

IC HOLDİNG

OUR IMPACT, LEGACY, FUTURE

2024-2025

SUSTAINABILITY REPORT



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INTRODUCTION

01

ABOUT THE REPORT

GRI 2-2, GRI 2-3

IC Holding, which places trust, success and a responsible approach to doing business at the core of its activities across the sectors in which it operates, manages its economic, environmental and social impacts through a holistic approach in line with its sustainable growth strategy. By placing sustainability at the center of its corporate strategy, IC Holding transparently discloses in this report the work it carries out in line with the material topics identified together with its stakeholders.

The IC Holding 2024–2025 Sustainability Report covers the sustainability approach, material focus areas, examples of good practices and targets for the coming period of a total of 13 Group companies operating in the construction, infrastructure, energy, tourism, industry and real estate sectors within the Holding and the Group, as well as two projects and the İbrahim Çeçen Foundation.

In line with our sustainability strategy, the initiatives undertaken in relation to the material topics identified as a result of the Double Materiality Analysis conducted in 2025, our contributions to the United Nations Sustainable Development Goals (SDGs), and disclosures prepared in accordance with the Global Reporting Initiative (GRI) Standards are transparently presented.

Unless otherwise explicitly stated, the information presented in the report is limited to the Group companies included within the scope of this report. All information presented in the report covers activities during the period from 1 January 2024 to 31 December 2025. To facilitate the comparability of performance data, data for the last three years for relevant indicators are provided in the respective sections of the report.

IC Holding places importance on making the Sustainability Report accessible to all stakeholders and aims to continuously improve its reporting approach and sustainability practices by incorporating stakeholder feedback into consideration.

You may submit all questions, comments and suggestions regarding the report to **surdurulebilirlik@ic.com.tr**.

In the Appendices section at the end of the report, you can review the **Performance Indicators**, **GRI Content Index**, **United Nations Global Compact (UNGC) Communication on Progress (CoP) Content Index**, **Reporting Guide**, **Assurance Statement** and **Glossary of Technical Terms**. Data relating to the performance indicators subject to assurance within the scope of this report are marked with the ✓ symbol throughout the report.

You can access all sustainability-related activities and relevant reports through the **IC Holding Sustainability website**.



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GRI 2-22

> For half a century, we have been building the future together through our corporate culture founded on trust, dedication, fairness and solidarity.

Dear Stakeholders,

When I look at where IC Holding, which we founded in 1969, stands today, I see that our greatest strength lies not only in the projects we have brought to life, the structures we have built or the economic scale we have achieved. Our true strength stems from our reliability, hard work, commitment to keeping our word, and the deep sense of responsibility we feel towards these lands.

Throughout our journey spanning more than half a century, we have delivered significant projects across numerous sectors, particularly in construction, infrastructure, energy, tourism, industry and real estate investments. Through our bridges, roads, airports, energy investments, production facilities and tourism projects, we have not only grown our business, but also strived to contribute to employment, economic development and social progress in the regions where we operate. The same approach continues to guide our activities today in Türkiye and across different geographies: to create lasting value through everything we do.

For me, sustainability is not merely a concept that has gained prominence in today's business world. Sustainability means doing business the right way, valuing people and nature, using resources responsibly, taking a long-term perspective and leaving behind a legacy that creates value for future generations. For this reason, as IC Holding, we have always viewed growth not only through financial results, but also in terms of the value we create for society, our employees, business partners, our country and the regions in which we operate.

Throughout my life, I have believed that education can change a person's destiny. I have experienced the most powerful example of this in my own life. Having received my education under difficult circumstances, I believe that creating opportunities for young people, particularly those with limited means, is the most valuable investment in a country's development. Guided by this understanding, the İbrahim Çeçen Foundation, whose foundations we laid, has today become an important institution that strengthens equal opportunities in education, supports the potential of young people and creates social value through lasting contributions.

Through the Foundation's activities, we aim not only to provide scholarships, but also to support young people throughout their education and professional development, and to help them become better prepared for life. The lasting contributions we have made to education, particularly through Ağrı İbrahim Çeçen University, our scholarship support and projects that make a difference in the lives of young people are the most tangible reflections of our principle of "giving back to these lands what we have received from them." At this point in our journey, witnessing the achievements of young people is, for me, a source of spiritual fulfillment and pride that surpasses all commercial achievements.

The same sense of responsibility lies at the heart of IC Holding's sustainability approach. We place importance on creating value together with our employees, business partners, customers and the communities in the regions where we operate, and on strengthening a corporate culture founded on trust, dedication, fairness and solidarity. Investing in our workforce, supporting the development of young people and women, expanding practices that create social value, and conducting our business with a sense of responsibility towards future generations are among our fundamental priorities.

In our 2024–2025 Sustainability Report, we transparently share with our stakeholders how IC Holding manages its economic, environmental and social impacts, the steps we have taken on our sustainable growth journey, and our targets for the coming period. In the period ahead, we will continue our efforts with determination to build a more resilient, more responsible and more inclusive organization while closely monitoring changing global conditions.

I would like to thank all my colleagues, partners on this journey, business partners and all our stakeholders who have placed their trust in us and contributed to the preparation of this report. As IC Holding, we will continue to create lasting value for our country, our society and future generations, drawing strength from our heritage.

Best Regards,

İbrahim Çeçen
Board Chairperson



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As IC Holding, we view the transformations taking place in the business world not merely as a process of adaptation, but as a strategic opportunity to strengthen our business models and prepare our organization for the future.

Dear Stakeholders,

As IC Holding, drawing strength from our deep-rooted history spanning more than half a century, we regard sustainable growth as one of the fundamental principles of how we do our business across all sectors in which we operate. Guided by our commitment to innovation, trust, discipline and long-term value creation, we strive to build an organization that not only responds to today's needs but is also prepared for the expectations of the future.

Today, we are navigating a period in which economic dynamics, energy policies, climate risks and technological transformation are changing simultaneously on a global scale. In this new era, the success of companies is measured not only by their size, but also by their capacity to adapt to change, their operational resilience, ability to use resources efficiently and their ability to create long-term value. As IC Holding, we view this transformation as a strategic opportunity that strengthens our business models and enhances our competitiveness.

Our multi-sector structure across construction, infrastructure, energy, tourism, industry and real estate enables us to assess evolving global dynamics from a broad perspective. While continuing to strengthen our robust and institutionalized structure in Türkiye, we transform our engineering and execution capabilities into projects that create value on an international scale through the projects we undertake across different geographies.

Our operations extending from Romania to Saudi Arabia and from Vietnam to the European and Middle Eastern markets demonstrate IC Holding's competitiveness on a global scale and project development capabilities.

