business processes while promoting the sharing of best practices and contributing to the development of a culture of organizational learning.

The Asım Kibar Mavi Damla (Blue Drop) Awards are structured around four categories: Digitalization, Innovation, Efficiency, and Customer Focus. In 2025, the Sustainability Special Jury Award was introduced to the program, enabling the environmental, social, and governance (ESG) impacts of projects to be assessed more comprehensively during the evaluation process. This approach supports the integration of a sustainability perspective across all project areas.

In 2025, 29 projects were submitted to the program by 178 participants, and 12 projects received awards.

SUSTAINABILITY SPECIAL JURY AWARD

Assan Panel's IdeaCore next-generation insulation technology received the First Prize in the Shaping the Future Through Innovation category and the Sustainability Special Jury Award at the Asım Kibar Mavi Damla (Blue Drop) Awards.

GRI 3-3

DIGITALIZATION & ARTIFICIAL INTELLIGENCE (AI)

The Kibar Group considers digitalization one of its strategic development priorities for enhancing operational efficiency, standardizing processes, enabling data-driven decision-making, ensuring system continuity, and strengthening its technological infrastructure. Across the Group companies, projects are being implemented in the areas of Industry 4.0 applications, enterprise systems transformation, hyperautomation, industrial digitalization, data analytics, and artificial intelligence. Technological developments and business needs are regularly assessed, and digitalization priorities are incorporated into annual roadmaps.

ENTERPRISE APPLICATIONS AND SYSTEMS TRANSFORMATION

Within the enterprise applications layer, systems transformation initiatives are implemented to support the operational needs and growth objectives of the Group companies. During the reporting period, İspak completed its migration to the SAP HANA-based Enterprise Resource Planning (ERP) system, and the system went live.

A new SAP HANA environment was deployed for Assan Panel's new production facility investment in the United Kingdom, establishing the enterprise systems infrastructure required to support operational processes. Across the Group, approximately 10,000 support and enhancement requests are addressed annually in accordance with service level agreements (SLAs). This framework supports the continuity of enterprise applications, more effective management of user needs, and the continuous improvement of service quality.

HYPERAUTOMATION AND PROCESS DIGITALIZATION

Hyperautomation is one of the Group's key digitalization priorities. Within this framework, Robotic Process Automation (RPA) applications are being expanded, with repetitive, rule-based, and high-volume processes executed through software robots. To date, more than 200 processes have been brought within the scope of RPA, with software robots now handling an average monthly workload of approximately 100,000 minutes.

The number of processes managed through eBA, the Group's Business Process Management (BPM) platform, has approached 400. The user interface of the Mobiliz application, used across the Group, was redesigned to enhance the user experience and improve the application's accessibility.

INDUSTRIAL DIGITALIZATION AND MANUFACTURING SYSTEMS

Within the industrial applications layer, comprehensive projects are being implemented to advance the digitalization of manufacturing processes. At Assan Alüminyum, a four-year digital transformation program was launched, with Dassault Systèmes selected as the primary technology partner. As part of the program, the analysis phase has been substantially completed, and implementation has commenced.

The program comprises a comprehensive set of components, including a Manufacturing Execution System (MES), an Advanced Planning System (APS), an SAP upgrade, L2–L4 integration layers, and Operational Technology (OT) segmentation. Assan Bilişim actively supports this program by enhancing its solution and product expertise, while strengthening its capacity to address the additional development and support needs that may arise following the program's implementation.

At İspak, the core scope of the MES project has been completed, and the system has been rolled out across the entire production facility. With the completion of the MES and SAP HANA projects, İspak's core information technology infrastructure has been strengthened, and the foundation has been established for leveraging the data generated by these systems in advanced analytics and business intelligence applications.

DATA ANALYTICS AND BUSINESS INTELLIGENCE

Qlik Sense is widely used across the Group companies as the corporate Business Intelligence (BI) platform. Integrations between Qlik Sense, SAP Business Warehouse (BW), and surrounding systems were enhanced to support data centralization, standardized reporting, and the sustainable management of data assets.

The analytics function established within Assan Bilişim continues to advance its initiatives, with an initial focus on manufacturing processes. The integration of the Microsoft Azure platform, selected to establish the Group's Big Data infrastructure and support advanced analytics initiatives, has been completed across the Group companies.

Through the Applied Artificial Intelligence Academy, key users are provided with both theoretical and practical development opportunities in the fields of data, artificial intelligence, cloud technologies, and machine learning. In 2025, more than 30 use cases were implemented, while expanding advanced analytics and agentic AI use cases was identified as one of the Group's key digital development priorities.

ARTIFICIAL INTELLIGENCE APPLICATIONS

Developed to support the digitalization of manufacturing operations, the KibarEye application leverages artificial intelligence–based computer vision technology to detect quality defects and enhance occupational health and safety practices. The application has been deployed across more than 15 production machines, contributing to visual inspection, quality monitoring, and the promotion of safe working conditions in manufacturing processes.

The Analytics K-Bot project was implemented to improve business processes by reducing teams' workloads and facilitating access to information. An employee chatbot, made available to users through Microsoft Teams and integrated with the ERP systems, is used to provide rapid access to internal company information while leveraging OpenAI capabilities. Within this framework, chatbot applications such as Insurance Bot and HR Bot have been developed and deployed to address a range of business use cases.

In September 2025, the "Artificial Intelligence Usage Principles" were published to promote the ethical and secure use of artificial intelligence and to establish a structured framework for the internal use of AI across the organization.

GRI 3-3

INFORMATION SECURITY

The Kibar Group aims to support its digital transformation journey with a secure, resilient, and sustainable technology infrastructure. Within this framework, safeguarding corporate data, information assets, and stakeholder information in accordance with the principles of confidentiality, integrity, and availability is among the Group's highest priorities. The companies included within the reporting scope maintain ISO/IEC 27001 Information Security Management System (ISMS) certification, providing a structured framework for protecting information assets and systematically managing information security risks.

The information technology infrastructure is managed through a centralized, end-to-end governance approach spanning from data centers to end-user devices. Cybersecurity initiatives are carried out to protect against malicious cyber threats, support secure and uninterrupted access to data, safeguard intellectual property, ensure system continuity, and strengthen operational resilience.

The adoption of next-generation technologies, automation applications, and cloud solutions is regarded as a key strategic priority for creating value across business processes. Accordingly, security solutions such as Trend Micro, Vectra, and Roksit are utilized to strengthen the Group's cybersecurity capabilities. The enhancement of the Tuzla Headquarters network infrastructure, including data center, internet, and Multiprotocol Label Switching (MPLS) redundancy, as well as the Disaster Recovery Center (DRC), was completed during the reporting period.

As part of its cybersecurity program, the Group conducts periodic cybersecurity exercises, vulnerability assessments, social engineering and phishing simulations, and security awareness training. The integration of the Security Operations Center (SOC) and Security Orchestration, Automation and Response (SOAR) systems enables the early detection of cyber threats and supports automated incident response processes. Cyber threat intelligence tools are used to enhance the visibility of the Group's and its suppliers' digital exposure, while inventories of assets that may be subject to cyber incidents are regularly expanded and updated.

Additional nodes were incorporated into the Service Tree structure, enabling information technology assets to be mapped within an end-to-end hierarchical framework. This structure supports the early detection of potential failures and service disruptions. As part of its automation initiatives, the Group aims to incorporate the services defined within the Service Tree into Robotic Process Automation (RPA) workflows, transforming these processes into a continuously automated, 24/7 operational model.

WE CARE FOR NEXT GENERATIONS

Recognizing that natural resources are finite, we focus our efforts on combating climate change, improving resource efficiency, protecting biodiversity, and advancing the circular economy. In line with our 2050 Net Zero Emissions target, we focus on reducing the environmental impacts of our production processes and expanding practices that support the transition to a low-carbon economy.

GRI 3-3

WE CARE for next generations

Population growth, climate change, and mounting pressure on natural resources worldwide are making the efficient use of energy and resources increasingly essential. Recognizing this responsibility, Kibar Group manages its operations in a manner that reduces environmental impacts, enhances resource efficiency, and supports the preservation of natural assets for future generations.

In line with this approach, climate change mitigation, energy and emissions management, water stewardship, biodiversity, waste management, and circular economy practices constitute the core components of our environmental management efforts. Group companies regularly review their production processes and operational practices and implement improvement initiatives in energy efficiency, renewable energy, water efficiency, resource recovery, waste reduction, and sustainable product development.

This section outlines Kibar Group's approach to addressing climate change, its 2050 Net Zero Emissions target, and its efforts in the areas of energy and emissions management, water management, biodiversity conservation, climate-related risk and opportunity management, circular economy, waste management, life cycle assessment, and sustainable products.

Related Capital Elements
- Natural Capital
- Intellectual Capital
- Financial Capital

Material Topics:
- Combating Climate Change
- Circular Economy

Sustainable Development Goals Supported:

GRI 3-3

COMBATING CLIMATE CHANGE

According to assessments by the Intergovernmental Panel on Climate Change (IPCC), reducing greenhouse gas emissions from human activities is essential to limiting global temperature rise. The Paris Agreement aims to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit it to 1.5°C. The European Green Deal and its related regulatory initiatives are accelerating the need for companies to transform their operations in areas including emissions reduction, energy efficiency, circular economy, sustainable products, and supply chain transparency.

Kibar Group considers climate change mitigation to be one of the core components of its environmental management approach. The Group develops strategies to reduce greenhouse gas emissions while strengthening its capacity for climate change adaptation and resilience.

Over the past three years, the Group has implemented nearly 100 projects that contribute to climate change mitigation and the circular economy. These projects contribute to improving environmental performance in areas such as energy efficiency, renewable energy, waste reduction, resource recovery, reuse, and process improvement. The Group also continues to carry out afforestation initiatives aimed at increasing forest cover.

It aims to strengthen resource efficiency by reducing waste generation and increasing resource recovery and reuse rates.

Kibar Group adopts an integrated approach to achieving its climate targets by combining science-based approaches, data-driven monitoring systems, and continuous improvement practices. The Group regularly monitors its climate performance and transparently shares the results of its efforts with stakeholders.

KİBAR GROUP GREEN TRANSFORMATION ACTION PLAN (2025–2035)

Kibar Group's approach to climate change mitigation, low-carbon production, and the transition to a circular economy has been operationalized through the "Kibar Group Green Transformation Action Plan." The scope, objectives, and governance structure of the Plan are presented in detail in the Sustainability Strategy section of this report.

This section focuses on the implementation areas of the Action Plan within the environmental management framework. The Plan's objectives related to achieving Net Zero Emissions by 2050 and transitioning to a circular economy provide the foundational implementation framework for initiatives carried out in the areas of energy and emissions management, renewable energy, water and waste management, life cycle assessment, and sustainable products.

GRI 3-3

TARGET OF NET ZERO EMISSIONS BY 2050

Kibar Group continues its efforts toward achieving Net Zero Emissions by 2050. 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 management of the Net Zero target is supported by the decarbonization actions defined under the Green Transformation Action Plan. The key areas of work pursued within this framework are presented below.

MEASUREMENT, MONITORING, AND VERIFICATION OF GREENHOUSE GAS EMISSIONS

Scope 1 and Scope 2 greenhouse gas emissions are calculated for the companies included in the reporting scope. Since 2020, emissions data have undergone independent verification and assurance in accordance with Assurance Engagements on Greenhouse Gas Statements (ISAE 3410).

The Group has planned initiatives to ensure the systematic calculation, monitoring, reporting, and verification of Scope 1, Scope 2, and Scope 3 (upstream and downstream activities) emissions across all Group companies. Improving data quality, calculation methodologies, and reporting infrastructure for upstream and downstream value chain activities related to Scope 3 emissions is among the Group's priority areas of focus.

REDUCTION OF GREENHOUSE GAS EMISSIONS

As part of its efforts to reduce greenhouse gas emissions, the Group continues to implement and plan initiatives aimed at expanding installed electricity generation capacity based on renewable energy sources, scaling up energy efficiency practices, modernizing production processes—particularly energy-intensive processes—developing new low-carbon, sustainable products that meet customer needs, and advancing the electrification of processes and vehicles that currently rely on fossil fuels.

GRI 3-3

ENHANCING THE SUSTAINABILITY OF THE PRODUCT LIFE CYCLE

To enhance the sustainability of product life cycles, product-specific Life Cycle Assessment (LCA) initiatives are undertaken, and opportunities to reduce environmental impacts across the design, raw material sourcing, production, use, and end-of-life stages are evaluated.

DIGITALIZATION

Data analytics platforms, digital reporting infrastructures, and monitoring mechanisms are being developed to enable more systematic tracking of business processes, operational performance, and environmental indicators. These infrastructures enable the regular monitoring of performance, the early identification of deviations, and data-driven decision-making in support of the Net Zero target.

EFFECTIVE USE OF SUSTAINABLE FINANCING OPPORTUNITIES

Sustainable finance instruments and relevant taxonomy requirements are being monitored to support the financing of green transformation investments. Developing the institutional capacity to support the assessment of environmental, social, and governance (ESG) risks in investment decision-making is among the Group's priority areas of focus.

DEVELOPMENT OF A SUSTAINABLE SUPPLIER PORTFOLIO

Through the K-Star Supplier Sustainability Program, suppliers are encouraged to enhance their sustainability practices and align with the green transformation. This approach supports the broader adoption of sustainability expectations across the value chain and enables the more systematic monitoring of suppliers' environmental, social, and governance (ESG) performance.

PREPARING THE WORKFORCE FOR THE GREEN TRANSFORMATION

Achieving the Net Zero target requires not only technical investments but also the development of organizational capabilities and employee capacity. Accordingly, the Group aims to integrate sustainability values into its corporate culture, develop green skills, enhance awareness of regulatory expectations and standards, and expand transformation-focused training programs.

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

ENERGY AND EMISSIONS MANAGEMENT

Energy and emissions management are among the core components of Kibar Group's approach to climate change mitigation, low-carbon transition, and operational efficiency. The Group prioritizes the safe, efficient, and cost-effective management of energy consumption, as well as the measurement and monitoring of greenhouse gas emissions and the systematic evaluation of emission reduction opportunities.

Within this framework, energy supply security, resource diversification, the generation and consumption of electricity from renewable energy sources, energy efficiency, the modernization of production processes, digital monitoring infrastructures, and technology and R&D activities are addressed through an integrated management approach. Efficiency-enhancing practices are being developed for energy-intensive processes, and projects aimed at reducing energy and emissions intensity are being implemented.

Kibar Group evaluates its energy and emissions management efforts not only from the perspective of managing operational costs, but also in terms of climate risk adaptation, preparedness for carbon regulations, and the achievement of its Net Zero emissions target. In line with this approach, investments in products, technologies, and processes that improve environmental performance are supported, while awareness-raising initiatives on climate change are carried out among employees and relevant stakeholders.

This approach contributes to the effective management of energy costs, increases the visibility of emissions reduction potential, and strengthens Kibar Group's implementation capacity in its green transformation journey.

ASSAN ALÜMİNYUM DECARBONIZATION ROADMAP 2050

Assan Alüminyum has published its Decarbonization Roadmap outlining its pathway to achieving net zero emissions by 2050. The roadmap was developed based on modelling aligned with a 1.5°C climate scenario and prepared with reference to the sector transformation pathways established by the International Aluminium Institute (IAI) and the Mission Possible Partnership (MPP).

The roadmap targets a reduction in the greenhouse gas emissions intensity of aluminum production to 7 tCO_2e per metric ton of aluminum by 2030 and 3 tCO_2e per metric ton of aluminum by 2035. The roadmap ultimately aims to achieve net zero emissions by 2050.

The decarbonization strategy encompasses increasing the share of low-carbon products with high recycled content in the product portfolio, developing low-carbon raw material and supply chain options, expanding the use of renewable energy, and transforming production processes through energy efficiency investments.

Progress against the roadmap is assessed annually based on key indicators such as greenhouse gas emissions intensity, the share of renewable energy use, energy efficiency performance, the use of recycled aluminum, and the development of a low-carbon supply chain. The 2025 results indicate that, although certain indicators showed limited deviations due to economic conditions and market dynamics, the Company remained broadly on track with its targeted transformation pathway and continued its efforts toward achieving its 2050 Net Zero target.

RENEWABLE ELECTRICITY GENERATION

As part of its energy and emissions management approach, Kibar Group continues to invest in increasing electricity generation from renewable energy sources. These investments contribute to the diversification of energy supply sources, support emissions reduction efforts, and strengthen the Group's low-carbon transition capacity.

Assan Alüminyum, one of the Group's companies with energy-intensive manufacturing operations, has generated more than 550 million kWh of renewable electricity over the past five years through the Manavgat Hydroelectric Power Plant in Antalya, which has an installed capacity of 48 MW. The Company's renewable energy portfolio also includes a solar power plant in Karaman with an installed capacity of 10 MW. In 2025, Assan Alüminyum generated a total of 97,432,000 kWh of electricity from its hydroelectric and solar power plants.

In 2025, Assan Panel strengthened its renewable electricity generation capacity by commissioning a rooftop solar power plant. During the reporting period, a total of 761,996 kWh of electricity was generated at the facility.

