

2021-2022

Sustainability Report

IMPACT OF DEVELOPMENT

IC
&
HOLDING



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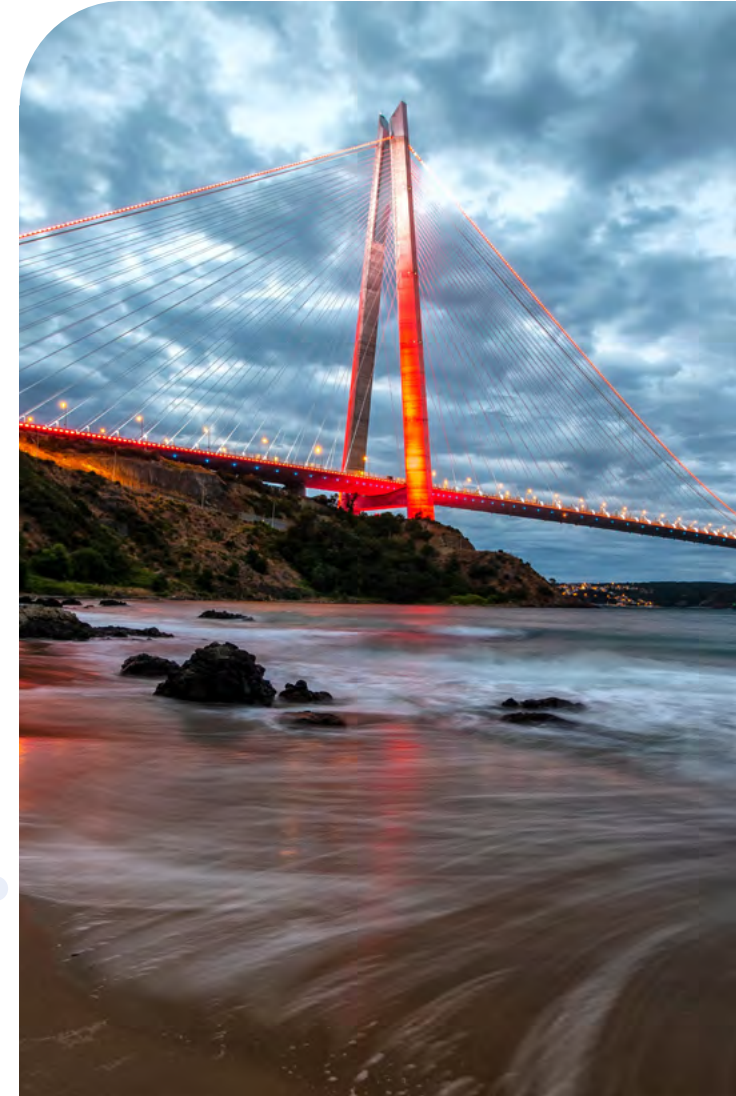
ABOUT THE REPORT

Founded in 1969, IC İbrahim Çeçen Investment Holding Inc. (IC Holding) has been providing added value to our country by maintaining the standards of providing high quality products and services without compromising its policy of prioritizing quality and customer satisfaction in all its operations since its establishment.

IC Holding aims to carry out its activities with a sustainable growth-oriented strategy. With this first sustainability report, it shares its sustainability strategy themed "Impact of Development" formulated for the management of the environmental, social and economic impacts arising from the Holding's activities, and its work on the material topics identified within this scope with its stakeholders in an open and transparent manner. The sustainability themed best practices, future plans and initiatives of 13 Group Companies operating in the construction, infrastructure, energy, tourism and manufacturing sectors together with the Holding have been evaluated within the scope of this report. All information in the report covers the activities for the period of January 2021-June 2022, unless stated otherwise. In order to prove the continuity, measurability and comparability of the Holding's performance, data collected for the last three years are presented in the relevant sections of the report.

The report has been prepared in compliance with GRI Standards. In the future, IC Holding aims to report its sustainability activities on a biannual basis.

Recognizing the significance of collaboration in building a sustainable future, IC Holding attaches major importance to working in close cooperation with its stakeholders and evaluating stakeholder opinions in all its activities. In this context, feedback on the report are considered very valuable for improving business processes and increasing the added value offered. Please send all your questions, comments and suggestions regarding the report to surdurulebilirlik@ic.com.tr.



MESSAGES FROM THE SENIOR MANAGEMENT



Esteemed Stakeholders,

As IC Holding, on this journey we embarked on 1969, we are proud to have become one of Türkiye's most well-established investment holdings. Our journey started with our investments in the construction sector and continues in the energy generation and distribution, infrastructure management, tourism and manufacturing sectors, and we offer services in different regions of the world to meet the expectations of our stakeholders at the highest level. With more than 50 years of know-how and experience, we aim to rank higher among the global players as a brand that has made a name for itself in the international market, and we carry out all our activities accordingly.

While global issues such as climate change, rapidly changing and transforming technology, and the pandemic, the effects of which we have not yet fully recovered from, diversify the risks we need to focus on, all of these matters bring the importance and need to adopt sustainability as a way of doing business to the forefront more and more every day. On the other hand, we see that inadequate action against the climate crisis is still a top risk factor in the Global Risk Report published in January 2022. At such a juncture, we, as IC Holding, act with the awareness of a corporate citizen and shape our way of doing business and our strategies for the future in the light of the United Nations Sustainable Development Goals (SDGs), which are based on "leaving no one behind" principle to create a sustainable world.

Since the concept of sustainability requires a holistic approach, it is critical for organizations to have a multi-disciplinary perspective and work in coordination with their stakeholders while shaping their strategies and activities. To this end, IC Holding is inspired by its stakeholders who see the issue from the same perspective and have a similar mission. In our activities that we carry out with a care for the environment and future generations, we integrate the expectations of our stakeholders into our business processes and work in cooperation with our stakeholders for a sustainable future.

Throughout our sustainability journey, we place great emphasis on social responsibility to create positive value in the regions where we operate. The IC İbrahim Çeçen Foundation (IC Foundation) is the highest executive body of our efforts in this context. The IC Foundation, which I founded in 2004 after spending my education life dreaming of supporting young people, who are trying

I STRONGLY BELIEVE THAT WHEN WE WORK TOGETHER AND WITH CONVICTION, THERE IS NO LIMIT TO WHAT WE CAN ACHIEVE, AND THAT A SUSTAINABLE FUTURE IS NOT JUST A DREAM.

to study despite various challenges like those I have experienced, once they become successful business people, represents the embodiment and fruition of this dream today. The joy of providing more than 12,000 successful university students in need with non-refundable education scholarships and having established a strong chain of goodness across the Foundation in the past 18 years is truly priceless for me.

I would like to emphasize that IC Holding is committed to contribute more to the well-being of people around the world and to work harder than ever to solve sustainability challenges in order to leave a better society and planet for future generations. I strongly believe that when we work together and with conviction, there is no limit to what we can achieve, and that a sustainable future is not just a dream. I would like to take this opportunity to reiterate my expectation that the days when we will see the impact of development are close. I would like to extend my sincere thanks to you, our valuable stakeholders, for taking the time to review our first sustainability report, in which we transparently share our sustainability efforts, and to all our employees, especially our colleagues involved in the process, who are the main source of our success.

Sincerely,

İbrahim Çeçen

IC Holding Chairman



Esteemed Stakeholders,

As IC Holding, we take our steps forward with new hopes and great expectations in all sectors in which we operate with our experience of more than half a century and the projects we have undertaken so far. We act in cooperation with our stakeholders with our new business models, responsible investment principles and sustainability perspective against the pandemic crisis that affected the whole world, and against the geopolitical and economic challenges we are facing.

In 2004, Türkiye became a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), and studies on climate change and sustainability gained momentum in our country. In addition, by signing the Paris Agreement in 2021, Türkiye once again demonstrated

AS IC HOLDING, WHILE DETERMINING OUR CORPORATE STRATEGY IN THE LIGHT OF OUR COUNTRY'S GOALS, WE TAKE CARE TO SHAPE ALL OUR BUSINESS PROCESSES UNDER THE UMBRELLA CONCEPT OF "IMPACT OF DEVELOPMENT".

its commitment to the 2053 net zero emission and green development targets, and the importance it attaches to these issues. The role and ownership of the private sector in achieving this objective is crucial for accelerating the harmonization process. As IC Holding, while determining our corporate strategy in the light of our country's goals, we take care to shape all our business processes in line with corporate sustainability principles in order to maintain and improve our flexibility and competitiveness in the face of all kinds of risks and opportunities. We accelerate our sustainability efforts under the umbrella concept of "Impact of Development" and we pay attention to carry out all our activities in line with the SDGs with the Sustainability Policy we have prepared in line with this concept. With the Sustainability Management System (SMS), which we launched in 2022 within the framework of this concept, we aim to continue our work in this area in a more systematic and effective manner. In addition to our corporate development, we also contribute to our country's sustainable development goals and actively take part in many associations, non-governmental organizations and working groups to raise awareness on sustainable business models and encourage collaborations in this field.

We closely follow the latest global developments in the three pillars of sustainability: environmental, social and governance impact. We identify the needs and areas open for improvement in these fields and we undertake capacity development activities for our technical staff. We work hard to make meaningful contribution to the regions where we operate with our many completed and ongoing projects in the areas of combating the climate crisis, conservation of natural life, digitalization of business processes, employee training and corporate social responsibility (CSR).

I am very happy and proud to share IC Holding's first sustainability report, which reflects our sustainability journey, with you, our valuable stakeholders. I would like to take this opportunity to thank you, our valuable stakeholders, and all our employees who have contributed to IC Holding's current success.

Sincerely,

Fırat Çeçen

IC Holding Vice Chairman



Esteemed Stakeholders,

I am very proud and happy to present you our sustainability report, which we are publishing for the very first time this year, and in which we share our activities on sustainability issues.

Climate change, the impact of which we feel more and more every day, causes many problems such as extreme weather events, sea level rise, forest fires and loss of biological diversity in all regions of the world, including our country. According to the World Economic Forum’s Global Risks Report published in 2022, environmental risks are the most likely to materialize in the next decade. The increase in the severity and frequency of climate events in recent years clearly demonstrates that all actors must take responsibility. By carefully monitoring all these processes, we assume responsibility, engage in meaningful collaborations, demonstrate our sensitivity with concrete

steps and crown our sustainability journey with pioneering breakthroughs.

Today, when international developments that will affect all of our lives, especially the Paris Agreement and the European Green Deal, make green transformation inevitable for companies aiming for lasting success in the sector, the business world has very important duties in the fight against the effects of the climate crisis. In this sense, as IC Holding, we aspire to leave a better world for future generations by accelerating the transition to business models that minimize raw material and resource consumption, enable clean technologies and maximize the life cycle of products in line with an inclusive and centralized approach in all sectors in which we operate. By sponsoring events organized to raise awareness, collaborating with non-governmental organizations (NGOs) and public institutions and supporting university research, we strive to increase social awareness in our fight against the climate crisis, a challenging and long-term endeavor.

With the IC Sustainability Team, we have established, we aim to effectively carry out the processes for the planning, realization and monitoring of IC Holding’s sustainability activities for the next 10 years. We invest in green energy sources through our Group companies and believe that the cleanest energy is energy efficiency. We are achieving great success in plastic reduction with our four group companies that are signatories to the Business Plastics Initiative (BPI). With the circular economy-based business models that we have started to implement in our Group Companies, we recover the waste we separate at the source and raw materials with minor damage and bring them into the economy. At the same time, we continue our efforts to minimize the negative impacts of our operations on biodiversity and protect endangered species.

As one of the leading investment holdings of our country, in addition to protecting and developing the environment

WITH THE IC SUSTAINABILITY TEAM, WE AIM TO EFFECTIVELY CARRY OUT THE PROCESSES FOR THE PLANNING, REALIZATION AND MONITORING OF IC HOLDING’S SUSTAINABILITY ACTIVITIES FOR THE NEXT 10 YEARS.

and creating positive social impact with the projects we undertake, we do our very best to provide an inclusive and fair working environment that respects human rights for our valuable colleagues, our raison d’être thanks to their efforts that contribute to our success. We continue to improve equal opportunities in recruitment and career development processes and to be a pioneering organization in gender equality. We care about creating a sustainable workplace where our colleagues can maintain their work-life balance and feel safe at work. Through various projects, we aim not only to offer fringe benefits, but also to improve the well-being in our workplaces where we spend most of our days.

As IC Holding, we show our determination to make sustainability a corporate culture to all our stakeholders and with this awareness, we reflect our sustainability journey to our business methods with a holistic perspective in the regions and sectors in which we operate. In this context, on the occasion of our first sustainability report, I pledge that we will continue to add value to our country and the world with our efforts in the field of sustainability, and I would like to thank all our stakeholders, with whom we have been walking together for more than 50 years and who are an integral part of our sustainability journey.

Sincerely,

Murad Bayar
IC Holding CEO

For shaping the future

IMPACT OF DEVELOPMENT

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IC HOLDING IN FIGURES

5 MAIN BUSINESS LINES

- CONSTRUCTION
- ENERGY
- INFRASTRUCTURE
- TOURISM
- MANUFACTURING

TOTAL NUMBER OF
EMPLOYEES:

22,640

NUMBER OF REGIONS OF OPERATION: 6

(RUSSIA, MIDDLE EAST, CENTRAL ASIA, AFRICA,
EUROPE AND AMERICA)

IC FOUNDATION:

OVER

12 THOUSAND

GRADUATE SCHOLARSHIP STUDENTS IN 18 YEARS

CSR
INVESTMENTS: TL 75 MILLION
IN 2021

CORPORATE PROFILE

IC Holding has been operating in the construction, energy generation and distribution, tourism, industry and infrastructure sectors since 1969 with a strategic approach and management mentality that embraces respect for the environment and people.

Continuing its activities in Türkiye within a constantly growing and developing corporate structure, IC Holding has been carrying out many projects in various regions of the world, particularly in Russia, the Middle East, Central Asia, Africa, Europe and America, especially within the scope of qualified contracting services and medium-sized industrial group activities in recent years.

Since the day it was founded, IC Holding continues to work with a sustainable growth-oriented strategy by maintaining the standards of providing high quality products and services without compromising its policy of prioritizing quality and customer satisfaction in all its activities. The ever-increasing awareness of all employees

within the Holding and their sensitivity towards people and the environment are prioritized with a sustainability perspective and continuous development is targeted.

IC Holding's perspective is to follow the developments in Türkiye and the world, and to leverage the experience and opportunities gained in the sectors in which it operates, together with its high engineering skills, in new sectors and projects in an agile and flexible manner. Creating added value for society and the economy with a sense of social responsibility is one of the cornerstones of IC Holding's management approach.

IC Holding, which has become a globally recognized brand thanks to its international business partnerships, aims to rank higher among global players and continues to work within a constantly growing and developing structure by utilizing its experience of more than 50 years in the globalizing world economy.

IC HOLDING CONTRIBUTES TO THE SUSTAINABLE DEVELOPMENT GOALS OF THE REGIONS IN WHICH IT OPERATES BY PROVIDING EMPLOYMENT TO **22,640** EMPLOYEES AS OF THE FIRST HALF OF 2022.

Human resources with the highest level of competence in their fields have the most important share in IC Holding's success to date. The Holding contributes to the sustainable development goals of the regions in which it operates by providing employment to 22,640 employees as of the first half of 2022, including Group Companies and institutions and organizations with which it is affiliated through its shareholding structure.



MILESTONES

1969 / 1974

> **IC İċtař Construction** is established.

1975 / 1980

> **Treysan** is established and the process of expanding the fields of operation is initiated.

1993 / 1998

> In 1994, **IC Hotels** is established, marking the entrance to the tourism sector.
> **Treysan**, has been the first company in Türkiye to comply with ISO 9001 Quality Management System standards since 1996.
> In 1998, **IC İċtař Energy** is established as a marking of the entrance to the energy sector.

1999 / 2004

> In 2002, the **IC Hotels Airport** tender is won.
> In 2003, the **IC Hotels Green Palace Antalya** project is completed and the business opens.
> In 2004, **IC Foundation** has been established and efforts for the **Ađrı İbrahim ćećen University** have been initiated.
> In 2004, **IC Infrastructure** has been established.

2007

> **IC İċtur** has been established, as a marking of the entrance to the airport terminal management and food and drink operations.
> As the first private airport, **Antalya Airport** was fully operated until 2017.
> **IC Hotels Residence** has been commissioned.

2009

> Completed and donated to the state, **Ađrı İbrahim ćećen University** began its first academic year.

2012

> **IC İċtař Construction** won the tender for the construction and operation of the **Yavuz Sultan Selim Bridge and Northern Ring Motorway** project.

2016

> **Yavuz Sultan Selim Bridge** and the **Northern Ring Motorway** were put into service.
> The construction of the **Western High-Speed Diameter** (WHSD) in St. Petersburg was completed and put into service.

2017

> **Sakarya Karasu Port** was put into service.

2018

> The engineering, procurement and construction works of the Türkiye's first nuclear power plant project, **Akkuyu Nuclear Power Plant**, are undertaken by the consortium of **IC İċtař Construction and Titan-2**.

2019

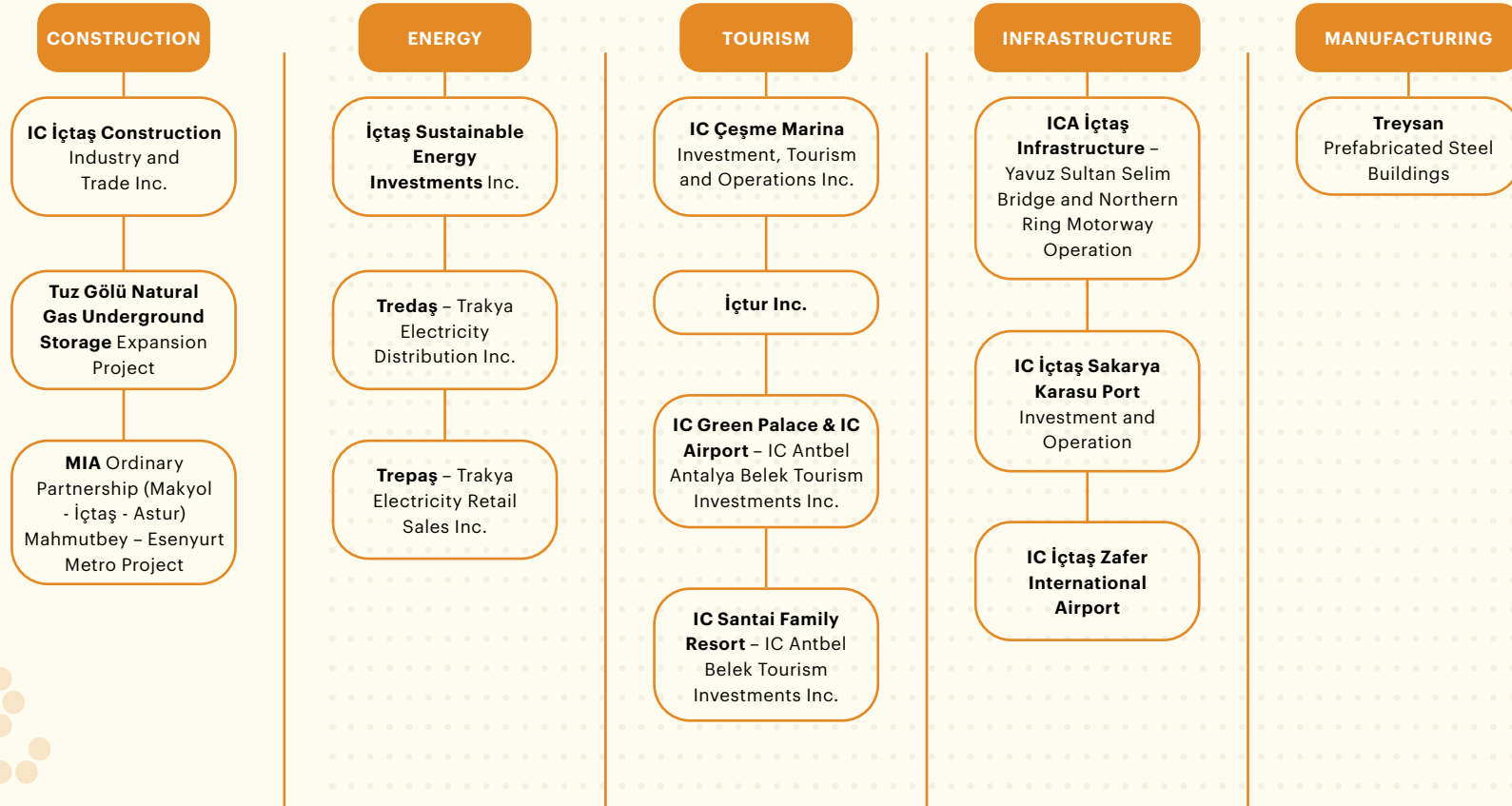
> The contract for the **Tuz Gölü Natural Gas Underground Storage Project** was signed by the consortium of **IC İċtař Construction** and **China CAMC Engineering Co.**

2021

> **The New York Turkish House project** is completed in consortium of **IC İċtař Construction** and **Tishman**.