Our extensive expertise in engineering and manufacturing enables us to support our sustainability targets with tangible investments. In every region where we operate, we integrate sustainability principles, environmental impact management and resource efficiency as integral components of our project development processes. Across all our business lines, from infrastructure and energy to industry and tourism, we prioritize developing more efficient, more resilient and more responsible solutions.

The energy transition stands out as one of the key focus areas of IC Holding's sustainable growth strategy. Through our renewable energy investments, practices that enhance energy efficiency and efforts supporting the transition to a low-carbon economy, we aim to contribute to a more sustainable future both within our own operations and across the sectors in which we operate. We view our investments in this area strategically not only from the perspective of energy generation, but also in terms of economic resilience, security of supply and long-term competitiveness.

Developments in digital transformation, data management and artificial intelligence technologies are also reshaping the way we conduct our business. As IC Holding, we integrate practices that enhance efficiency, innovation and operational resilience into our processes, aiming to build a more agile, more inclusive and stronger organizational structure that anticipates the needs of the future today. At the heart of this transformation are efforts to develop our employees' competencies, provide a safe and inclusive working environment, and continuously strengthen our corporate culture.

In the period ahead, we will continue to uphold our responsible growth approach across all our business lines, improve our sustainability performance and create lasting value for our stakeholders. I believe that, supported by IC Holding's strong engineering expertise, investment vision and international experience, we will continue to build an organization that adapts to the changing needs of the world and looks to the future with confidence.

In this report, we are pleased to present the steps we have taken on our sustainability journey, our priorities and our targets for the coming period for the consideration of our stakeholders, and I would like to thank all our colleagues who have contributed to these efforts and all our stakeholders who have placed their trust in us.

Best Regards,

Fırat Çeçen
Vice Chairperson



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Drawing strength from our stakeholders and our culture of collaboration, we will continue to take responsibility, be part of the transformation and create lasting value in order to leave a more livable world for future generations.

We are navigating a period in which economic, environmental and social transformations are accelerating on a global scale, and the climate crisis, the growing need for resource efficiency, the energy transition and technological advancements are reshaping the business world. In this new era, sustainability has become not merely an area of environmental responsibility, but also a strategic management issue that directly affects companies' resilience, competitiveness, operational efficiency and capacity to create long-term value.

At IC Holding, sustainability is a fundamental management approach that guides our decision-making processes and our approach to long-term value creation. As we are shaping all our activities in line with our environmental, social and governance priorities, we strive to build a more agile, efficient, inclusive and resilient organizational structure. In our third sustainability report, we are pleased to transparently share our performance, targets and value creation approach for the 2024–2025 period with all our stakeholders in line with this approach.

Significant developments in the field of sustainability in Türkiye are also shaping the transformation of the business world. The entry into force of the Turkish Sustainability Reporting Standards and the strengthening of the regulatory framework through the Climate Law demonstrate that sustainability has become an integral part of corporate governance, risk management and strategic decision-making processes. As IC Holding, we view this transformation not merely as a compliance process, but as a strategic opportunity that strengthens our business models, enhances our competitiveness and prepares our organization for the future.

2025 marked an important milestone in our sustainability journey. Through the Double Materiality Analysis we conducted for the first time in accordance with the ESRS, we evaluated sustainability topics both in terms of our environmental and social impacts and their effects on financial performance. Through this study, which covered our entire value chain, we systematically identified our material sustainability matters and integrated them into our decision-making processes. Supported by independent assurance, this process strengthened our alignment with international reporting standards while also contributing to more effective management of stakeholder expectations.

To improve our sustainability performance, we focus on establishing measurable, traceable and manageable systems. We are expanding practices that enhance energy efficiency, supporting the use of renewable energy, and strengthening our efforts on waste management, resource efficiency and carbon emissions reduction across our operations. Through the Carbon Workshop we held in 2024, we reviewed our 2030 and 2053 emissions reduction targets and developed climate change action plans for our Group companies.

We do not view our green transformation approach as limited to our own operations; we also consider sustainable supply chain practices an important part of this transformation. Through the initiatives implemented in 2025, we further developed our supply chain management approach into a more comprehensive and systematic structure aligned with environmental, social and governance criteria. Through risk-based assessment models, digital monitoring mechanisms and supplier development practices, we took important steps towards establishing a more transparent, resilient and responsible supply ecosystem.

We believe that people are at the heart of sustainable development. Therefore, we regard employee development, occupational health and safety, diversity and inclusion, equal opportunity and an ethical business culture as integral elements of our sustainability approach. We aim to create a safer, more inclusive and development-oriented working environment for our employees and prepare our workforce for the future through training programs, digital learning platforms, leadership development practices and our human resources processes.

We also consider creating social value an important part of our corporate responsibility. Through collaborations with civil society organizations, public institutions, local authorities, academic institutions and our stakeholders, particularly the İbrahim Çeçen Foundation, we continue to increase our social impact and strengthen a more inclusive approach to value creation. We believe that our efforts spanning education, employment, equal opportunity and regional development strengthen the people-focused dimension of our sustainability approach.

In the coming period, we will continue to regard sustainability as an area that we measure, manage and improve collectively. At IC Holding, we will continue our transformation journey with determination to build a more resilient, more responsible and more inclusive organization across all sectors in which we operate. I would like to thank all our stakeholders who place their trust in us, create value through their contributions and with whom we are shaping our shared future together.

Best regards,

Can Çaka
CEO



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ABOUT
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ORGANIZATIONAL PROFILE

GRI 2-1

Founded in 1969, IC Holding operates in the construction, energy generation and distribution, tourism, industry, infrastructure and real estate sectors building on a deep-rooted history spanning more than half a century.

Since its establishment, IC Holding has placed the principles of trust, quality and responsibility at the core of the way it conducts its business and carries out its activities in line with a sustainable approach that takes environmental and social impacts into consideration.

Having steadily strengthened its robust and well-established structure in Türkiye, the Holding has strong project development and execution capabilities on an international scale through the projects it has undertaken across different geographies worldwide. High-quality contracting services, industrial investments, strong engineering capabilities and strategic partnerships enhance IC Holding's competitiveness on a global scale.

IC Holding's approach to growth is shaped by a focus on creating long-term value beyond financial performance. Its management model, developed in line with the principles of transparency and accountability, is based on a flexible structure that anticipates risks, assesses opportunities and adapts to changing global dynamics. This approach supports the Holding in achieving lasting and sustainable success across all sectors in which it operates.