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

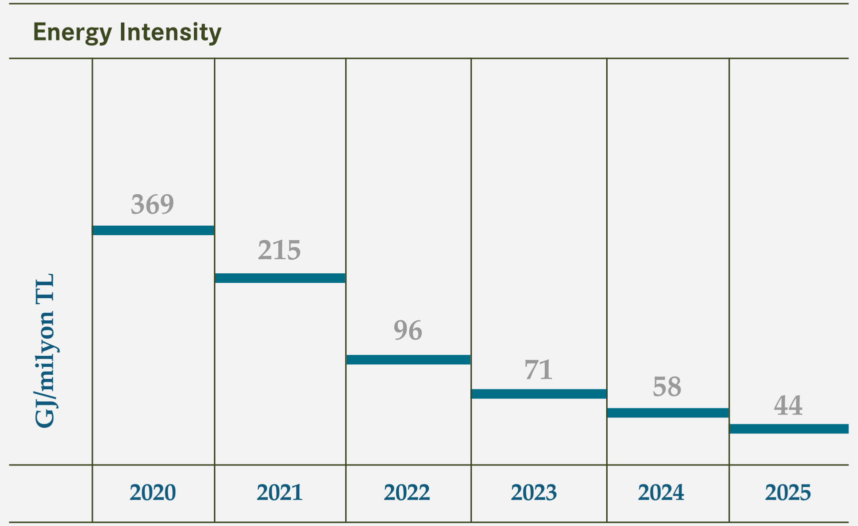
ENERGY EFFICIENCY

The Group regards the efficient use of energy resources across its sectors of operation as a key component of its climate change mitigation and operational efficiency efforts. Accordingly, projects and investments aimed at reducing energy consumption, improving process performance, and lowering energy intensity in production processes are being implemented.

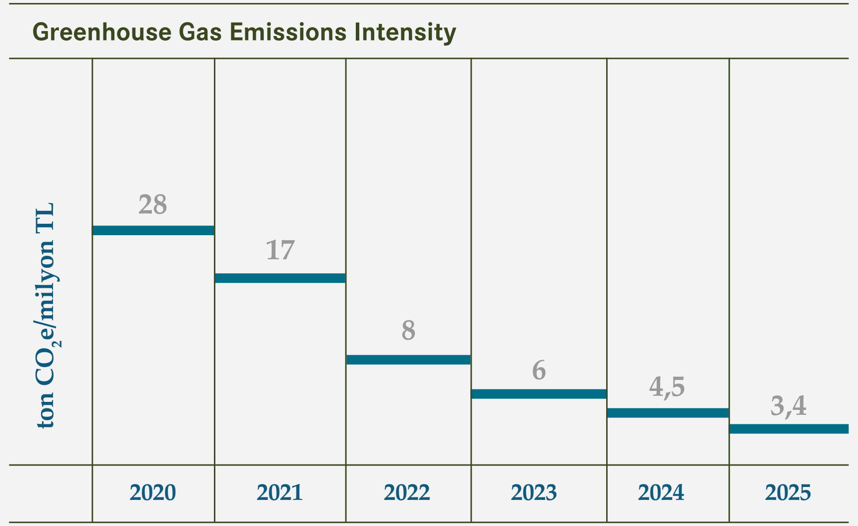
Significant gains were achieved through energy efficiency initiatives implemented across the Group in 2025. Across the companies included in the reporting scope, energy intensity decreased by 23.2% compared to the previous year.

ENERGY EFFICIENCY PROJECTS AT ASSAN ALÜMİNYUM

In 2025, Assan Alüminyum commissioned nine projects aimed at improving energy efficiency. Improvement initiatives carried out in pump, fan, and compressed air systems, together with insulation and automation applications, resulted in annual savings of approximately 755,000 kWh of electricity and over 700,000 m³ of natural gas.



Across the companies included in the reporting scope, emissions intensity, which represents the amount of greenhouse gas emissions released into the atmosphere per unit of revenue generated, decreased by 24.4% in 2025 compared to the previous year.



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

CARBON DISCLOSURE PROJECT (CDP) REPORTING

Since 2023, Assan Alüminyum and İspak have been reporting to the Carbon Disclosure Project (CDP) platform to enable the transparent assessment of their climate change and water management performance at the international level.

As the first company from Türkiye's aluminum sector to participate in the CDP platform, Assan Alüminyum achieved a B score in the 2023 CDP Climate Change assessment, outperforming the sector average. In 2024 and 2025, the Company maintained its B score in both the CDP Climate Change and Water Security categories.

İspak's CDP performance has also shown gradual improvement over the past three years. Its CDP score improved from D in 2023 to C in 2024 and further to B in 2025. This progress demonstrates İspak's advancement in addressing climate-related risks and opportunities in a more systematic manner, as well as strengthening its environmental performance monitoring and reporting processes.

CDP reporting contributes to the Group companies' ability to assess their performance in climate change and water management in line with internationally recognized methodologies, identify areas for improvement, and provide stakeholders with more comparable information.

In 2026, İspak aims to enhance its level of transparency in line with CDP expectations and advance its climate management capacity to a higher level of maturity.

SCIENCE BASED TARGETS INITIATIVE (SBTİ)

In 2024, İspak joined the Science Based Targets initiative (SBTi) and initiated the process of setting greenhouse gas emissions reduction targets aligned with climate science.

As of December 2024, the Company had made a commitment under the Science Based Targets initiative (SBTi) to set near-term targets. Accordingly, İspak plans to submit to the Science Based Targets initiative (SBTi) its near-term targets and emissions reduction strategy aimed at reducing value chain emissions in alignment with the 1.5°C pathway by December 2026.

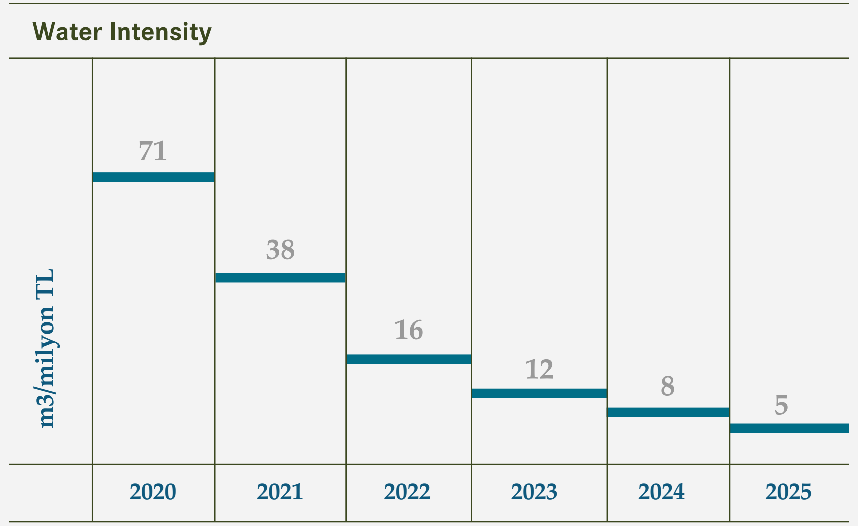
GRI 3-3, 303-1, 303-2

WATER MANAGEMENT

The sustainable management of water resources is critical to the protection of ecosystems, food and energy security, continuity of production, adaptation to climate change, and the prevention of biodiversity loss. Increasing water stress and the impacts of climate change on the water cycle are making water efficiency and wastewater management key components of environmental performance for industrial companies.

The Kibar Group prioritizes the efficient use of water across its operations, the monitoring of water consumption, and the ongoing improvement of its water management practices. Accordingly, investments and initiatives are being implemented to improve water efficiency, optimize water use in processes, and enhance wastewater recovery opportunities.

The initiatives implemented across the Group companies contribute to the more efficient management of water use within production processes, the enhancement of water recovery opportunities, and the reduction of pressure on natural resources. Across the companies included in the reporting scope, water intensity, which represents the amount of water consumed per unit of revenue generated, decreased by 37.5% in 2025 compared to the previous year.



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 2025, the amount of recovered water produced at the Wastewater Recovery Plant and used in the process lines and irrigation systems of the companies reached 557,000 m³. From the commissioning of the Wastewater Recovery Plant in May 2018 through the end of 2025, approximately 4 million m³ of water was recovered.

ASSAN ALÜMİNYUM WATER RECOVERY FACILITY

As part of the Water Recovery Project implemented at Assan Alüminyum's Dilovası plant in 2025, systems were commissioned to recover blowdown water from paint coating operations and reject water from the reverse osmosis system for reuse in the production process.

As part of the project, machine blowdown water was filtered and conveyed to the raw water tank, while reject water from the reverse osmosis unit was routed directly to the same system. As a result, water reuse within the plant increased, more efficient water resource management was supported, and 19,103 m³ of water was recovered annually.

RAINWATER HARVESTING PROJECT

The Rainwater Harvesting Project implemented at Assan Alüminyum's Tuzla plant aims to collect rainwater from the roofs of the shipping area and direct it to the wastewater recovery facility for reuse.

Under the project, which was commissioned in 2025, collected rainwater is fed into the wastewater recovery facility and, following the recovery process, is reused in production processes. The project contributed to reducing municipal water consumption, and a total of 1,405 m³ of rainwater was incorporated into the system throughout the year.

Work is ongoing to expand the scope of the project to include rainwater collection from additional roofs across the plant. These efforts are aimed at increasing the volume of rainwater recovered.

SUPPORTING THE PROTECTION AND DEVELOPMENT OF FORESTS

The Kibar Group regards the protection and enhancement of forest assets as an important area of responsibility in terms of combating climate change, conserving natural resources, and supporting ecosystems. In this context, the Group companies support afforestation projects, memorial forest initiatives, and activities aimed at the maintenance and protection of existing forest areas.

ASIM KİBAR SEVGİ FOREST

The Group supports the maintenance and conservation activities of the Asım Kibar Sevgi Forest, which was established by Kibar Holding in Istanbul in 1995 on an area of 10,000 m². The companies included in the reporting scope have planted a total of 36,586 trees over the past six years, of which 5,050 were planted in 2025.

ASSAN ALÜMİNYUM MEMORIAL FOREST

In line with its "We produce without consuming the future." approach, Assan Alüminyum supports afforestation initiatives. To contribute to offsetting the environmental footprint of customer events, the Company donates saplings on behalf of participants and carries out tree-planting activities linked to the volume of wooden pallets used in product packaging. As part of these efforts, the Assan Alüminyum Memorial Forest was established in partnership with the Aegean Forest Foundation.

ASSAN HANİL 25TH YEAR FOREST

Through the Aegean Forest Foundation, Assan Hanil has launched the 'Assan Hanil 25th Year Forest' project in Taşköprü, Kocaeli. The project contributes to supporting forest ecosystems in line with the Company's sustainability and social responsibility approach.

ASIM KİBAR MEMORIAL FOREST

To honor the memory of Asım Kibar, Honorary Chair of Kibar Holding, Assan Alüminyum established the Asım Kibar Memorial Forest in collaboration with the Aegean Forest Foundation. As part of the project, 4,000 saplings were planted, and the initiative was carried out as a meaningful afforestation effort aimed at passing on Asım Kibar's vision, values, and sense of responsibility toward nature to future generations.

BIODIVERSITY CONSERVATION

The conservation of biodiversity and ecosystems is of critical importance for climate change mitigation, the sustainability of natural resources, economic resilience, and social well-being. Disruptions to biodiversity and ecosystem functioning may have direct or indirect impacts on water resources, raw material supply, continuity of production, supply chain security, and financial performance.

The Kibar Group considers the conservation of biodiversity to be an important component of its environmental responsibility approach. The Group is undertaking efforts to address the impacts of its operations on nature and ecosystems in a more systematic manner, better understand nature-related risks, and develop practices aimed at reducing environmental impacts.

This approach is informed by international frameworks, regulations, and methodologies, including the Kunming-Montreal Global Biodiversity Framework, the European Union Biodiversity Strategy, the European Union Taxonomy, and the Taskforce on Nature-related Financial Disclosures (TNFD). These frameworks provide guidance for a more holistic assessment of nature- and biodiversity-related impacts, dependencies, risks, and opportunities.

The Group is gradually integrating nature and biodiversity considerations into its long-term strategy and risk assessment processes. In this context, the protection of habitats, support for ecosystems, water and waste management, resource efficiency, the development of environmentally friendly products and processes, and afforestation and conservation projects are among the key areas of practice supporting the Group's biodiversity approach.

BIODIVERSITY CONSERVATION PROJECTS

As part of its Biodiversity Conservation Project conducted in collaboration with Kocaeli University, Assan Alüminyum carries out activities to conserve threatened plant species and support their reintroduction into the wild.

Implemented through a university–industry collaboration model, the project constitutes an important area of practice for the sustainable use of natural resources, the enhancement of ecosystem resilience to climate change, risk management, and the Company's social responsibility approach.

The project has been designed in multiple phases, with each phase focusing on a plant species identified as a conservation priority. The project aims to make a tangible contribution to biodiversity conservation through laboratory propagation, the use of biotechnological methods, and the reintroduction of species into suitable natural habitats.

PROJECT 1 – AMSONIA ORIENTALIS

As part of a project launched in 2019 and completed in 2020, Amsonia orientalis (the European Bluestar), a species classified by the Council of Europe as one requiring strict protection in flora and naturally occurring only in Türkiye and Greece, was propagated and reintroduced into its natural habitat.

Amsonia Orientalis-Mavi Yıldız

Verbascum Bugulifolium-Sığırkuyruğu

Pancratium Maritimum-Kum Zambağı

PROJECT 2 – PANCRATIUM MARITIMUM

The second phase of the project focused on Pancratium maritimum (the sand lily), a species native to Türkiye's coastal dunes and included in the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. As part of a project launched in 2021 and completed in 2022, initiatives were implemented to support the conservation of the species and strengthen its presence in the wild.

PROJECT 3 – VERBASCUM BUGULIFOLIUM

In the third phase of the project, activities were launched in 2023 to support the propagation of Verbascum bugulifolium (the Riva mullein) under laboratory conditions and its reintroduction into the wild. As part of the project completed in 2024, the objective was to propagate the species through biotechnological methods and enhance its population in the wild.

Centaurea Kilaea-Kilyos Düğmesi

PROJECT 4 – CENTAUREA KILAEA

The fourth phase of the project focused on Centaurea kilaea (the Kilyos button), a threatened plant species, with activities launched in 2024 to support its reintroduction into the wild. As a result of the work completed in 2025, the species was propagated and reintroduced into its natural habitats.

PROJECT 5 – CIRSIUM BYZANTINUM

In the fifth phase of the project, activities were launched to support the propagation of Cirsium byzantinum, a threatened plant species. The ongoing project aims to contribute to the conservation of the species and help reduce its risk of extinction.

Cirsium Byzantinum-Hoş Kangal

GRI 201-2

MANAGEMENT OF CLIMATE RISKS AND OPPORTUNITIES

Climate change may have direct and indirect impacts on natural resources, ecosystems, human health, socioeconomic conditions, supply chains, business models, and financial performance. Accordingly, the Kibar Group views the management of climate-related risks and opportunities as a management area linked not only to environmental performance, but also to operational resilience, strategic planning, and long-term value creation.

Risks arising from climate change and opportunities that may emerge during the transition to a low-carbon economy are assessed in an integrated manner within the framework of the Group's enterprise risk management approach. In this context, climate-related matters are assessed with consideration of their potential impacts on operations, assets, supply chains, customer expectations, product development, investment decisions, and regulatory requirements.

To assess the potential impacts of climate change, the "Climate Change: Risks and Opportunities" study prepared by the Risk Management Department was first conducted in 2017 and shared across the Group. This study established a foundation for the more systematic assessment of climate-related risks and opportunities and their integration into the companies' risk assessment processes.

Climate risk and opportunity analyses are being conducted progressively at the company level. As part of the studies conducted in 2023 at Assan Alüminyum and Assan Panel, and in 2024 at Assan Hanil and İspak, climate-related risks and opportunities were assessed, and their direct and indirect impacts were analyzed. These assessments are reviewed and updated annually.

As part of the enterprise risk assessment studies conducted across the Group companies, environmental risks, sustainability risks, and climate-related risks are addressed in an integrated manner. The assessment results contribute to the updating of risk inventories, the development of short-, medium-, and long-term action plans, and the integration of relevant findings into strategic decision-making processes.

MANAGEMENT OF CLIMATE RISKS

The identification and assessment of climate-related risks are informed by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The analysis of the potential impacts of climate change draws on scenarios and projections published by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA).

At Assan Alüminyum, sustainability-related risks are also assessed within the framework of the Aluminium Stewardship Initiative (ASI) Performance Standard, an international sustainability certification standard for the aluminum industry. This framework supports the consideration of climate- and sustainability-related risks in conjunction with industry dynamics, production processes, and value chain impacts.

Climate risk assessments take into account not only the potential impacts of climate change on operations, assets, supply chains, and financial performance, but also the environmental impacts of the Group's activities. This approach ensures that climate risks are addressed not only as external threats, but also as management issues related to the environmental impacts of the Group's activities. Climate-related risks are reviewed as part of the annual risk assessment process within the Enterprise Risk Management framework, and identified critical risks are monitored on a regular basis. Based on the assessment results, risk maps, action plans, and related monitoring mechanisms are updated accordingly.

Climate risks encompass both physical risks arising from the physical impacts of climate change and transition risks associated with the shift to a low-carbon economy. The Group continues to identify and manage physical and transition risks to enhance its understanding of the potential consequences of climate change-related events and reduce their adverse impacts.