GROUP COMPANIES IN SCOPE OF THE REPORT

IC İBRAHİM ÇEÇEN YATIRIM HOLDİNG A.Ş. (IC HOLDING)



PRODUCTS AND SERVICES

IC Holding and Group Companies operate in five main sectors: construction, energy, tourism, infrastructure and manufacturing.



Turkish House - New York

Construction Sector

IC İtař Construction, IC Holding's company operating in the construction sector, undertakes a number of prominent engineering projects in Türkiye, including the Yavuz Sultan Selim Bridge, the Northern Ring Motorway and Antalya Airport. IC İtař Construction has undertaken the engineering, procurement and construction works of Akkuyu Nuclear Power Plant, the first nuclear power plant in Türkiye.

The St. Petersburg High Speed Western Ring Road, M11 Motorway and Pulkovo Airport projects in Russia and the completed Türkevi Center project in New York, the USA are among the outstanding engineering projects completed in the construction sector abroad.



Nihsar HEPP

Energy Sector

IC Holding started operating in the energy sector in 1998 with hydroelectric power plant (HEPP) projects, the construction of which it also undertook. The total installed capacity of the 9 commissioned HEPPs is approximately 274 MWe. Among these power plants, Bağıřtař-I Dam and HEPP was commissioned in February 2015 and Çileklitepe Regulator and HEPP were commissioned in October 2015. The tenders for the Kadıncık-1 and Kadıncık-2 HEPPs were won in November 2015.

With the Yeniköy-Kemerköy Thermal Power Plants partnership and the companies operating in electricity distribution and retail sales in the Thrace region, the company also entered into different areas of the energy sector.

IC Holding İtař Sustainable Energy Investment Company accelerated its growth strategy based on domestic and renewable resources. Accordingly, 100MWe connection capacity right was acquired in Hatay, Erzin within the scope of YEKA GES-4 "Solar Energy Based Renewable Energy Resource Areas and Allocation of Connection Capacities" tenders held on 28 June 2022.

Tourism Sector

IC Holding has been operating in the tourism sector since 1997 with IC Hotels Santai Family Resort, IC Hotels Green Palace and Residence, IC Hotels Airport hotels in Antalya and IC Bomonti International Congress Center in İstanbul. The Holding's other companies in the tourism sector are IC İtur, which was established to perform airport food and drink operations, and IC Çeřme Marina.

Infrastructure Sector

ICA İtař Infrastructure operates in the fields of Airport Management, Motorway Management and Port Management with the experience gained thanks to IC Holding's deep-rooted past and the competitiveness brought by this experience. Yavuz Sultan Selim Bridge and Northern Ring Motorway, North Aegean Motorway (Menemen-Aliaęa-Çandarlı) Motorway operations, IC Karasu Port operations and Zafer Airport operations are among the Group Companies active in the field of infrastructure.



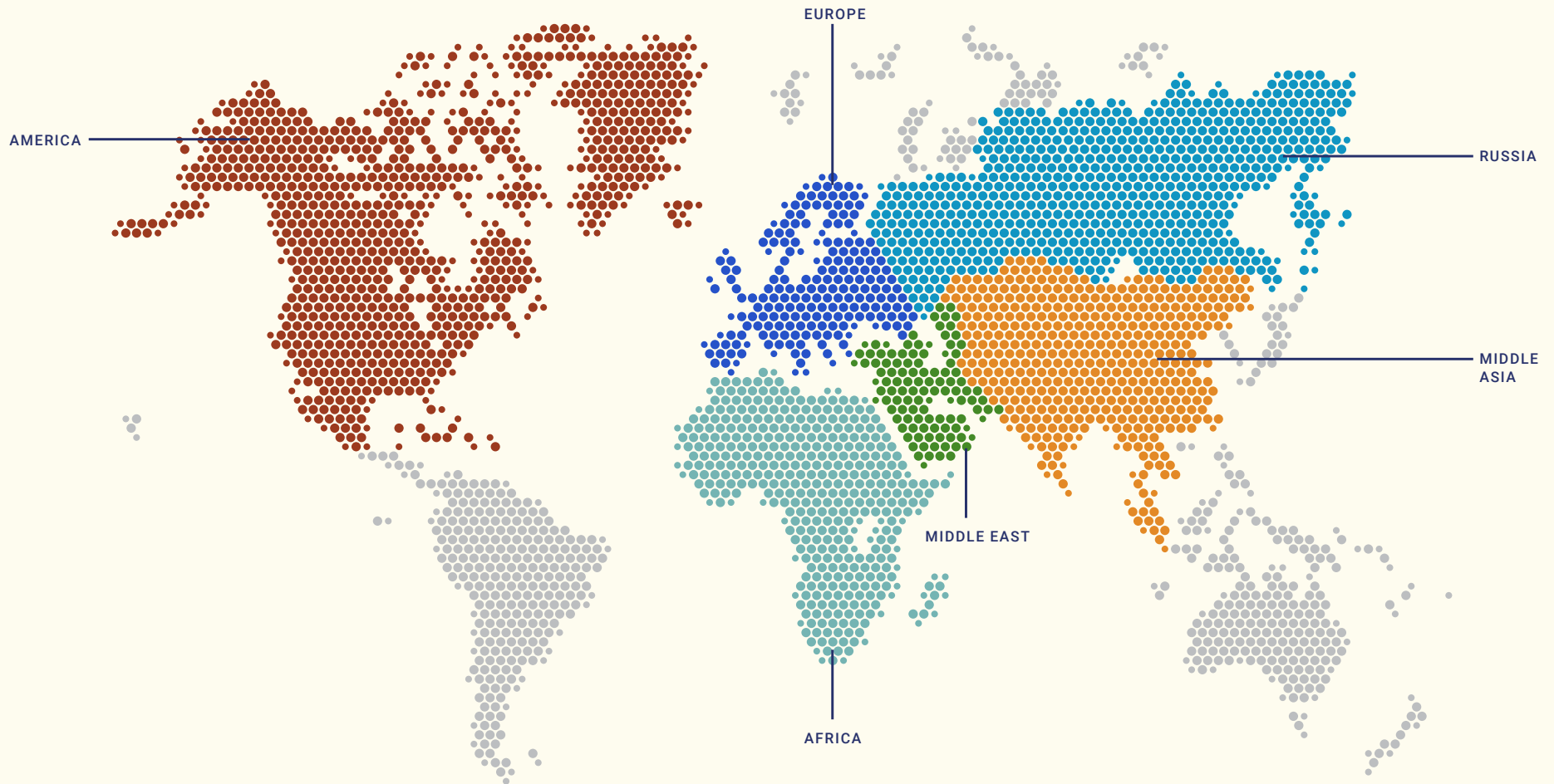
YSS Bridge

Manufacturing Sector

Since 1975, Treysan has been providing prefabricated camp solutions to companies operating in the oil/natural gas sector, construction companies, military organizations, armies and various aid organizations with its product portfolio.

REGIONS OF OPERATION

IC Holding, which continues its activities in Türkiye within a constantly growing and developing corporate structure, has been carrying out many projects in 6 regions including Russia, Middle East, Central Asia, Europe, Africa and America in recent years, providing employment opportunities for **22,640** people, especially within the scope of qualified contracting services and medium-sized industrial group activities.



ACHIEVEMENTS AND AWARDS

2021

- **Tredaş** – Big Idea Award at the 4th CX Awards Türkiye
- **Tredaş** – Achievement in Customer Excellence Award at A.C.E Awards
- **IC Hotels Green Palace** – Starway World Best Hotels 2021 Award
- **IC Çeşme Marina** – Green Apple Award
- **ICA İçtaş Infrastructure** – 2021 Sustainable Business Awards Finalist - 2018-2020 Sustainability Report

2022

- **Tredaş** – Rising Star of Tekirdağ Award
- **ICA İçtaş Infrastructure** – 2022 Sustainable Business Awards Finalist - Intelligent Transportation Systems (ITS) in Combating Climate Change Project
- **IC Holding** – 2022 Sustainable Business Awards Finalist - Agreed Good Idea Innovation Project
- **IC Hotels** – 2022 Sustainable Business Awards Finalist - Green Transformation at IC Hotels Project
- **Tredaş** – Employee Experience Award at EX Awards Türkiye
- **Tredaş** – 2022 Sustainable Business Awards Finalist - Conservation of the Stork Population Project
- **IC Çeşme Marina** – 2022 Sustainable Business Awards Finalist - Most Environmentally Friendly Marina Project
- **ICA İçtaş Infrastructure** – 2022 TİSK - Joint Future Award - Development of Marine Pollution Detection, Tracking and Analysis System from Ships for the Northern Region of the Bosphorus Project

IC HOLDING CORPORATE GOVERNANCE APPROACH

CORPORATE GOVERNANCE PRINCIPLES AND POLICIES

IC Holding prepared the “Corporate Governance Principles Compliance Report” in 2022 in order to continue its activities in compliance with corporate governance principles, to adopt good corporate practices in this field, and to establish rule sets that are independent of individuals and based on equality. The report includes the Board of Directors’ “Declaration of Compliance with Corporate Governance Principles” and the compliance status and bases for issues such as its function, operating principles and financial rights provided to members.

IC Holding expects all its employees and stakeholders with whom it cooperates in the regions where it operates to fully comply with all legal requirements and the company policies it has prepared.

With its **Human Rights Policy**, IC Holding aims to create an equal, inclusive and fair working environment that respects human rights for its employees. It strives to provide equal opportunities to all employees regardless of race, language, age, gender, religion, ethnic origin or any other personal characteristic.

With its **Sustainability Policy**, IC Holding considers sustainability as an integral part of its corporate approach and accepts and undertakes to implement and enforce all priorities and principles determined

on the axis of sustainability with the participation of Group Companies and employees, aiming at continuous improvement.

With its **Occupational Health and Safety Policy** and Environmental Policy, IC Holding has commitment to eliminate or minimize the damages that may be caused to employees, third parties, company assets and the environment in the areas in which it operates, and to act in accordance with the legal requirements and relevant standards of the country where it operates.

In line with its **Code of Conduct and Ethics**, IC Holding prohibits bribery, corruption and abuse of power for any direct or indirect gain, regardless of the purpose, in all its regions of operation and representation. All Holding employees and executives are responsible for ensuring that all requirements within the scope of the **Anti-Bribery and Anti-Corruption Policy** are first and foremost met by themselves, and then communicated to external stakeholders, and implemented and enforced by them while performing the procedures and controls within their duties and responsibilities.

With its **Stakeholder Engagement Policy**, IC Holding aims to understand its stakeholders and their needs, to provide sufficient opportunities for them to express their opinions and ideas at all stages of the relevant activity, to establish a positive and trust-based working relationship with its stakeholders and to continuously improve its work in this area.

WITH ITS SUSTAINABILITY POLICY, IC HOLDING CONSIDERS SUSTAINABILITY AS AN INTEGRAL PART OF ITS CORPORATE APPROACH.

In its social responsibility activities, IC Holding focuses on IC Foundation, which is the body at the top of the execution, and in this direction, it undertakes a proactive and collaborative role to create added value for the society and all its stakeholders through projects that make a difference in various fields such as education, sports, environment and cultural development. In addition, it prioritizes local needs in the regions where it operates. With its **Corporate Social Responsibility Policy**, IC Holding aims to contribute to raising sustainable awareness by transforming the understanding of corporate social responsibility into a corporate culture, and to continuously improve its work in this field.

The principles determined in order to carry out supply chain and procurement operations in a sustainable manner in all regions of operation and representation, to establish long-term business relationships with suppliers based on mutual trust and cooperation, and to provide feedback for the development of these stakeholders are defined in IC Holding **Responsible Supply Chain Policy**.

Within the scope of combating global climate change and its impacts, with its **Climate Change Policy**, IC Holding has defined the principles for managing the risks arising from climate change and the steps to be taken for transition to production based on low-carbon economy.

The **Gender Equality Policy**, which was prepared to create a non-discriminatory working environment for the workforce, includes the principles that IC Holding has identified to develop a gender-neutral approach at every stage of its activities.

The **Personal Data Protection Policy** includes the objectives and principles to ensure full compliance with the relevant legal legislation in the processing and protection of personal data by IC Holding, and to protect the right to privacy and data security of personal data owners.

The main objective of IC Holding's **Human Resources Policy** is to become one of the best examples in its sector in terms of human resources practices through a people-oriented human resources system and in line with the Company's goals and strategies.

The principles prioritized in IC Holding's **Quality Policy** include ensuring that all activities comply with national and international standards and regulations, defining operational processes that will function systematically, monitoring and improving their performance, maximizing and sustaining corporate reputation in stakeholder relations, managing activities for employee development with scientific methods and creating resources for investments for continuous growth.

ENTERPRISE RISK MANAGEMENT

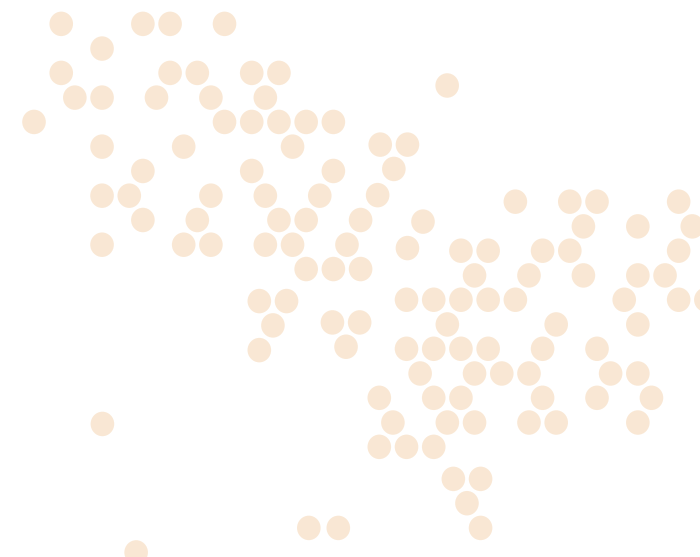
IC Holding's Supervisory Board carried out a project on Risk-Oriented Design of Internal Control Systems in order to establish an Enterprise Risk Management System. This project aims to review the internal control systems of IC Holding and Group Companies in order to mitigate all financial and non-financial risks (operational, compliance, reputational, etc.) that may be encountered in the process of realizing the material objectives of IC Holding and Group Companies and to redesign the deficient areas with a risk-oriented approach.

Within the scope of the project, corporate risks were assessed under the main headings of financial affairs, human resources, procurement and logistics, operational, technology, construction projects, legal, compliance and reputation. In order to have an effective internal control system for the identification and elimination of risks, a three-line model has been developed in which the Board of Directors, Department Managements and the Internal Audit Unit have roles and responsibilities. Internal controls are designed to proceed through a 2-stage process of consultancy and assurance. The consultancy stage includes the identification of risks and checkpoints in business processes and the preparation and follow-up of action plans for the risk-oriented design of deficient issues. The assurance stage involves testing the effectiveness of internal controls and determining and following up actions for deficiencies in this context.

In order to ensure that internal controls are carried out through a standardized methodology, an Enterprise Risk Control Matrix has been prepared to which department-specific items can be added.

IC HOLDING AIMS TO MAINTAIN AND IMPROVE ITS ENTERPRISE RISK MANAGEMENT WITH A SOLUTION-ORIENTED APPROACH THAT IS INDEPENDENT, OBJECTIVE, IN LINE WITH THE COMPANIES' PRIORITIES AND STRATEGIES, AND IN COMPLIANCE WITH THE REQUIREMENTS OF NATIONAL AND INTERNATIONAL STANDARDS.

IC Holding aims to maintain and improve Enterprise Risk Management with a solution-oriented approach that is independent, objective, in line with the priorities and strategies of the companies, and in compliance with the requirements of national and international standards.





ETHICAL PRINCIPLES AND TRANSPARENCY

For IC Holding and its Group Companies, the concept of ethics refers to a set of behavioral and moral rules that encompasses all ethical values and principles, with integrity and honesty at the center. These rules have been put in writing in order to contribute to the adoption and implementation processes by relevant stakeholders, to provide guidance for the ethical behavior standards that employees are expected to comply with, and to improve the ethical culture within the organization.

Managers are expected to convey these rules to employees accurately and completely, to monitor the compliance of activities with these rules, and to protect the legal rights of employees in full compliance with these rules, to provide a quality, reliable and healthy working environment, and to prevent discrimination, harassment and all other types of abuse, not to abstain from exercising his/her powers in matters under his/her responsibility, to act fairly, meritoriously and based on objective data in promotion, appreciation, punishment and similar practices, and to act in a manner that glorifies the interests and reputation of the Company within the framework of legality, permanence and ethical rules in decision-making processes.

IC Holding employees are expected to carry out their activities in compliance with the policies and objectives of the corporation, prioritizing its reputation and prestige, and avoiding all kinds of attitudes and behaviors that are illegal and that may harm peace, trust and work efficiency.

IC Holding is committed to comply with the relevant national and international laws and to ensure full compliance with the requirements of the law within the principle of zero tolerance against bribery and corruption in all regions where it operates.

The Code of Conduct and Ethics applies to all IC Holding and Group Companies employees, regardless of position, and full compliance with internal policies and directives is ensured.

INTERNAL CONTROL AND AUDIT

IC Holding’s internal control and audit activities are under the responsibility of the Supervisory Board, which reports to the Board of Directors. The main duties of IC Holding’s Board of Auditors include evaluating corporate governance, risk management and internal audit processes, ensuring that the corporate reporting infrastructure is built with accurate and reliable information, and assessing the compliance of all activities with the legislation. All members of the Board of Auditors are expected to act fairly, impartially, instructively, solution-oriented, in a guiding manner, consistently and in consideration of potential risks in all audit processes and other activities carried out within this scope.

Any member of the Board of Auditors does not share corporate information and content obtained during audits without the approval of the Board of Auditors and the Chairman of the Board, and do not use them in violation of legal regulations and professional ethical rules in pursuit of personal interests.

For creating sustainable added-value

IMPACT OF DEVELOPMENT

IC Holding Sustainability Approach

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WE DEVELOP FURTHER BEYOND

IC Holding continues its activities with the belief that civilizations, societies, countries, in short, humanity can be developed by those who dare to do what is challenging and always aim for the better. Adopting a culture of continuous development, IC Holding's corporate culture, which is guided by the İbrahim Çeçen's vision at its roots, ensures that it does not make do with what it has already achieved and always strives for the better.

IC Holding fulfills every task it undertakes with responsibility and does its part wherever there is need for "development" in our country and in the world. With its projects and investments that directly contribute to society and the world, it carries us further by making progress in every field it engages in.

IC Holding shapes all its corporate activities around the motto "We Develop Further Beyond". In this context, sustainability-related activities are evaluated under the umbrella concept of "Impact of Development".

SUSTAINABILITY STRATEGY

For IC Holding, global sustainability decisions and international agreements signed by Türkiye stand for more than a change in legislation. The Holding and Group Companies take swift action within the scope of agreements and decisions, and undertake pioneering projects in the sectors in which they operate. ICA was the first among private motorway operators in Türkiye to publish a sustainability report. Many Group Companies from tourism to construction and industry are engaged in sustainability efforts. Accordingly, processes, which started long before the current international agenda and were carried out within each company, were centralized.

For IC Holding, sustainability is seen as an integral part of the corporate approach and the goal is to implement all priorities and principles determined on the sustainability axis with the participation of Group Companies and employees.