Quality standards, environmental responsibility, respect for human rights, commitment to ethical values and continuous improvement are integral to its decision-making processes. Raising sustainability awareness among all stakeholders, including employees, is among the key priorities of the corporate culture.

Creating value across a broad ecosystem through its workforce of more than 35,000 employees, IC Holding regards its human capital as its most valuable asset. With its competent, experienced and innovative workforce, it aims to contribute to economic and social development in the regions where it operates. Continuing to create added value for society and the economy in line with its corporate responsibility approach, IC Holding remains committed to its investments with a vision of becoming a strong and respected brand on a global scale.



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IC HOLDING IN NUMBERS

GRI 201-1

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EUROPE,
ASIA,
AFRICA
SOUTH AMERICA,
NORTH AMERICA

35,000+

TOTAL NUMBER OF EMPLOYEES IN 2025

6

MAIN BUSINESS SECTORS

CONSTRUCTION,
ENERGY,
INFRASTRUCTURE,
TOURISM,
REAL ESTATE
INVESTMENTS,
INDUSTRY

871

MILLION TL

2024 - 2025
SOCIAL
IMPACT
INVESTMENTS

20,000+

İBRAHİM ÇEÇEN FOUNDATION SCHOLARSHIPS

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IC HOLDING FROM PAST TO PRESENT - MILESTONES

1969-1974

IC İçtaş Construction was established.

1975-1980

Treysan was established and began expanding its areas of operation.

1993-1998

In 1994, **IC Hotels** were established, marking the Group's entry into the tourism sector.

In 1996, **Treysan** became the first company in Türkiye in its sector to manufacture in accordance with the ISO 9001 Quality Management System standard.

In 1998, **IC İçtaş Energy** was established, marking the Group's entry into the energy sector.

1999-2004

In 2002, the tender for **IC Hotels Airport** was awarded.

In 2003, the **IC Hotels Green Palace** Antalya project was completed and opened for operation.

In 2004, the **İbrahim Çeçen Foundation** and **IC Infrastructure** were established.

2007

IC İçtur was established and began operating in airport terminal management and food supply.

The operation of **Antalya Airport** was taken over and continued until 2017.

IC Hotels Residence was opened for operation.

2009

Ağrı İbrahim Çeçen University, which was completed and donated to the state, commenced its first academic year.

2012

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

2014

Hilton Bomonti Hotel was opened.

Construction of **St. Petersburg Pulkovo Airport** was completed.

2015

The **Ankara–Istanbul High-Speed Train Project** was inaugurated.

Construction of **Ordu–Giresun Airport** was completed.

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2016

The Yavuz Sultan Selim Bridge and **Northern Ring Motorway** was opened.

•

Construction of the **Western High-Speed Diameter (WHSD) in St. Petersburg** was completed, and the road was opened to traffic.

2017

The **Sakarya Karasu Port** was opened for operation.

2018

IC İçtaş Construction, in partnership with Titan-2, undertook the engineering, procurement and construction works for the **Akkuyu Nuclear Power Plant (NPP)** project, Türkiye's first nuclear power plant plant project.

2019

The contract for the **Tuz Gölü Underground Natural Gas Storage Facility** project was signed by the consortium of IC İçtaş Construction and China CAMC Engineering Co., Ltd.

•

Construction of the **St. Petersburg M11 Motorway** was completed, and the motorway was opened to traffic.

2021

The **Turkish House in New York** project was completed through the partnership of IC İçtaş Construction and Tishman.

2022

The renovation project for Terminal Buildings T3 and T4 of **Riyadh King Khaled International Airport** was completed.

2023

The contract for IC İçtaş Construction's new project in **Vietnam, Long Thanh International Airport,** was signed.

•

The contract for IC İçtaş Construction's new project in Saudi Arabia, the **King Khalid International Airport** project, was signed.

•

A license was obtained for the **Erzin-2 Solar Power Plant (SPP).**

2024

IC Enterra Renewable Energy became the first company in the Group to go public. The tender for the **Wadi Laban Bridge** was won by the Al Rashid–IC İçtaş partnership.

2025

One of Türkiye's largest solar power plants, the **Erzin-2 Solar Power Plant,** was developed by IC Enterra in Hatay.

•

The **Riyadh–Al Taif Road Development Project in Saudi Arabia** and the rehabilitation project for **the Craiova–Drobeta-Turnu Severin–Caransebeș railway line in Romania** were awarded to IC İçtaş Construction.

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GROUP COMPANIES AND FOUNDATION COVERED BY THE REPORT

CONSTRUCTION

IC İçtaş Construction Industry and Trade Inc.

•

Tuz Gölü Underground Natural Gas Storage Facility

•

Mahmutbey-Bahçeşehir-Esenyurt Metro Project

ENERGY

IC Enterra Renewable Energy Inc.

•

TREDAŞ Trakya Electricity Distribution Inc.

•

TREPAŞ Trakya Electricity Retail Sales Inc.

TOURISM & FOOD AND BEVERAGE

IC Çeşme Marina Investment, Tourism and Operations Inc.

•

İçtur Inc.

•

IC Green Palace & IC Airport IC Antbel Antalya Belek Tourism Investments Inc.

•

IC Santai Family Resort IC Antbel Belek Tourism Investments Inc.

INFRASTRUCTURE

ICA İçtaş Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations

•

IC İçtaş Sakarya Karasu Port Investment and Operation Inc.

•

IC İçtaş Zafer International Airport

INDUSTRY

TREYSAN Prefabricated Steel Structures Industry and Trade Inc.

FOUNDATION

İbrahim Çeçen Foundation

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VALUE CHAIN

GRI 2-6

This year, IC Holding developed its first value chain model to assess the economic, environmental and social value created through its activities across different sectors from a holistic perspective. The model takes an integrated approach to the capital inputs that form the basis of its activities, the operations of its Group companies, and the outputs and impacts generated throughout the value chain.



In developing the value chain model, the material impacts, risks and opportunities identified within the scope of the Double Materiality Analysis were taken into consideration. The stages of the value chain at which these topics arise were assessed and integrated into the model. This has made the relationship between IC Holding's value creation process and its material sustainability matters more visible.

Detailed assessments of the material impacts, risks and opportunities identified throughout the value chain can be found under the **"Double Materiality Analysis"** heading of the report.

The developed value chain model has enabled the holistic assessment of the interconnections among the activities of the Group companies and the impacts generated by these activities.