GRI 201-2

PHYSICAL RISKS

Physical risks refer to risks arising from acute weather events and long-term climate trends associated with climate change. These risks may have direct or indirect impacts on the operations, physical assets, employees, suppliers, customers, and logistics processes of the Group companies.

Acute physical risks encompass sudden-onset events such as floods, flash floods, storms, lightning strikes, wildfires, and heatwaves that may disrupt operations in the short term. Chronic physical risks, on the other hand, arise from longer-term changes in climate conditions, such as drought, water stress, rising average temperatures, sea level rise, changes in precipitation patterns, and biodiversity loss.

If these risks materialize, they may result in impacts such as damage to facilities and equipment, production disruptions, interruptions in raw material and energy supply, increased occupational health and safety risks, delays in logistics processes, higher production and service costs, and changes in customer demand.

To mitigate the impacts of physical risks, the Kibar Group addresses disaster and emergency preparedness, business continuity planning, facility resilience, infrastructure improvements, maintenance and inspection processes, and water efficiency practices as part of its risk management approach.

TRANSITION RISKS

Transition risks arise from policy, regulatory, market, technological, financing, and reputational changes associated with the transition to a low-carbon economy. Key areas monitored in this context include carbon pricing, emissions reduction obligations, product-level environmental performance expectations, sustainable finance criteria, evolving customer demands, and supply chain requirements.

Key impacts associated with the transition process include the need to transform existing production technologies, additional investment requirements for low-emission production processes, increases in energy and raw material costs, the insufficient technical or economic maturity of low-carbon technology options, regulatory compliance obligations, more stringent conditions for access to sustainable finance, and risks related to the pace of suppliers' transition efforts.

To mitigate transition risks, the Kibar Group implements decarbonization roadmaps, renewable energy and energy efficiency investments, the modernization of production processes, low-carbon product development initiatives, sustainable supply chain practices, and preparedness activities for regulatory developments.

Collaborations are developed with relevant industry organizations and stakeholders to monitor the potential impacts of regulations related to greenhouse gas emissions and assess sectoral transition expectations.

GRI 201-2

MANAGEMENT OF CLIMATE OPPORTUNITIES

The transition to a low-carbon economy is regarded by the Kibar Group not only as a transformation that requires the management of risks, but also as a strategic area of development that offers new opportunities for value creation. Regulations introduced in line with Europe's 2050 carbon neutrality target are transforming product, process, and supply chain expectations across the Group's key markets, while making resource efficiency, low-carbon production, and circular economy practices important drivers of competitiveness.

The Kibar Group addresses climate-related opportunities through energy efficiency, electricity generation from renewable energy sources, the modernization of production processes, the development of low-carbon and sustainable products, circular economy practices, access to sustainable finance, and supply chain transformation. Initiatives carried out in these areas contribute not only to reducing environmental impacts, but also to improving operational efficiency, enabling more effective cost management, and responding more effectively to customer expectations.

Research and development (R&D) and innovation activities play a critical role in the development of products, processes, and business models that support the green transition. In line with the dynamics of the sectors in which they operate, the Group companies develop low-carbon products, solutions incorporating recycled and bio-based materials, energy-efficient solutions, practices that improve product life-cycle performance, and projects that support the use of clean energy.

The supply chain is also considered a key area for realizing climate-related opportunities. Increasing local sourcing opportunities, strengthening the resilience of supply networks, and enhancing suppliers' capacity to meet sustainability expectations contribute to the broader realization of climate-related opportunities across the value chain.

The Kibar Group integrates climate-related opportunities into its strategy development, investment planning, product development, and operational improvement processes. This approach strengthens the Group's capacity to adapt to the low-carbon transition while supporting its long-term value creation and sustainable growth objectives.

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

CIRCULAR ECONOMY

The circular economy is a production and consumption model that serves as an alternative to the linear "take-make-dispose" economy. It is based on keeping resources in the value chain for longer periods, extending product lifecycles, reducing waste generation, and returning materials to the economy at the end of their useful life. This approach plays a critical role in reducing pressure on natural resources and supporting the transition toward a net-zero emissions economy.

The Kibar Group considers the circular economy to be one of the key components of its resource efficiency, low-carbon transition, and sustainable product development efforts. In line with the dynamics of the sectors in which they operate, the Group companies implement practices in areas such as product design, raw material selection, process efficiency, waste management, recycling, reuse, and packaging optimization.

In this context, the Group aims to reduce material inputs in production processes, increase the use of recycled and alternative raw materials, reintegrate recoverable materials into the economy, and enhance the environmental performance of its products. Energy and water efficiency projects, product life cycle assessments, and sustainable product solutions contribute to the broader implementation of this approach across the value chain.

Waste management, life cycle assessment, and sustainable products are among the key focus areas of the Kibar Group's circular economy practices. Initiatives undertaken in these areas aim to enhance resource efficiency, reduce environmental impacts, and support the transition to low-carbon production models.

SECONDARY ALUMINUM USE AND RECYCLING AT ASSAN ALÜMİNYUM

Assan Alüminyum conducts its circular economy activities in alignment with international frameworks, including European Aluminium's Circular Economy 2030 Action Plan and the Aluminium Stewardship Initiative (ASI) Standards.

It carries out initiatives to increase the use of secondary aluminum and aluminum scrap in order to promote efficient resource management and reduce external dependency. Its integrated recycling facility enables secondary aluminum to be processed and reintroduced into production processes.

PLASTIC RAW MATERIAL RECYCLING AT ASSAN HANİL

Assan Hanil carries out initiatives to enhance its plastic raw material recycling capacity in line with its circular economy approach. In this context, efforts are underway to establish an extrusion line that will support the more efficient recovery of plastic raw materials.

KİBAR HOLDING'S COMMITMENT TO REDUCE PLASTIC USE

Since its establishment, Kibar Holding has been a signatory to the Business World Plastics Initiative, launched by the United Nations Global Compact Türkiye, the Turkish Industry and Business Association (TÜSİAD), and the Sustainable Development Association to raise awareness of plastic pollution.

In this context, increasing the use of recycled plastic raw materials in production facilities, designing products containing plastics that are easier to recycle, and reducing plastic production scrap have been identified as priority areas of focus. The Group companies undertake initiatives aimed at developing innovative solutions in these areas. In 2023, the use of single-use plastics in office areas was completely eliminated.

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

WASTE MANAGEMENT

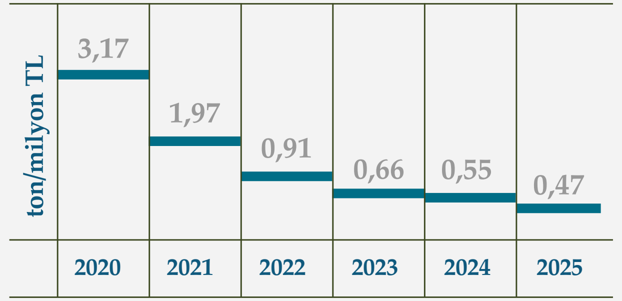
The Kibar Group considers waste management to be one of the key implementation areas of its circular economy approach. In this context, reducing waste generation at source, segregating waste by type, increasing recovery and recycling opportunities, and ensuring that disposal processes are carried out in compliance with applicable legislation and environmental management principles are among the priority areas of focus.

Waste management processes across the Group companies are structured in accordance with the nature of their production activities and applicable regulatory requirements. Hazardous and non-hazardous wastes are segregated at source, stored under appropriate conditions in temporary storage areas, and directed to recovery, recycling, or disposal processes through licensed service providers. Waste quantities and management methods are regularly monitored throughout these processes, and all applicable reporting and record-keeping obligations are fulfilled.

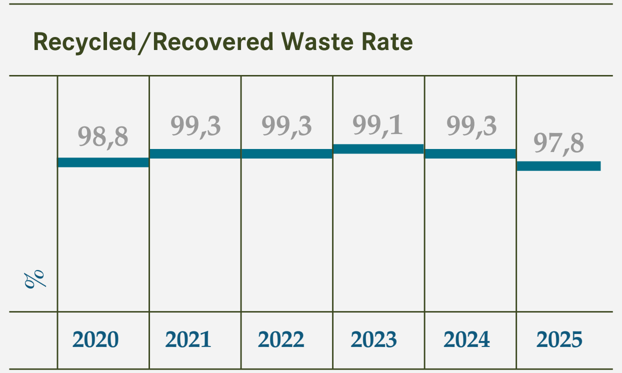
To reduce waste generation, initiatives are undertaken to improve process efficiency, optimize packaging, enhance raw material utilization, expand reuse practices, and reduce scrap rates in production processes. Through the regular review of production processes, the Group aims to reintegrate recoverable waste into the economy and reduce the amount of waste sent to landfill.

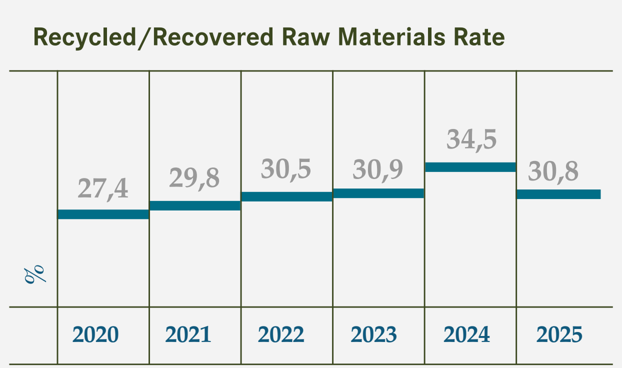
As a result of initiatives aimed at improving resource efficiency and reducing environmental impacts, 30.8% of the raw materials used across the Kibar Group in 2025 were sourced from recycled and recovered materials.

To continuously improve waste management performance, effective waste management is supported through employee awareness initiatives, site inspections, internal audits, and environmental management system processes. This approach contributes to the conservation of natural resources, the enhancement of operational efficiency, and the broader implementation of circular economy practices across the Group.



Across the companies included in the reporting scope, the waste recovery rate reached 97.8% in 2025.





Initiatives aimed at reducing waste generation and increasing recovery rates have also been reflected in the Group's waste intensity performance. Across the companies included in the reporting scope, waste intensity—representing the amount of waste generated per unit of revenue—decreased by 14.8% in 2025 compared to the previous year.

GRI 3-3, 302-5

LIFE CYCLE ASSESSMENT (LCA)

Life Cycle Assessment (LCA) is an important methodological tool that enables the comprehensive evaluation of the environmental impacts of products and services by taking into account all stages of their life cycle, including raw material sourcing, production, logistics, use, and end-of-life. This approach contributes to a more measurable and comparable assessment of products' carbon footprint, energy and resource use, water consumption, waste generation, and other environmental impacts.

The Kibar Group considers Life Cycle Assessment (LCA) an important tool for the more systematic evaluation of product-level environmental impacts and for supporting the development of low-carbon products. These assessments support data-driven decision-making in product design, raw material selection, process improvements, supply chain management, and meeting customer expectations.

Life Cycle Assessments (LCAs) have been conducted for all Assan Alüminyum foil, sheet, and pre-painted product groups, and Environmental Product Declarations (EPDs) have been prepared accordingly. The environmental impacts of products, from raw material sourcing through recycling or disposal at the end of their life cycle, are assessed in accordance with ISO 14040/44 standards.

Assan Panel has a joint Environmental Product Declaration (EPD), developed in collaboration with PPA-Europe member companies, covering its PIR-insulated and mineral wool-insulated sandwich panel products. This declaration contributes to the assessment of the environmental impacts of the products throughout their life cycle in accordance with internationally recognized industry methodologies.

At İspak, products are classified based on the results of Life Cycle Assessment activities. Products are classified as "recyclable," "compostable," or "non-recyclable" based on their end-of-life recovery characteristics. This classification provides important decision support for product development, customer communication, and the wider adoption of sustainable packaging solutions.

The life cycle approach is directly aligned with the Kibar Group's circular economy, resource efficiency, and net-zero emissions objectives. Assessing the environmental impacts of products throughout their life cycle supports decision-making related to the use of recycled and alternative raw materials, packaging optimization, energy efficiency, waste reduction, and the enhancement of end-of-life recovery opportunities.

SUSTAINABLE PRODUCTS

The Kibar Group associates its sustainable product development efforts with the low-carbon transition, resource efficiency, and its ability to respond to evolving customer expectations. The Group companies undertake initiatives to reduce the environmental impacts of their products while maintaining technical performance, develop solutions that improve efficiency during the use phase, and align with sustainability-driven market expectations in the sectors in which they operate.

This approach is reflected in product groups such as low-carbon aluminum products, materials with increased recycled content, recyclable and compostable packaging solutions, building products that support energy efficiency, and automotive components with reduced environmental impacts. In product development processes, R&D, quality, production, supply chain, and customer relations functions work collaboratively, taking into account industry needs, regulatory expectations, and customer requirements.

Sustainable products strengthen the Group's ability to respond to its customers' climate goals, supply chain sustainability expectations, and product-specific environmental performance requirements. In this context, the Group companies continue to develop their product portfolios in alignment with the low-carbon economy and circular production models.

LOW-CARBON AND RECYCLABLE ALUMINUM SOLUTIONS AT ASSAN ALÜMİNYUM

Aluminum is considered a key material for the circular economy due to its light weight, high corrosion resistance, formability, and recyclability at the end of its service life. In the automotive sector, aluminum contributes to vehicle lightweighting, supporting lower emissions during the use phase. In the construction, packaging, and durable goods sectors, it provides long-lasting and recyclable product solutions.

Assan Alüminyum continues to develop its product portfolio by combining aluminum's recyclability advantage with a low-carbon production approach. Recycling aluminum at the end of its service life delivers significant energy savings compared with primary aluminum production and contributes to reducing the environmental impacts of products throughout their life cycle. Assan Alüminyum supports its customers' sustainability goals through low-carbon footprint certified aluminum solutions.

NEW ALLOYS PRODUCED FROM SECONDARY AND SCRAP ALUMINUM

Assan Alüminyum conducts R&D activities to enable the use of scrap and secondary aluminum materials that are widely available on the market but cannot be directly used in existing alloy compositions. These R&D activities aim to reduce the use of primary aluminum, increase recycled content, and lower the carbon footprint of products.

As a result of these R&D activities, the 3423 and 6005A recycling-friendly alloys have been developed to be produced using recycled materials and can achieve up to 85% lower carbon emissions compared with conventional alloys.

These alloys expand the pool of scrap and secondary aluminum materials that Assan Alüminyum can utilize in its production processes, supporting reduced reliance on carbon-intensive and energy-intensive primary aluminum.

GRI 3-3, 302-5

SUSTAINABLE MATERIALS AND MOBILITY SOLUTIONS AT ASSAN HANİL

Assan Hanil undertakes initiatives focused on the use of sustainable materials, lightweighting, recyclable plastic components, and advanced manufacturing technologies. The Company's lightweight, high-strength product solutions contribute to vehicle lightweighting, supporting driving range and energy efficiency, particularly in electric and hybrid vehicles.

Seat systems designed for next-generation mobility solutions, acoustically insulated door panels, and interior trim components made from recyclable polypropylene are among the key applications that enhance product performance and driving comfort while reducing environmental impacts. Products manufactured using recycled plastic raw materials support the circular economy by promoting the reintegration of plastic materials into production processes.

The Company has developed a lower-carbon product solution through its rear bumper impact beam manufactured from Glass Mat Thermoplastic (GMT), offering a reduced carbon footprint compared with conventional alternatives. This solution meets both lightweight and mechanical strength requirements, supporting the use of lower-carbon alternatives in automotive components.

To strengthen the use of circular materials, Assan Hanil collaborates with universities, original equipment manufacturers (OEMs), Tier 1 and Tier 2 suppliers, and start-up companies as part of the EcoPlast project, which brings together 18 participating organizations from three countries. As part of the project, initiatives are being carried out to improve the recycling and reusability of end-of-life vehicles. As part of the project, Assan Hanil plans to use 50% recycled raw materials in the production of two components.

In addition, the Company aims to strengthen consistent product quality, reduce scrap rates, and lower energy costs through the integration of artificial intelligence into its injection molding machines. As a member of the Mobility Cluster operating under Bilişim Vadisi, Assan Hanil collaborates with start-ups, original equipment manufacturers (OEMs), and suppliers on emerging mobility topics.

ASSAN HANİL'S RECYCLED RAW MATERIAL UTILIZATION PROJECT

In line with its environmental and economic sustainability approach, Assan Hanil undertakes initiatives to increase the use of recycled raw materials in automotive components. The project aims to reduce the use of virgin polymers by integrating recycled raw materials into production processes without compromising quality or performance requirements.

The raw material transition has been completed for the headlamp deflector component used in Ford commercial vehicles. The plastic component, previously manufactured using 100% virgin polymer, is now produced entirely from 100% recycled raw material. This initiative contributes to reducing environmental impacts while also improving component cost efficiency.

In addition, trials have been initiated to incorporate recycled raw materials at rates ranging from 18% to 22% in selected component groups. Based on the technical and performance results achieved, the application is planned to be extended to other components.

ENERGY-EFFICIENT AND LOW-CARBON BUILDING SOLUTIONS AT ASSAN PANEL

Assan Panel focuses on developing low-carbon, energy-efficient, and long-lasting building solutions. Sandwich panel products that provide thermal insulation contribute to reducing energy consumption in buildings, making them an important solution for combating climate change. The Company also supports the energy performance of buildings through its solar roof panel system, designed to enable electricity generation from solar energy, and natural daylighting solutions that maximize the use of daylight.