IC Holding aims to undertake all activities of the Group Companies in line with the SDGs with its Sustainability Policy prepared in line with its sustainability approach, which it defines as "Impact of Development".



MATERIAL TOPICS

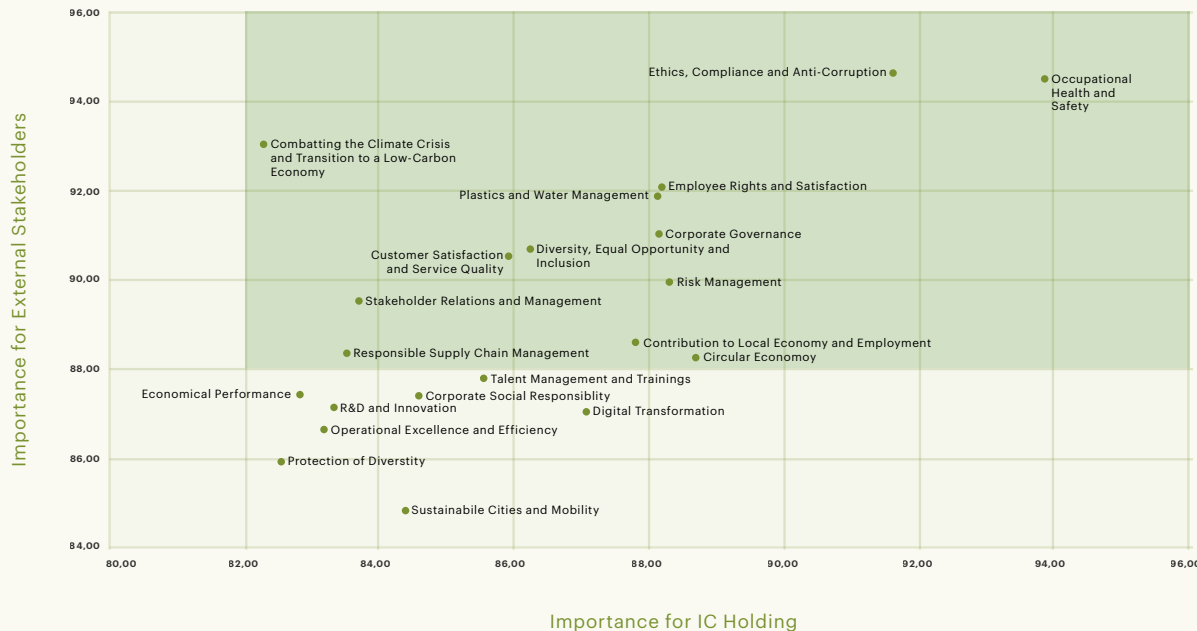
“IC Holding Sustainability Materiality Analysis” was conducted for the first time in 2022 in order to determine the topics prioritized by IC Holding in the field of sustainability. The study was carried out with the survey method, covering the internal and external stakeholders of IC Holding. A total of 1,096 responses were received from stakeholders including IC Holding employees, suppliers, business partners, NGOs, universities, public

institutions, customers, foreign stakeholders, finance unit and IC Holding senior management. With the exclusion of 395 responses that were not scored by the participants and in which all material topics were given full points, the number of responses evaluated was determined as 701. Within the scope of the survey, the material topics evaluated by the participants were determined following the sector analysis and interviews with IC Holding representatives.

According to the results of the survey, 13 of the 21 - material topics included in the survey were evaluated as the highest priority topics by both internal and external stakeholders.



- Ethics, Compliance and Anti-Corruption,
- Occupational Health and Safety,
- Combatting the Climate Crisis and Transition to a Low-Carbon Economy,
- Employee Rights and Satisfaction,
- Customer Satisfaction and Service Quality,
- Corporate Governance,
- Plastics and Water Management,
- Diversity, Equal Opportunity and Inclusion,
- Risk Management,
- Stakeholder Relations and Management,
- Responsible Supply Chain Management,
- Contribution to Local Economy and Employment,
- Circular Economy.



SUSTAINABILITY GOALS

ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS

Following the meetings held with the senior management for the topics identified as the highest priority according to the survey results for the creation of IC Holding’s strategy for alignment with the United Nations Sustainable Development Goals (SDGs), SDG-5, SDG-8, SDG-9 and SDG-13 were identified as the shared SDGs of IC Holding within the scope of IC Holding’s activities and sustainability targets.

While activities are carried out in harmony with all other SDGs, focal sub-working groups have been established within the IC Holding Sustainability Governance Structure to carry out activities specific to these shared SDGs.

In addition to the said shared SDGs, Group Companies may also include other SDGs in their materiality lists, considering their corporate structure and priorities in their fields of activity.

SUSTAINABILITY GOALS

IC Holding, whose mission is to make sustainability a culture, carries out all its activities with the awareness of its responsibility towards future generations and prioritizes sustainability for all business models with the Impact of Development approach while planning its future operations. In this context, in addition to its operational targets, it also defines its sustainability targets for material topics, including their deadlines and the SDGs they are related to.

NO	Material Topics	Sustainability Goals	Term*			Relevant SDGs
			Short	Medium	Long	
1	Occupational Health and Safety	Reduction of 3-year Total Recordable Incident Rate (TRIR) average (%)	2	10	15	
2	Combatting the Climate Crisis and Transition to a Low-Carbon Economy	Calculation of Scope 1 and Scope 2 greenhouse gas emissions of Group Companies	✓	-	-	
3		Obtainment of ISO 50001 Energy Management System Certification (Number of companies)	3	4	5	
4	Plastics and Water Management	Becoming a member of BPI (Number of companies)	3	3	4	
5	Diversity, Equal Opportunity and Inclusion	Obtainment of a nationally recognized gender equality certificate	-	✓	-	
6	Responsible Supply Chain Management	Subjecting suppliers in the e-Procurement to a sustainability assessment (%)	5	25	50	
7	Corporate Governance	Developing 4 sustainability projects each year (1 for each priority SDG) by Sustainability Team (Project/Year)	-	✓	-	
8	Digitalization	Ensuring sustainability processes to be monitored in digital environment	-	✓	-	

* Short: by the end of 2023 (1 year), Medium: by the end of 2025 (3 years), Long: by the end of 2027 (5 years)

SUSTAINABILITY GOVERNANCE STRUCTURE

IC Holding has established a governance structure in which operational and strategic level responsibilities are defined for the establishment of a Sustainability Management System (SMS) for all Group Companies, as well as the management and effective monitoring of sustainability issues.

The Sustainability Committee is responsible for reviewing corporate policies, strategies, roadmaps, risks and opportunities within the framework of sustainability priorities, setting sustainability targets and performance criteria, approving/ratifying sustainability-related budgets, representing IC Holding in international and local channels, and authorizing and coordinating the Working Groups.

The working groups are responsible for developing, implementing, monitoring, revising and reporting performance-boosting actions/projects for sustainability priorities in thematic areas in line with the strategies, decisions and targets set by the Sustainability Committee. The working groups were named in line with IC Holding's material SDGs and needs, and their members were selected from among the IC Sustainability Team.

IC SUSTAINABILITY TEAM

IC Sustainability Team was formed in 2022 from among employees volunteering to participate in sustainability activities at the Holding and Group Companies in order to plan, undertake and develop IC Holding's sustainability activities for the next 10 years.

In line with the cooperation with the Sustainability Academy, IC Sustainability Team members have received 40 hours training on 12 different topics through 18 weeks from expert trainers in the field of sustainability, expanding their knowledge and skills in this field. The in-house trainings, with a 91% participation rate, aimed to raise sustainability experts, develop a comprehensive and effective strategy to combat the climate crisis, and create awareness on environmental/social issues.

The mission of the IC Sustainability Team is to follow the latest developments in the field of sustainability as well as the focus activities in the Working Groups in

which they participate, and to carry the Holding one step ahead with an innovative and fast-reacting perspective. The multidisciplinary structure of the team ensures that developments in the field of sustainability are simultaneously recognized by all units within the Holding.

In this journey that IC Holding has embarked on with the vision of becoming one of the leading organizations in the field of sustainability, IC Sustainability Team has great importance in the Holding's corporate sustainability strategy as a team dedicated to sustainability efforts.

SEMRA SEVINÇ

Sustainability Academy Board Member

As Sustainability Academy, we work as an information, cooperation and communication center to be effective together with all stakeholders to shape a better future in the business world, to grow the impact together and to accelerate change and transformation.

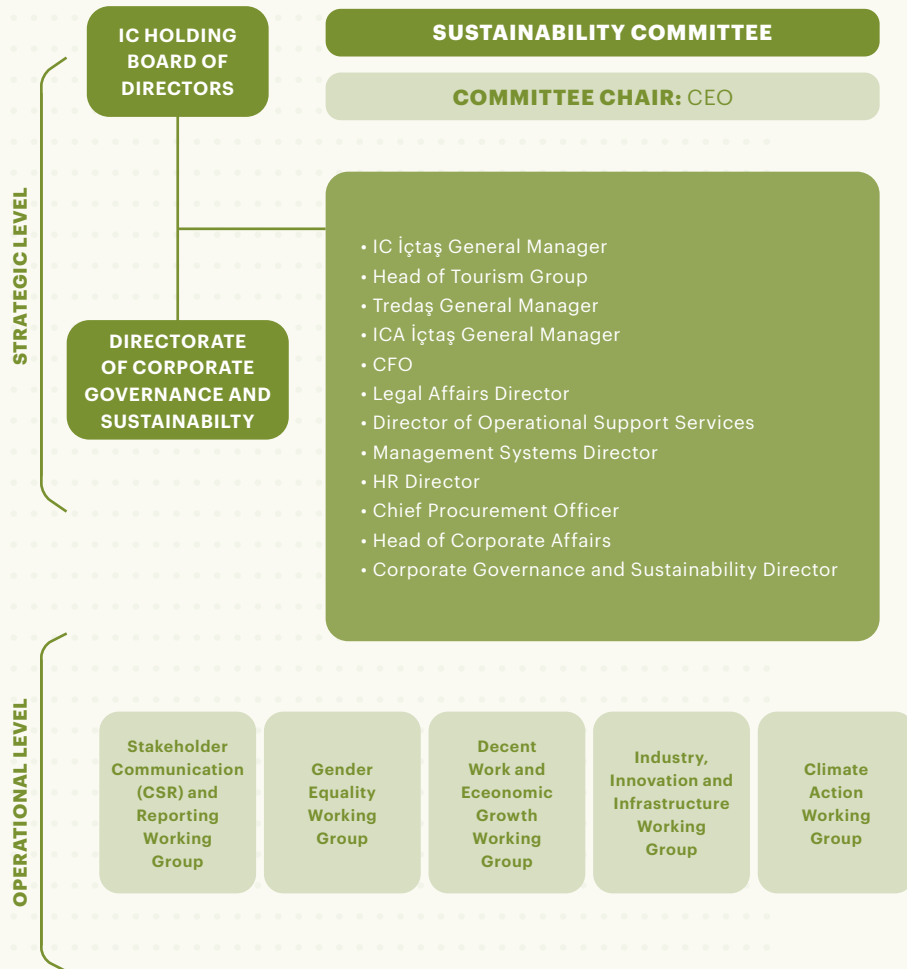
Our aim is to mobilize all stakeholders for a better future and to be a bridge for the work that will enable them to achieve results in this direction.

The economic, environmental and social risks faced in today's world make it mandatory for the business world to renew and transform business models and strategies on the axis of sustainability. In the corporate sustainability transformation process that IC Holding has started with the aim of becoming one of the leading organizations of the new economy, we are very pleased to cooperate in many areas, especially in education. Within the scope of employee information and

competence development, which is one of the most important pillars of corporate sustainability transformation, we have completed the long-term "IC Sustainability Team Certificate Programme", which we carried out together with IC Holding and which covers the most important issues of change throughout the value chain, in a highly efficient and successful manner. We had valuable collaborations at the Green Business Summit and Sustainable Food Summit. On the other hand, ICA İçtaş Infrastructure, one of the group companies, is also on the SDG Map Turkey platform.

As the Academy, we will continue to guide the business world towards a better future in line with the Sustainable Development Goals. We believe that our cooperation with our valuable stakeholder IC Holding will increase in this process and we will carry out productive works.





IC Holding Group Companies have incorporated internationally recognized management systems into their corporate governance structure in accordance with their fields of activity in order to manage their operational processes, roles and responsibilities of employees, occupational health and safety principles, employee rights, relations with stakeholders, information security and environmental impacts within a specific policy and procedure.

Company	ISO 9001 Quality Management System	ISO 14001 Environmental Management System	ISO 45001 OHS Management System	ISO 27001 Information Security Management System	ISO 50001 Energy Management System	ISO 10002 Customer Satisfaction Management System
IC İtař Construction	X	X	X			
IC Sustainable Energy	X	X	X	X		
Tredař	X	X	X	X		X
Trepař	X					
Treysan*	X	X	X	X		X
Karasu Port	X	X	X			
Zafer Airport	X	X	X	X	X	
ICA İtař Infrastructure**	X		X			
İtur ***	X	X	X			X
IC Hotels****	X	X	X	X	X	X

* Treysan holds ISO 3834-2, EN 1090-1/3, GOST -K, GOST -R certificates.

** ICA İtař Infrastructure also holds ISO 39001:2012 Road Traffic Safety Management System certificates.

*** İtur also holds ISO 22000:2018 Food Safety Management System certificates.

**** IC Hotels also holds ISO 22000 Food Safety Management System and ISO 27701 Personal Data Management System certificates.

For using natural resources efficiently

IMPACT OF DEVELOPMENT

TÜRKİYE'NİN İLK EKOLOJİK KÖPRÜSÜ

Green Growth and IC Holding

- 25 Combating the Climate Crisis
- 31 Circular Economy
- 33 Sustainable Cities and Mobility

Nothern Ring Motorway - Ecological Bridge

GREEN GROWTH AND IC HOLDING

IC Holding is aware that its long-term success depends on the responsible and efficient use of natural resources and embraces a management approach that encourages green growth. Within the framework of this understanding, it continuously evaluates and monitors the negative impacts of its activities on the environment and undertakes efforts to reduce them. IC Holding is committed to adhering to laws and regulations in all countries where it operates and to minimizing the negative impacts on the environment that may arise as a result of its activities. With the Environmental Policy put into practice in line with this perspective, IC Holding is committed to continuous improvement in all its fields of activity, with the participation of stakeholders and employees, to protect and positively affect the environment, human health, natural and cultural heritage.

COMBATING THE CLIMATE CRISIS

The incidence of extreme weather events such as fires, heavy rains and storms has increased in Türkiye and around the world. The main reason for this increase is the problem of climate change, which is one of the biggest issues facing humanity today and whose solution requires the ecological transformation of technology, economy and society. Since climate change is a global phenomenon, its solution is only possible through a collective effort. The Paris Climate Agreement, of which Türkiye is a signatory, aims to limit the global temperature increase to 2 °C by 2030 and, if possible, to keep it below 1.5 °C. While the climate crisis and environmental protection issues are gaining momentum in terms of attention from governments, they are also becoming an inevitable factor for the private sector.

IC Holding attaches great importance to combating global climate change and its impacts in the sectors in which it operates. With the Climate Change Policy, IC Holding is committed to taking the necessary steps to measure and manage the risks arising from climate change, to take an active role in the fight against it, and to contribute to Türkiye's transition to production based on a low-carbon economy. Given the complexity of climate-related risks, various efforts are underway across all Group Companies to maintain prudence, assess and respond to climate-related risks across operations.

» Within the scope of the Sustainability Management System launched in 2022 at **IC Holding**, a "Climate Action Working Group" was established in line with UN SDG Goal 13 for the management of climate-related risks, analyzing the impacts of potential risks on Company operations and solving climate problems.



» **IC Holding** was the main sponsor of the Green Business Summit 2022 organized by the Sustainability Academy in order to raise awareness on climate change and its effects on human life at national and international level, to share the long-term actions to be taken for sustainable business transformation in combating climate change, and to contribute to new collaborations. IC Holding CEO Murad Bayar delivered a speech at the event, which was especially important in raising awareness in the business world and ensuring coordination between the business world, NGOs and public institutions.

» **Tredaş** supports the "1000 Eco-Friendly Schools" project with the IC Foundation, which aims to raise environmental awareness and to instill a mentality of

sustainability and energy saving among students at the basic education level. Within the scope of the project, a launch event and signing protocol ceremony was held at Abdülhamit Han Secondary School, which was selected as the implementation school in Çorlu district of Tekirdağ. The project will transform a total of **1,000 schools**, at least one in each district in Türkiye, and aims to set an example for other schools by conducting pilot studies in selected schools.



» “There is No Other World” Conference was organized at Ağrı İbrahim Çeçen University (AİÇÜ) in order to raise the awareness of university students in the fight against climate change. Burak Işık, **IC Holding** Corporate Governance and Sustainability Director, met with AİÇÜ students and provided information on sustainability, global risks, combating climate change, EU Green Deal and Paris Agreement and delivered a presentation on the actions that young people can take in this regard. Following the presentation, the “Climate Change and Sustainability Student Club” was established in line with the demand from students to encourage the participation of young people in the fight against climate change and to allow them to take part as young ambassadors in national and international organizations. IC Holding and IC Foundation aim to support young people in the club’s future actions/projects to combat climate change.

RENEWABLE ENERGY AND ENERGY EFFICIENCY

» IC Holding bases its energy policies on a foundation that will contribute to sustainable development. While focusing on production from renewable energy sources in the energy sector, which plays a key role in combating the climate crisis, it prioritizes the transition to low-carbon production and green energy investments in other sectors in which it operates. In this context, IC İċtaş Sustainable Energy Investment continues to invest in HEPPs as well as solar energy projects. **IC İċtaş Sustainable Energy Investment** strives to make clean energy accessible to society by providing sustainable energy from renewable sources such as water and sun. Currently, IC İċtaş Sustainable Energy Investment has 9 HEPPs with a total installed capacity of 388 MWe, all of which are operational. In the short to medium term (2023-2027), **the goal is to increase the installed capacity in renewable energy to 1,000 MWe** and above through both acquisitions and greenfield project development. The requirements of ISO 9001:2008 Quality Management System, ISO 45001 Occupational Health and Safety Management System, ISO 27001 Information Security Management System and ISO 14001:2004 Environmental Management System are fulfilled in all operations and Niksar HEPP has a Verified Carbon Standard (VCS) certificate.

» Within the scope of solar energy projects, the preliminary license/capacity allocation processes of 2 Solar Power Plant (SPP) projects have been completed and project development studies are underway. With the commissioning of the two SPP projects, the installed capacity of IC İċtaş Sustainable Energy Investment will increase from 388 MWe to 526 MWe.

IC Holding’s other Group Companies also invest in the transition to green energy sources and the efficient use of energy, and are implementing important projects.

Solar Power Plants	Installed Capacity (MWe)
Bağıştaş* SPP	38
Hatay Erzin SPP	100
Total	138

Hydroelectric Power Plants	Installed Capacity (MWe)
Niksar HEPP	40.2
Çilektepe HEPP	23.1
Üçarmanlar HEPP	16.6
Kemerçayır HEPP	15.5
Üçanlar HEPP	11.9
Yukarı Mercan HES	14.0
Bağıştaş HEPP	140.6
Kadıncık I HEPP	126
Kadıncık II HEPP	
Total	387.9
Grand Total	525.9

» **IC Hotels** has completed a EUR 215,000 investment to meet the electricity and hot water needs of its hotels with solar energy within the framework of its sustainable tourism approach. As part of energy efficiency efforts, a 300-collector SPP completed at IC Santai Family Resort and two SPPs with 185 collectors installed at IC Airport started hot water production. In addition to these two facilities, work is also underway to produce hot water with 315-collector SPPs at IC Green Palace and to generate 360 Kwh of electricity with 800 photovoltaic SPPs at Airport.

» **IC Hotels Green Palace** successfully completed the certification audit in order to increase efficiency in energy use in line with sustainability goals and was awarded the ISO 50001 Energy Management Certificate. Green Palace is leading the sector as the first facility to receive this certificate among the accommodation facilities located in the Kundu region of Antalya. With the Green Transformation at IC Hotels Project, which is

implemented to reduce the environmental impact of the service sector, Green Palace utilizes wastewater steam to heat the facility's tap water.