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VALUE CHAIN

GRI 2-6

UPSTREAM

Financial Capital
- Financial institutions
- Investors
- Insurance providers
- Public institutions and incentive mechanisms
- Strategic business partners and consortia

Human Capital
- Employees
- Technical experts and engineers
- Subcontractors
- Contract workers
- Operations teams
- Training and competency development processes
- Diversity, equity and inclusion practices
- Occupational health and safety practices

Intellectual Capital
- Engineering and technical expertise
- Project development and design capabilities
- Digital infrastructure and information technologies
- R&D and innovation activities
- Technical expertise in energy and infrastructure operations
- Brand value and corporate reputation
- Sustainability and management systems
- Data management and information security processes

Social and Relational Capital
- Suppliers
- Business partners and consortia
- Public institutions and regulatory authorities
- Local communities
- Universities and research institutions
- Non-governmental organizations
- Stakeholder communications and collaborations

Manufactured Capital
- Cement, steel, concrete and prefabricated construction components
- Heavy machinery and equipment
- Mechanical and electrical systems
- Turbines and power generation equipment
- Grid and distribution infrastructure
- Hotel, marina and logistics infrastructure
- Digital operational systems
- Logistics and transportation infrastructure

Natural Capital
- Energy resources
- Water resources
- Fuel consumption
- Use of natural resources and raw materials
- Land use
- Ecosystem services
- Biodiversity and natural habitats
- Impacts related to the use of marine and coastal areas

MAIN OPERATIONS

IC HOLDİNG
- Capital allocation
- Portfolio management
- Strategic governance
- Risk management
- Access to financing
- Environmental, Social and Governance (ESG) coordination
- Workforce and competency development
- Digital transformation
- Business development and synergy management

CONSTRUCTION GROUP
IC İçtaş Construction
- Infrastructure and superstructure projects
- Bridge, highway and tunnel projects
- Airport and railway projects
- Power plant and industrialfacility projects
- Port and marina projects
- Domestic and international project management

Infrastructure Operations Group
- Bridge and highway operations
- Airport operations
- Port and logistics operations
- Transportation infrastructure management

ENERGY GROUP
TREDAŞ
- Electricity distribution

TREPAŞ
- Retail electricity sales

IC Enterra
- Renewable energy production

TOURISM & FOOD AND BEVERAGE GROUP
IC Hotels
- Accommodation services
- Resort and hotel operations

IC Çeşme Marina
- Marina operations
- Marina tourism services

İÇTUR
- Food and beverage operations
- Food and beverage service management

REAL ESTATE OPERATIONS
IC GYO
- Real estate development
- Hotel investments
- Marina investments
- Residential projects
- Logistics investments
- Portfolio management

INDUSTRIAL OPERATIONS
TREYSAN
- Prefabricated construction manufacturing
- Building systems development
- Industrial solutions
- International project activities
- Domestic and international sales and export operations

SOCIAL INVESTMENT AND COMMUNITY CONTRIBUTION
İbrahim Çeçen Foundation
- Education investments
- Community development projects
- Scholarship programs
- Community support activities

DOWNSTREAM

Construction
- Public institutions and project authorities
- Infrastructure users
- Industrial customers
- Local communities
- Regional economic development
- Natural resource use and land impacts

Energy
- Electricity subscribers
- Commercial and industrial customers
- Energy consumption and emissions impacts
- Grid and energy access
- Energy supply and security
- Local communities
- Climate and environmental impacts

Tourism and Food and Beverage
- Tourism customers
- Marina users
- Guest experience
- Food safety and service quality
- Water use and waste generation
- Contribution to the local economy and employment
- Impacts on marine and coastal ecosystems

Infrastructure
- Road and highway users
- Bridge users
- Airport passengers
- Logistics and mobility services
- Operational safety and accessibility
- Regional connectivity impacts

Industry
- Commercial customers
- Construction and project customers
- Industrial production processes
- Resource use
- Waste and emissions impacts
- Impacts of international projects
- Product safety and quality standards

Real Estate
- Real estate investors
- Commercial tenants and users
- Residential and hotel users
- Urbanization and land-use impacts
- Energy and water consumption
- Regional economic value creation

Foundation
- Students and scholarship recipients
- Educational institutions
- Local communities
- Social development impacts
- Education and community development

Environmental Impacts
- Energy consumption
- Greenhouse gas emissions
- Natural resource use
- Water use
- Waste generation
- Biodiversity and ecosystem

Social Impacts
- Impacts on local communities
- Employment and economic contributions
- Contributions to education and community development
- Customer experience and service quality
- Accessibility, mobility and user safety

Economic and Operational Impacts
- Regional economic development
- Infrastructure and service continuity
- Energy access and operational efficiency
- Supply chain and commercial impacts
- Long-term investment and value creation

Cross-Cutting Processes Supporting the Entire Value Chain

Corporate Management and Strategy
- Corporate governance
- Risk management
- Business ethics, compliance and audit processes
- Information security, cybersecurity and compliance with the PDPL

Transformation and Competency Development
- Sustainability management
- Sustainable supply chain management
- Stakeholder communications management
- Customer experience management
- Human resources management
- Digital transformation
- Occupational health and safety
- Innovation and R&D



PRODUCTS AND SERVICES

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CONSTRUCTION

IC İçtaş Construction is a well-established construction company with over half a century of experience in engineering and project management that develops large-scale infrastructure, superstructure and industrial facility projects in Türkiye and international markets. The Company holds a strong position in the markets in which it operates, supported by the multidisciplinary expertise and execution capabilities gained through technically complex projects.

IC İçtaş Construction provides engineering, procurement and construction solutions across a wide range of projects, including airports, highways, railway lines, bridges and tunnels, integrated healthcare campuses, industrial facilities, power plants, and port and marina projects. Its roles in technically demanding projects such as the Yavuz Sultan Selim Bridge and Northern Ring Motorway, Antalya Airport and Akkuyu Nuclear Power Plant demonstrate the Company's experience in large-scale projects.

Internationally, landmark projects such as the Western High-Speed Diameter in St. Petersburg, the M11 Highway and Pulkovo International Airport in Russia; the New York Türkevi building in the United States; King Khalid International Airport in Saudi Arabia; and Long Thanh International Airport in Vietnam support IC İçtaş Construction's project management and execution capabilities in international markets.