Assan Panel's premium SmartCore standard panel enables the same level of thermal insulation performance to be achieved with a thinner panel structure. This feature provides volume and transportation advantages in logistics while also helping reduce the structural load per unit area in the buildings where it is applied.

NEXT-GENERATION LOW-CARBON INSULATION TECHNOLOGIES

Assan Panel is expanding its low-carbon product portfolio with next-generation insulation technologies such as BioCore and IdeaCore. BioCore is a sandwich panel solution featuring a bio-based polyurethane core developed using plant-based resources and organic waste. Matching the technical performance of conventional polyurethane-core panels, BioCore supports the use of sustainable raw materials and a traceability approach through its ISCC PLUS certification.

The Company aims to expand the application of bio-based polyurethane technology, reduce carbon emissions, and enhance cost competitiveness. While the premium segment features the BioCore and IdeaCore product lines, offering bio-based and low-carbon solutions, the ECOnomy product line has been developed for the economic segment to provide solutions with a low carbon footprint. This product family contributes to the broader adoption of energy-efficient building solutions with enhanced environmental performance that address diverse customer needs.

GRI 3-3, 302-5

SUSTAINABLE PACKAGING SOLUTIONS AT İSPAK

İspak focuses on enhancing the environmental performance of its products by developing packaging solutions that prioritize food safety and sustainability. In this context, the use of alternative raw materials, lightweighting, mono-material structures, barrier coating technologies, compostable products, and packaging designs optimized for recycling are among the Company's key areas of focus.

The Company develops mono-material packaging solutions, barrier-coated paper structures, polypropylene-based extrusion-laminated packaging, and bio-based products as alternatives to composite and difficult-to-recycle packaging structures. These initiatives support the Company's ability to meet customers' demand for sustainable packaging while improving the environmental performance of post-use packaging management.

The Solvent Recovery Facility at İspak enables the recovery of solvents used in production processes, contributing to reduced solvent emissions to the atmosphere. The Company also continues its efforts to replace chemicals that are not compatible with recycling with more sustainable alternatives.

NEXT-GENERATION ECO-FRIENDLY PACKAGING

İspak's sustainable packaging development initiatives focus on delivering recyclable solutions that support resource efficiency and meet customer application requirements across a wide range of product categories. Key initiatives undertaken in this context are presented below.

Packaging Efficiency Initiative: Product packaging processes have been optimized by reducing packaging variety, eliminating unnecessary steps, and adopting standardized packaging formats. This initiative has contributed to improving operational efficiency and reducing material consumption.

Recyclable Tea Packaging: A recyclable single-layer barrier paper solution has been developed to replace the composite structure previously used in single-use tea bag packaging. The product has been successfully manufactured on İspak's production lines and has performed successfully during customer trial runs.

Recyclable Dry Coffee Packaging: A recyclable mono-material packaging solution has been designed as an alternative to the composite structure used in dry coffee packaging. Following the successful completion of production trials, efforts are underway to commercialize the product.

Development of Recyclable Paperboard Food Containers: Alternative recyclable paperboard food container structures have been developed by replacing the conventional PE coating with a barrier lacquer coating. Sample testing has been completed, and the relevant qualification activities are ongoing.

Sustainable Paper Cup Project: A recyclable paper cup structure has been developed by replacing the conventional PE coating with a barrier lacquer coating. The samples have been tested on the customer's production line, and the development process is continuing through trials of barrier lacquer coatings with different coating weights.

Sustainable Packaging Structures Using Barrier Lacquers: Film and paper materials are tested with barrier lacquers offering different barrier properties to develop environmentally friendly packaging structures that can be tailored to customer needs.

Sustainable Packaging Structures for Yeast Packaging: Recyclable mono-material packaging structures have been designed as alternatives to PET/AL/PE and aluminum/paper composite yeast packaging. The packaging structures have been tested for manufacturability and compatibility with the customer's production equipment, with the trials yielding positive results.

Sustainable Refback: More sustainable and cost-effective alternatives have been developed to replace the conventional composite structures used in refrigerator back panel production. The product's performance has been evaluated through laboratory and customer production line testing, contributing to the development of alternative structures that support sustainable economic growth.

Next-Generation Energy-Efficient VIP Packaging: Efforts are underway to localize the production of vacuum insulation panel (VIP) packaging currently sourced from abroad by manufacturing it in Türkiye. The product is being designed to help reduce energy losses in home appliance and insulation applications.

WE ENCOURAGE OUR STAKEHOLDERS

Through the strong and transparent relationships we build with our stakeholders, we extend our sustainability approach across our value chain and foster shared value by supporting our suppliers' progress in environmental, social, and governance (ESG) performance.

GRI 3-3

WE ENCOURAGE our stakeholders

At the Kibar Group, our commitment to responsible business conduct based on universal principles is one of the cornerstones of our corporate culture. In line with its sustainability approach, which integrates economic, social, and environmental dimensions, the Kibar Group manages its stakeholder relationships with a view to creating long-term value and contributing to sustainable development.

The Kibar Group engages with its employees, customers, suppliers, business partners, public institutions, industry associations, universities, non-governmental organizations, and the wider community through regular communication channels and collaborative partnerships. This engagement helps us better understand stakeholder expectations, evaluate feedback, and further develop our sustainability efforts by taking into account the needs of different stakeholder groups.

This section outlines the Kibar Group's approach to stakeholder relationships and engagement, sustainability management across the supply chain, the K-Star Supplier Sustainability Program, the K-Rise Supplier Training Program, and local sourcing 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

The Kibar Group regards stakeholder relations as a strategic area of management for extending its sustainability approach across the value chain. For the Kibar Group, stakeholder relations extend beyond the mere exchange of information, serving as an important mechanism for understanding stakeholder expectations, evaluating feedback, identifying opportunities for mutual development, and strengthening long-term partnerships.

Throughout the value chain—from raw material sourcing and production to distribution and the end user—the Kibar Group manages its relationships with suppliers, business partners, manufacturers, distributors, retailers, and customers by taking economic, environmental, and social impacts into account. This approach supports extending the Kibar Group's sustainability priorities beyond its operational boundaries while strengthening a culture of responsible business conduct throughout the value chain.

The Kibar Group provides open, accurate, and timely information through communication channels tailored to the needs and expectations of its different stakeholder groups. Feedback and input from stakeholders are taken into consideration to improve business processes, enhance sustainability practices, and strengthen the effectiveness of collaborative partnership.

STAKEHOLDER ENGAGEMENT

The Kibar Group regards stakeholder engagement as an integral part of its strategic stakeholder management approach and conducts its engagement processes in line with the principles of inclusiveness, transparency, accountability, materiality, and responsiveness. Within this framework, stakeholder groups are identified, their expectations and priorities are monitored on a regular basis, feedback is evaluated, and communication channels tailored to each stakeholder group are used.

The Kibar Group's stakeholder engagement approach is structured in line with the nature of its relationships with different stakeholder groups, as well as their expectations and preferred engagement channels. Within this framework, employees, customers, suppliers, shareholders, investors, public institutions, universities, industry associations, non-governmental organizations, and the wider community constitute the Kibar Group's principal stakeholder groups, contributing to the continuous development of its sustainability approach through a variety of engagement channels. The expectations and feedback of each stakeholder group are monitored through the relevant engagement mechanisms and taken into consideration in the continuous improvement of the Kibar Group's corporate practices.

Stakeholder engagement processes focus on safe working conditions, fair compensation, development opportunities, participatory management, inclusiveness, and work–life balance with employees; product and service quality, safety, data privacy, sustainable products, and transparent communication with customers; and trusted and sustainable business partnerships, ethical sourcing criteria, and capacity development with suppliers.

Shareholders and investors are provided with regular updates on the Kibar Group's financial performance, corporate governance, environmental, social, and governance (ESG) performance, and transparent reporting practices. Collaborative partnerships are developed with public institutions, universities, industry associations, and non-governmental organizations to advance regulatory compliance, joint projects, R&D, innovation, talent development, and social impact. Engagement with the wider community is maintained through initiatives focused on employment generation, environmental stewardship, education, healthcare, social well-being, and volunteerism.

The Kibar Group uses communication channels tailored to the specific needs of its different stakeholder groups. The Annual Report, Sustainability Report, United Nations Global Compact Communication on Progress (CoP), satisfaction surveys, reputation surveys, suggestion systems, the Code of Ethics, customer support channels, supplier portals, the K-Star Platform, General Assembly meetings, investor presentations, memberships in industry organizations, university collaborations, the K-Team and K-Start programs, the Kibar Education and Social Assistance Foundation, Kibar Volunteers, and social media and web channels are among the principal communication tools supporting this stakeholder engagement framework.

Stakeholder groups, their key expectations, the Kibar Group's institutional responses to those expectations, and the communication channels used are summarized in the "Stakeholder Engagement and Institutional Response Framework."

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

STAKEHOLDER ENGAGEMENT AND CORPORATE RESPONSE FRAMEWORK

STAKEHOLDER GROUP	STAKEHOLDER EXPECTATION	KIBAR GROUP'S RESPONSE	COMMUNICATION CHANNELS
Employees	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)
Customers	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)
Suppliers	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)

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

STAKEHOLDER GROUP	STAKEHOLDER EXPECTATION	KIBAR GROUP'S RESPONSE	COMMUNICATION CHANNELS
Shareholders/Investors	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)
Public Institutions/ Universities/Sectoral Organizations & Non-Governmental Organizations (NGOs)	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)
Communities	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

Given its companies operating across diverse industries and its extensive supplier network, the Kibar Group regards sustainable supply chain management as a core component of its responsible sourcing approach. Within this framework, procurement processes are carried out with due consideration of expectations relating to ethics, human rights, occupational health and safety, the environment, quality, and information security throughout supplier selection, contract management, performance monitoring, and the identification of development opportunities.

The Kibar Group expects all its suppliers to comply with its Procurement Code of Ethics, which has been developed in alignment with the United Nations Global Compact and the Sustainable Development Goals (SDGs) and forms an integral part of the Kibar Group's Code of Ethics. The Procurement Code of Ethics defines the fundamental principles expected of suppliers in the areas of business ethics, anti-corruption and anti-bribery, the prevention of forced labour and child labour, the prevention of discrimination and harassment, compensation and working conditions, occupational health and safety, the environment and biodiversity, quality, continuous improvement, and information security.

KİBAR GROUP FRAMEWORK AGREEMENT

The Kibar Group integrates its sustainability expectations into the contractual framework governing its business relationships with suppliers. Accordingly, before establishing a business relationship with a supplier, the Kibar Group signs a Framework Agreement under which its Procurement Code of Ethics, Sustainable Procurement Criteria, and Sustainable Procurement Policy are provided as annexes, communicating the Group's environmental, social, and governance (ESG) expectations to suppliers. In 2025, a total of 617 Framework Agreements were signed under this framework.

Under the Framework Agreement, suppliers are expected to prevent forced labor and child labor, prohibit discrimination and harassment, ensure fair compensation and appropriate working conditions, comply with anti-bribery and anti-corruption principles, provide a safe and healthy working environment for employees, comply with applicable environmental laws and regulations, and manage their environmental impacts.

Supplier selection is carried out in accordance with the Kibar Group's procurement procedures and approved supplier list. Within this process, priority is given to establishing long-term partnerships with suppliers that respect human rights, manage their environmental impacts, and support the transition to a circular economy. In cases where non-compliance with the Kibar Group's sustainability principles is identified, appropriate corrective actions are taken, and where necessary, the business relationship is terminated.

Suppliers are included annually in performance and risk assessment processes covering environmental, social, governance (ESG), and change management topics. These assessments take into account commercial, operational, quality, occupational health and safety, environmental, and information security criteria. They also include reviews of suppliers' ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System certifications, as well as their compliance with ethical and contractual obligations. Assessment results are shared with suppliers through supplier scorecards, and discussions and action plans are developed to address areas for improvement.

During the reporting period, no suppliers received an adverse assessment related to environmental criteria, and no contracts were terminated on these grounds.

K-STAR

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

K-STAR SUPPLIER SUSTAINABILITY PROGRAM

Through the K-STAR Supplier Sustainability Program, which covers its extensive supplier base, the Kibar Group manages sustainable supply chain practices through a systematic, measurable, and traceable framework. Launched in 2023, the program aims to assess suppliers' sustainability maturity across environmental, social, governance (ESG), and change management dimensions, identify areas for improvement, monitor the implementation of action plans, and strengthen sustainable procurement processes through a data-driven approach.

For the Kibar Group, the supply chain is not merely a procurement function; it is also a strategic management area that supports production continuity, operational resilience, cost management, and global competitiveness. With an annual procurement volume of approximately USD 1.5 billion, managing supply chain processes from the perspectives of sustainability, risk management, and business continuity is critical for the Kibar Group.

Under the K-STAR Program, supplier engagement, risk assessment, performance monitoring, and action management are carried out in accordance with the criteria defined in the Kibar Group Procurement Procedure. This framework enables the Kibar Group to manage its sustainability expectations more effectively across the value chain while fostering shared development opportunities with its suppliers.

ENVIRONMENTAL AND SOCIAL IMPACT MANAGEMENT

Under the program, suppliers' environmental and social sustainability performance is evaluated through a holistic approach.
From an environmental perspective, suppliers' practices related to environmental regulations, relevant sustainability standards, carbon footprint, energy efficiency, waste management, and water use are monitored through questionnaires and system-based controls. Based on the findings, improvement actions are planned, and suppliers are encouraged to assess climate-related risks and integrate them into their business continuity plans.
From a social perspective, human rights, working conditions, occupational health and safety, fair compensation, inclusion, and compliance with the Group's Procurement Code of Ethics are among the priority areas. Practices in these areas are monitored through performance assessments, documentation reviews, and risk-based audit processes.

Through the Master Data Governance (MDG) platform, suppliers' certification information and document validity periods are monitored, and the relevant users are notified when action is required. This supports the accuracy, currency, and traceability of supplier data.

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

SEGMENTATION AND ASSESSMENT METHODOLOGY

Under the K-STAR Program, suppliers are categorized into four main segments based on a segmentation framework developed with reference to the Sustainability Accounting Standards Board (SASB) Standards. Sector-specific assessment frameworks that account for industry-specific characteristics are used for the High-Emission Industries, Food, Beverage, Consumer Goods and Technology, and Services and Transportation segments.

Through a segment-specific assessment framework comprising a total of 160 questions, suppliers' sustainability practices are analyzed, with environmental risks, social practices, governance structures, and change management capabilities evaluated through an integrated approach. Based on the assessment results, suppliers are classified within a five-level sustainability maturity model as "Open for Improvement," "Bronze," "Silver," "Gold," and "Platinum."

As part of the assessment process, suppliers are required to provide not only self-declarations but also supporting evidence in the form of policy documents, procedures, annual reports, data sets, and official documentation. Suppliers can monitor their sustainability scorecards and action plans through the digital platform. Supporting evidence uploaded by suppliers is reviewed by the procurement teams, and the corresponding scores are updated within the system.

PERFORMANCE MEASUREMENT AND FEEDBACK

Suppliers are included in annual performance assessments covering environmental, social, and governance (ESG) criteria, as well as commercial, operational, quality, information security, and occupational health and safety performance. Sustainability indicators affecting products and services are also taken into consideration as part of this assessment process, with environmental performance indicators such as carbon footprint, energy efficiency, waste management, and water use being monitored.

Assessment results are communicated to suppliers through supplier scorecards, and action plans are defined for areas identified as open for improvement. Action plans are tracked through a centralized system, and suppliers' progress is monitored annually.

During the initial implementation phase of the program, 1,200 suppliers representing approximately 95% of the Kibar Group's procurement volume were invited to participate in the assessment process, with 1,071 suppliers completing the process in full.

Under the K-Star Program, approximately 42,000 improvement actions have been defined for suppliers. The number of improvement actions varies depending on each supplier's current sustainability maturity level and identified development needs. Approximately 12,500 of the defined improvement actions have been completed, and their implementation status is monitored through the digital platform.

AUDIT AND MONITORING PROCESSES

Audit activities are planned based on risk and performance, taking into account the results of the K-Star Maturity Assessment and Supplier Performance Assessment. Under the procedure, on-site audits are conducted every two years for critical suppliers and suppliers classified as Open for Improvement, while remote audits are conducted for suppliers with performance scores ranging from 60 to 75.

Accordingly, in 2025, on-site audits were planned for 14 suppliers, while remote audits were planned for 8 suppliers. Based on the audit results, additional on-site audits may be conducted for suppliers deemed necessary, subject to the approval of the Group Vice President of Procurement.

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

K-STAR RISE SUPPLIER SUSTAINABILITY TRAINING PROGRAM

Launched in 2025, K-Star Rise is a digital learning platform designed as the training and capacity-building component of the K-Star Supplier Sustainability Program. Structured around environmental, social, and governance (ESG) topics, the platform aims to strengthen suppliers' sustainability capabilities, support the implementation of the improvement actions defined under the K-Star Program, and foster a shared sustainability language across the supplier ecosystem.

The program supports suppliers not only in understanding current expectations and requirements but also in preparing for evolving environmental, social, and governance (ESG) regulations, changing customer expectations, and the new capabilities required by the green transition. In this respect, K-Star RISE is positioned as a complementary platform that brings together assessment, action tracking, and capability development to support the Kibar Group's sustainable supply chain management.