» **Treysan**, the only production company within IC Holding, is currently working on the installation of a SPP with 1260 MWe capacity.

» The first electric vehicle charging station in Çeşme has been established at **IC Çeşme Marina**. In addition, the company continues to carry out activities such as providing hot water with a heat pump instead of LPG and thus avoiding the consumption of fossil fuels, choosing energy-saving or LED bulbs for all lighting, and arranging office opening and closing hours in accordance with winter time in order to make more use of daylight.

» **ICA İçtaş Infrastructure**, one of the Group Companies, works to ensure that renewable energy sources are used in energy use, that the products procured are sustainable and environmentally friendly, and that suppliers comply with ISO 14001 requirements. In addition to these efforts, R&D studies are ongoing to transform the lighting in the underpasses on motorways and the lighting fixtures in the motorway service facilities and toll booths to LED systems. In this context, support will be received within the scope of Goodwill and Cooperation with İstanbul Technical University to select the right products.

Greenhouse Gas Emissions

IC Holding is committed to setting short-, medium- and long-term targets for the reduction of greenhouse gas emissions and sharing the risks and opportunities arising from climate change with all stakeholders in the light of international standards and accountability principles. In this context, it makes calculations to cover its fields of activity and continues its efforts to share environmental impacts in a transparent manner.

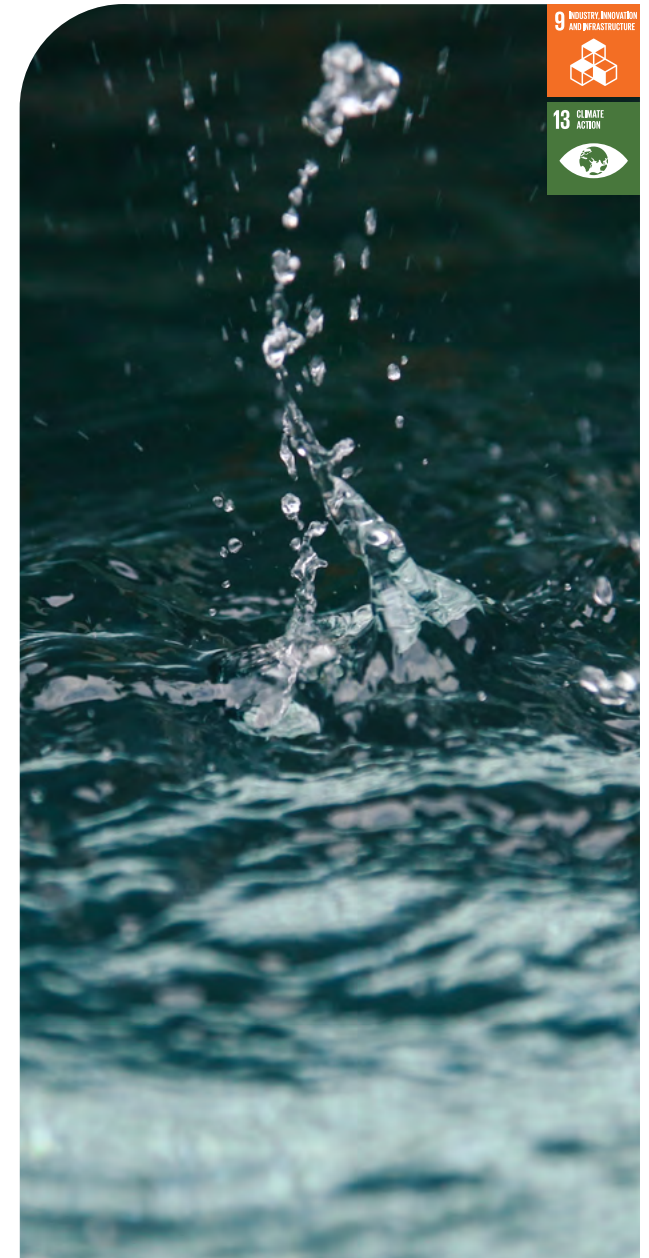
ICA İçtaş Infrastructure, which undertakes the operation of the Yavuz Sultan Selim Bridge and Northern Ring Motorway Project, has been measuring, evaluating

and using its carbon footprint for improvement efforts since 2020. In addition to the calculation of operational emissions, in June 2022, within the scope of Goodwill and Cooperation with İstanbul Technical University, data analytics studies were initiated to analyze the carbon emissions of vehicles passing through the Yavuz Sultan Selim Bridge and to analyze the ESG (Environmental, Social and Economic) benefits. Supporting smart transportation solutions with the most innovative technologies, ICA İçtaş Infrastructure's smart transportation systems, which reduce carbon emissions caused by interruptions and congestion in vehicle traffic, also help alleviate the urban traffic burden of major cities.

In 2022, for the first time, the greenhouse gas emission values of IC Holding's Ankara and İstanbul head offices were calculated by Escarus (TSKB Sustainability Consultancy Inc.). Scope 1 and Scope 2 emission calculations for IC Green Palace, IC Santai Family Resort and IC Airport hotels operating within IC Holding Tourism Group, were undertaken by CCN Technic in 2021. IC Holding's production company, Treysan, has started to work by creating a greenhouse gas inventory for carbon footprint calculations and ISO 14064:2018 Greenhouse Gas Emission Certification.

WATER MANAGEMENT

Water is key to the survival of communities and ecosystems, and access to water and sanitation is recognized as a human right. In recent years, irregular rainfall associated with climate change has brought the issue of water scarcity to the agenda. IC Holding is committed to managing and using water responsibly in line with its sustainability culture. IC Holding pays great attention to minimizing water consumption and pollutant load and recycling as much water as possible. While focusing on reducing internal consumption in its areas of operation, it takes measures to ensure the conscious use of both drinking water and tap water in companies.



In **IC Holding** and **IC İçtaş Construction** head offices, faucets were replaced with sensor faucets to reduce water consumption. Wastewater is utilized by using condensate water from air conditioners for garden irrigation. **IC Hotels**, which invested in soilless agriculture practices in 2021 with its vision of green hotel management and tourism, reduces carbon emissions with its on-site production philosophy and supplies the crops it needs by consuming much less water compared to conventional agricultural practices. IC Hotels sponsored the Sustainable Food Summit organized by the Sustainability Academy in 2022 with Piks, its business partner in soilless agriculture practices, and talked about the benefits that can be achieved with soilless agriculture practices. At **IC Çeşme Marina**, hull cleaning water is recycled and reused through a closed filtration system. This practice saves approximately 2.2 tons of water per year. It also aerates seawater throughout the year with four modified pumps in areas with low water circulation, increasing the amount of oxygen in the water as well as water circulation. **ICA İçtaş Infrastructure** received an award in Green Transformation Category within the Common Future Rewards organized by the Turkish Confederation of Employer Associations with “Development of Marine Pollution Detection, Tracking and Analysis System from Ships for the Northern Region of the Bosphorus Project” where remote sensing technologies are being used to detect pollution from ships and to protect the marine environment, coastline and human health. The remote monitoring system, used for the first time in Türkiye, was installed on the Yavuz Sultan Selim Bridge – also a first in the world. In addition to 24/7 marine pollution detection, the system can estimate the type, spread and extent of pollution with equipment such as cameras and radar systems, and the results and effects of pollution can be analyzed and reported.

In 2022, **IC İçtaş Construction** sponsored the Water Risks Analysis Project, which was implemented under

the leadership of the Business Council for Sustainable Development (BCSD Türkiye) and in consultation with Ankara University Water Management Institute. Within the scope of the project, the issue of “Water Efficiency in Agriculture” is comprehensively addressed in our country. At the same time, with the **Tuz Gölü Natural Gas Underground Storage Project**, IC İçtaş Construction aims to dissolve the underground salt structures with freshwater and turn them into artificial caverns and store natural gas underground through these artificial caverns. IC İçtaş Construction attaches great importance to the sustainable management of water resources and to environmental impact assessment in the regions where it operates, prioritizing the efficient use of water resources in the project area and refraining from causing water stress in the region.

In this context, a “Groundwater Sustainability Assessment Study” was conducted in 2021 within consultation of GHM Consultancy and Engineering Inc. and EMC Environment Consultancy, Engineering Environmental Management, Construction Commitment, Industry and Trade Inc. to determine the potential impact of freshwater supply from underground wells on the groundwater regime in the region and on water users in the vicinity of the project area and to develop a groundwater sustainability plan. Within the scope of the study, hydrogeological conditions/characteristics (hydraulic conductivity, groundwater flow regime, permeability and fluid pressure measurements, etc.) at the project site were evaluated and a three-dimensional flow model was created to simulate groundwater flow processes and groundwater sustainability. Thus, the amount of decrease in the amount of groundwater caused by the project is periodically monitored and necessary analyzes are carried out.

The saline water obtained after the melting operation is pumped to Tuz Gölü in a controlled manner through the brine line after the necessary analyzes are made.

USE OF PLASTIC

Although plastic has revolutionized the way people live since its invention in the 1950s, the fact that some of the plastic ever produced is still found in nature poses a major problem for the environment. According to the World Economic Forum, if plastic use continues at its current rate, it is predicted that by 2050 the oceans will contain more plastic than fish by weight . In this direction, IC Holding works to reduce the negative effects of plastics while preserving their useful functions and aims to reduce the use of plastics with its practices on plastic pollution.

» **IC İçtaş Construction**, the leading company of IC Holding in the construction sector, was the first construction company to respond to the BPI, an important step taken to combat plastic pollution under the leadership of BCSD Türkiye, Global Compact and TÜSİAD (Turkish Industry and Business Association). So far, 42 companies have transparently shared their commitments with the public as part of the initiative launched to reduce and prevent the use of plastic by 2023. By focusing on the root causes of plastic pollution, the International Shared Vision aims to bring a solution that delivers significant economic, environmental and social benefits. In line with its commitment to reduce 1 ton of plastic by 2023, IC İçtaş Construction exceeded its target and reduced 2.12 tons of plastic in the first year thanks to measures taken to improve current waste management and raise employee awareness. Other group companies ICA İçtaş Infrastructure, Tredaş and Treysan followed the footsteps of IC İçtaş Construction and became signatories to the BPI. **ICA İçtaş Infrastructure** is preparing to be the first motorway to reduce plastic waste with the Northern Ring Motorway. As the first Turkish electricity distribution company to sign the BPI, **Tredaş** aims to reduce the use of unnecessary plastic and single-use plastic products with the motto

“Reduce plastic, multiply life”, and aims to contribute to the transition to circular economy in plastics in the 24 locations it serves. **Treysan**, on the other hand, is working to ensure that recyclable waste such as plastics are included in the circular economy and used in raw material supply. It started to use recycled materials in its projects by sending the plastic waste generated

KONCA ÇALKIVİK

Business Council for Sustainable Development Türkiye (BCSD Türkiye) Secretary-General



As BCSD Türkiye, we have been continuing our efforts since 2004 with the vision of making sustainability one of the core strategies of companies. IC Holding, which adopts the principle of disseminating its efforts in the economic, social and environmental areas of sustainability among its internal and external stakeholders and value chain with its vision, is among our important stakeholders with whom we create mutual value in terms of sustainability efforts with its companies that are members of and actively participate in BCSD Türkiye and its platforms.

Thanks to our cooperation that started 5 years ago, IC İçtaş Construction and Treysan are members of BCSD Türkiye and they actively participate in all working groups of our association. In addition, IC İçtaş Construction, Treysan, Tredaş and ICA İçtaş Infrastructure are among the signatories of the Business Plastics Initiative, which was launched to address the issue of plastic waste from a circular economy perspective and of which we are among the founders as BCSD Türkiye.

As BCSD Türkiye, we aim to become the “Pioneer of Green-Oriented Growth” through our effective collaborations. We know that we can only achieve this goal with the power we derive from our members. I hope to carry out new activities with IC Holding, one of our valuable stakeholders, on the axis of sustainable development, and I wish for our cooperation to grow increasingly.

IC HOLDING MONITORS THE DIRECT AND INDIRECT IMPACTS OF ITS ACTIVITIES ON LOCAL ECOSYSTEMS AND BIODIVERSITY.

during production back to the manufacturing company and using them in the manufacturing of the products it needs (bags, etc.). A water dispenser with purifier was introduced at IC Holding and IC İçtaş Construction head offices and the cafeteria, and glass bottles and glasses were provided to employees for use. The formation of plastic waste resulting from the use of an average of 21,560 PET bottles in a month has been prevented with the use of water dispensers with purifiers.

BIODIVERSITY CONSERVATION

IC Holding recognizes the value of ecosystems and the environmental benefits they provide and is aware of the importance of protecting biodiversity. It therefore monitors and assesses the direct and indirect impacts of its activities on local ecosystems and biodiversity. IC Holding aims to minimize the negative impacts of its activities on biodiversity, as well as actively support and protect ecosystems and endangered species.

Aiming to fulfill its responsibility towards the environment by protecting the natural habitats of the plants and animals it hosts, **IC Hotels** takes special measures to protect the sand lilies on the beach of its hotel Green Palace & Residence in Antalya. In order to prevent any harm to the sand lilies, which are in danger of extinction and were taken under protection by the International Union for Conservation of Nature in 2016, the entire team of IC Hotels Green Palace & Residence receives training in line with the hotel’s environmental policy. Caretta caretta nests are also found on the beaches of IC

Hotels Green Palace & Residence and IC Hotels Santai, and are meticulously protected. Especially the teams working in the coastal area are regularly informed with periodic reminder trainings on blue flag criteria, caretta caretta and sea daffodils. In addition to employees, hotel customers are also informed through information boards located in various parts of the facility and boards located near the sea daffodils, which are specially fenced and protected. In addition to the sea daffodil, the garden also houses the Serik pear (pyrus serikensis), a relict endemic plant found only in Belek, and IC Hotels aims to fulfill its responsibility towards the environment and society by protecting all these vegetation and natural habitats, and to leave a positive and protected legacy for future generations.

Tredaş installs special platforms that prevent storks from being exposed to electrocution on electricity poles within the scope of the “Conservation of the Stork Population Project” implemented in cooperation with Tekirdağ Nature Conservation and National Parks Branch Directorate in order to protect the stork population in the region where it operates. It is known that 2/3 of the approximately 600,000 storks that migrate each year to find favorable seasonal conditions and food sources or to avoid competition die en route. In order to prevent such fatalities, in Trakya, which is located on the main route of migrating birds, platforms for storks are being installed in areas determined with drones to ensure the continued presence of storks coming to the region and to prevent approximately 200 temporary failures caused by birds. A stork’s nest is assembled by a team of 2 with an hour’s work. To date, more than 600 nests have been assembled.

Continuing its efforts to become the most environmentally friendly marina, **IC Çeşme Marina** was awarded the title of Green Apple European Champion at the “International Green Apple Environment Awards” held in the UK with 3 different projects implemented to protect the marine ecosystem.

» Within the scope of the **trepang study**, poached trepangs are released into the sheltered sea area of the marina with the help of a boat and a team of sailors. Trepangs also contribute to the improvement of seawater quality by breaking down organic waste on the seabed and keeping the bottom structure clean.

» **The squid nest study** aims to increase the population of squid against the decline in both their natural breeding grounds and their numbers due to marine pollution and improper fishing methods. As squid spawn on boat chains, ropes, etc., similar structures (collectors) were placed underwater in a safer area not affected by marina traffic.

» **Artificial reef study**, on the other hand, increases the underwater living population with reefs created by combining scrap iron, and supports sensitive deep-water creatures and the ecology of the region by renewing reefs that are in danger of extinction.

Biodiversity in the habitat where **IC İċtař Construction's** ongoing Tuz Gölü Natural Gas Underground Storage Project is located is being prioritized and ecological

monitoring and seed collection activities are being carried out. Within the scope of the "Biodiversity Action Plan (BAP)", 12 species identified as "Species of Conservation Concern (SCC) in Salt Steppe Habitats with Salt-Tolerant Plants and Salt Steppe Marshes" are monitored for conservation purposes in Tuz Gölü. Bird species and nests are observed to assess the impact of ecological restoration on bird species. Moreover, biodiversity-themed trainings are organized for project staff. In addition, the environmental impacts of the project are managed in a controlled manner through periodic air and soil quality and noise measurements at the project site.

IC İċtař Construction participated in the "Workshop on the Steppe Eagle Action Plan" held on October 20-21, 2022 within the scope of the "Preparation, Implementation and Monitoring of Species Action Plans for Endangered Species in Türkiye Within the Concept of A New Methodology" project funded by the European Union and the Republic of Türkiye, and supported the preparation of a 5-year action plan to protect or increase the population

of the endangered steppe eagle, which is also observed in the Tuz Gölü Natural Gas Underground Storage Project site.

With the Yavuz Sultan Selim Bridge and Northern Ring Motorway project, **ICA İċtař Infrastructure** has undertaken a major reforestation project in the private sector. Within the framework of protocols signed with the Ministry of Agriculture and Forestry, the General Directorate of Forestry, the Ministry of Transport and Infrastructure and the General Directorate of Highways, afforestation works were carried out in many regions from Ağva to Çatalca, from Kanlıca to Kemerburgaz and along the Northern Ring Motorway route within the provincial borders of İstanbul, reaching the promised target of 5.1 million trees and plants. As part of the same project, Türkiye's first ecological bridge was built on the Northern Ring Motorway route. Thanks to the Ecological Bridge located in the wildlife protection zone, wild animal species can reach their habitats uninterruptedly without being affected by the motorway.



CIRCULAR ECONOMY

Today's consumption and resource use habits have become unsustainable due to the "take-make-waste" approach based on the traditional economic model. The circular economy model, which is a solution to this problem, aims to prevent waste generated in the traditional model by keeping materials, products and services in circulation for as long as possible. In the circular economy, material use is reduced, materials, products and services are redesigned to use fewer resources, and "waste" is used as a secondary resource in the production of new materials and products.

IC Holding promotes a circular economy model where resources are used efficiently by all Group Companies. Several circular economy initiatives are underway across the organization and in collaboration with some external partners.

- » **IC Holding** has implemented a business model based on circular economy with Treysan in the industrial sector. Treysan recycles waste separated at the source and repairs raw materials that have minor damage but are worth reusing.
- » **ICA İçtaş Infrastructure** has implemented the "Production of Sound Barriers from Waste Tires" project with the aim of recycling waste tires collected from motorways that have completed their life cycle. Sound barriers produced in cooperation with HATKO will be used to prevent noise on motorways.
- » With the "Central Garage/Central Facility/Central Service Department" project, inactive machinery and equipment owned by **IC İçtaş Infrastructure** and **IC Holding** will be stored in a single location. It is planned that scrap/inert equipment (generators, heaters,



maintenance vehicles, etc.) will be repaired and reused within the Group or at project construction sites, and those that cannot be repaired will be reintroduced to the economy as scrap. Likewise, the storage area and workshops in the maintenance center to be established in Odayeri are aimed to support the Metro and Kilyos projects by reinforcing the storage area and workshops (paint shop, engine shop, etc.) that are not sufficient.

- » With the "Maintenance Vehicle Transformation" project, **IC İçtaş Construction** plans to revisit vehicles abandoned for scrap purposes and make them available to construction sites as mobile maintenance vehicles. The project aims to reduce waste and increase the reuse of products and parts through the principles of reuse and recycle, rather than the linear model of take-make-waste.
- » Within the scope of the **Tuz Gölü Natural Gas Underground Storage Expansion Project**, the saline

water generated during the melting process to create the caverns where the natural gas will be stored is kept in the brine pools in the surface facilities. Drilling mud consisting of insoluble materials (soil, stone, etc.) settled in these ponds is sent to licensed cement plants and recycled into the economy as fuel from waste.

WASTE MANAGEMENT

Safe and environmentally sound waste disposal is a fundamental requirement for modern societies. With its waste management activities, IC Holding aims to reduce pollution at the source, contribute to the circular economy by ensuring reuse, recycling and recovery, and, as the last resort, to ensure the proper disposal of waste. In this context, it carries out activities to reduce waste and recycle and dispose of it in cooperation with the right business partners. Each Group Company aims to reduce its waste through methods developed specifically



for its own business, to store hazardous waste under appropriate conditions, to deliver them to authorized institutions for disposal, and to maximize recycling.