Featured Completed Projects

- Yavuz Sultan Selim Bridge and Northern Ring Motorway
- Antalya International Airport
- Pulkovo International Airport
- St. Petersburg Western High-Speed Diameter Project
- King Khalid International Airport – Saudi Arabia
- Ankara–Istanbul High-Speed Railway, Sections 1 and 2
- Menemen–Aliağa–Çandarlı Motorway
- Çeşme Marina
- Karasu Port
- New York Türkevi
- Bağıştaş Hydroelectric Power Plant
- Niksar Hydroelectric Power Plant

Ongoing National Projects

- Tuz Gölü Underground Natural Gas Storage Facility – Aksaray
- Akkuyu Nuclear Power Plant – Mersin
- Sarıyer–Kilyos Tunnel – Istanbul

Ongoing International Projects

- Wadi Laban Cable-Stayed Bridge Project – Saudi Arabia
- Al Taif Road (Section C) – Saudi Arabia
- Long Thanh International Airport – Vietnam
- Craiova–Drobeta-Turnu Severin–Caransebeș Railway – Romania

INFRASTRUCTURE

The Infrastructure Investments and Operations Group offers an integrated portfolio of services across transportation, logistics and infrastructure operations. Through operations ranging from bridges and highways to airports and ports, the Group aims to provide uninterrupted, reliable and efficient solutions for passenger and freight transportation. In line with its operational excellence approach, the Group contributes to economic and social development by providing safe, efficient and sustainable infrastructure services.

The Yavuz Sultan Selim Bridge, the world's widest and longest-span suspension bridge to incorporate a railway line, and the Northern Ring Motorway, with a highway network spanning more than 400 kilometers; the Northern Aegean Motorway, developed with advanced engineering infrastructure; Zafer Airport, serving regional air transportation; and Karasu Port, positioned as one of the Black Sea's major logistics hubs, are among the Group's key operational investments.



ENERGY

The Energy Group has been a key player in Türkiye's energy sector since 1998, through its technology-driven approach and operations guided by the principles of environmental and social responsibility. The Group began its activities in the energy sector with hydroelectric power plant projects and has evolved over time into an integrated structure encompassing power generation, distribution, retail sales and wholesale trading.

IC Holding operates in electricity distribution through TREDAŞ, retail sales through TREPAŞ, thermal power plant operations through the Yeniköy Kemerköy partnership, renewable energy generation through IC Enterra, and wholesale electricity trading through ETIC.

With an integrated structure spanning the entire value chain from electricity generation to distribution and sales, the Energy Group contributes to the national economy and supports the sector's transformation through its efforts to strengthen energy supply security, improve operational efficiency and promote a sustainable energy transition.



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INDUSTRY

Treysan, one of Türkiye's leading companies in the field of prefabricated structures and steel construction, has a strong global project portfolio. With projects implemented in more than 85 countries across five continents, the Company is positioned as a solution partner for prestigious projects across a range of strategic sectors, particularly energy, construction and defense.

Founded in 1975, Treysan has established a strong position in international markets, particularly through its prefabricated camp solutions, steel structures and industrial facility projects. With a significant share of its production to international markets, the Company has an extensive global operational network through projects carried out across different geographies.

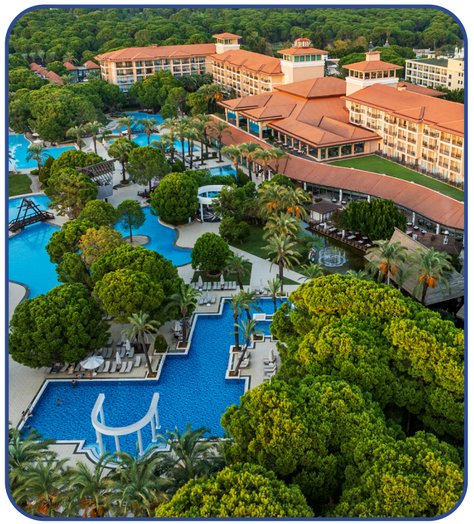
Treysan Foreign Trade Corp. has continued its procurement and foreign trade activities in complementary product groups such as furniture, metal cabinets, kitchen and laundry equipment, and construction materials since 2004.



TOURISM & FOOD AND BEVERAGE

The IC Tourism and Food and Beverage Group offers an integrated portfolio of services across tourism, hospitality, marina operations and food and beverage services. Through its IC Hotels brand, the Group provides guests with comfort- and experience-focused accommodation solutions, while IC Bomonti has brought a modern and versatile living space to the city.

IC Çeşme Marina stands as a significant investment contributing to the tourism, maritime and service ecosystem of the region in which it operates. İçtur provides airport food and beverage services with a focus on quality, hygiene and customer satisfaction.



IC GYO[1]

IC GYO, the IC Group's real estate investment platform, operates with a diversified portfolio across the hotel, residential, marina and logistics sectors. Through its investments located in strategic regions such as Istanbul, Antalya and Izmir, the Company aims to create value in the sector by developing innovative projects in line with its sustainable growth strategy.

Its existing portfolio, with a value of approximately EUR 810 million, consists of hotel, residential and marina investments, while planned logistics and new residential projects are intended to further strengthen portfolio diversification and the revenue structure. In this context, the Hilton Istanbul Bomonti Hotel and Conference Center and IC Hotels-branded properties in the tourism segment, Çeşme Marina as a marina investment, as well as land holdings in the Mersin–Tarsus region and residential projects in Urla and Aksu, are among the key assets.

Established in 2023 and obtained Real Estate Investment Trust status as of July 2024, IC GYO aims to leverage its knowledge and experience in the real estate sector, sustainably expand its portfolio through domestic and international investments, and create long-term value for its investors.

1 IC GYO is a newly established company and is not within the scope of the relevant reporting.

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İBRAHİM ÇEÇEN FOUNDATION

Guided by IC Holding Board Chairperson İbrahim Çeçen's deep commitment to education and sense of responsibility towards society, educational support initiatives that began in 1986 were institutionalized under the İbrahim Çeçen Foundation in 2004. The Foundation regards education as one of the fundamental pillars of social development and represents an important component of IC Holding's social impact approach through its initiatives that support the potential of young people, strengthen equal opportunity and create lasting social value.

The İbrahim Çeçen Foundation operates through a holistic impact model that goes beyond providing scholarship support, supporting young people throughout their education and professional development and helping them prepare for life. Through education investments, lasting contributions, scholarship programs, academic support, and sports, cultural and social solidarity projects, it supports access to quality education, particularly in regions prioritized for development, and contributes to social development.

At the heart of the Foundation's approach is a solidarity-based philanthropy model that goes beyond traditional aid models.

Through this approach, the Foundation aims not only to provide resources, but also to create opportunities for young people, women and local communities to realize their potential. Strengthening equal opportunity in education, supporting access to barrier-free education, increasing women's participation in economic and social life, and supporting young people throughout their career journeys are among the Foundation's key priorities.

The İbrahim Çeçen Foundation has established a broad collaboration ecosystem with numerous institutions and civil society organizations and is a signatory to the UN Global Compact. As part of this global vision, the Foundation positions itself as a strategic stakeholder that connects local dynamics with global targets in its efforts focused on regional development and social well-being.