DIGITAL LEARNING PLATFORM

K-Star Rise is a comprehensive e-learning platform built on an AI-powered digital infrastructure. The platform consists of four main modules: General Sustainability, Environmental Sustainability, Social Sustainability, and Governance. The training program is structured around 16 main topics and 83 subtopics, supported by 99 video-based learning modules.

Training content is developed in both Turkish and English, with the aim of making the platform accessible to the Kibar Group's international supplier network. In addition to video-based learning modules, the platform also features podcasts, assessments, and digital certification processes.

The training content is structured around documentary-style videos, topic-specific digital content, and supporting learning materials. Participants' learning outcomes are monitored through assessment and evaluation activities, and suppliers who successfully complete the training program are awarded a certificate of completion. The platform also offers optional training content under the "Power of Competence" section, covering development areas beyond sustainability.

TRAINING CONTENT AND PRIORITY TOPICS

The K-Star Rise curriculum covers topics including climate change, carbon footprint and greenhouse gas accounting, energy efficiency, waste and water management, the circular economy, occupational health and safety, human rights, ethics, risk and crisis management, business continuity, and management systems. These training modules are designed to strengthen suppliers' capacity to meet current sustainability expectations while enhancing their readiness for future regulatory and market requirements expected to become increasingly significant.

The training courses available on the platform are linked to the improvement actions assigned to suppliers under the K-Star Program, helping them address identified development areas in a more structured and tangible manner. This enables suppliers to access the knowledge and resources they need through the digital platform to address the development areas identified through their performance assessment results.

IN-PERSON TRAINING AND WORKSHOPS

In addition to the digital learning platform, in-person training sessions and workshops were conducted in 2025 to support suppliers in implementing their sustainability improvement actions more effectively. As part of these efforts, a total of 64 hours of training were delivered through eight workshops. The workshops helped suppliers gain a better understanding of the program's objectives, clarify the implementation steps, and strengthen their alignment with the improvement actions defined under the K-Star Program.

CBAM IMPLEMENTATION GUIDE MODULE

Given its growing strategic importance for supply chains, the Carbon Border Adjustment Mechanism (CBAM) is addressed as a dedicated module within K-Star Rise. In addition to the existing CBAM content available on the platform, a more comprehensive and action-oriented "Implementation Guide" module has been developed to strengthen suppliers' technical compliance capabilities.

Following the reporting period(*), this dedicated training package was published on the K-Star Rise platform together with related announcements and assigned to the user accounts of critical suppliers. CBAM training has been established as a mandatory competency requirement for critical suppliers, with integrated assessment and evaluation activities designed to monitor learning outcomes.

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

REPORTING AND MONITORING

Training activities, improvement actions, and participation under K-Star Rise are monitored on a regular basis. Program announcements, user guides, progress updates, and platform reports are shared with suppliers, while developments related to the K-Star and K-Star Rise programs are regularly reported to senior management and the Kibar Holding Sustainability Committee.

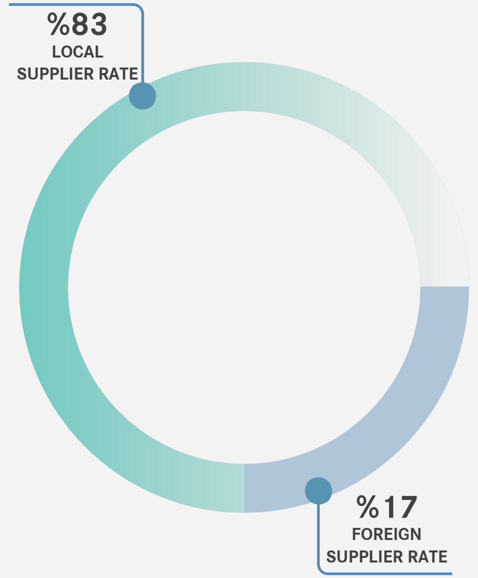
Through this integrated approach, the Kibar Group supports supplier sustainability performance not only through assessment and audit processes but also through training, guidance, and capacity-building initiatives.

LOCAL PROCUREMENT

The Kibar Group prioritizes local procurement practices to strengthen supply chain resilience, support continuity of supply, and reduce the environmental impacts of its operations.

The local procurement approach contributes to reducing logistics-related risks, improving lead times, supporting local economies, and establishing a more efficient procurement structure aligned with green transition targets.

In 2025, the Kibar Group worked with a total of 8,274 suppliers, comprising 6,835 local suppliers and 1,439 international suppliers.



LOCALIZATION PROJECT FOR CHEMICAL RAW MATERIAL PROCUREMENT AT İSPAK

İspak is implementing a localization initiative for the chemical raw materials used in its technical foil product group to strengthen the local supplier ecosystem, build a more flexible and reliable supply chain, reduce logistics-related environmental impacts, and improve operational efficiency.

As part of this initiative, İspak is focusing on developing local sourcing solutions for hydrophilic, UV, and epoxy coatings that were previously procured from international suppliers. Formulation development efforts and technical collaborations with local manufacturers help strengthen suppliers' manufacturing capabilities and contribute to the development of a more sustainable supply chain.

Following laboratory testing, the developed products undergo machine and prototype trials, after which their performance on customers'production lines is monitored to complete the final approval process.

(*) Updated after the reporting period to reflect the latest available information.

WE SHARE FOR THE COMMUNITIES

Through our initiatives in education, healthcare, social well-being, and volunteering, we support positive social impact while working together with our employees, foundation, and stakeholders to create lasting value for society.

GRI 3-3

WE SHARE for the communities

The Kibar Group shapes its approach to social impact in line with Founder and Honorary Chair Asım Kibar's principle: "We will continue to dedicate our gains to society based on our social responsibility approach." Guided by this principle, the Kibar Group carries out initiatives in education, healthcare, and social well-being that respond to society's needs while aiming to create long-term, lasting impact.

The Kibar Group strengthens its social impact initiatives through investments and support programs implemented by the Kibar Education and Social Assistance Foundation, as well as practices that encourage employee volunteering. Expanding access to educational opportunities, supporting access to healthcare services, implementing projects that strengthen social well-being, and fostering a culture of volunteering are among the Kibar Group's priority areas of focus.

This section highlights the Kibar Group's social impact investments, initiatives in education, healthcare, and social well-being, social responsibility projects, the Kibar Volunteers platform, and volunteer activities.

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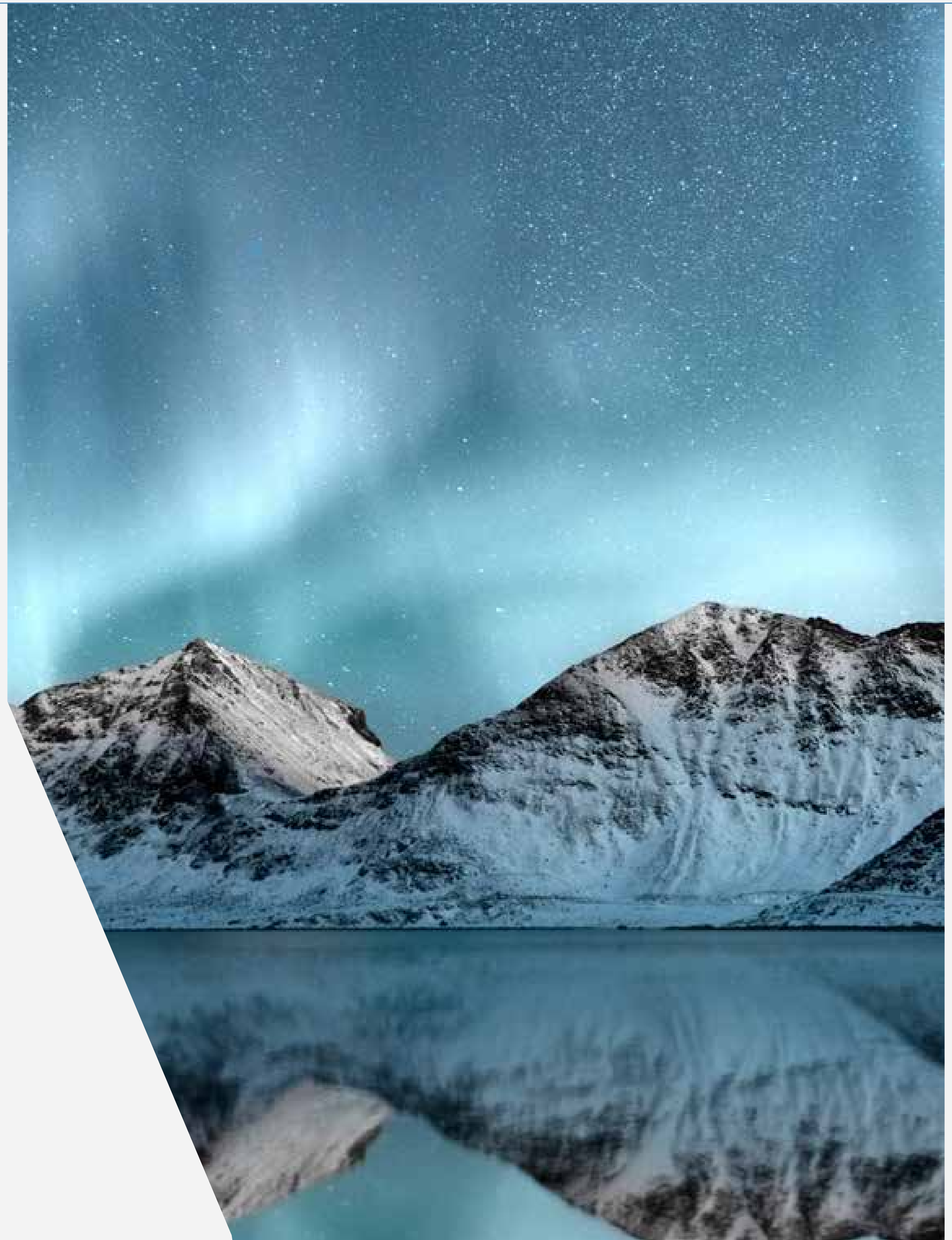
Related Capital Elements
- Social Capital

Material Topics:
- Social Responsibility

Sustainable Development Goals Supported:

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION



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

SOCIAL BENEFIT INVESTMENTS

The Kibar Group carries out its social impact investments with a long-term commitment to creating lasting value in the areas of education, healthcare, and social well-being. To institutionalize its philanthropic activities, the Kibar Group established the Kibar Education and Social Assistance Foundation in 1999, through which it carries out a wide range of social impact initiatives.

SOCIAL BENEFIT INVESTMENTS IN EDUCATION

The Kibar Group carries out its social impact investments in education with a commitment to supporting children's and young people's access to quality educational opportunities. The education investments implemented as part of this commitment contribute to learning opportunities for different age groups, ranging from early childhood education to vocational and technical education.

Asım Kibar Vocational and Technical Anatolian High School, built by Kibar Holding in Istanbul and opened in 2010, is among the Kibar Group's institutional investments that contribute to strengthening vocational and technical education. Pursuant to a protocol signed between the Republic of Türkiye's Ministry of Culture and Tourism and the Republic of Türkiye's Ministry of National Education, the school was granted "Project School" status. Under an intensive foreign language program designed to strengthen language education, students receive instruction in English, German, and Russian.

To enhance students' sustainability awareness, the school conducts educational activities on environmental awareness, climate change, and recycling. Students also have the opportunity to gain hands-on experience by developing projects focused on environmental and social sustainability.

Semiha Kibar Preschool, built by Kibar Holding in 2014 in Sarıseki, İskenderun, Hatay, contributes to expanding early childhood education capacity in the region. Established to support access to early childhood education for children between 36 and 71 months of age, Semiha Kibar Preschool has provided education to more than 900 children to date.

SOCIAL BENEFIT INVESTMENTS IN HEALTHCARE

To support access to healthcare services and strengthen treatment capacity through its social impact investments in healthcare, the Kibar Group funded the construction of the Semiha Kibar Organ Transplant and Dialysis Hospital on the Erciyes University campus in Kayseri.

Opened in 1995, the hospital provides specialized healthcare services supported by advanced clinical infrastructure for the diagnosis, monitoring, and treatment of kidney diseases. The hospital has approximately 100 healthcare professionals on staff and features 41 patient rooms and 90 beds. The hospital offers a comprehensive healthcare model that enables patients with kidney disease to access follow-up care, treatment, dialysis, and organ transplantation services without the need for referral to another healthcare facility.

Each year, the Semiha Kibar Organ Transplant and Dialysis Hospital helps hundreds of patients access treatment. To date, it has performed organ transplants for 360 patients and provided dialysis services to 8,700 patients.

SOCIAL IMPACT INVESTMENTS IN SOCIAL WELL-BEING

The Kibar Group supports the development of facilities that contribute to communities through culture, education, social engagement, and vocational practice as part of its social impact investments in social well-being. The investments implemented as part of this commitment enhance access to cultural, social, and educational activities for people of all ages and diverse user groups.

Asım Kibar Cultural Center, built by Kibar Holding in İskenderun, Hatay, in 2013, operates on a 3,000-square-meter site. The center contributes to the region's cultural and social well-being by hosting meetings, concerts, educational events, and a variety of community activities.

Semiha Kibar Practice Hotel, built by Kibar Holding in Istanbul and opened in 2012, was the first facility of its kind in the region. Established to provide students studying hospitality and tourism with hands-on training under the guidance of experienced instructors, the facility supports the practical dimension of vocational education. At the facility, used cooking oil, paper, and recyclable plastic materials are collected separately and sent to the appropriate recycling and waste management providers.

Semiha Kibar Social Life Center, built by Kibar Holding in Istanbul in 2011 and subsequently transferred to the Tuzla Municipality, features two conference halls with a combined capacity of 550 people and a digital library within its 2,200-square-meter facility. In 2025, the facility hosted more than 40 conferences, attended by approximately 3,500 participants, while approximately 4,500 people used its digital library. Waste generated at the center is segregated at the source and recycled through the appropriate waste management channels.

GRI 3-3, 414-2

SOCIAL RESPONSIBILITY INITIATIVES

The Kibar Group carries out its social responsibility initiatives through employee volunteering, education-focused projects, collaborations with civil society organizations, and initiatives that address local community needs. Within this framework, volunteer activities are supported through a structured model that enables employees to contribute their knowledge, experience, and time to projects that create social impact.

KİBAR VOLUNTEERS

The Kibar Volunteers platform was established to bring together, under a single umbrella, the social responsibility initiatives in which employees of Kibar Holding and the Kibar Group companies can participate on a voluntary basis. The platform enables employees to participate flexibly in a variety of volunteer activities, develop project proposals, and contribute to existing initiatives.

Coordination of the Kibar Volunteers platform across the Kibar Group is carried out through Volunteer Leaders selected from among the volunteers. Volunteers can participate in a wide range of activities, including corporate social responsibility projects, company-led social responsibility initiatives, volunteer-led projects, volunteering with civil society organizations, skills-based volunteering, and internal volunteering programs.

CORPORATE SOCIAL RESPONSIBILITY PROJECT/ SUPPORT FOR DISADVANTAGED SCHOOLS

As part of the corporate social responsibility initiatives led by Kibar Holding, volunteers participate in support activities for disadvantaged schools.

CORPORATE SOCIAL RESPONSIBILITY PROJECTS OF GROUP COMPANIES

Volunteers may participate, on a voluntary basis, in corporate social responsibility initiatives carried out by Kibar Group companies.

VOLUNTEERING PROJECTS

These projects encompass initiatives developed and carried out by volunteers on a project basis. Employees can jointly identify the areas in which they wish to contribute and continue their efforts by forming their own project teams.

VOLUNTEERING FOR NON-GOVERNMENTAL ORGANIZATIONS

Volunteers may participate in social responsibility initiatives by taking part in volunteer programs organized by non-governmental organizations. The “Açık Açık” platform serves as a key reference in identifying the non-governmental organizations with which Kibar Volunteers collaborate.

SKILL-BASED VOLUNTEERING

This encompasses volunteer activities through which Kibar Volunteers contribute their expertise in information technology, accounting, education, human resources, and related fields to projects and initiatives undertaken by organizations in need of these capabilities.

INTERNAL VOLUNTEERING

This encompasses volunteer activities through which Kibar Volunteers provide their professional expertise to projects and initiatives led by municipalities, public institutions, non-governmental organizations, and social enterprises in response to their identified needs.

To enable the prompt evaluation of Kibar Group employees’ volunteering-related requests and suggestions, a volunteer portal accessible 24/7 has been established. Volunteer processes are managed through kibargonulluleri.com. The platform is integrated with the Kibar Group’s Human Resources, Procurement, and Finance functions, providing a seamless operational framework. This integrated framework supports the systematic, traceable, and sustainable management of volunteer activities.

Through Kibar Volunteers initiatives focused on children and education, the Kibar Group has reached more than 9,500 children to date. The program’s reach has been expanded with the inclusion of Dilovası in its volunteering network, following Tuzla, İzmit, Susurluk, and İskenderun.

GRI 3-3, 414-2

KİBAR VOLUNTEERS ACTIVITIES

SUPPORT FOR DISADVANTAGED SCHOOLS

As part of its support initiatives for disadvantaged schools, Kibar Volunteers contributed to renovation efforts aimed at creating child-friendly spaces at Kılıç Ali Paşa Primary School and Semiha Kibar Preschool in İskenderun.