At **IC Çeşme Marina**, which has been awarded the Zero Waste Certificate with the various projects it has implemented, the “Compost Project” aims to transform organic plant residues from periodic garden maintenance and organic vegetable and fruit waste from boutique hotels and businesses into compost fertilizer to be used in the landscaping of the marina. In this way, it will be ensured that organic/domestic waste is brought into the economy and soil fertility will be increased with the fertilizer obtained. Moreover, waste generation will be reduced and a zero-waste management model will be established. IC Çeşme Marina also collects food waste from stakeholders in its commercial area and delivers it to shelters through the volunteers of [HAYTAP Federation](#). With this practice, organic waste is recycled at the source to support stray animals. As of 2022, Santai Family Resort, Green Palace and Residence within **IC Hotels** started to convert organic plant residues generated as a result of garden maintenance and organic vegetable and fruit waste from the hotel kitchen into compost fertilizer for the cultivation of flowering plants and indoor flowering and potted plants in certain areas of the hotels. In the future, the fertilizer obtained from waste will also be used at IC Hotels Airport to contribute to the economy.

As part of **İçtur**'s sustainability efforts, organic waste from Antalya Airport is converted into dry cat/dog food in cooperation with Kepez Municipality on July 27, 2022. At İçtur, where waste is separated and collected as part of the Zero Waste Project, vegetable waste oils and hazardous waste are delivered to licensed companies.

Hazardous and non-hazardous waste generated within the scope of **Tuz Gölü Natural Gas Underground Storage Expansion Project** are separated and temporarily stored by IC İçtaş Construction, and all recyclable waste is sent to licensed recycling facilities, while non-recyclable waste is sent to landfills within the scope of the “Industrial Waste Management Plan”. Temporary waste storage areas are created in the fixed working areas in the project site, and the temporarily stored waste is transferred to the Central Waste Storage Area, stored regularly in accordance with waste codes and disposed of in compliance with national legislation. A single and double portable temporary waste collection area has been established for the temporary storage of waste that will be generated during the operation of the water tanks and pump stations in the project area. With the management of the waste generated as a result of the activities on site, it was entitled to receive the basic level Zero Waste Certificate issued by the Provincial Directorate of Environment, Urbanization and Climate Change in 2022.



² Global Environment Facility, Sustainable Cities Program, 2016

SUSTAINABLE CITIES AND MOBILITY

The world is urbanizing faster than ever and cities in developing countries like Türkiye are growing even faster. While they are crucial contributors to global economic growth, cities that have a long way to go in terms of sustainability are also drivers of environmental degradation. According to the Global Environment Facility, cities consume 80% of global energy and are responsible for 70% of greenhouse gas emissions. The exponential growth in the amount of waste generated by cities and the gradual loss of natural habitats due to rapid urbanization also threaten the environment and humanity. When urban growth is not sustainable, it leads to poor living conditions, makes cities vulnerable to climate change and threatens biodiversity. It is estimated that by 2050, 70% of the world's population will live in cities, making the transition to low-carbon, resilient and inclusive cities even more important. Carrying out all its activities with the responsibility of leaving a better world to future generations within the scope of sustainability efforts, IC Holding aims to contribute to the creation of sustainable cities, especially through infrastructure and construction activities within the Group.

IC Holding participated in the B40 Young City Representatives Summit organized by the B40 Balkan Cities Network established by İstanbul Metropolitan Municipality (İBB) and contributed to the event with a presentation on sustainability in the business world and corporate companies. A workshop was organized to raise awareness on the importance and role of young people in reaching sustainable development goals.

ICA İçtaş Infrastructure, which supports smart transportation solutions with the most innovative technologies to provide safe transportation services on the Yavuz Sultan Selim Bridge and the Northern

Ring Motorway, of which it undertakes the construction and operation, was the gold sponsor of the SUMMITS International Intelligent Transportation Systems Summit organized by the Intelligent Transportation Systems Association of Türkiye.

ICA İçtaş Infrastructure was participated in the "Sustainability Forum" organized by European Association of Operators of Toll Road Infrastructures (ASECAP) for the first time in 2022 with the theme of turning challenges into strategic goals to make the road infrastructure sustainable and resilient. ICA İçtaş Infrastructure shared its sustainability strategy and "Sustainability Management in Motorways" approach in line with the best practices, future targets and future actions to make the Yavuz Sultan Selim Bridge and Northern Ring Motorway sustainable and carbon-free with more than 150 senior participants.

By closely following development and change, ICA İçtaş Infrastructure contributes to the achievement of SDG 11 "Sustainable Cities and Communities" targets with the services and applications it provides to motorway users. ICA has many systems in place on the route of which it is responsible, ranging from traffic counting sensors, meteorological sensors, CCTV cameras with incident detection to Variable Message Signs (VMS), which are used to inform drivers about everything. ICA monitors the entire route 24/7 through the installed systems via the Main Control Center. With the Intelligent Transportation Systems (ITS) Project, it provides benefits such as measuring carbon emissions with traffic data, preventing traffic congestion with rapid response to accidents, and contributing to carbon neutral transformation with the electric vehicle charging station infrastructure.



Rail systems, the most environmentally friendly means of transportation among public transportation services, are the ideal means of meeting urban mobility and access needs in the most sustainable way. Offering many advantages such as reduction in travel times, reduction in emissions, high passenger carrying capacity and safe transportation, rail systems are the most important structures that serve the development of sustainable urban transportation. Within the scope of **the MIA Mahmutbey-Esenyurt Metro Project**, of which IC İçtaş Infrastructure undertakes the construction works with a sustainable cities' perspective, the transportation time between Mahmutbey and Esenyurt will be reduced to 27 minutes with the metro line consisting of 10 stations, and a line that can serve 70 thousand passengers is being established.

For those who are constantly developing
and always aiming for the better

IMPACT OF DEVELOPMENT

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VALUE FOR EMPLOYEES

When it comes to securing the long-term success of a company, one of the most important factors is its employees. In a working environment where respect and trust prevail, the exchange of views fed by different perspectives leads to strong ideas and good decisions.

IC Holding attaches importance to creating a sustainable workplace where employees can maintain their work-life balance and feel safe at work. It adopts an approach that respects the human rights of all stakeholders with whom it has business relations, especially its employees, and aims to ensure that this attitude is also adopted in society. IC Holding aims to create an equal, inclusive and fair working environment that respects human rights for its employees, and is committed to providing equal opportunities to all employees regardless of any personal characteristics with its Human Resources and Human Rights policies.

HUMAN RESOURCES APPROACH

IC Holding with its people-oriented approach, sees its employees as the owners, not parts of the production chain, and aims to ensure that they enrich themselves and contribute to the organization in a balanced manner between company goals, organizational requirements and individual goals. With its Human Resources Policy, which it has prepared with the awareness that investing in people is crucial to become one of the best examples in its sectors, IC Holding commits to an approach that adopts a continuous training and development mentality in human resources, uses resources in a target-oriented manner, develops well-thought-out productivity and performance measurement systems, and takes a transparent and open management stance.

The Human Resources Board has been established to ensure that the human resources practices developed

by IC Holding Human Resources Directorate are implemented, disseminated and standardized in Group Companies. The Board, which convenes once a month, ensures that critical competencies in all human resources processes (recruitment, performance evaluation, social rights, wage management, etc.), including IC Holding and its subsidiaries, are established within the framework of Corporate Competency Matrices.

Employee Profile

According to June 2022 data, Group Companies evaluated within the scope of IC Holding Sustainability Report have a total of 5,760 employees, of whom 1,722 are female and 4,038 males, corresponding to a female employee rate of 30%. Standing out with its dynamic staff, 92.2% of the Holding's employees are under the age of 50. Approximately 42% of these employees are under the age of 30, eager to learn and open to development.

Employee Benefits

Flexible benefits that enable employees to make choices in line with their needs play a major role in increasing employee loyalty and commitment, as well as in boosting employee motivation and happiness. In this context, Happiness and Wellbeing Activities are designed by the Human Resources Department aim not only to provide employees with fringe benefits, but also to increase their wellbeing in their workplaces where they spend most of their days.



IC Happiness Activities

IC Happiness Activities is a human resources program that aims to make employees of IC Holding and Group Companies happy with little acts of kindness, and includes practices that aim to enhance internal communication.



• Monthly Meetings

In order to increase communication between employees, birthdays, new hires, promotions and new parents are celebrated.



• Us-to-Us Lunches

These are lunch meetings where senior managers and employees from across the Group come together and have the opportunity to chat.



IC Wellbeing Activities

IC Wellbeing Activities is a human resources program that includes practices, activities and professional support that boost not only the physical but also the social, emotional and mental health of IC Holding and Group Companies' employees.



• **Good Life by IC Academy**

Webinars that will support both physical and mental well-being with the participation of professional trainers are announced through IC Academy.



• **Good Life by IC Happiness Activities**

Food and beverage treat within the scope of IC Happiness Activities are periodically provided with healthy options as part of IC Wellbeing Activities.



• **Wellbeing Workshops**

Workshops on topics such as office exercises, yoga and healthy recipes are organized on a monthly or weekly basis with the support of volunteer employees or employees such as cooks, sports trainers, etc. working in Group Companies.

Remuneration

IC Holding's remuneration management activities, which are designed with a strategic perspective, are carried out in order to increase employee satisfaction and motivation, to enhance productivity and quality, to ensure fair distribution of the budget allocated for the labor force among the personnel, to ensure sustainable and balanced growth of companies and enterprises, and to encourage employees to increase their performance.

A remuneration study is conducted at the end of each year at the Holding and Group Companies. Remuneration studies are based on market research. Experience within the group, work family, key positions and specialized departments are the criteria for salary increases, and equality between men and women is emphasized. City-specific remuneration policies are established by considering the cost of living in the cities where the companies are located.

DIVERSITY, EQUAL OPPORTUNITY AND INCLUSION



Diversity and equal opportunity are prerequisites for a productive and respectful workplace and important components of successful management. The high importance IC Holding places on having a diverse and inclusive workforce is reflected in the values of its Group Companies. Believing that gender equality is one of the most important elements of sustainable development, IC Holding strives to create a non-discriminatory working environment for the workforce. IC Holding aims to provide women with equal rights and opportunities to live free from discrimination, including discrimination or any form of violence in the workplace, through SDG-5, which it pursues within its sustainability goals. With the Gender Equality Policy prepared to this end, IC Holding commits to make maximum effort to develop gender-neutral approaches in recruitment processes,

career development, promotions, work-life balance, remuneration and fringe benefits.

IC Holding aims to make diversity and inclusion a corporate culture through practices implemented in line with the principle of equal opportunity. According to June 2022 data, the rate of women in senior management at IC Holding reached 16.3%. Parental allowance is provided when an employee or a spouse gives birth. In some Group Companies, incentive points are added to the target cards of managers who employ women. Subject to the approval of the management, employees are offered the possibility to take 1 day off per week by combining nursing leaves. Tredaş Head Office building has a fully equipped nursing room opened in 2018. The entrance to the building and the layout of the office are suitable for persons with disabilities. During the pandemic, priority was given to expectant employees and employees with children attending school or pre-school in terms of remote working.

IC Holding, which highly values its employees, prepared March 8 Women's Day gifts for its female employees and procured them from cooperatives and/or associations that consist of/support women producers in the provinces where it operates and contributes to employment. To this end, the Group distributed handicrafts produced by women in Soma Women's Workshop, Milas Public Education Center (handicrafts produced by women), Afyon Evciler Women's Cooperative and Tekirdağ province to female employees across the group, aiming to empower women producers socioeconomically.

EMPLOYEE ENGAGEMENT AND SATISFACTION

Considering its employees as its most important capital, IC Holding is aware that employees who have a strong bond with the organization they work for will not only be happy

but will also provide maximum benefit for the development of the organization. Since 2020, Employee Experience and Engagement has been measured throughout IC Group in cooperation with an independent consulting firm. After the measurement, focus group studies are carried out by determining samples from the groups that are open to improvement in order to determine the issues that can be acted upon and to create annual plans. Once action plans are established, these group-wide plans are shared with management and monitored regularly. Based on the action plans prepared, many practices have been implemented across the Group and targets to increase employee loyalty have been set on managers' target cards by acting with the logic of continuous improvement.

TALENT AND CAREER MANAGEMENT

IC Holding attaches importance to the continuous development of its employees and the acquisition of new skills. It aims to develop both its human resources and its organization by formulating career and development plans for the talents of its employees. In this context, it aims to evaluate employees with a systematic approach, to plan human resources management processes accordingly, and to develop and retain success-oriented employees who will maximize the performance of companies.

Agreed Good Idea Innovation Project

The Agreed Good Idea Innovation Project, which brings together young generations and previous generations of managers and aims to create synergy through knowledge sharing, is essentially an idea exchange platform. The project aims to adapt and apply creative ideas and inventions to economic fields. 35 volunteer mentors at the beginning of their careers and 16 volunteer mentees from senior management teams took part in the project, which was organized for the first time in 2021. Mentors and mentees had at least 4 meetings, which provided guidance on the topics that mentees wanted to learn

THE RATE OF WOMEN WORKING IN IC HOLDING REACHED 30%, THE RATE OF WOMEN IN SENIOR MANAGEMENT REACHED 16.3%.

about. Moreover, the ideas that could provide added value to the Group were discussed and steps were taken to transform the idea that would create the most benefit into a project. As an output of the project, the Agreed Good Idea Innovation Project Awards, in which 5 projects that could have an impact across the Group competed, were presented at a ceremony held at IC Bomonti Hilton Hotel on November 17, 2021.

Leaders' Club

With the Leaders' Club, a development program for senior executives of IC Holding and Group Companies was launched in 2022. Within the scope of this program, which aims to ensure sustainable success, the target audience was managed in two separate groups. In addition to basic programs, the first group of leaders, consisting of General Managers, Deputy General Managers of the companies and Holding function directors, were provided with methods to determine their own development plans and the development process was designed. In the second group consisting of 49 Group Company directors, the Holistic Leadership Program was initiated and a development process consisting of Flow Leadership, Constructive Leadership and Inspirational Leadership was identified. In both programs, Korn Ferry's leadership development inventory was applied and a roadmap for development areas and strengths was referenced. In this process, managers were provided with customized development opportunities with one-on-one coaching, digital learning support through Cross Knowledge, group coaching and development programs abroad.

Performance Assessment

Every year in December, the "Competency Assessment" process is carried out through the system called IC Agenda, which includes employee profiles, leave processes, competency assessment and performance processes. Employees with managerial functions are evaluated under two headings: Corporate and Managerial Competencies. For employees without managerial functions, only Corporate Competencies are assessed. As a result of the evaluations, the feedback process is initiated and employees' career plans are made and their strengths and areas open to development are identified.



IC Academy

IC Academy was established to support the career and development of all employees within IC Holding, whether in the field or office. IC Academy adopts an approach that targets person-oriented development through customized training programs. In order to support all kinds of technical, professional, personal development-oriented and executive level trainings of field and office employees, the trainings of office employees are carried out through IC Academy and the trainings of field employees are carried out through IC Operations Academy. In addition to asynchronous trainings shared with employees through the IC Academy Development Platform, there are also development programs designed for different target groups under the Academy.

» With the Leaders Club program designed for senior executives across the Group, leadership development inventory practices are carried out for managers to identify their strengths and areas for improvement. Various development opportunities are offered through one-on-one coaching, group coaching to support

IC HOLDING'S YOUNG TALENTS

Based on the goals, principles and values of IC Holding and Group Companies, internship processes in all group companies have been restructured with the "Generation IC Short-Term Internship Program" to improve internship experiences. A mentor and Holding HR Business Partner are assigned for each intern who starts the Generation IC Internship Program. Trainings are provided through IC Academy in order to contribute to the personal development of interns and support them in business life. Students who have completed their internships are sent an Internship Evaluation Form and managers are asked to fill in an Intern Evaluation Form to evaluate their interns. In addition, HR Business Partners conduct Internship Completion Interviews with each intern. As a result of the evaluations, new graduates who have successfully completed the Short-Term Internship Program, have high potential and know the corporate culture well are identified and included in the Long-Term Internship (New Graduate Development) Program.

In the New Graduate Development Program, an Inter-Departmental Rotation Program is implemented to enable interns working in the office and in the field to observe different departments and make career plans accordingly. Interns in the program make project/field visits with their managers or mentors. At the end of the program, the recruitment process is initiated for interns who are successful in their departments. In 2022, thanks to the Generation IC program, 12 interns started working at IC Holding and Group Companies as assistant specialists and engineers. Thus, potential employees were trained and the training, orientation and adaptation processes of new employees were shortened.

development processes, senior executive coaching, participation in development programs abroad and the Cross Knowledge digital development platform.

» With the IC Pioneers of Development program, renewal and raising trainings were organized with internal trainers consisting of 48 individuals across the Group. The program was completed with 8 sessions and 1 feedback session. Following their training, internal trainers started to provide trainings within the Company based on planned training schedules. With Pioneers of Development, the aim is to create an ecosystem to build a culture of mutual learning.

» With the Rising with Us Development Program, the Appraisal and Development Center application was undertaken for all employees who are candidates for promotion throughout the Group. Following this practice, the following actions were determined for the development plans and development process of the individuals. Different development plans were created for two different target groups with content from the Academy and assigned to these employees as core programs.

- **Graduate Discount Agreements:** Prestigious universities were contacted and discount agreements were made to support graduate education.

- **Technical Training Videos:** Technical training videos were shot mainly for the benefit of field staff, but also for some office staff as part of their job descriptions. The videos were shared with employees through the IC Operations Academy digital development platform.

IC HOLDING ATTACHES IMPORTANCE TO THE CONTINUOUS DEVELOPMENT OF ITS EMPLOYEES AND THE ACQUISITION OF NEW SKILLS.

OCCUPATIONAL HEALTH AND SAFETY (OHS) MANAGEMENT

IC Holding considers OHS as an integral part of its business and acts within the framework of the legal requirements and relevant standards of the country in which it operates in order to completely eliminate or minimize the damages to its employees, third parties, company assets and the environment in all areas of activity. With the OHS Policy prepared in line with this awareness, IC Holding undertakes to take all kinds of measures for the health and safety of all stakeholders in its fields of activity, to implementing proactive measures by making necessary plans against emergencies, to make new investments to minimize risks, and to continuously improve its OHS performance.

IC Holding and Group Companies adopt a culture that supports the OHS management system. OHS issues, which have always been prioritized by IC Holding, have been placed under the responsibility of the Management Systems Directorate established within the Holding. In addition to the ISO 45001 Occupational Health and Safety Management System Certificate held by all Group Companies, all activities are carried out in accordance with OHS Legislation, all other relevant standards, OHS procedures and instructions and internal OHS targets. Compliant and measurable OHS targets set in line with the Company's OHS policy are monitored through performance evaluations and records are maintained.

In order for OHS policies to be sustainable for each organization, appropriate OHS organizational structure and planning and responsibilities are determined, procedures are prepared, necessary processes are defined and put into practice. These practices are monitored and controlled and, when necessary,



improvement activities and necessary actions are presented to the management for evaluation.

At IC Holding, in addition to the mandatory OHS trainings required by legislation or project standards, job- or authority-specific trainings are provided on a regular basis. Training provided by a third-party company or in-house officials varies according to the current situation and agenda, and ranges from occupational diseases to gender-based violence training.

COVID-19 Approach

From the first days of the COVID-19 epidemic, the highest level of protection and observance of the health of employees and all stakeholders has been prioritized. Based on the measures announced by the Ministry of Health and the World Health Organization, mask-distance-hygiene rules have been followed with

great sensitivity since the beginning of the pandemic. Masks were distributed to the employees at certain periods, and disinfectants were placed in all common areas. Awareness-raising work was carried out among the employees with posters hung in common areas at workplaces and e-mails that are sent frequently, and awareness trainings on Covid-19 measures were given to employees by Workplace Doctors. Simultaneously with these Works, the use of common areas was limited and rearrangements were made to ensure the appropriate distance left between employees in closed areas. Hybrid work was provided for the personnel who are suitable to work at home, especially for risk groups. For the health and safety of the employees, the number of cases, test and recovery status in the entire IC Holding were closely monitored and reported to the management on a weekly basis.