Details of the projects carried out by the Foundation can be found in the **"Social Impact"** section of the report.



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IC Holding continues to operate through projects and investments across a broad geographical footprint spanning Asia, Europe, Africa, North America, and South America. Through its construction and infrastructure projects, energy investments, industrial activities, tourism, real estate and Foundation initiatives, it aims to create economic, environmental and social value across the geographies in which it operates.



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ACHIEVEMENTS AND AWARDS

IC Holding strengthened its sustainability performance during the 2024–2025 period through projects implemented in the areas of environmental sustainability, social impact, digital transformation, employee experience and corporate governance, as well as through the recognition these projects received on national and international platforms.

During this period, sustainability projects focused on recycling and nature conservation, smart transportation and innovative technology applications, digital solutions in customer experience, and developments in human resources and corporate culture came to the forefront.

The achievements and key developments during the 2024–2025 period are presented below.

EVENT PARTICIPATION

IC Holding actively participated in various platforms focused on climate and sustainability, supporting collaboration and awareness-raising efforts. IC Holding participated in the United Nations Climate Change Conference COP29, held in Baku from 13 to 16 November 2024, with the aim of monitoring developments in climate change policies and practices and strengthening the global perspective on the sustainability agenda.

ACHIEVEMENTS AND KEY DEVELOPMENTS

- In 2024, IC Holding updated **its sustainability governance structure, moving its Environmental, Social and Governance (ESG) management towards a more holistic and systematic framework.** This update supported more effective monitoring of sustainability performance at senior management level and stronger integration into corporate decision-making mechanisms.
- Within this scope, the **Sustainability Team was restructured;** new training programs identified as necessary were planned and implemented, while existing training programs were updated. In addition, senior-level chairs and co-chairs were appointed for the working groups.
- During the same year, the **2030–2053 "Carbon Roadmap Workshop"** was held to address carbon emissions reduction targets, establishing a long-term climate strategy at the corporate level.
- In 2024, IC İçtaş Construction became one of the **88 companies listed in the Fortune 500 Türkiye that disclosed their sustainability performance** and was included in the Türkiye's Most Sustainable Companies list with a B rating, placing it in the "Good Level of Sustainability" category. This result indicates that the Company has reached a certain level of maturity in environmental risk management, social impact and governance practices.
- In 2025, IC Enterra received a "**Strong Sustainability Contribution"** rating in the independent Second Party Opinion (SPO) assessment conducted by Sustainalytics within the scope of its Green Financing Framework. The assessment stated that the Company's renewable energy investments support Türkiye's transition to a low-carbon economy, that the solar and hydropower projects planned to be financed make a strong contribution to zero-emission energy systems, and that the greenhouse gas emissions calculated over their life cycle are below international thresholds. It was also confirmed that the Green Financing Framework is aligned with the Green Bond Principles 2025 and Green Loan Principles 2025.
- In 2025, IC Holding organized its **Sustainability Day** event for the third time to strengthen stakeholder engagement in the field of sustainability. As part of the event, the Holding transparently shared its sustainability performance, strategic priorities and long-term environmental targets with its stakeholders.
- In addition, certificates were presented to **IC Sustainability Team members** who successfully completed the 15-hour training program consisting of eight modules. The event stands out as an important corporate practice that strengthens the Holding's approach to accountability and transparency.



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TREDAŞ, "OUR ENERGY IS FOR OUR LITTLE FRIENDS" PROJECT

İstanbul Marketing Awards
Corporate Communications & Sustainability / Sustainability: Recycling (2025)

Nice Medya 6. CX Awards Customer Experience Awards
Sustainability & Best Idea (2024)

Dünya Gazetesi Social Benefit Awards
Projects Creating Social Value (DKP) & Recycling and Waste Management (2024)

TREDAŞ, "RINGING THE BIRDS OF THRACE" PROJECT

Dünya Gazetesi Social Benefit Awards
Projects Creating Social Value (DKP) & DKP Other (2025)

Sustainability Academy Sustainable Business Awards
Collaboration – Private Sector & NGO, Public Sector, Academia (2025)

TREDAŞ, "BEST DIGITAL CUSTOMER EXPERIENCE" PROJECT

6th CX Awards Turkey – Customer Experience Awards Industry Firsts Award
AI-Powered Digital Assistant – TREDAŞ Enerjik App (2024)

ICA, "ÜLKEMİZ OTOYOLLARI AKILLI ULAŞIM SİSTEMLERİNİN SEVİYE 4 OTONOM ARAÇ ÖZELLİĞİNE SAHİP ARAÇLAR TARAFINDAN KULLANIMA HAZIR HALE GETİRİLMESİ" PROJECT

AUS Türkiye Ulaşımda Aklın Yolu Awards
AUS Türkiye Special Award (2024)

IRF Awards
Traffic Management and Intelligent Transportation Systems Award (2024)

IC HOLDING VE İBRAHİM ÇEÇEN FOUNDATION, "CHEFS OF THE SUMMIT" PROGRAM

Dünya Gazetesi Social Benefit Awards
Projects Creating Social Value / Local Values and Tourism (2025)

GIGI Awards
Social Responsibility and Sustainability / Creating Opportunities for Children and Young People (2025)

IC HOLDING AND GROUP COMPANIES

Great Place To Work® Türkiye
Best People & Culture Leaders Award (2025)

As part of their efforts to foster a people-centric approach, inclusivity and a strong corporate culture, IC Holding Chief People & Culture Officer Nazire Ulusoy was awarded the Gold Award, while IC İçtaş Construction Group People & Culture Director Esen Kurşun Özdemir and IC İçtaş Infrastructure Group People & Culture Director Fatma Gülbeyaz received the Silver Award.

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ICA, “WOMEN OF THE REPUBLIC RUN” PROJECT

ACE of M.I.C.E.
Best Sports Event Award (2024)

22nd Golden Compass Awards
Best Event Management Award (2024)

The Hammers Awards
Best Event Team Award (2024)

GIGI Awards
Best Event / Achievement Award (2024)

TREYSAN, “ROOFTOP SPP” PROJECT

Green Transformation Capacity Development Award (2025)

İBRAHİM ÇEÇEN FOUNDATION, “HAYALİM SİNEMA” PROJECT

GIGI Awards
Social Responsibility and Sustainability / Projects Creating Behavioural Awareness (2025)

İBRAHİM ÇEÇEN FOUNDATION, “GELENEKTEN GELECEĞE” PROJECT

GIGI Awards
Social Responsibility and Sustainability / Local Production-Focused Projects (2024)

IC HOLDING, SARIYER - KILYOS TUNNEL PROJECT / PROJECT BOND ISSUANCE

Global Banking & Markets: CEE, Central Asia & Türkiye Awards
Project Finance Deal of the Year Award (2025)
Best Sponsor and Best Project Finance (2025

The transaction represents the first bond issuance in Türkiye to finance a highway Public-Private Partnership (PPP) Build-Operate-Transfer (BOT) project incorporating the debt assumption mechanism of the Republic of Türkiye Ministry of Treasury and Finance.