UPCYCLING PROJECT

The Upcycling Project was implemented at Mimar Sinan Primary School in Tuzla, Hacı Seyit Taşan Primary School in Dilovası, and Ali Kahya Primary School in İzmit. As part of the project, volunteers provided teachers with train-the-trainer instruction on upcycling. Following the teachers' classroom sessions, students collected plastic waste from their homes and surrounding communities over the course of one month and delivered it to collection points established at their schools. At the conclusion of the project, a Zero Waste Festival was held at the participating schools with the involvement of students, and the collected waste was delivered to recycling companies.

İSTANBUL MARATHON

The Kibar Volunteers running team joined the 47th Istanbul Marathon to race for the benefit of UNICEF, Darüşşafaka, the Koruncuk Foundation, the Turkish Education Foundation, and the TEMA Foundation. The 85 Kibar Volunteers who participated in the marathon reached 889 donors, and the funds raised helped support the education of 56 children.

CONTRIBUTION TO CHILDREN'S SOCIAL AND COGNITIVE DEVELOPMENT

Kibar Volunteers organizes educational excursions for students who have graduated from the supported schools to foster their social, cultural, and cognitive development. As part of this initiative, an educational trip to Istanbul was organized for students who graduated from Ali Kahya Primary School in İzmit. Accompanied by Kibar Volunteers, the students visited Miniatürk and the Rahmi M. Koç Museum.

TRAFFIC SAFETY EDUCATION IN SCHOOLS

As part of Traffic Week, students at Mimar Sinan Primary School in Tuzla, Ali Kahya Primary School in İzmit, and Hacı Seyit Taşan Primary School in Dilovası received traffic safety awareness training on the rules they should follow in traffic. During the activities held at the three schools, third-grade students reviewed traffic safety rules, with particular emphasis placed on the importance of safe behavior.

GRI 3-3

ART IN THE FACTORY PROJECT

Since 2017, the Art in the Factory Project has supported students enrolled in the Faculties of Fine Arts at universities. As part of the project, artworks created by students are purchased and displayed at production facilities and offices to increase the visibility of emerging artists and bring art into industrial workplaces.

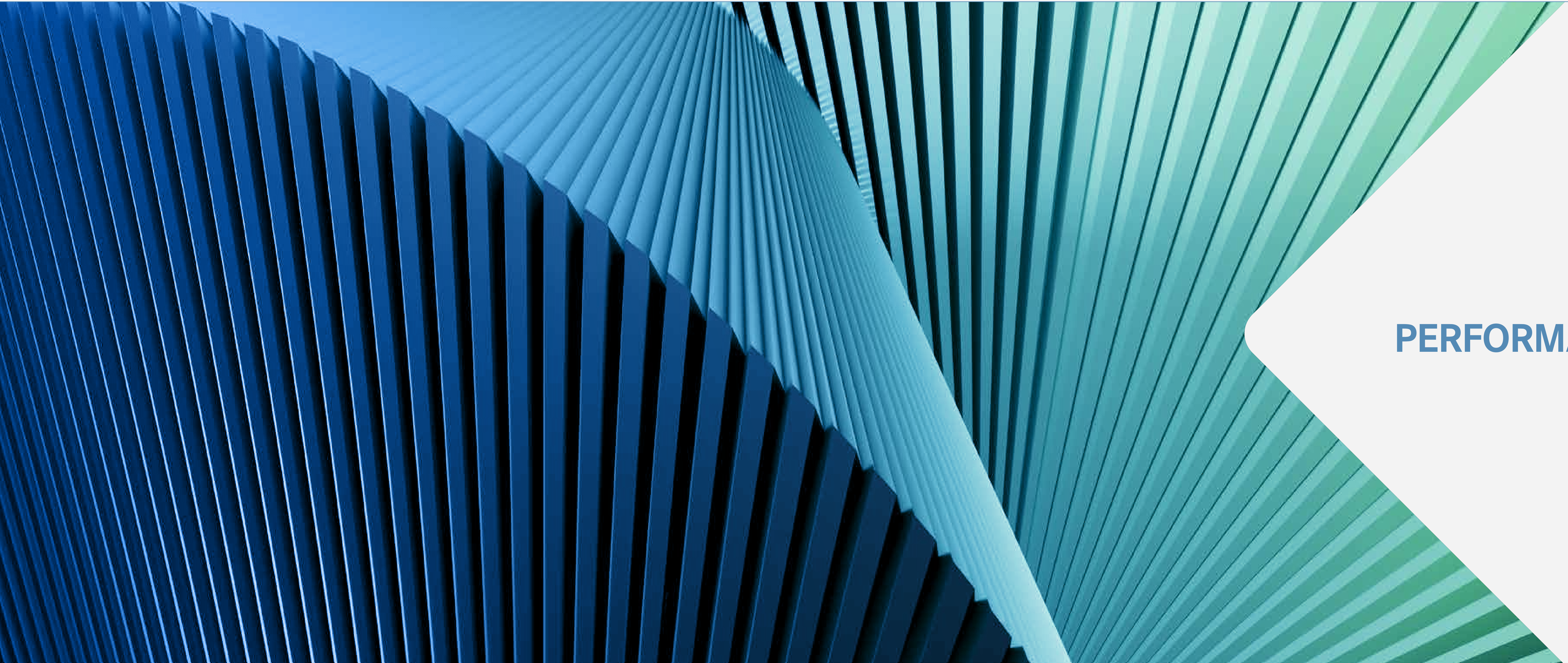
As part of the project, which Assan Alüminyum has carried out annually, the artworks acquired are first displayed at its production facilities and later showcased to stakeholders during company events and site visits. Conducted in collaboration with students from the Painting Departments of university Faculties of Fine Arts, the project helps bring art into the factory environment, making it accessible to employees and stakeholders alike.

UNICEF FUTURE WOMEN LEADERS EDUCATION SUPPORT

In 2025, Assan Alüminyum continued its support for UNICEF's Future Women Leaders program. Through the program, support is provided for the education and skills development of girls living in disadvantaged circumstances. In 2025, this support contributed to the education of 500 girls.

Implemented in collaboration with UNICEF Türkiye, the program supports the participation of adolescent girls in a six-week skills development training program. The program is supported through year-end charitable donations made on behalf of business partners and stakeholders. Donation certificates are prepared to acknowledge these contributions and increase their visibility.

Since 2022, this support has contributed to the education of a total of 2,000 girls. While supporting girls in continuing their education, the program also contributes to raising awareness of gender equality.



PERFORMANCE INDICATORS

PERFORMANCE INDICATORS

Employees Demographics*

Employees	2020	2021	2022	2023	2024	2025
Total number of employees	3.189	3.478	3.780	4.120	3.897	3.447
Total number of female office employees	262	283	314	350	360	363
Total number of male office employees	493	494	515	554	541	514
Total number of female field employees	71	104	116	189	175	137
Total number of male field employees	2.363	2.597	2.835	3.027	2.821	2.433
Total number of female employees	333	387	430	539	535	500
Total number of male employees	2.856	3.091	3.350	3.581	3.362	2.947
Number of Employees by Age Groups						
Number of employees under 30 years old	523	572	835	1072	1.089	935
Number of employees aged between 30 and 50	2.515	2.641	2.692	2867	2.660	2.309
Number of employees aged 50 and over	151	265	253	181	148	203
Total number of senior executives						
Number of female executives	32	39	39	39	38	44
Number of male executives	108	116	118	136	126	124
Percentage of female executives	22,9%	25,2%	24,8%	22,3%	23,2%	26,2%
Maternity/Paternity Leave						
Number of female employees on maternity leave	12	11	16	18	21	27
Number of male employees on paternity leave	206	187	198	197	182	189
Number of female employees returning from maternity leave	13	11	16	16	20	11
Number of male employees returning from paternity leave	206	187	195	188	182	181

*Includes Kibar Holding and Kibar Group companies within the reporting scope.

Employee Turnover

Total Employee Turnover Rate	2020	2021	2022	2023	2024	2025
Female					23,95%	30,11%
Male					20,48%	28,89%
Total				18,5%	20,92%	29,05%
Voluntary Employee Turnover Rate						
Female					10,49%	7,32%
Male					5,02%	5,78%
Total				9,3%	5,70%	5,99%

Employee Development

Training Activities

Employee Training - Number of Participants (person)	2020	2021	2022	2023	2024	2025
Female	788	2.370	2.753	6.935	4.800	5.465
Male	2.741	21.051	21.482	39.365	20.873	29.566
Total	3.529	23.421	24.235	46.300	25.673	35.031
Employee Training – Total Hours (person-hours)						
Female	1.730	5.690	9.553	17.797	13.099	18.763
Male	6.789	37.930	97.377	105.760	58.006	78.801
Total	8.519	43.620	106.931	123.557	71.105	97.564

Performance Review

Number of Employees Participating in Performance Evaluation	2020	2021	2022	2023	2024	2025
Female	184	190	210	244	397	328
Male	**1.967**	**398**	**399**	**433**	1.761	464
Total	**2.151**	**588**	**609**	**677**	2.158	792

Verified by the 2021 Limited Assurance Report.
Verified by the 2022 Limited Assurance Report.
Verified by the 2023 Limited Assurance Report.
Verified by the 2024 Limited Assurance Report.
Verified by the 2025 Limited Assurance Report.

PERFORMANCE INDICATORS

Occupational Health & Safety

Accident Frequency Rate (Injury Rate)	2020	2021	2022	2023	2024	2025
Direct Employment						
Female	4,15	2,19	10,66	3,66	2,30	2,53
Male	15,29	19,00	9,60	14,36	10,90	10,34
Total				13,29	9,97	9,26
Accident Severity Rate (ASR)						
Direct Employment						
Female	0,01	0,02	0,07	0,04	0,02	0,06
Male	0,25	0,33	0,20	0,34	0,29	0,23
Total				0,31	0,26	0,21
Occupational Disease Rate (ODR)						
Direct Employment						
Female	0	0	0	0	0	0,00
Male	0	0	0	0	0	0,40
Total				0	0	0,35
Contractor Employees						
Female	0	0	0	0	0	0
Male	0	0	0	0	0	0
Total				0	0	0
Work-related Deaths						
Direct Employment						
Female	0	0	0	0	0	0
Male	0	0	0	0	0	0
Total				0	0	0
Female	0	0	0	0	0	0
Male	0	0	0	0	0	0
Total				0	0	0

Occupational Health & Safety Trainings

	2020	2021	2022	2023	2024	2025
Total number of employees participating in OHS trainings	2.306	10.376	19.189	15.997	7.739	14.865
Total number of contractor employees participating in OHS trainings	1.625	1.657	6.185	2.316	2.923	3.478
Total hours of OHS trainings provided to employees						
Total	40.525	48.614	49.291	63.317	42.160	57.234
Total hours of OHS trainings provided to contractor employees						
Total	1.858	2.462	4.635	2.152	2.678	4.762

Occupational Health & Safety Management

Number of OHS Committees Established	21	5	5	5	8	8
Total Number of Members in OHS Committees Established	88	99	99	80	80	92
Number of Employee Representatives in OHS Committees Established	22	26	26	34	28	27

Suppliers

Number of Local Suppliers	4.634	5.316	4.643	6.644	7.105	6.835
Number of Foreign Suppliers	725	881	897	1.121	1.415	1.439
Local Supplier Ratio (%)	86%	86%	84%	86%	83%	83%
Foreign Supplier Ratio (%)	14%	14%	16%	14%	17%	17%

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PERFORMANCE INDICATORS

Environmental Performance Indicators

Use of Natural Resources	2020	2021	2022	2023	2024	2025
Production output (tons)*	265.461	307.304	293.799 ✓	297.975 ✓	311.131 ✓	307.057 ✓
Raw material consumption (tons)**	456.341	448.711	432.846	451.958 ✓	450.257 ✓	464.734 ✓
Recycled/recovered raw materials used as input (tons)**	124.852	133.511	132.174	139.861 ✓	155.240 ✓	143.328 ✓
Recycled/recovered raw materials ratio used as input (%)**	27,4%	29,8%	30,5%	30.9% ✓	34,5% ✓	30,8% ✓
Water Management						
Well water consumption (m3)	359.812 ✓	326.973 ✓	323.861 ✓	295.719 ✓	257.756 ✓	217.344 ✓
Municipal water consumption (m3)	149.515 ✓	161.987 ✓	147.104 ✓	168.243 ✓	169.073 ✓	134.006 ✓
Total water consumption (m3)	509.327 ✓	488.960 ✓	470.965 ✓	463.962 ✓	426.829 ✓	351.350 ✓
Water intensity (m3/million TRY)	71 ✓	38 ✓	16 ✓	12 ✓	8,0 ✓	5,1 ✓
Waste Management						
Total amount of hazardous wastes (tons)	**11.701** ✓	**13.261** ✓	**13.792** ✓	**13.149** ✓	**13.585** ✓	**15.383** ✓
Energy recovery	239 ✓	751 ✓	597 ✓	555 ✓	1.058 ✓	381 ✓
Recovery (tons)	11.420 ✓	12.510 ✓	13.193 ✓	12.594 ✓	12.524 ✓	14.448 ✓
Waste disposal site	43 ✓	0 ✓	1 ✓	0 ✓	0 ✓	554 ✓
Waste incineration	0 ✓	0 ✓	0 ✓	0 ✓	4 ✓	0 ✓
Other	0,05 ✓	0,07 ✓	0,07 ✓	0,07 ✓	0 ✓	0 ✓
Total amount of non-hazardous wastes (tons)	**10.930** ✓	**12.301** ✓	**12.493** ✓	**12.663** ✓	**15.856** ✓	**16.958** ✓
Energy recovery	1.025 ✓	864 ✓	1.150 ✓	1.310 ✓	1.139 ✓	3.792 ✓
Recovery (tons)	9.668 ✓	11.246 ✓	11.161 ✓	11.148 ✓	14.501 ✓	13.007 ✓
Waste disposal site	237 ✓	191 ✓	183 ✓	204 ✓	1 ✓	0 ✓
Waste incineration	0 ✓	0 ✓	0 ✓	0 ✓	216 ✓	114 ✓
Other	0 ✓	0 ✓	0 ✓	1 ✓	0 ✓	44 ✓
Total amount of waste (tons)	**22.631** ✓	**25.562** ✓	**26.285** ✓	**25.812** ✓	**29.441** ✓	**32.341** ✓
Waste intensity (tons/million TRY)	3,17 ✓	1,97 ✓	0,91 ✓	0,66 ✓	0,6 ✓	0,5 ✓
Recycling/Recovery						
Amount of recycled/recovered waste (tons)	22.352 ✓	25.370 ✓	26.101 ✓	25.588 ✓	29.221 ✓	31.629 ✓
Ratio of recycled/recovered waste (%)	**98,8%** ✓	**99,3%** ✓	**99,3%** ✓	**99,1%** ✓	**99,3%** ✓	**97,8%** ✓

* Production volume is monitored in vehicle sets at Assan Hanil and in square meters at Assan Panel; therefore, it has not been included in the cumulative data.
** Only raw materials monitored in tons were included in the cumulative calculation.
*** In 2025, Holding emissions were included.
**** In the calculation of greenhouse gas emission intensity, Scope 2 emissions resulting from total electricity consumption were taken into account, rather than offset Scope 2 emissions.