For continuous improvement and going further

IMPACT OF DEVELOPMENT

Innovation and Digitalization

41 Digitalization Investments

INNOVATION AND DIGITALIZATION INVESTMENTS

Innovation is vital for a company to survive and grow. Of the sustainable development goals, SDG 9 covers three main themes, the third of which is innovation, which triggers the development of new technologies and skills. IC Holding adopts a sustainable innovation approach that simultaneously improves performance in environmental, social and economic dimensions on the path to sustainable development and continues its improvement efforts to embed it deeply into the corporate culture. These improvements are not limited to technological changes, but also include changes in processes, business models, operational practices and organizational values and thinking.

IC Holding uses digitalization to bring together the information, human and technology resources of its Group Companies, develop new business models, create unique customer experiences, offer new products and services, and use company resources more effectively. IC Holding is aware of the need to follow developments and take digitalization steps in all sectors in order to be ready for the future, and shapes its internal and external processes through digital transformations. Digital transformation efforts aim to achieve value chain integration, digitalization in products and services, improvement in business processes and ease in customer access.

Digitalization investments at IC Holding and Group Companies are gaining momentum in line with the requirements of the age. IC Holding's digitalization investments aim to form teams to eventually manage outsourced projects with internal resources and to expand digital transformation to all Group Companies. In this context, various activities are carried out under the roof of IC Holding, including Group Companies.

» **“Digital Document Management System”** and **“Digital Archive”** projects were accelerated to ensure institutional memory.

» With the **“Digital Document Management System”**, important documents in inventories are stored in a digital environment to create institutional memory, and they can be easily found with technologies such as indexing and optical character recognition (OCR). Thanks to these efforts, important documents were inventoried, document cards were created according to document types, and authorization management mechanisms were designed to ensure that only authorized persons have access.

» With the **“Digital Archive”** project, which is another project developed to ensure institutional memory, development work is underway to scan and digitize the hard-copy documents in the physical archive rooms, and then to classify and define these documents and store them in the digital environment.

» With the Digital Workflow Platform, which was launched to make processes and procedures measurable, reportable and traceable and trademarked as **“IC**

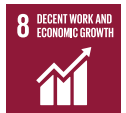
Synergy”, all corporate and operational processes are developed in a digital environment. Effective process management and increased efficiency are achieved » through 24/7 access via computers and mobile devices. Thanks to these systems, which provide integration between two different systems when necessary, automation of even complex workflows is possible.

» Within the scope of digitalization efforts, a central software development platform was created by determining a programming language at the current technological level. Data science and machine learning (ML) are planned to be added to the platform in the future.

» Necessary integration works are carried out to obtain relevant data from various sources according to the KPIs determined through the **“Dashboard and Reporting”** infrastructure and the **“Business Intelligence”** platform. A data warehouse is created with this data and data modeling is performed. The decision support functions of senior management and their operations are supported through dashboard and reporting developments based on the identified managerial and operational KPIs.

» With Robotic Process Automation (RPA), a **“Centralized RPA Platform”** has been created that enables robots to perform rule-based, repetitive tasks that do not require much human judgment.

» Together with the Inventory Management Department, the **“Fuel Automation and Vehicle Identification System”** project was initiated to increase the visibility of the field.



ICA İÇTAŞ Infrastructure

ICA İÇTAŞ Infrastructure is actively using new working opportunities by embracing the advantages offered by digitalization during the pandemic. To this end;

- » The remote working infrastructure has been established.
- » Virtual working environments have been created with virtualized computers and machines. The Customer Services unit can receive calls from home, while the Toll Collection/MIV (Manual Incident Verification) teams can approve and process remote passes.
- » With the e-signature, authorized signatories can carry out transactions without coming to the office and processes can be carried out without interruption.
- » With the digitalization of processes project, processes carried out on paper forms were transferred to digital environments in order to eliminate unnecessary paper use, speed up processes, create remote working opportunities during the pandemic and report these processes.
- » With the system established for repetitive transactions and tasks performed on the operations side, efficiency was ensured for business units, enabling them to allocate their time and added value to tasks where they can do more.
- » Reports were organized on the dashboard system so that business units can track their own processes and details. This study has helped business units to take fast and accurate decisions and make good forecasts.
- » With the project launched in 2020, forms started to be digitized. Development and editing work on the structure also continues for the digitization of periodic and routine maintenance forms.
- » The processes and operations routinely carried out within the framework of the work flow determined within the scope of the Toll Collection System were transferred to robotic structures to ensure their management and continuity.

- » With the application, which was launched to enable motorway users to learn their toll-related debt information and make payments, customers who call the call center to learn about their debt can make debt inquiries by submitting their license plate number information to the interactive voice response (IVR) or by dialing their ID number.
- » The Fleet Management Portal was launched to allow corporate customers to easily monitor and manage the motorway tolls of their fleets.

İÇTAŞ Construction

İÇTAŞ Construction established the System Development Department in order to design its internal processes, particularly budgeting and reporting, in line with the technological requirements of the age, with a specific automation target. The two main objectives of the System Development Department are to make the currently scattered past and ongoing project data accessible in a master database and to create institutional memory by minimizing data loss during and after the work performed. The following practices are among the activities carried out in this context:

- » Use of the SAP program, E-Ledger, E-Declaration and E-Invoice processes and M-Files documentation,
- » Establishment of a “software development team” within the organization within the scope of the “Budget Reporting Project”, the first software development project of the Group Companies,
- » Ensuring automated control of all machinery, vehicles, generators and similar fuel-consuming equipment in İÇTAŞ and construction sites,
- » Controlling the centralized reporting and management of fuel consumption digitally,
- » Using the Electronic Statement of Account (EHO),
- » Making improvements on the SAP program for reporting,
- » Use of the e-tender process,
- » Success application.

AIM TO EXPAND DIGITAL
TRANSFORMATION TO ALL
GROUP COMPANIES.





» In 2020, Tredaş launched Tredaş Enerjik, an artificial intelligence-supported digital assistant application that can mimic human speech in writing and verbally in customer service management and can easily communicate with those who speak with Thracian accent. The primary objectives of this application are to prevent loss of life and/or property by meeting user demands in a fast and high-quality manner without human intervention, to increase customer satisfaction and to enable hearing impaired individuals to communicate their complaints, requests, notices and questions to electricity distribution companies. Tredaş Enerjik is Europe's first and only artificial intelligence-supported digital assistant application in the electricity distribution sector.

Treysan

Within the scope of the improvement decisions taken at the Treysan plant, digitalization projects are being implemented. A digital system was developed to track the products manufactured in the factory with a barcoding system and can be checked on mobile phones and website.

Tredaş

In 2016, Tredaş switched to the Scada System, which enables remote intervention in energy and instant monitoring at the operation center, and continues its progress in this field with various digitalization projects.

» Both the negative effects of birds on lines and the negative effects of lines on birds are a problem in many regions. Within the scope of the R&D project prepared by Tredaş, Edirne and its surroundings, Yıldız Mountains, Demirköy and its surroundings and İğneada were identified as observation sites and Trakya region was named the study area. Within the scope of the project, in addition to examining global practices, it is aimed to determine the most appropriate solutions for the region

in order to determine the overlap between the lines in the region and the migration routes and accommodation areas of birds, to reduce bird mortality, and to minimize the interruptions caused by birds.

» Within the scope of the R&D project to develop arc-flash analysis and simulation methods and to investigate the applicability of maintenance and repair works on the electricity distribution network in the energized state, quality indicators for supply continuity are improved by reducing the frequency and duration of interruption of breakdown and maintenance works carried out by cutting the energy. The project aims to eliminate and reduce the risk of arc-flash-induced injuries and fatal occupational accidents during maintenance/repair works and testing, adjustment and measurements on or near energized electricity distribution network components.



For spreading environmental and social
responsibility phenomenon

IMPACT OF DEVELOPMENT

Value to Society

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STAKEHOLDER RELATIONSHIP MANAGEMENT

IC Holding provides accurate information about its activities to all internal and external stakeholders who are affected or potentially affected by its activities, and attaches importance to their contribution through consultation or participation in decisions that will affect them. Stakeholders’ views are seen as an important feedback tool that is actively used to improve corporate sustainability performance.

With the Stakeholder Engagement Policy published in 2022, IC Holding aims to adopt an approach based on transparency, integrity and loyalty in order to build stable relationships with its stakeholders based on trust, to fulfill its social and environmental responsibilities towards the society in the regions where it operates, in harmonious cooperation with all its stakeholders, to respect the local traditions, languages and decision-making processes of its stakeholders, and ensure that all views are represented, regardless of any religion, sect, race, gender, political opinion, age or physical disability, including the opinions of vulnerable and/or minority groups.

GRIEVANCE MECHANISM

IC Holding’s internal grievance/suggestion mechanism is built on the IC Synergy system where workflow processes are performed. Categories such as managerial issues, human resources processes, working environment, business processes, colleagues and others have been added to the system in order to classify feedback on comments and suggestions and to take faster action. Feedback on ethical issues

Stakeholders	Communication Method
Employees	E-mail, phone and face-to-face meetings Meetings and trainings Digital communication tools Digital training programs Employee satisfaction surveys Special events for employees Committee meetings Announcements and notifications In-house publications
Suppliers	E-mail, phone and face-to-face meetings Meetings Supplier audits Supplier portals
Public Institutions and Legislative Bodies	Periodic reporting Meetings and conferences E-mail, phone and face-to-face meetings Audits

can be shared through the Ethical Issues category on the same system. The feedback received is forwarded to the Human Resources Department of the relevant Group Company via the system. Feedback shared on ethical issues is monitored and evaluated by IC Holding Ethics Officer. The Human Resources Department evaluates the opinions and suggestions on a monthly basis and does not share them with third parties outside the department. This practice regarding data confidentiality is also shared with the employee who provided feedback through the system.

IC Holding collects external stakeholder complaints through the contact form in the communication section of the corporate website under the IC Holding Ethics Hotline subject line. Relevant notifications are received anonymously, without requesting any personal data, and evaluated by the IC Holding Ethics Officer.

MEMBERSHIPS AND COLLABORATIONS

IC Holding takes part in the management and working groups of many associations and non-governmental organizations in order to raise awareness in the business world on sustainability and develop collaborations, works to ensure efficient performance of collaborations, strives to strengthen public-private sector-NGO coordination and to implement the actions decided on in working groups.

In 2022, IC Holding and Istanbul Technical University (ITU) signed a cooperation agreement that will determine Türkiye’s future in infrastructure. The agreement aims to leverage ITU’s 250 years of academic success in important areas such as sustainability in transportation, training young engineers and providing them with job opportunities. The agreement, which covers sustainability, business development and human resources projects, includes projects to be developed jointly by ITU and IC Holding in the field of sustainability, as well as academic cooperation between ITU and the technical departments of Ağrı Ibrahim Çeçen University.



RESPONSIBLE SUPPLY CHAIN APPROACH

IC Holding and Group Companies have a Procurement Board Procedure prepared by the Procurement Board to increase efficiency in procurement activities and to create a common procurement pool. All Joint Service Procurement and Operational Procurement at the Holding and Group Companies, as well as all transactions that may be subject to joint procurement on a Holding basis, are evaluated within the scope of this procedure.

Currently, some Group Companies such as **IC İċtaş Construction, IC Hotels, ICA İċtaş Infrastructure** and **İċtur** have supplier evaluation practices and procure products and services from suppliers that score above a certain point.

A significant portion of the activities in the construction sector are carried out by subcontractors specialized in their fields of work through service procurement. Since the main company is fully responsible for the activities within the scope of the project, the work of subcontractors is closely monitored from an environmental and social perspective.

IC İċtaş Construction uses the Supplier Management System to create a sustainable supply chain strategy, procure products and services at the best prices, and keep its supplier pool comprehensive and up-to-date. With the E-Tender application used within the scope of the Supplier Management System, suppliers are requested to confirm that they do not employ child labor in registration processes and comply with the relevant law, OHS and environmental management system certificates, and companies are asked to submit CE Certificates and other relevant quality certificates. It is aimed to implement this

practice for all Group Companies in the future.

With the Responsible Supply Chain Policy published in 2022 within the scope of the SMS project, IC Holding is committed to support its stakeholders with the goal of carrying out supply chain and procurement operations in a sustainable manner in all regions of operation and representation, establishing and developing long-term business relationships with its suppliers based on mutual trust and cooperation, and providing feedback for improvement at regular intervals.

With its Responsible Supply Chain approach, IC Holding aims to carry out procurement activities in compliance with the relevant legal regulations and best practice techniques, to support the activities of suppliers towards the SDGs, to integrate the circular economy perspective into procurement processes, to support local suppliers, to closely monitor the sustainability performance of suppliers and to cooperate in the process of taking actions to improve it, and to carry out supplier selection in a transparent manner.

WITH THE RESPONSIBLE SUPPLY CHAIN POLICY, IC HOLDING AIMS TO CARRY OUT SUPPLY CHAIN AND PROCUREMENT OPERATIONS IN A SUSTAINABLE MANNER IN ALL REGIONS OF OPERATION AND REPRESENTATION.



CUSTOMER SATISFACTION APPROACH

IC Holding considers analyzing customer preferences and expectations and responding to them in the best way possible to be a prerequisite for ensuring continuity in services and products, achieving growth targets and maintaining a reliable and consistent reputation in the sector.

IC Hotels, İċtur and Tredaş, IC Holding's Group Companies operating in the tourism and electricity distribution sectors, have ISO 10002 Customer Satisfaction Management System. These companies conduct customer satisfaction surveys to measure customer satisfaction in accordance with the requirements of the ISO 10002 standard and their Quality Policies. The positive and negative evaluations of customers are accepted as an opportunity for capacity development, and actions are taken immediately to ensure the continuity of satisfactory practices and the improvement of issues causing dissatisfaction.

These companies offer alternative communication methods such as telephone hotlines and live connections via their websites to enable customers to reach a customer representative quickly and easily.

The awards received by Holding Group Companies for their innovative and effective customer service practices are listed in the "3.7. Achievements and Awards" section.

CORPORATE SOCIAL RESPONSIBILITY APPROACH

IC Holding carries out its activities with a sense of responsibility towards society and the environment by including issues that concern the society as a whole, such as the development of our country, the welfare of society, and the protection of the environment, in its processes.

Sustainable and ever-expanding projects are carried out with the aim of benefiting the local communities in the regions of operation, raising individuals who are hopeful about the future, creating a more livable world, and being a part of social change and development. IC Foundation is at the forefront of social responsibility activities within the Holding and plays a proactive and collaborative role to create added value for the society and all stakeholders through projects that make a difference in various fields such as education, sports, environment and cultural development.

With the Corporate Social Responsibility (CSR) Policy published within the scope of the SMS project completed in 2022, IC Holding has identified the principles to be adopted for the investments and ongoing activities of the Holding and all Group Companies in this field. At the level of the Sustainability Governance Structure established under the same project, the Stakeholder Communication (CSR) and Reporting Working Group is responsible and authorized to carry out, monitor and report activities in this area.

The amount of the time spent on CSR activities and social investments by IC Holding and IC Foundation in the last 2 years are shared below.

CSR Project Information	2020	2021
Total Amount	TL 67.9 Million	TL 75 Million

In line with this data, IC Holding Chairman İbrahim Çeçen and his family ranked 14th in Türkiye’s 50 Most Generous Business People list.

IC İBRAHİM ÇEÇEN FOUNDATION

IC Holding Chairman İbrahim Çeçen’s support to education, which has been carried out in a planned manner since 1986, gained an institutional structure with the establishment of the IC Foundation in 2004.



The Foundation’s priorities include;

- » Offering non-refundable education scholarships to successful university students in need across Türkiye,
- » Building educational institutions,
- » Developing cultural development and sports projects,
- » Providing health assistance to regions in need.

All revenues of the IC Foundation are provided by donations from İbrahim Çeçen, the founder of the Foundation and IC Holding, and IC Holding Group Companies.

At the end of 18 years, the number of young university students supported with educational scholarships exceeded 12,000, while the Foundation continues to support Ağrı İbrahim Çeçen University, which was built and donated to the state in 2007.

In addition to the scholarship program, schools built in Ağrı, Van, Erzincan and Ankara are raising the youth of the future. In 2022, the construction of Ağrı Nezahat

Çeçen Dormitory for Girls, which was completed by IC Foundation, was donated to the Republic of Türkiye Ministry of Youth and Sports. The dormitory currently accommodates 400 students.

IC Foundation, which also cooperates with many institutions and NGOs, is an important stakeholder in the work of the United Nations in the east of our country through the United Nations Global Compact initiative, of which it is a signatory and member.

The IC Foundation’s primary focus is on providing non-refundable education scholarships to successful university students in need. The number of students supported with education scholarships to date has **exceeded 12,000**. In 2021, 1,500 university students benefitted from scholarships provided by the Foundation.

Another issue, important and priority for IC Foundation, is preparing its scholarship recipients for professional life. Courses, panels, interviews and seminars are organized for scholarship holders in many fields ranging from entrepreneurship to foreign language education, career counseling to first aid, stress management to diction. Erasmus support is provided to every scholar who applies. On the other hand, managers and employees of IC Holding mentor the students who receive scholarships. Successful students are provided with internship and employment opportunities at IC Holding Group Companies after graduation.

STRONG CHAIN OF GOODNESS WITH THE “COMMUNITY SERVICE PRINCIPLE” ADDED TO THE SCHOLARSHIP CRITERIA

With the practice launched in the 2021 academic year, IC Foundation has added the "Social Service" criterion to the scholarship conditions in order to contribute to the development of social awareness of young people and their competencies in producing social benefits, volunteering and social responsibility. This application aims to encourage young people to ask "How can I be more useful to society and humanity?" and to instill the idea of "I can help for a better world", and to contribute to young people becoming egalitarian, solidaristic, human-oriented and socially beneficial individuals once their life fully begins. Within the scope of the application, where each scholarship recipient performs at least 20 hours of volunteer service during his/her education period, support has been provided by participating in the activities of non-governmental organizations such as Turkish Red Crescent, Lösev, UÇİM Association for Combating Child Abuse and Doctors Worldwide Türkiye. In 2021, an exemplary performance in civil society volunteering was achieved by offering 12,000 hours of social services.

Following IC Holding Chairman İbrahim Çeçen and IC Holding, IC Foundation's biggest supporters and volunteers are its graduated scholarship holders and over 20 thousand employees of the Group. These individuals offer support by running in marathons organized all over Türkiye, collecting donations, mentoring scholarship students and providing material and moral aid to primary school students in Ağrı. In response to requests for more support, an Online Donation Page was prepared and launched in 2022 to facilitate the support and donations of IC Group employees and graduated scholarship recipients. With the donations collected from this page, the aim is to increase the number of scholarship recipients and contribute to more young people being able to continue their education under more comfortable conditions.

IC Elit Football Academy

» IC Foundation supports the development of children who are interested in sports with the football academy it has established



GÜNSELİ ÇEÇEN

IC Foundation Chairperson

Esteemed Stakeholders,

The educational scholarships that Mr. İbrahim Çeçen, IC Holding Chairman, started to provide personally in 1984, started to meet with students in a more institutionalized structure with the establishment of the IC İbrahim Çeçen Foundation in 2004. Our foundation continues its activities in the fields of education, health, sports and cultural development.

As a foundation, we provide non-refundable education scholarships to successful university students in need. After 18 years, the number of students we have supported with education scholarships has exceeded 12,000. In addition to our education scholarships, health scholarships and social assistance are among the permanent social support offered by our Foundation. Moreover, we are raising the youth of the future in the primary schools we have built in Ağrı, Van, Erzincan and Ankara. On the other hand, Ağrı İbrahim Çeçen University, which we commissioned and donated to the state in 2007, and Ağrı Nezahat Çeçen Dormitory for Girls, which is home to 400 students and was donated to the state in 2020, are among our sources of great pride. Although Ağrı İbrahim Çeçen University is entirely donated to the state, it is the first "Foundation-Supported State University" in our country and continues to grow. In addition to undergraduate scholarship support to the students of our university, offering academic development seminars, academic incentive awards, awards to young people and their trainers who excel in sports, literature and arts, Erasmus support and internship programs, support for congresses, seminars and symposiums, grant support for local projects through student clubs, and corporate social responsibility projects that will contribute to the socio-economic development of Ağrı province under the locomotive of the foundation, based on private sector / university / civil society cooperation, are among the permanent duties of our foundation.