At the same time, the transaction represents the first bond issuance by ICA, an IC Holding subsidiary, and has established a new regional benchmark in infrastructure and public-private partnership financing. The structure, which



allows ICA bonds to be exchanged for Türkiye Eurobonds under certain conditions, also represents the first exchange mechanism implemented within this framework. Lenders providing financing for the project and investors investing in the project bond benefit from separate debt assumption mechanisms.

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OUR OPERATING ENVIRONMENT IN LIGHT OF GLOBAL AND SECTORAL TRENDS

During the 2024–2025 period, global economic conditions, regulatory frameworks and sectoral dynamics have transformed the business operating environment into one that is more interconnected, rapidly evolving and increasingly demanding in terms of foresight. The expansion of sustainability-focused reporting requirements, the increasing implementation of climate and carbon regulations, rising energy demand and the acceleration of the clean energy transition are creating a new operating environment for companies.



CHANGING OPERATING ENVIRONMENT: KEY DYNAMICS SHAPING THE 2024–2025 PERIOD

In the European Union, the first companies within the scope of the CSRD began reporting in 2025 for the 2024 financial year, with the ESRS providing the core technical framework for such reporting.[2] In Türkiye, the Turkish Sustainability Reporting Standards came into effect for reporting periods beginning on or after 1 January 2024. The Capital Markets Board of Türkiye's Sustainability Principles Compliance Framework guides sustainability disclosures by publicly traded companies based on a "comply or explain" approach.

This transformation is not limited to reporting standards. While the European Commission's Omnibus package, launched in 2025, represents a step towards regulatory simplification, it has not altered the main direction shaped around sustainability disclosures, value chain expectations and transition plans.[3] The transition of the CBAM to its definitive regime as of 1 January 2026 has increased carbon visibility and cost pressures, particularly in industrial and export-oriented business lines. In Türkiye, the publication of Climate Law No. 7552 in July 2025 and the opening of the draft ETS for public consultation have also transformed carbon management into a more tangible area of regulatory preparedness.[4] During the same period, according to data from the IEA (International Energy Agency), global energy demand increased by 2.2%, while electricity demand increased by 4.3%. This outlook is making energy costs, security of supply, infrastructure needs and resource efficiency increasingly decisive considerations across all sectors.[5]

For IC Holding, this operating environment necessitates a holistic assessment of impacts across its diverse business lines, ranging from power generation and distribution to construction and infrastructure, and from tourism to industry. This process makes it increasingly important to reassess risks and opportunities, strengthen data traceability, and develop a more integrated management approach at Group level. In this respect, sustainability is becoming a strategic area more directly linked to long-term value creation, competitiveness and operational resilience for IC Holding.

2 European Commission, "Corporate Sustainability Reporting."

3 European Commission, "Omnibus Package".

4 European Commission, Directorate-General for Taxation and Customs Union,"Carbon Border Adjustment Mechanism," Türkiye Büyük Millet Meclisi, "7Climate Law No. 7552"; Presidency of the Republic of Türkiye, Climate Change Directorate, "Draft Regulation on the Türkiye Emissions Trading System Published," 22 July 2025.

5 International Energy Agency, *Global Energy Review 2025: Key Findings*.

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CHANGING REGULATORY FRAMEWORK AND REPORTING EXPECTATIONS IN TÜRKİYE, EUROPE AND AROUND THE WORLD

In the European Union, the regulatory framework for sustainability evolved during the 2024–2025 period into a more holistic structure that simultaneously affects reporting obligations, value chain expectations and the investment environment.

TRANSFORMATION IN SUSTAINABILITY REPORTING AND CLIMATE REGULATION IN EUROPE

The first companies within the scope of the CSRD began reporting in 2025, with the ESRS providing the common technical framework for such reporting.[6] Accordingly, the focus has shifted beyond simply providing more data to ensuring that such data is more consistent, comparable and usable in decision-making processes. Although the Omnibus package announced by the European Commission on 26 February 2025 aims to reduce administrative burdens, the importance of sustainability data quality, consistency of disclosures and transition plans continues for large-scale companies. During the same period, the CBAM's transition to its definitive regime as of 1 January 2026 increased cost visibility in the trade of carbon-intensive products, while the revised Energy Performance of Buildings Directive and the Clean Industrial Deal placed energy efficiency, the transition to clean energy and low-carbon production capacity at the center of European industrial policy[7]

SUSTAINABILITY REPORTING, CLIMATE POLICY AND CARBON REGULATIONS IN TÜRKİYE

In Türkiye, the framework for sustainability reporting and climate policy became more concrete during the 2024–2025 period. The Turkish Sustainability Reporting Standards (TSRS), published by the Public Oversight, Accounting and Auditing Standards Authority (KGK), came into effect for accounting periods beginning on or after 1 January 2024, with sustainability-related financial disclosures expected to be reported under the headings of governance, strategy, risk management, metrics and targets.[8] These developments demonstrate that, for companies, sustainability topics have evolved from areas that merely need to be disclosed into a field of practice requiring more systematic data generation, monitoring and assessment. The Capital Markets Board of Türkiye's Sustainability Principles Compliance Framework also continues to serve as one of the key reference points for publicly traded companies. From a climate policy perspective, the publication of Climate Law No. 7552 in July 2025 and the opening of the draft ETS for public consultation indicate that the regulatory approach centered on carbon pricing and low-emission production has become more visible.[9] For IC Holding, these developments demonstrate that sustainability has evolved beyond being solely a disclosure obligation into a management area requiring more consistent data collection across the Group, stronger data traceability, and more aligned assessment of practices across different companies.

The Double Materiality Analysis conducted during the reporting period contributed to a more systematic assessment of the Holding's material sustainability matters. The work carried out at Group company level also supports this approach.