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PERFORMANCE INDICATORS

Combating Climate Change

Direct Energy Consumption (GJ)	2020	2021	2022	2023	2024	2025
Natural Gas	1.872.465 ✓	1.951.795 ✓	1.917.234 ✓	1.906.477 ✓	2.098.247 ✓	2.111.525 ✓
Diesel	10.352 ✓	9.384 ✓	13.794 ✓	13.895 ✓	21.984 ✓	29.552 ✓
Gasoline	7.458 ✓	7.854 ✓	10.618 ✓	12.034 ✓	11.077 ✓	6.700 ✓
Total Direct Energy Consumption	1.890.275 ✓	1.969.033 ✓	1.941.645 ✓	1.932.405 ✓	2.131.309 ✓	2.147.778 ✓
Indirect Energy Consumption (GJ)						
Electricity	741.061 ✓	818.325 ✓	837.507 ✓	868.037 ✓	926.891 ✓	882.681 ✓
Total Indirect Energy Consumption	741.061 ✓	818.325 ✓	837.507 ✓	868.037 ✓	926.891 ✓	882.681 ✓
Total Energy Consumption (GJ)						
Total Energy Consumption (GJ)	2.631.335 ✓	2.787.357 ✓	2.779.153 ✓	2.800.442 ✓	3.058.200 ✓	3.030.459 ✓
Energy Intensity (GJ/million TRY)	369 ✓	215 ✓	96 ✓	71 ✓	57,6 ✓	44,2 ✓
Renewable Energy Production (GJ)						
Renewable Energy Production (GJ)	466.920 ✓	317.876 ✓	525.607 ✓	388.854 ✓	424.153 ✓	353.498 ✓
Renewable Energy Consumption (GJ)						
Renewable Energy Consumption (GJ)		116.302 ✓	132.851 ✓	662.854 ✓	727.605 ✓	688.624 ✓
Emissions* **						
Scope 1 emissions (tons CO_2e)	106.331 ✓	110.738 ✓	109.317 ✓	110.930 ✓	122.925 ✓	123.817 ✓
Scope 2 emissions (from total electricity consumption) (tons CO_2e)	93.456 ✓	107.769 ✓	106.782 ✓	111.398 ✓	113.287 ✓	108.619 ✓
Scope 2 emissions (offset by renewable energy sources) (tons CO_2e)		50.590 ✓	22.829 ✓	26.332 ✓	24.352 ✓	23.937 ✓
Scope 3 emissions (tons CO_2e)	1.688 ✓	1.936 ✓	2.074 ✓	2.390 ✓	2.470 ✓	2.473 ✓
Greenhouse gas emissions intensity (tons CO_2e/million TRY)****	28 ✓	17 ✓	8 ✓	6 ✓	4,5 ✓	3,4 ✓
Protection of Carbon Sink Areas						
Number of trees planted	1.640	8.030	11.860	5.300 ✓	4.706 ✓	5.050 ✓

Economic Performance Indicators

	2020	2021	2022	2023	2024	2025
Net Sales Revenues (TRY)	7130.693.837 ✓	12.968.799.503 ✓	28.821.162.301 ✓	39.337.670.351 ✓	53.131.996.652 ✓	68.528.559.669 ✓

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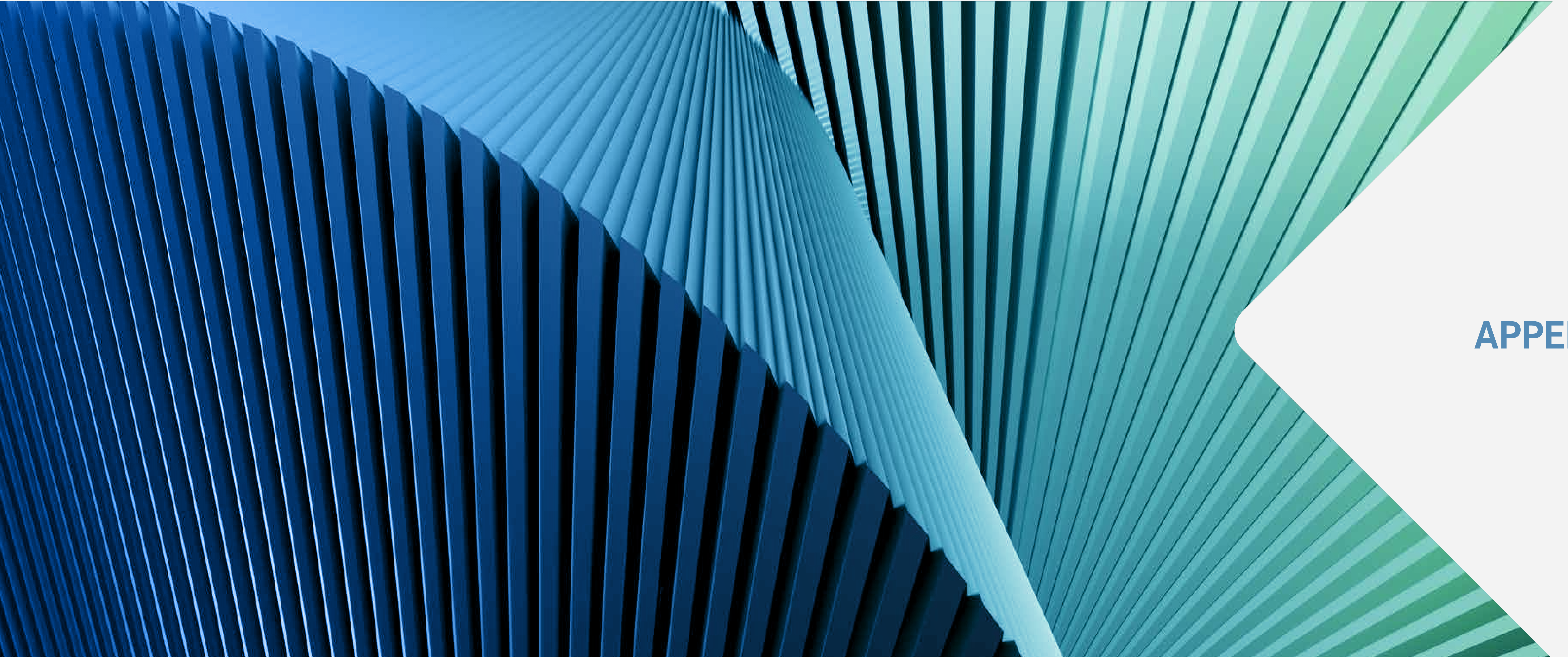

APPENDIX

ANNEX-1 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 2025 Sustainability Report ("2025 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, 2025 to December 31, 2025 (the 2025 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 women 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 women 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 women field workers within these 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 workforce of Kibar Holding and the Companies during the reporting period, classified as under 30, between 30 and 50, and 50 years of age and above.
	Total number of senior executives	Refers to the number of male and female employees at Kibar Holding and the Companies during the reporting period holding the titles of CEO, CFO, Vice President, General Manager, Assistant General Manager, Director, Coordinator, Consultant, and Manager, which are defined as "senior-level" positions.
	Percentage of women 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, Coordinator, Consultant, and Manager, which are defined as "senior-level" positions, at Kibar Holding and the 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	**Employee Turnover**	
	Total Employee Turnover Rate (%)	Refers to the ratio of the number of employees reported by Kibar Holding and the Companies to the Social Security Institution through a Declaration of Leaving Work during the reporting year to the annual average active workforce.
	Voluntary Employee Turnover Rate (%)	Refers to the ratio of the number of employees who voluntarily resigned and whose employment termination was reported by Kibar Holding and the Companies to the Social Security Institution through a Declaration of Leaving Work during the reporting year to the annual average number of active employees.
	Training	
	Number of participation in employee training by gender	Refers to the total number of training participations 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 training by gender (Total hours)	Refers to the total training hours completed by female and male employees of Kibar Holding and the Companies during the reporting period, based on data recorded on Kibar Holding's 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 obtained by multiplying one million by the ratio of the number of lost time injuries (LTIs)—work-related injuries resulting in the loss of at least one workday—among female and male employees directly employed by the Companies during the reporting period to the total hours worked.
	Accident severity rate by gender (%) (Direct Employment)	Refers to the rate obtained by multiplying one thousand by the ratio of the total number of lost days resulting from work-related accidents involving female and male employees directly employed by the Companies during the reporting period to the total hours worked.
	Occupational disease rate by gender (%) (Direct Employment)	Refers to the rate obtained by multiplying one million by the ratio of the number of occupational disease cases among female and male employees directly employed by Kibar Holding and the Companies during the reporting period, as defined under Occupational Health and Safety Law No. 6331, to the total hours worked.
	Occupational disease rate by gender (%) (Contractor's Employees)	Refers to the rate obtained by multiplying one million by the ratio of the number of occupational disease cases among female and male contractor employees working for Kibar Holding and the Companies during the reporting period, falling within the definition of "occupational disease" under Occupational Health and Safety Law No. 6331 and tracked through notifications submitted to the Social Security Institution, to the total hours worked during the reporting period.
	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 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 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 hours of OHS trainings provided to contractor's employees	Refers to the total hours 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.
	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 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.

Type	Indicator	Scope
Environmental Indicators	**Energy Consumption**	
	Direct Energy Consumption	
	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).
	Indirect Energy Consumption	
	Electricty (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.
	Total Energy Consumption	
	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.
	Emissions	
	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 2025. 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 Companies’ 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.
	Renewable Energy Production	
	Renewable energy production (GJ)	Refers to electricity generated from renewable energy sources by the Companies during the reporting period. It is reported as GJ.
	Renewable Energy Consumption	
	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.
	Protection of Carbon Sink Areas	
	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
Environmental Indicators	**Use of Natural Resources**	
	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.
	Water Management	
	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.
	Waste Management	
	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 (tons/million TRY)	Refers to the total amount of waste generated by the Companies per million TRY of revenue during the reporting period. It is reported in tonnes/ 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 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 Lost Days Resulting from Occupational Accidents x 1,000 / Total Hours Worked (including overtime)
Occupational Disease Rate (ODR) = (Number of Occupational Disease Cases x 1,000,000) / 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 lost-time accidents includes all accidents resulting in lost workdays, with no threshold applied.

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

MThe 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 "liter" and the following formula is used in converting gasoline activity data to gigajoule (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 are 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)]
• 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 2025 Emission Factors.

Greenhouse Gas Emissions Intensity

Greenhouse gas emissions intensity refers to the amount of carbon dioxide equivalent (CO_2e) 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 CO_2e/million TRY) = Total Greenhouse Gas Emissions (tons CO_2e) / Sales Revenue (million TRY)

Re-Statement 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 MARK AREA

ANNEX 2 - GRI CONTENT INDEX					
Statement of use	Kibar Holding has reported in accordance with the GRI Standards for the period January 1, 2025 - December 31, 2025.				
GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)					
GRI STANDARD / OTHER SOURCE	DISCLOSURE	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
General Disclosures					
GRI 2: Genel Açıklamalar 2021	2-1 Organizational details	About Kibar Holding, pages 12-13, 18-23	-		
	2-2 Entities included in the organization's sustainability reporting	Introduction & About This Report, page 7	-		
	2-3 Reporting period, frequency, and contact point	Introduction & About This Report, page 7; Contact - Back Cover	-		
	2-4 Restatements of information	GRI Content Index: There are no restatements of information in the report.	-		
	2-5 External assurance	Limited Assurance Report, pages 172-173	-		
	2-6 Activities, value chain, and other business relationships	"About Kibar Holding, pages 12-13, 18-23; Value Creation Model, pages 44-45; Kibar Group Investments, page 70; Exports, page 74; Stakeholder Relations, pages 131-133; Sustainability Management in Supply Chain, pages 134-138"	-		
	2-7 Employees	About Kibar Holding, pages 12-13; Human Resource, page 73; Performance Indicators, page 150	-		
	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 442.	-		
	2-9 Governance structure and composition	Corporate Governance, page 65	-		
	2-10 Nomination and selection of the highest governance body	Corporate Governance, page 65	-		
	2-11 Chair of the highest governance body	Corporate Governance, page 65	-		
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, page 65; Sustainability Management, pages 28-29	-		
	2-13 Delegation of responsibility for managing impacts	Governance, pages 65-68; Sustainability Management, pages 28-29	-		
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, pages 28-29	-		
	2-15 Conflicts of interest	Code of Conduct, page 65	-		
	2-16 Communication of critical concerns	Code of Conduct, page 65; Stakeholder Relations, pages 131-133	-		
	2-17 Collective knowledge of the highest governance body	Sustainability Management, pages 28-29	-		

GRI Services reviewed that the GRI Content Index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to stakeholders. The service was performed on the Turkish version of the report.

GRI STANDARD / OTHER SOURCE	DISCLOSURE	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	Wages Policy, page 87	-		
	2-20 Process to determine remuneration	Wages Policy, page 87	-		
	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 10-11; 2030 Sustainability Strategy, pages 46-55	-		
	2-23 Policy commitments	Sustainability, page 26; Sustainability Approach, pages 26-27; Contribution to Sustainable Development Goals, pages 32-33	-		
	2-24 Embedding policy commitments	Sustainability, page 25; Sustainability Management, pages 28-29; Sustainability Principles, page 34	-		
	2-25 Processes to remediate negative impacts	2030 Sustainability Strategy, pages 46-55	-		
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct, page 65; Stakeholder Relations, pages 131-133	-		
	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 58-59; Corporate Memberships and Partnerships, pages 174-175	-		
	2-29 Approach to stakeholder engagement	Stakeholder Relations, pages 131-133	-		
	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	DISCLOSURE	DISCLOSURES & PAGE NUMBERS	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-2 List of material topics	Double Materiality Assessment, pages 36-43	-		
	3-2 List of material topics	Double Materiality Assessment Results Table, pages 42-43	-		
Business Continuity and Effective Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management, pages 66-68; Emergency Preparedness, page 68	-		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value, page 72; Performance Indicators, page 153	-		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Local Procurement, page 138	-		
Corporate Governance Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance, pages 65-68; Corporate Governance, page 65	-		
Business Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics, page 65; Anti-Bribery and Anti-Corruption, page 66	-		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Internal Audit and Control, page 66	-		
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption, page 66	-		
	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 anti-competitive 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 88-90	-		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, pages 88-90	-		
	403-1 Occupational health and safety management system	Occupational Health and Safety, pages 88-90; Performance Indicators, page 151	-		
	403-3 Occupational health services	Occupational Health and Safety, pages 88-90			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, pages 88-90; Performance Indicators, page 152	-		
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, pages 88-90; Performance Indicators, page 151	-		
	403-6 Promotion of worker health	Occupational Health and Safety, pages 88-90	-		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, pages 88-90	-		
	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 151	-		
	403-10 Work-related ill health	Performance Indicators, page 151	-		
Employee Development and Talent Management					
GRI 3: Material Topics 2021	GRI 3: Material Topics 2021	Talent Acquisition, page 83; Talent Management, pages 84-86	-		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Performance Indicators, page 150	-		
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management, pages 84-86	-		
	404-3 Percentage of employees receiving regular performance and career development reviews	BİZSmart Performance Management, page 87	-		

MATERIAL TOPICS

GRI STANDARD / OTHER SOURCE	DISCLOSURE	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 78-81	-		
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	GRI Content Index: Since Kibar Holding is not a publicly 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 150	-		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Performance Indicators, page 150	-		
	405-2 Ratio of basic salary and remuneration of women to men	GRI Content Index: There are no gender-based salary differences at 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, page 95; Customer Satisfaction and Quality Practices, pages 96-97"	-		
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, page 95; Customer Satisfaction and Quality Practices, pages 96-97"	-		
	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 101-103	-		
Data Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	Information Security, page 105	-		
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 108; Combating Climate Change, page 109; Energy and Emissions Management, pages 112-114"	-		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Management of Climate Risks and Opportunities, pages 120-122	-		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Performance Indicators, page 153	-		
	305-2 Energy indirect (Scope 2) GHG emissions	Performance Indicators, page 153	-		
	305-3 Other indirect (Scope 3) GHG emissions	Performance Indicators, page 153	-		
	305-4 GHG emissions intensity	Performance Indicators, page 153; Greenhouse Gas Emissions Intensity, page 113	-		
	305-5 Reduction of GHG emissions	Energy and Emissions Management, pages 112-114	-		
	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*	482 tons in 2025.	-	*	*

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

MATERIAL TOPICS

GRI STANDARD / OTHER SOURCE	DISCLOSURE	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 110-111; Energy and Emissions Management, pages 112-113; Water Management, page 115; Circular Economy, pages 123-127"	-		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Performance Indicators, page 152	-		
	301-2 Recycled input materials used	Performance Indicators, page 152	-		
	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 153	-		
	302-2 Energy consumption outside of the organization	Performance Indicators, page 153	-		
	302-3 Energy intensity	Performance Indicators, page 153	-		
		Energy and Emissions Management, pages 112-113	-		
	302-5 Reductions in energy requirements of products and services	Circular Economy, pages 123-127	-		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 115	-		
	303-2 Management of water discharge-related impacts	Water Management, page 115	-		
	303-3 Water withdrawal	Performance Indicators, page 152	-		
	303-4 Water discharge	GRI Content Index: This data is not maintained using the same method across all companies within the reporting scope and therefore cannot be disclosed.	-		
	303-5 Water consumption	Performance Indicators, page 152	-		
	306-1 Waste generation and significant waste-related impacts	Waste Management, page 124			
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Waste Management, page 124	-		
	306-3 Waste generated	Performance Indicators, page 152			
	306-4 Waste diverted from disposal	Performance Indicators, page 152	-		
Sustainable Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Management in Supply Chain, pages 134-138	-		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Management in Supply Chain, pages 134-138	-		
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Management in Supply Chain, pages 134-138	-		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Management in Supply Chain, pages 134-138	-		
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 134-138	-		
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 134-138	-		
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Management in Supply Chain, pages 134-138	-		
Social Responsibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	WE SHARE for the communities, pages 142-147	-		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	"Kibar Group Investments, page 70; Social Benefit Investments, page 143"	-		
	203-2 Significant indirect economic impacts	"Kibar Group Investments, page 70; Social Benefit Investments, page 143"	-		

ANNEX 3 - 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 18-19; Value Creation Model, pages 44-45; Governance, pages 65-68"
Quality of Governing Body	Composition of the highest governance body and its committees.	Sustainability Management, pages 28-29; Corporate Governance, page 65
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 Assessment, pages 36-43; Stakeholder Relations, pages 131-133"
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, pages 26-27; 2030 Sustainability Strategy, pages 46-55; Business Ethics, page 65; Anti-Bribery and Anti-Corruption, page 66"
	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 65; https://www.kibar.com/tr-tr/holding/etik-kurallar
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 66-67; Climate and Sustainability Risks, page 68; Management of Climate Risks and Opportunities, pages 120-122"
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 30-31; 2030 Sustainability Strategy, pages 46-55"
Planet		
Climate change		
Greenhouse Gas Emissions	Reporting of Scope 1 and Scope 2 emissions.	"Energy and Emissions Management, pages 112-114; Performance Indicators, page 153; Reporting Guidelines, pages 156-162"
	Information on Scope 3 emissions.	"K-STAR Supplier Sustainability Program, pages 135-136; K-STAR RISE Supplier Sustainability Training Program, page 137; Performance Indicators, page 153; Reporting Guidelines, page 162"
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.	"2030 Sustainability Strategy, pages 46-55; Green Transformation Action Plan, page 56; Combating Climate Change, page 109; Target of Net Zero Emissions by 2050, pages 110-111; Energy and Emissions Management, pages 112-113; Management of Climate Risks and Opportunities, pages 120-122"
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 115