Following our education scholarships, our top priority is to prepare our scholarship recipients for life. We believe that trainings that will be useful in their professional and private

lives are as important as their education. Therefore, we organize courses, panels, interviews and seminars in many fields from entrepreneurship to foreign language education, from career counseling to first aid, from stress management to diction. It is the most valuable goal of our Foundation to help young people internalize the nature of rights-based solidarity and volunteerism in our scholarship meetings spread throughout the academic year. For this purpose, the "Community Service Principle", which is one of the IC Foundation's scholarship conditions, is our non-negotiable value that covers all our scholarship recipients and helps our scholarship recipients to explore beyond their own limits in order to produce social benefit.

As a foundation, we also cooperate with international and local non-governmental organizations in the projects we carry out in different fields other than education. We are a signatory of the United Nations Global Compact and have good relations with UNICEF. Our starting point in every project is Ağrı province. Starting from Ağrı, we strive to spread our activities all over Türkiye and increase social impact by investing in the regions and cities where IC Holding operates.

Since the establishment of the IC Foundation, our biggest volunteers, after our current and graduated scholarship recipients, have been the employees of IC Holding and Group Companies, who number in the thousands. Through our Foundation, they have always stood by us by providing trainings for our students in our employees' areas of expertise, mentoring support in joint fields of work and education, marathon runs, and material and moral support to our little ones in Ağrı.

As IC Foundation, we will continue to develop projects and create value to support the development of our society and young people in the coming period. I would like to thank all our stakeholders who have always stood by us on this journey.



by the Foundation, in addition to the many trainings it provides to students in Ağrı for their development. The project, created in cooperation with Ağrı Provincial Directorate of National Education, Ağrı Provincial Directorate of Youth and Sports, and Ağrı Federation of Amateur Sports Clubs, aims to raise a young national football player from Ağrı. "IC Elit Football Academy", which includes 24 people, was formed by making a 5-stage selection among 1200 athletes born in 2008, 2009 and 2010 determined by physical education and sports teachers in Ağrı province. As a result of physical trainings 4 days a week and trainings for capacity development, four athletes from Ağrı were selected for the National Teams U-14 regional squad. The academy offers not only football training, but also trainings on anger management, psychological counseling and communication with families. » Tredaş Sports Basketball Team was established to support sports and athletes and to raise healthy and well-mannered athletes in the light of IC Foundation's slogan "Together, We Are Stronger". The team has secured many achievements and awards such as regional rankings and national team invitations since its establishment.

AĞRI İBRAHİM ÇEÇEN UNIVERSITY

Republic of Türkiye Ağrı İbrahim Çeçen University is the only privately-funded public university in the country, commissioned by IC Foundation and donated to the Republic of Türkiye. The continuous improvement of the quality of education and the development of physical/technical facilities at the University have been among the priorities of the IC Foundation since its first year of operation in 2007. The Foundation provides permanent support to academics such as publication support, article incentive awards, congress participation support, additional financial support for certain departments, and publication support for university's journals.

The 13.000 students study at the University, including students from abroad.

Special cooperation between ITU and AİÇU

An **Academic Cooperation Protocol** was signed between AİÇU and ITU to encourage, develop and support mutual cooperation and understanding of joint work in all areas of education and training in order to support the work on the university side of the cooperation agreement between IC Holding and ITU. The academic cooperation aims to ensure rapid and effective capacity development by transferring ITU's 250 years of academic knowledge and experience to AİÇU.

The goals of the signed Academic Cooperation Protocol are:

- » Conducting joint research activities among academics in scientific, educational and managerial fields,
- » Implementing joint curricular activities such as summer school and diploma programs, as well as the exchange of academics, administrative staff and students,
- » Offering co-academic consultancy to graduate students to complete their theses,
- » Undertaking extracurricular and co-curricular activities such as language trainings, in-service courses, workshops, meetings, congresses, conferences and symposia,
- » Conducting research projects and studies, producing academic and scientific publications,
- » Participating in scientific and technical trips, joint domestic and international fairs,
- » Organizing joint studies, joint projects, competitions and festivals in the fields of culture, arts and sports.

It is envisaged that the joint studies and steps to be taken by AİÇU and ITU will make a great contribution to the education system of our country and will set an example for other universities. As the first step of the collaboration, ITU and AİÇU conducted a preliminary preparatory study and a reconnaissance trip to conduct archaeological research in to trace Noah's Ark. Project details will be determined in line with the reconnaissance trip and land survey, after which the works will continue.

PROF. DR. ABDULHALİK KARABULUT

Ağrı İbrahim Çeçen University Rector



Ağrı İbrahim Çeçen University, which was established in 2007 in Ağrı, one of the frontier provinces of our country, and honourably bears the name of İbrahim Çeçen, a philanthropist businessman who is a volunteer for education, is a higher education institution that prioritises raising qualified young people who will take part in the future of our country.

The bond of heart formed with the IC Foundation and IC Holding, and the collaborations exhibited play an important role in the growth and development of our University, which is still a young educational institution, and in taking its place among the important universities of our region and our country.

The mutual co-operation between the IC Foundation, of which I am a member of the board, and our University contributes positively to the development of our students, academicians and the sustainability of scientific activities. The concept of sustainability, which is basically defined as the ability of environmental systems to continue their functions, processes and productivity in the future, is one of the common goals of our University and IC Foundation.

In this context; IC Holding and IC Foundation's multifaceted support and contributions such as providing physical structures to our central campus, giving awards to our successful academicians for incentive purposes, supporting social responsibility projects prepared by our academicians and students, contributing to national and international symposiums, congresses, meetings and events, and organising many social, cultural and sports activities make our University experience the privilege of being a "foundation-supported university". I sincerely believe that this partnership between IC Foundation and IC Holding, which has been going on for 15 years within the framework of the understanding of sustainability as one of the common interests of our University, , will further increase the contributions of our University, which raises the bar of success day by day, to our city, our region and our country, and I sincerely wish the IC Foundation success in its future endeavors.

"LIFETIME ACHIEVEMENT AWARD" TO IC HOLDING CHAIRMAN İBRAHİM ÇEÇEN

İBRAHİM ÇEÇEN, CHAIRMAN OF IC HOLDING AND FOUNDER OF THE IC FOUNDATION, WAS HONORED WITH THE "LIFETIME ACHIEVEMENT AWARD" AT THE BOĞAZIÇI UNIVERSITY BUSINESS WORLD AWARDS FOR HIS PIONEERING PROJECTS AIMED AT DEVELOPING TÜRKİYE AND HIS SOCIAL INVESTMENT EFFORTS AIMED AT PROVIDING A BETTER FUTURE FOR YOUNG PEOPLE.

İbrahim Çeçen, Chairman of IC Holding and founder of IC Foundation, received the Lifetime Achievement Award at the Boğaziçi University Business World Awards, where the best in their sectors in different fields are selected by students. İbrahim Çeçen was presented with the award at a ceremony held at Boğaziçi University Albert Long Hall.

İbrahim Çeçen expressed his great happiness to be deemed worthy of the award by the youth, the guarantee of a bright future, and continued his speech as follows: "Throughout my business life, I have always realized works that I am proud of and I am happy about it. However, besides all these giant projects, my greatest pride is Ağrı İbrahim Çeçen University. It is my greatest hope to know that my name will live on through education, to leave an educational institution and a foundation that prioritizes education for future generations, and to ensure that our support for education continues as long as our family exists."

İbrahim Çeçen also gave advice to the students about their careers; "Whatever job you are doing, try to be the

best in that job. Do your job with love and make friends with whom you will walk safely."

More than 12,000 university students were supported with education scholarships.

Educational scholarships, which İbrahim Çeçen personally started to provide in 1986 in line with his goal of supporting young people struggling to study, started to meet with students in a more institutionalized structure with the establishment of IC Foundation in 2004. Ağrı İbrahim Çeçen University, the only foundation-supported public university where 13 thousand students are currently studying, was built in 2007 and has been donated to the state. As of today, IC Foundation has supported more than 12,000 indigent and successful university students with educational scholarships. The Foundation also prepares its scholarship recipients for professional life by organizing courses, talks and seminars in many fields.

In addition to its scholarship program, the Foundation educates the youth of the future in primary schools built in Ağrı, Van, Erzincan and Ankara. The Foundation attaches great importance to the development of young people's social sensitivity and their competencies in generating social benefit, volunteering and social responsibility, and its scholarship recipients engage in activities as civil society volunteers within the scope of the "Community Service Principle".

The 12th Boğaziçi Business World Awards is recognized as the most prestigious award program of Boğaziçi University and organized annually by the Boğaziçi University Engineering Club (ENSO), the awards are determined by online voting among students.



IC SUSTAINABILITY TEAM

- > Asım Laçın
- > Atilla Harun Öztoprak
- > Ayçe Canlı
- > Beste Özdemir
- > Betül Demir
- > Burak Işık
- > Burcu Akgün
- > Bülent Altun
- > Büşra Erdem
- > Can Güneş Aşıklar
- > Cansu Saatçioğlu
- > Cem Özyörük
- > Cüneyt Erkol
- > Çağrı Parlaktuna
- > Duygu Köse Şimşek
- > Ece Tataroğlu

- > Enes Gönen
- > Eralp Serdaroğlu
- > Eren Öztürker
- > Ergin Akgün
- > Ergin Yurtseven
- > Erkan Gürler
- > Esen Özdemir
- > Ezgi Alp
- > Göze Gökçe
- > Gülden Güleç
- > Gülşah Tosun
- > Mehmet Aydın
- > Mehmet Ölçer
- > Melis Talay
- > Mustafa Kaya

- > Müge Erdoğmuş
- > Osman Özeren
- > Özgül Akduğan
- > Özlem Karakoç
- > Özlem Yücel
- > Seda Coşgunaras
- > Sedef Ergül
- > Seher Öğütçü
- > Sena Doğan
- > Serhan Özdemir
- > Şevkiye Yıldız
- > Şeyda İnan
- > Uygur Koçak
- > Yasemin Arısoy
- > Zeynep Baysal Okur

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Bomonti-Şişli-İSTANBUL / TÜRKİYE

ANNEXES

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ENVIRONMENTAL PERFORMANCE INDICATORS

ENERGY CONSUMPTION DATA

Energy Resource	Unit	2019	2020	2021	
Electricity	kWh/yr	64,030,857.07	58,900,325.27	60,005,604.24	✓
Renewable Electricity Consumption	kWh/yr	19,372,999.00	17,820,928.00	10,419,242.00	✓
Natural Gas	m3/yr	2,044,765.21	2,050,875.20	1,954,089.91	✓
LPG	m3/yr	8,367.00	5,312.00	7,189.00	✓
Diesel	lt/year	1,038,784.00	1,219,863.00	1,337,224.00	✓
Coal	kg	32,757.50	14,213.00	34,794.25	✓
Total Energy Consumption	GJ	408,797.66	390,834.25	534,943.50	✓

WATER CONSUMPTION DATA

Water Consumption	Unit	2019	2020	2021	
Tap Water Consumption	m ³ /yr	659,792.47	244,815.55	421,788.36	✓
Groundwater Consumption		101,793.91	35,744.62	168,876.00	
Total Water Consumption		826,206.38	388,260.17	590,664.36	✓
Amount of Water Recovered/Reused		605.00	5,725.00	40.60	
Amount of Water Discharged		105,668.00	162,393.00	117,286.10	✓

WASTE DATA

Waste Values	Unit	2019	2020	2021	
Hazardous Waste	tons	897.43	857.47	737.87	✓
Non-Hazardous Waste		5,992.83	28,463.08	7,825.01	✓
Total		6,890.87	29,320.96	8,563.89	✓
Amount of Waste Recovered		857.63	24,282.40	1,994.24	✓

GREENHOUSE GAS EMISSION DATA

Emission Data	Unit	2019	2020	2021	2022 (first 6 months) ***
Scope 1*	tCO ₂ eq	4,145.65	4,807.77	279,606.93 ✓	156.73 ✓
Scope 2*		15,398.09	15,180.09	19,477.14 ✓	79.23 ✓
Scope 3**		11,379.94	9,629.34	-	-
Total		30,923.68	29,617.20	299,084.06 ✓	235.96 ✓

*Scope 1 and Scope 2 data includes ICA İċtaş Infrastructure, IC Holding's Ankara and İstanbul Head Offices, IC Green Palace, IC Santai Family Resort and IC Airport.

**Scope 3 data is only available for ICA İċtaş Infrastructure and there is no data for 2021 and the first six months of 2022.

***Data for the first six months of 2022 is only available for IC Holding's Ankara and İstanbul Head Offices and does not include other Group Companies

SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES BY GENDER

	2019	2020	2021	2022 (first 6 months)
Female	1,441	998	1,723	1,722
Male	3,975	3,085	3,970	4,038

NUMBER OF EMPLOYEES BY CONTRACT TYPE

	2019	2020	2021	2022 (first 6 months)
Full-Time	5,415	4,082	5,689	5,756
Part-Time	1	1	1	1

NUMBER OF EMPLOYEES BY AGE GROUPS

		2019	2020	2021	2022 (first 6 months)
Female	18-30	672	393	875	863
	30-45	680	546	777	774
	45+	89	59	71	86
Male	18-30	1,564	831	1,381	1,370
	30-45	2,128	1,950	2,246	2,307
	45+	283	304	343	357

NUMBER OF EMPLOYEES IN MANAGEMENT BY GENDER

		2019	2020	2021	2022 (first 6 months)
Senior Management	Female	8	12	11	15
	Male	66	86	74	77

RATES OF RETURNING TO WORK AND STAYING AT WORK AFTER PARENTAL LEAVE

	2019	2020	2021	2022 (first 6 months)
Number of Female Employees on Maternity Leave	36	46	40	19
Number of Female Employees Returning to Work after Maternity Leave	29	41	33	5
Ratio of Female Employees Returning to Work after the End of Maternity Leave (%)	80,56	89,13	82,50	26,32

TOTAL NUMBER OF NEW HIRES

	2019	2020	2021	2022 (first 6 months)
Female	870	554	919	668
Male	1,869	910	1,275	961

TOTAL NUMBER OF EMPLOYEES WITH DISABILITIES

	2019	2020	2021	2022 (first 6 months)
Female	21	15	16	16
Male	93	79	84	84

TOTAL NUMBER OF EMPLOYEES WHO QUIT

2019	2020	2021	2022 (first 6 months)
1,965	629	1,737	747

EMPLOYEE TRAININGS - NUMBER OF PARTICIPANTS AND TRAINING HOURS*

	2019		2020		2021		2022 (first 6 months)	
	person	hours	person	hours	person	hours	person	hours
Blue-Collar	17,514	65,001	7,564	26,923	34,487	90,523	26,057	60,628
White-Collar	2,541	13,724	2,530	10,553	9,474	28,383	10,790	23,433

OHS KEY PERFORMANCE INDICATORS

Data on subcontractor companies are also included in the data. Only those Group Companies included in the report and are classified as hazardous and very hazardous are included in the table.

Mahmutbey - Esenyurt Metro Project				
Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	-	-	6.30	14.80
Loss-Time Injury Rate**	-	-	3.15	2.96
OHS Trainings Provided (personxhour)	-	-	6,354.00	5,360.00

Tuz Gölü Natural Gas Underground Storage Expansion Project				
Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	-	64.01	18.94	14.39
Loss-Time Injury Rate**	-	10.11	3.38	9.31
OHS Trainings Provided (personxhour)	-	0.00	52,404.00	39,00.00

ICA İċtař Infrastructure - Yavuz Sultan Selim Bridge and Northern Ring Motorway Operation				
Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	16.24	10.89	15.13	14.31
Loss-Time Injury Rate**	8.51	4.67	8.76	7.16
OHS Trainings Provided (personxhour)	1,646.00	9,152.00	3,622.00	2,331.00

IC İċtař Zafer International Airport				
Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	0.00	0.00	0.00	0.00
Loss-Time Injury Rate**	0.00	0.00	0.00	0.00
OHS Trainings Provided (personxhour)	932.00	116.00	108.00	0.00

* Total Reportable Injury Rate = (Number of Incidents Resulting in Death + Number of Incidents Resulting in Lost Workdays + Number of Incidents Resulting in Limited Lost Workdays + Number of Incidents Resulting in Medical Treatment) / (Total Working Hours) x 1,000,000

** Loss-Time Injury Rate= (Number of Incidents Resulting in Death + Number of Incidents Resulting in Lost Working Days) / (Total Working Hours) x 1,000,000

IC İtař Sakarya Karasu Port

Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	6.85	6.51	6.42	54.48
Loss-Time Injury Rate**	6.85	6.51	2.14	22.70
OHS Trainings Provided (personxhour)	1,910.00	2,193.00	2,320.00	1,690.00

İtař Sustainable Energy Investments

Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	1.27	4.12	2.74	0.00
Loss-Time Injury Rate**	1.27	4.12	2.74	0.00
OHS Trainings Provided (personxhour)	4,634.00	5,957.00	5,539.00	3,683.00

Tredař

Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	18.86	8.76	16.86	10.80
Loss-Time Injury Rate**	11.19	4.66	10.18	7.02
OHS Trainings Provided (personxhour)	38,918,00	29,584.00	41,536.00	13,799.00

Treysan

Indicator	2019	2020	2021	2022 (first 6 months)
Total Reportable Injury Rate*	22.43	8.55	24.33	0.00
Loss-Time Injury Rate**	14.95	8.55	17.38	0.00
OHS Trainings Provided (personxhour)	1,680.00	1,265.00	2,892.00	15,094.00

* Total Reportable Injury Rate = (Number of Incidents Resulting in Death + Number of Incidents Resulting in Lost Workdays + Number of Incidents Resulting in Limited Lost Workdays + Number of Incidents Resulting in Medical Treatment) / (Total Working Hours) x 1,000,000

** Loss-Time Injury Rate= (Number of Incidents Resulting in Death + Number of Incidents Resulting in Lost Working Days) / (Total Working Hours) x 1,000,000

GRI CONTENT INDEX



GRI 1

IC Holding has reported in accordance with the GRI Standards for the period January 2021-June 2022.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI Content Index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions	
GRI 1: Foundation 2021				
GRI 2: General Disclosures 2021				
GRI 2: General Disclosures 2021	Corporate Profile, Corporate Governance and Effective Risk Management			
	2-1 Organizational details	About the Report, p. 3 About IC Holding, p. 8-15	-	
	2-2 Entities included in the organization’s sustainability reporting	About the Report, p. 3	-	
	2-3 Reporting period, frequency and contact point	About the Report, p. 3	-	
	2-4 Restatements of information	This is IC Holding’s first sustainability report.	-	
	2-5 External assurance	Reporting Principles, p.67-72	-	
	2-6 Activities, value chain and other business relationships	Corporate Profile, p. 9 Milestones p. 10 Products and Services, p. 12 Regions of Operation, p. 13 Memberships and Collaborations, p. 46 Responsible Supply Chain Approach, p. 47	-	
	2-7 Employees	Corporate Profile, p. 9 Employee Profile, p 35	-	
	2-8 Workers who are not employees	All IC Holding employees are its own staff.	-	
	2-9 Governance structure and composition	Corporate Profile, p. 9 IC Holding Corporate Governance Approach p. 15 Sustainability Management Structure, p. 22	-	
	2-10 Nomination and selection of the highest governance body	Privacy Restrictions IC Holding does not share this information publicly in accordance with the privacy policies of the organization.	-	
2-11 Chair of the highest governance body	Corporate Profile, p. 9 Sustainability Management Structure, p. 22	-		