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 79-81; Performance Indicators, page 150
Pay Equality	Base salary comparisons by employee category.	Wages Policy, page 87
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 65; Sustainability Management in Supply Chain, pages 134-138
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 88-90; Performance Indicators, page 151
Skills for the future		
Employee Trainings	Information on training provided and average training hours per employee by gender and employee category.	Talent Management, pages 84-86; Performance Indicators, page 150
Prosperity		
Employment and Wealth Generation		
Employment Data	Number of new hires by age group, gender, and other equality criteria.	Performance Indicators, page 150
Economic Contribution	Direct economic value generated and distributed.	Economic Value, page 72; Performance Indicators, page 153
Innovation for Better Products and Services		
R&D and Innovation Budget	Total budget allocated to R&D and innovation.	2030 Sustainability Strategy 2025 Progress, pages 50-51

ANNEX 4 - THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORTING

AREA		RECOMMENDATIONS	RELEVANT SECTION
Governance	a	Describe the Board of Directors' governance structure for climate-related risks and opportunities.	"Sustainability Management, pages 28-29; Risk Management, pages 66-67"
	b	Describe the management's role in assessing and managing climate-related risks and opportunities.	"Risk Management, pages 66-67; Sustainability Management, pages 28-29; Management of Climate Risks and Opportunities, pages 120-122"
Strategy	a	Describe the climate-related risks and opportunities identified by the organization over the short, medium, and long term.	"Combating Climate Change, page 109; Management of Climate Risks and Opportunities, pages 120-122"
	b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	"Combating Climate Change, page 109; Management of Climate Risks and Opportunities, pages 120-122"
	c	Describe the resilience of the organization's strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario.	"Combating Climate Change, page 109; Management of Climate Risks and Opportunities, pages 120-122"
Risk Management	a	Describe the organization's processes for identifying and assessing climate-related risks.	"Combating Climate Change, page 109; Management of Climate Risks and Opportunities, pages 120-122"
	b	Describe the organization's processes for managing climate-related risks.	"Risk Management, pages 66-67; Climate and Sustainability Risks, page 68; Management of Climate Risks and Opportunities, pages 120-122"
	c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	"Risk Management, pages 66-67; Climate and Sustainability Risks, page 68; Management of Climate Risks and Opportunities, pages 120-122"
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 Emissions Management, pages 112-113; Performance Indicators, page 153"
		Disclose Scope 1, Scope 2, and, if applicable, Scope 3 greenhouse gas (GHG) emissions.	"Energy and Emissions Management, pages 112-113; Performance Indicators, page 153"
	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 110-111; Energy and Emissions Management, pages 112-113; 2030 Sustainability Strategy, pages 46-55; Performance Indicators, page 153"

ANNEX 5 - 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 10-11; 2030 Sustainability Strategy, pages 46-55; Gender Equality, page 79; WE Are Equal, pages 80-81; Performance Indicators, page 150"
Principle 2: Equal opportunities, inclusion, and non-discrimination	GRI 401-3, 405-1, 405-2, 406-1	"Double Materiality Assessment, pages 36-43; 2030 Sustainability Strategy, pages 46-55; Gender Equality, pages 79-81; Performance Indicators, page 150"
Principle 3: Ensuring health, safety, and well-being	GRI 406-1	"Sustainability, page 25; Sustainability Approach, pages 26-27; 2030 Sustainability Strategy, pages 46-55; Occupational Health and Safety, pages 88-90; Performance Indicators, page 151"
Principle 4: Supporting education and learning	GRI 404-1, 404-2, 404-3	"2030 Sustainability Strategy, pages 46-55; Talent Management, pages 84-86; WE Have The Power Development Platform, page 84; Performance Indicators, page 150"
Principle 5: Implementation of entrepreneurial development, supply chain, and marketing practices	GRI 204-1, 3-1, 3-2, 3-3	"Sustainability, page 25; Sustainability Approach, pages 26-27; Sustainability Management in Supply Chain, pages 134-138"
Principle 6: Promoting equity through social initiatives		"2030 Sustainability Strategy, pages 46-55; Supported Initiatives in Sustainability, pages 58-59; Equal Opportunities and Diversity, pages 78-81"
Principle 7: Measurement and transparent reporting on gender equality	GRI 405-1, 405-2, 3-1, 3-2, 3-3	"2030 Sustainability Strategy, pages 46-55; Performance Indicators, page 150; Reporting Guidelines, pages 156-162; Limited Assurance Report, pages 172-173"

ANNEX 6 - LIMITED ASSURANCE REPORT

KPMG Bağımsız Denetim ve
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Bağımsız Denetçi Sınırlı Güvence Raporu

Kibar Holding A.Ş. Yönetim Kurulu'na

Kibar Holding A.Ş. ("Şirket" veya "Kibar Holding") ve bağlı ortaklıkları ("bağlı ortaklıklarıyla birlikte "Grup" olarak anılacaktır") tarafından, Grup'un 31 Aralık 2025 tarihinde sona eren yıla ait Sürdürülebilirlik Raporu'nda ("Rapor") Performans Tabloları kısmında açıklamaları yer alan "Seçilmiş Bilgiler"in Grup tarafından oluşturulan ve Rapor'un Ekler kısmında yer alan raporlama kılavuzuna uygun olarak hazırlanıp hazırlanmadığına ilişkin sınırlı güvence çalışmasını yürütmek üzere görevlendirilmiş bulunuyoruz.

Güvence kapsamımız, Grup'un tesislerinde yürütülen ilgili faaliyetler için aşağıda listelenen ve açıklamaları yer alan Seçilmiş Bilgiler'le sınırlıdır:

- Doğrudan enerji tüketimi
- Dolaylı enerji tüketimi
- Sera gazı salımı (Kapsam 1, Kapsam 2, Kapsam 3) (ton CO_2e)
- Kaynağına göre su tüketimi
- Bertaraf yöntemine göre tehlikeli ve tehlikesiz atık miktarı
- Geri kazanılan atık miktarı
- Yaralanma oranı
- Kaza ağırlık oranı
- Mesleki hastalık oranı
- Ölümlü kaza sayısı
- İş sağlığı ve güvenliği eğitimlerine katılan çalışan/yüklenici çalışanı sayısı ve eğitim sayısı
- İş sağlığı ve güvenliği komitesi/komite üye sayısı
- Cinsiyete göre çalışan sayısı
- Cinsiyete göre üst düzey yönetici sayısı
- Cinsiyete göre doğum iznini çıkan ve dönen çalışan sayısı
- Cinsiyete göre performans değerlendirmesine katılan çalışan sayısı
- Toplam/Gönüllü çalışan devir oranı
- Toplam & Yerel tedarikçi sayısı
- Yerel tedarikçi & Yabancı tedarikçi sayısı
- Yenilebilir enerji üretim & tüketim miktarı
- Üretim miktarı
- Tüketilen hammadde miktarı
- Girdi olarak kullanılan geri dönüştürülmüş/ geri kazanılmış ham madde miktarı (ton)
- Dikilen ağaç sayısı

Yönetimin Sorumlulukları

Seçilmiş Bilgiler'in Grup tarafından oluşturulan ve Rapor'un Ekler kısmında yer alan raporlama kılavuzuna uygun olarak hazırlanması ve raporlanması ve içerdiği bilgi ve beyanlar; paydaşların belirlenmesi ve önemli konular da dahil olmak üzere sürdürülebilir kalkınma performansı ve raporlaması açısından Grup'un hedeflerinin belirlenmesi; ve raporlanan performans bilgilerinin elde edildiği uygun performans yönetimi ve iç kontrol sistemlerinin kurulması ve sürdürülmesinden Grup Yönetimi sorumludur.

Yönetim, hata ve hileyi önleme ve tespit etme ile Grup faaliyetlerine ilişkin kanun ve yönetmelikleri tanımlamak ve bunlara uyulmasını sağlamaktan sorumludur.

Sorumluluğumuz

Sorumluluğumuz, sınırlı güvence çalışması yürüterek gerçekleştirilen işlemler ve elde edilen kanıtlara dayanarak bir sınırlı güvence sonucuna ulaşmaktır. Sınırlı güvence çalışmamız, Kamu Gözetimi, Muhasebe ve Denetim Standartları Kurumu (KGK) tarafından yayımlanan Güvence Denetimi Standardı 3000 Tarihi Finansal Bilgilerin Bağımsız Denetimi veya Sınırlı Bağımsız Denetimi Dışındaki Güvence Denetimleri (ISAE 3000) ve Güvence Denetimi Standardı 3410 Sera Gazı Beyanlarına İlişkin Güvence Denetimleri (ISAE 3410)'a uygun olarak yürütülmüştür. Bu standart, sınırlı güvence denetimi riskini kabul edilebilir düşük bir düzeye indirecek şekilde planladığımız ve uyguladığımız prosedürler sonucunda, sınırlı güvenceye konu Seçilmiş Bilgiler'in tüm önemli yönleriyle Rapor'un Ekler kısmında yer alan raporlama kılavuzuna uygun olarak hazırlanmasına dair sınırlı güvence sonucu bildirmemizi gerektirir.

KPMG, Uluslararası Kalite Yönetim Standardı 1 "KYS 1 Finansal Tabloların Bağımsız Denetim veya Sınırlı Bağımsız Denetimleri ile Diğer Güvence Denetimleri veya İlgili Hizmetleri Yürüten Bağımsız Denetim Şirketleri İçin Kalite Yönetimi" hükümlerini uygulamakta ve bu doğrultuda etik hükümler, mesleki standartlar ve geçerli mevzuat hükümlerine uygunluk konusunda yazılı politika ve prosedürler de dahil kapsamlı bir kalite yönetim sistemi sürdürmektedir.

KPMG, Meslek Mensupları Etik Standartları Kurulu tarafından yayımlanan ve dürüstlük, tarafsızlık, mesleki yeterlilik ve özen, sır saklama ve mesleğe uygun davranış temel ilkeleri üzerine bina edilmiş olan meslek mensupları için etik kurallar (Uluslararası Bağımsızlık Standartları dahil olmak üzere) ile Türkiye'de geçerli olan etik kurallarda bağımsızlık hükümlerine ve diğer etik hükümlere uyum göstermekle sorumludur.

Uygulanan Prosedürler

Seçilmiş Bilgiler ile ilgili sunulan sınırlı güvence, başta Seçilmiş Bilgiler'e sunulan bilgilerin hazırlanmasından sorumlu kişiler olmak üzere ilgili kişilerin sorgulanması, analitik prosedürler ve gerektiğinde diğer kanıt toplama prosedürlerini uygulamayı içermektedir. Bu prosedürler şunları içermektedir:

- Seçilmiş Bilgiler'de yer alan bilginin sağlanmasından sorumlu kurumsal ve iş birimi düzeyindeki ilgili personelle görüşmeler yapmak,
- Seçilmiş Bilgiler üzerinde örneklem bazında doğrulama testlerini uygulamak,
- Seçilmiş Bilgiler'in 2025 Sürdürülebilirlik Raporu'ndaki açıklama ve sunumunu değerlendirilmek,
- Seçilmiş Bilgiler'in raporlama dönemine yönelik olarak hazırlanması amacıyla yapılan hesaplamaları örneklem bazında yeniden gerçekleştirmek,
- Seçilmiş Bilgiler'de sunulan bilgileri ilgili bilgi kaynakları ile karşılaştırmak ve ilgili bilgi kaynaklarında yer alan tüm bilgilerin Seçilmiş Bilgiler'e dahil edilip edilmediğini belirlemek,

Sınırlı güvence denetiminde uygulanan prosedürlerin, niteliği ve zamanlaması ve kapsamı, makul güvence denetimlerinde gereken seviye ile karşılaştırıldığında daha sınırlıdır. Bu sebeple sınırlı güvence denetimlerinde elde edilen güvence daha düşüktür.

Elde ettiğimiz güvence kanıtlarının sınırlı güvence sonucumuza dayanak oluşturmak için yeterli ve uygun olduğuna inanıyoruz.

Yapısal Kısıtlamalar

Herhangi bir iç kontrol yapısının doğasında olan sınırlamaları nedeniyle, Seçilmiş Bilgiler'de sunulan bilgiler hataları veya usulsüzlükleri içerebilir ve tespit edilemeyebilir. Çalışmalarımız, yıl boyunca sürekli olarak gerçekleştirilmediğinden ve uygulanan prosedürler örnekleme bazında yapıldığından, iç kontroller Rapor'un hazırlanması ve sunumu üzerindeki tüm eksikliklerini saptamak için düzenlenmemiştir.

Sonuç

Uygulanan prosedürlere ve elde edilen kanıtlara dayanarak, yukarıda belirtildiği üzere, Rapor'un Performans Tabloları kısmında açıklamaları yer alan Seçilmiş Bilgiler'in tüm önemli yönleriyle Rapor'un Ekler kısmında yer alan raporlama kılavuzuna uygun olarak hazırlanmadığı kanaatine varmamıza sebep olacak herhangi bir husus dikkatimizi çekmemiştir.

Kullanım kısıtlaması

Raporumuz, Grup'tan başka herhangi bir amaçla veya herhangi bir bağlamda hak kazanmak isteyen başka kişi veya kurumlar tarafından kullanılmasına veya dayanak oluşturulmasına uygun değildir. Raporumuza veya bir kopyasına erişimi olan ve raporumuzu (veya herhangi bir bölümünü) dayanak kabul eden Grup dışındaki herhangi bir tarafın sorumluluğu kendisine aittir. Kanunların izin verdiği ölçüde yürütmüş olduğumuz sınırlı güvence raporumuzla veya ulaşmış olduğumuz sonucumuzla ilgili olarak Grup haricinde hiçbir kişi veya kuruma karşı sorumluluk kabul etmemekteyiz.

KPMG Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik Anonim Şirketi

Şirin Soysal
Sorumlu Ortak

13 Temmuz 2026
İstanbul, Türkiye

ANNEX 7 - CORPORATE MEMBERSHIPS AND COLLABORATIONS

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 2025/Yasal Uyarı:

Kibar Holding A.Ş. Sürdürülebilirlik Raporu ("Rapor") Kibar Holding A.Ş. ve/veya Kibar Topluluğu Şirketi* ("Kibar Topluluğu") tarafından GRI Standartlarına uygun olarak hazırlanmıştır.

Rapor yalnızca bilgilendirme amacıyla hazırlanmış ve herhangi bir yatırım kararı için temel oluşturma amacı taşımamaktadır. Raporda yer alan bilgiler bağımsız denetime ve incelemeye tabi olmamıştır ve sadece ileriye dönük beyanlar, tahminler ve projeksiyonlar içermektedir.

Rapor kapsamındaki dönem itibarıyla, raporda yer alan tüm bilgilerin ve ilişkili belgelerin doğruluğuna inanılmaktadır ve bu bilgiler iyi niyetle açıklanmıştır. Raporda yer alan herhangi bir ileriye dönük beyan, hazırlandığı tarih itibarıyla geçerli bilgiler vermektedir ve Kibar Topluluğu, beyanın yapıldığı tarihten sonra oluşan koşullar ya da olayları yansıtmak veya beklenmeyen olayların meydana gelmesini yansıtmak üzere ileriye dönük beyanları, kanuni zorunluluklar dışında, güncelleme yükümlülüğünü üstlenmez. Rapordaki ileriye dönük beyanlara yansıyan tahminlerin ve projeksiyonların yanlışlığı ispat edilebilir ve fiili sonuçlar beklentilerden farklılık gösterebilir.

Kibar Grubu rapordaki bilgilere bağlı olarak herhangi bir beyan, garanti veya taahhütte bulunmamaktadır. Kibar Holding A.Ş. veya Kibar Topluluğu Şirketi, bu şirketlerin yönetim kurulu üyeleri, danışmanları ve çalışanları, raporda yer alan veya almayan bir bilgiye bağlı olarak bir kişinin doğrudan veya dolaylı olarak uğrayacağı kayıp ve zarardan sorumlu değildir.

Ticari ya da kişisel amaçla raporda yer alan bilgiler, izinsiz ve kaynak gösterilmeden kamuoyunu aydınlatıcı platformlar dâhil olmak ancak sayılanlarla sınırlı olmamak üzere basılı, görsel, işitsel, dijital tüm alanlarda kullanılamaz, paylaşılamaz, kopyalanamaz ve çoğaltılamaz. Söz konusu hususların ihlali niteliğindeki her türlü eylem, hukuki ve cezai sorumluluğu gerektirecektir.

*Kibar Topluluğu Şirketi: Kibar Holding A.Ş.'nin doğrudan veya dolaylı olarak; oy haklarının çoğunluğuna sahip olduğu veya şirket sözleşmeleri uyarınca, yönetim organında karar alabilecek çoğunluğu oluşturan sayıda üyenin seçimini sağlayabilmek hakkını haiz olduğu veya kendi oy hakları yanında, bir sözleşmeye dayanarak, tek başına veya diğer pay sahipleri ya da ortaklarla birlikte, oy haklarının çoğunluğunu oluşturduğu veya paylarının çoğunluğuna veya onu yönetebilecek kararları alabilecek miktarda paylarına sahip bulunduğu kuruluş, şirket veya başka bir tüzel kişi anlamını taşımaktadır.

Kibar

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