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Management Structure, p. 22	-
	2-13 Delegation of responsibility for managing impacts	Sustainability Management Structure, p. 22	-
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management Structure, p. 22	-
	2-15 Conflicts of interest	Ethical Principles and Transparency, p. 17	-
	2-16 Communication of critical concerns	Enterprise Risk Management, p. 16	-
	2-17 Collective knowledge of the highest governance body	Sustainability Management Structure, p. 22	-
	2-18 Evaluation of the performance of the highest governance body	Privacy Restrictions IC Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-19 Remuneration policies	Corporate Governance Principles and Policies, p. 15 Remuneration, p. 35	-
	2-20 Process to determine remuneration	Corporate Governance Principles and Policies, p. 15 Remuneration, p. 35	-
	2-21 Annual total compensation ratio	Privacy Restrictions IC Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-22 Statement on sustainable development strategy	Sustainability Strategy p. 19 Alignment with UN Sustainable Development Goals, p. 21	-
	2-23 Policy commitments	Corporate Governance Principles and Policies, p. 15 Ethical Principles and Transparency, p. 17	-
	2-24 Embedding policy commitments	Corporate Governance Principles and Policies, p. 15 Ethical Principles and Transparency, p. 17	-
	2-25 Processes to remediate negative impacts	Enterprise Risk Management, p. 16 Combating the Climate Crisis, p. 25 Stakeholder Relationship Management, p. 45 Customer Satisfaction Approach, p. 47 Corporate Social Responsibility Approach, p. 48	-

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Ethical Principles and Transparency, p. 17 Grievance Mechanism, p. 45 Customer Satisfaction Approach, p. 47	-
	2-27 Compliance with laws and regulations	Corporate Governance Principles and Policies, p. 15 Ethical Principles and Transparency, p. 17	-
	2-28 Membership associations	Memberships and Collaborations, p. 46	-
	2-29 Approach to stakeholder engagement	Stakeholder Relationship Management, p. 45 Memberships and Collaborations, p. 46 Responsible Supply Chain Approach, p. 47	-
	2-30 Collective bargaining agreements	IC Holding does not have any workforce working under collective bargaining agreements.	-

Material Topics			
GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 3: Material Topics 2021			
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics, p. 20	-
	3-2 List of material topics	Material Topics, p. 20 <ul style="list-style-type: none"> • Ethics, Compliance and Anti-Corruption, • Occupational Health and Safety, • Combatting the Climate Crisis and Transition to a Low-Carbon Economy, • Employee Rights and Satisfaction, • Customer Satisfaction and Service Quality, • Corporate Governance, • Plastics and Water Management, • Diversity, Equal Opportunity and Inclusion, • Risk Management, • Stakeholder Relations and Management, • Responsible Supply Chain Management, • Contribution to Local Economy and Employment, • Circular Economy • Economic Performance • R&D and Innovation • Talent Management and Training • Corporate Social Responsibility • Operational Excellence and Efficiency • Digital Transformation • Biodiversity Protection • Sustainable Cities and Mobility 	-
	3-3 Management of material topics	Material Topics, p. 20	-
GRI 200: ECONOMIC STANDARD SERIES			
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Profile, p. 9	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Corporate Profile, p. 9 Corporate Social Responsibility Approach, p. 48	-
	201-2 Financial implications and other risk and opportunities due to climate change	Sustainability Strategy p. 19	-
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Combating the Climate Crisis, p. 25 Circular Economy, p. 31	-

Corporate Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Profile, p.9 IC Holding Corporate Governance Approach, p.15 Sustainability Governance Structure, p.22	-
Operational Excellence and Efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Profile, p.9 Innovation and Digitalization, p. 41	-
Ethics, Compliance and Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Principles and Transparency, p. 17	-
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Principles and Transparency, p. 17	-
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Principles and Transparency, p. 17	-
	205-3 Confirmed incidents of corruption and actions taken	Ethical Principles and Transparency, p. 17	-
GRI 206: Anti-Competitive Behavior 2016	206-1 Total number and outcomes of lawsuits related to anti-competitive behavior and activities	No legal action has been taken against the Company regarding anti-competitive behaviors and activities.	-
GRI 300: ENVIRONMENTAL STANDARDS SERIES			
Combatting the Climate Crisis and Transition to a Low-Carbon Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, p. 15 Combating the Climate Crisis, p. 25	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Renewable Energy and Energy Efficiency, p.26 Environmental Performance Indicators, p. 54	-
	302-3 Energy Intensity	Renewable Energy and Energy Efficiency, p. 26	-
	302-4 Reduction of energy consumption	Renewable Energy and Energy Efficiency, p. 26	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG Emissions	Greenhouse Gas Emissions, p. 27 Environmental Performance Indicators, p. 54	-
	305-2 Energy Indirect (Scope 2) GHG Emissions	Greenhouse Gas Emissions, p. 27 Environmental Performance Indicators, p. 54	-
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions, p. 27 Environmental Performance Indicators, p. 54	-
	302-1 Energy consumption within the organization	Greenhouse Gas Emissions, p. 27	-

GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, p. 31	-
	306-2 Management of significant waste-related impacts	Use of Plastic, p. 28 Waste Management, p. 31	-
	306-3 Waste generated	Waste Management, p. 31 Environmental Performance Indicators, p. 54	-
	306-4 Waste diverted from disposal	Waste Management, p. 31 Environmental Performance Indicators, p. 54	-
Plastics and Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management, p. 27 Use of Plastic, p. 28	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p.27	-
	303-2 Management of water discharge-related impacts	Water Management, p.27	-
	303-3 Water withdrawal	Water Management, p.27 Environmental Performance Indicators, p. 54	-
	303-4 Water discharge	Water Management, p. 27 Environmental Performance Indicators, p. 54	-
	303-5 Water consumption	Water Management, p.27 Environmental Performance Indicators, p. 54	-
Biodiversity Conservation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity Conservation, p.29	-
GRI 304: Biodiversity 2016	304-1 Operational sites with high biodiversity value	Biodiversity Conservation, p. 29	-
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular Economy, p. 31	-
Sustainable Cities and Mobility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Cities and Mobility, p.33	-
GRI 400: SOCIAL STANDARDS SERIES			
Employee Rights and Employee Satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, p. 15 Value for Employees, p. 35-40 Human Resources Approach, p. 35	-

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, p. 55	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, p. 35	-
	401-3 Rates of returning to work and staying at work after parental leave by gender	Social Performance Indicators, p. 55	-
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, p. 15 Occupational Health and Safety (OHS) Management, p.39	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety (OHS) Management, p.39	-
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety (OHS) Management, p.39 OHS Key Performance Indicators, p. 55	-
	403-3 Occupational health services	Occupational Health and Safety (OHS) Management, p.39	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (OHS) Management, p.39	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety (OHS) Management, p.39 OHS Key Performance Indicators, p. 55	-
	403-6 Promotion of worker health	Occupational Health and Safety (OHS) Management, p.39	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (OHS) Management, p.39	-
Diversity, Equal Opportunity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, p. 15 Value for Employees, p.35-40 Diversity, Equal Opportunity and Inclusion p.36	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equal Opportunity and Inclusion p.36 Social Performance Indicators, p.55	-
	405-2 Ratio of base salary and remuneration of women to men	Privacy Restrictions In accordance with the privacy policies, IC Holding does not share this information publicly.	-
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equal Opportunity and Inclusion p.36 There were no cases of discrimination during the reporting period.	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Corporate Governance Principles and Policies, p.15 Responsible Supply Chain Approach, p. 47	-

GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Corporate Governance Principles and Policies, p.15 Responsible Supply Chain Approach, p. 47	-
Talent Management and Training			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, p.15 Talent and Career Management, p. 37	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, p. 55	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Career Management, p.37	-
Risk Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Enterprise Risk Management, p. 16 Corporate Governance Principles and Policies, p. 17 Combating the Climate Crisis, p. 25	-
Stakeholder Relations and Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relationship Management, p.45	-
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Social Responsibility Approach, p. 48	-
Customer Satisfaction and Service Quality			
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction Approach, p. 47	-
Responsible Supply Chain Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Supply Chain Approach, p. 47	-
Contribution to Local Economy and Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Supply Chain Approach, p. 47 Corporate Social Responsibility Approach, p.48	-
R&D and Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Innovation and Digitalization, p. 41-44	-
Digital Transformation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization Investments, p. 41	-

REPORTING PRINCIPLES

Annex – 1: IC Holding 2021-2022 Sustainability Report – Reporting Principles

General Reporting Principles

This reporting principles (the “Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in IC Ibrahim Çeçen Yatırım Holding A.Ş.’s 2021-2022 IC Holding (“the Company” “IC Holding Group” or “Group”) Sustainability Report.

The indicators include social indicators and environmental indicators. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the principles.

Informations other than Scope 1 and Scope 2 emissions in this guide is for the 2021 fiscal year ending on 31 December 2021 (January 1-December 31, 2021). As detailed in the “Basic Definitions and Reporting Scope” section, it covers the relevant operations in Turkey that are under the responsibility of IC Holding and its subsidiaries (“Companies”) listed below. For Scope 1 and Scope 2 emission indicators, in addition to the indicators in fiscal year 2021, indicators for the period January 1, 2022- June 30, 2022 are also included.

- IC Çeşme Marina Yatırım Turizm ve İşletmeleri A.Ş.
- IC Green Palace & IC Airport- IC Antbel Antalya Belek Turizm Yatırımları A.Ş.
- IC Santai Family Resort- IC Antbel Antalya Belek Turizm Yatırımları A.Ş.
- ICA İçtaş Altyapı – Yavuz Sultan Selim Köprüsü ve Kuzey Çevre Otoyolu İşletmesi
- IC İçtaş İnşaat Sanayi ve Ticaret A.Ş.
- IC İçtaş Sakarya Karasu Limanı Yatırım ve İşletme A.Ş.
- İçtaş Sürdürülebilir Enerji Yatırımları A.Ş.
- Tuz Gölü Yeraltı Doğalgaz Depolama Tesisi Genişletme Projesi
- İçtur A.Ş.
- MIA Adi Ortaklığı (Makyol – İçtaş – Astur) Mahmutbey-Esenyurt Metro Projesi
- TREDAS – Trakya Elektrik Dağıtım A.Ş.
- TREPAŞ – Trakya Elektrik Perakende Satış A.Ş.
- TREYSAN Prefabrik Çelik Yapılar Sanayi ve Ticaret A.Ş.
- IC İçtaş Zafer Uluslararası Havalimanı

In preparing this document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

Key Definitions and Scope of Reporting

For the purpose of this report, the Group makes the following definitions:

Type	Indicator	Scope
Environmental Indicators	Energy Resource	
	Electricity Consumption (kWh/year)	In the reporting period, this indicator refers to electricity consumption which is tracked by invoices obtained from services providers of the entities within the scope of the Group, and can be mapped with financial reporting systems. Electricity consumption for both industrial and domestic purposes are included in this indicator.
	Renewable Electricity Consumption (KWh/year)	In the reporting period, this indicator refers to the electricity consumption from renewable sources, which are produced by the Group's sub-entities ICA and İÇTAŞ – Sürdürülebilir Enerji and can be tracked on EPIAŞ (Energy Piyasaları İşletme AŞ.) platform.
	Natural Gas (m ³ /year)	In the reporting period, this indicator refers to amount of natural gas consumed which is tracked with invoices (12 months) obtained from the service providers of the entities within the Group and can be mapped by financial reporting systems.
	LPG (m ³ /year)	In the reporting period, this indicator refers to amount of LPG consumption which is tracked with purchasing invoices of the entities within the Group.
	Diesel (lt/year)	In the reporting period, this indicator refers to amount of diesel consumed for operating stationary combustion – generators, highways and bridges, which is tracked with invoices (12 months) obtained from the service providers of the entities within the Group and can be mapped by financial reporting systems.
	Coal (kg)	In the reporting period, this indicator refers to amount of coal consumption which is tracked with purchasing invoices of the entities within the Group.
	Total Energy Consumption (GJ)	In the reporting period, this indicator refers to sum of electricity, renewable electricity, natural gas, diesel, LPG and coal consumptions of the Group.
	Water Consumption Data	
	Tap Water Consumption (m ³ /year)	In the reporting period, this indicator refers to tap water consumption of the Group and the entities within the scope, which can be tracked by using invoices given by 3rd party service providers.
	Total Water Consumption (m ³ /year)	In the reporting period, this indicator refers to sum of ground water and municipal water consumption of the Group.
	Amount of Water Discharged (m ³ /year)	In the reporting period, this indicator refers the total amount of discharged water, which is tracked by ICA with sewage truck invoices, and the total amount of discharged found water by calculating the annual consumption by multiplying the average daily wastewater discharge of 242 m ³ by İÇTAŞ-Tuz Gölü by 360 days.

Type	Indicator	Scope
Environmental Indicators	Emission Data	
	Scope 1 (tCO ₂ eq.)	In the reporting period, it refers to the direct greenhouse gas emissions generated by the group companies ICA, IC Hotels and IC Holding from diesel, gasoline, generator, propane, natural Gas, refrigerant gas and fire extinguishers. The Group calculates its greenhouse gas emissions according to the "TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guide and Specifications for Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Establishment Level" standard.
	Scope 2 (tCO ₂ eq)	In the reporting period, it refers to the indirect greenhouse gas emissions as a result of electricity consumption of ICA, IC Hotels and IC Holding. The Group calculates its greenhouse gas emissions according to the "TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guide and Specifications for Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Establishment Level" standard.
	Wastes	
	Hazardous Wastes (ton)	In the reporting period, this indicator refers to amount of hazardous wastes generated by the Group, which is monitored on MOTAT (Mobile Waste Tracking System) on the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.
	Non-Hazardous Wastes (ton)	In the reporting period, this indicator refers to amount of non-hazardous wastes generated by the Group, which is monitored on MOTAT (Mobile Waste Tracking System) on the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.
	Total (ton)	In the reporting period, this indicator refers to amount of sum of total hazardous and non-hazardous wastes generated by the Group, which is monitored on MOTAT (Mobile Waste Tracking System) on the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.
	Amount of Waste Recovered (ton)	In the reporting period, this indicator refers to amount of recycled wastes code named "R", which are declared to the Integrated Environmental Information System of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change with the Waste Declarations and tracked on MOTAT (Mobile Waste Tracking System).

Data Preparation

1. Environmental Indicators

Total Energy Consumption (GJ)

Within the scope of the Group's total energy consumption, primary fuel sources consisting of electricity, renewable electricity, natural gas, LPG, diesel and coal consumptions are reported.

Electricity data has been converted from kWh, natural gas and LPG data from m³, diesel fuel data from lt, and coal data from kg to gigajoules (GJ) in accordance with the IPCC 2006 National Greenhouse Gases Inventory Directive.

The following conversion factors are used in in order to convert to energy units.

Electricity	1 kWh= 0.0036 GJ
Renewable Electricity	1 kWh= 0.0036 GJ
Natural Gas	1 m ³ =0.03452 GJ
LPG	1 lt= 0.02305 GJ
Diesel	1 lt= 0.03542 GJ
Coal	1 kg= 0.02552 GJ

Water Consumption by Companies

The Company's total water consumption is monitored monthly with the meters and invoices from service providers.

Total Water Consumption (m³/year) = Tap Water Consumption (m³) + Ground Water Consumption (m³)

Discharged water consumption is calculated by multiplying the 20-ton sewage truck capacity at ICA company by the number of monthly transportations, and is followed up with invoices given by the service provider. In İtař-Tuz Gölü company, it is calculated by multiplying the daily average amount of 242 m³ of wastewater measured by meters in the treatment facilities and obtained by 360.

ICA

*Amount of Water Discharged (m³/year) = Sewage Truck Capacity * Sewage Truck Trips*

İtař-Tuz Gölü

*Amount of Water Discharged (m³/year) = Daily Average Amount of Water Discharged * 360*

Hazardous and Non-Hazardous Wastes

Hazardous and non-hazardous wastes are monitored by company officials and reported through waste declaration forms.

Greenhouse Gas Emissions Datas (Scope 1 and Scope 2 Emissions)

For Scope 1 emissions, the amount of natural gas, stationary combustion – diesel, mobile combustion – diesel, stationary combustion – gasoline, stationary combustion – generators, cooling gases and fire extinguishers are included. The amount of indirect greenhouse gas emissions resulting from the Group's electricity consumption is included in the Scope-2 emissions calculation.

CO2 equivalent factors consisting of CO₂, CH₄, N₂O and HFCs (SF6 and refrigerant gases) equivalent emission factors were used in the calculations. The emission factors used are detailed in the table below. Global Warming Potential (GWP) coefficients are taken from the Intergovernmental Panel on Climate Change (IPCC AR6), and the UK Government GHG Conversion Factors (DEFRA) report. The resulting ton CO₂-e value is calculated by multiplying it with appropriate coefficients. Grid emission factor TC. Türkiye Electricity Transmission Inc. calculated by the Republic of Türkiye Ministry of Energy and Natural Resources. Calculated using relevant annual data provided by (TEİAŞ).

Formula:

*Emission Amount = Activity Data *Emission Factor*Oxidation Factor*

*Activity Data = Consumption amount*Net Calorific Value (TJ)*

Oxidation Factor = 1

IC Holding İstanbul & Ankara Office – Emission Factors (IPCC AR6)

Emission Factors – Scope 1	Emission Factors (kgCO₂-e)
Natural Gas (m ³)	1.877
Diesel (Vehicles) (l)	2.718
Diesel (Generators) (l)	2.692
Diesel (Off-Road Vehicles) (l)	2.718
Gasoline (Vehicles) (l)	2.330
Emission Factor – Scope 2	kg CO₂-e
Electricity (Municipal)	0.444

ICA – Emission Factors (DEFRA 2021)

Emission Factors – Scope 1	Emission Factors (kgCO₂-e)
LNG (l)	1.156
Diesel (Generators) (l)	2.70553
Diesel (Off-Road Vehicles) (l)	2.70553
Propane (kg)	2.998
Emission Factor – Scope 2	kg CO₂-e
Electricity (Municipal)	0.444

IC Hotels – Emission Factors (DEFRA 2022)

Emission Factors – Scope 1	Emission Factors (kgCO₂-e)
LNG (l)	1.158
Diesel (Generators) (l)	2.6988
Diesel (Vehicles) (l)	2.6988
Diesel (Off-Road Vehicles) (l)	2.6988
Gasoline (Vehicles) (l)	2.3397
Gasoline (Off-Road Vehicles) (l)	2.3397
Coal (ton)	2411.43
Propane (ton)	2997.55
Emission Factor – Scope 2	kg CO₂-e
Electricity (Municipal)	0.444

Restatements

The measuring and reporting of verified data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

STATEMENT OF ASSURANCE



Limited Assurance Report to the Board of Directors of IC İbrahim Çeçen Yatırım Holding A.Ş.

We have been engaged by the Board of Directors of IC İbrahim Çeçen Yatırım Holding A.Ş. and Group Companies (the “Group” or “IC Holding”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the IC Holding 2021-2022 Sustainability Report (the “Sustainability Report”) for the year ended 31 December 2022 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2022, which is subject to our limited assurance work, set out in the page 54 of the Sustainability Report with the sign is summarised below:

Environmental Indicators

- Renewable Energy Consumption (kWh/yr)
- Electricity (kWh/yr)
- Natural Gas (m³/yr)
- Diesel (lt/yr)
- Coal (kg)
- LPG (m³/yr)
- Total Energy Consumption (GJ)
- Tap Water Consumption (m³/yr)
- Total Water Consumption (m³/yr)
- Amount of Water Discharged (m³/yr)
- Hazardous Waste (tons)
- Non-Hazardous Waste (tons)
- Total Waste (tons)
- Amount of Waste Recovered (tons)
- Plastic and Paper Consumption (tons)
- Scope 1 Greenhouse Gas Emissions (tCO₂eq)
- Scope 2 Greenhouse Gas Emissions (tCO₂eq)
- Total Greenhouse Gas Emissions (tCO₂eq)

Our assurance was with respect to the year ended 31 December 2022 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with in the Sustainability Report and, any other elements included in the Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Group to prepare the Selected Information is set out in section “IC Holding Sustainability Report –Reporting Principles” (the “Reporting Principles”) on pages 67,68,69,70,71. and 72. of the Sustainability Report.

The Group’s Responsibility

The Group is responsible for the content of the Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles.

In particular, the conversion of different energy measures to MWh and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work has not included examination of the derivation of those factors and other third-party information.



Our Independence and Quality Management

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

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Group and
- undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Group's Selected Information for the year ended 31 December 2022, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Group as a body, to assist the Board of Directors in reporting IC İbrahim Çeçen Yatırım Holding A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Sustainability Report for the year ended 31 December 2022, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of IC İbrahim Çeçen Yatırım Holding A.Ş. as a body and IC İbrahim Çeçen Yatırım Holding A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Mehmet Cenk Uslu, SMMM
Partner

Istanbul, 12 October 2023



IC
&
HOLDING

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