Within this framework, the **Double Materiality Analysis**, conducted during the reporting period contributed to a more systematic assessment of the Holding's material sustainability matters. The work carried out at Group company level also supports this approach. For example, at IC Enterra, a climate risk and opportunity assessment completed in 2024 identified physical and transition risks and established a roadmap to inform short-, medium- and long-term strategy development processes. Within the scope of this study, the identified risks were assessed under the categories of physical and transition risks in line with the TCFD approach, using climate scenarios, local meteorological data, operational datasets, financial impact estimates and facility-level technical risk analyses. In addition, the study aimed to integrate risks and opportunities into corporate risk management, establish monitoring indicators, and assess opportunities that may arise from the transition to a low-carbon economy.[10]

6 European Commission, "Corporate Sustainability Reporting".
7 European Commission, Directorate-General for Taxation and Customs Union, "Carbon Border Adjustment Mechanism," European Commission, "Energy Performance of Buildings Directive"; European Commission, "Clean Industrial Deal."

8 Public Oversight, Accounting and Auditing Standards Authority, "Turkish Sustainability Reporting Standards (TSRS)" and the relevant regulations on the scope and procedures and principles for their implementation.

9 Türkiye Grand National Assembly, "Climate Law No. 7552"; Climate Change Directorate, "Draft Regulation on the Türkiye Emissions Trading System Published", 22 July 2025.

10 IC Enterra Climate Strategy and Risk Assessment Report 2024.

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TRANSFORMATION IN POWER GENERATION AND DISTRIBUTION: ELECTRIFICATION, SECURITY OF SUPPLY AND LOW-CARBON GROWTH

ENERGY DEMAND, GROWTH IN RENEWABLE ENERGY CAPACITY AND GRID TRANSFORMATION IN TÜRKİYE

Türkiye's energy sector is undergoing a transformation that requires the simultaneous management of rising electricity demand and growth in renewable energy capacity. According to data from the Ministry of Energy and Natural Resources, electricity consumption increased by 2.1% in 2025 to 360.9 TWh[11], while electricity generation increased by 2.4% to 362.9 TWh. The National Energy Plan projects electricity consumption to reach 455.3 TWh by 2030 and 510.5 TWh by 2035. On the supply side, the share of solar, wind and hydropower sources is increasing. While this is increasing the share of renewable sources in the generation portfolio, it also requires the system to operate with more variable generation profiles. Therefore, the energy transition is no longer limited to adding new capacity; grid investments, storage requirements and system flexibility are also shaping the new operating environment.[12]

ENERGY SECURITY, CLEAN ENERGY INVESTMENTS AND THE NEED FOR FLEXIBILITY IN EUROPE

Europe's energy transition has evolved towards an approach in which clean energy growth and security of supply objectives are addressed within the same framework. According to IEA data, renewable sources generated 50% of the electricity consumed in the EU in 2024, while EU energy investments are expected to reach approximately USD 390 billion in 2025.[13] One of the most critical dimensions of the transition in Europe is, however, the need for grid infrastructure and flexibility. The European Commission emphasizes that electricity consumption is expected to increase by approximately 60% by 2030, making it necessary for grids to become more digital, flexible and integrated.[14] Investment needs through 2040 are projected at EUR 730 billion for distribution grids and EUR 477 billion for transmission grids.[15]



GLOBAL ELECTRIFICATION, ENERGY STORAGE AND ENERGY INFRASTRUCTURE NEEDS

The most significant trend shaping energy systems globally is the acceleration of electrification. According to the IEA, global electricity demand increased by 4.3% in 2024, with more than 80% of the growth in electricity generation coming from low-emission sources.[16] Industrial electrification, cooling demand, data centers and digitalization played a significant role in this increase. At the same time, investment in battery storage is expected to reach USD 66 billion in 2025, while grid-scale storage deployments are increasing rapidly. Nevertheless, the IEA emphasizes that grid investment continues to lag behind investment in generation and electrification. This demonstrates that low-carbon growth depends not only on new renewable energy investments, but also on energy infrastructure capable of integrating these investments into the system securely and economically.[17]

This transformation is simultaneously affecting power generation, distribution and retail operations within IC Holding's energy portfolio. For IC Enterra, TREDAŞ and TREPAŞ, renewable energy investments, grid reliability, efficiency and regulatory compliance are becoming increasingly significant. Therefore, the transformation in the energy sector is of strategic importance for the Holding in terms of both competitiveness and operational resilience.

11 Republic of Türkiye Ministry of Energy and Natural Resources, , "Electricity", updated 18 March 2026.
12 TEİAŞ, "2024 System Usage and System OperationTariffs"; TEİAŞ, "Transmission System Usage and System Operation Tariffs to Be Applied as of 1 July 2024" TEİAŞ, ", "Announcement on the Procedures, Principles and Technical Criteria for Electricity Storage Facilities"; 30 December 2024.
13 International Energy Agency, *World Energy Investment 2025: European Union;* IEA, *Global Energy Review 2025: Electricity.*
14 European Commission, "Commission collects views in preparation of the European Grids Package", 13 Mayıs 2025; European Commission, "European grids".
15 International Energy Agency, Global Energy Review 2025: Electricity.
16 International Energy Agency, Global Energy Review 2025: Electricity.
17 International Energy Agency, World Energy Investment 2025: Executive Summary; IEA, Electricity 2026: Grids.

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A NEW ERA IN CONSTRUCTION AND INFRASTRUCTURE: RESILIENCE, EFFICIENCY AND ENVIRONMENTAL COMPATIBILITY

GROWING NEED FOR RESILIENT INFRASTRUCTURE AND ENERGY-EFFICIENT BUILDINGS IN TÜRKİYE

The transformation in Türkiye's construction and infrastructure sector became more visible during the 2024–2025 period around the development of resilient buildings and infrastructure systems and the expansion of a building stock with high energy efficiency. The Türkiye Post-Disaster Recovery Plan, which entered into force in 2025, defines the post-disaster recovery process through more resilient structures and safer settlements. The acceleration of reconstruction efforts in the earthquake-affected region has also made resilient construction and infrastructure planning a lasting priority.[18] In addition, the Regulation on Energy Performance in Buildings, updated in 2025, was revised in line with the objectives of improving energy efficiency and reducing carbon emissions. Accordingly, the construction sector is now assessed not only against objectives such as safe and rapid construction, but also in terms of criteria such as energy performance, operating costs and carbon intensity.[19]

TRENDS IN BUILDING PERFORMANCE, RENOVATION AND LOW-CARBON CONSTRUCTION IN EUROPE

In Europe, the transformation of the building sector is progressing through improvements in the energy performance of the existing building stock and the wider adoption of low-emission standards for new buildings. According to the European Commission, 85% of buildings in the EU were constructed before 2000, and approximately 75% have poor energy performance. By contrast, the annual energy renovation rate is only around 1%. Under the revised Energy Performance of Buildings Directive, new public buildings are expected to comply with the zero-emission building standard from 2028, and all new buildings from 2030. The Directive also includes initial steps towards reporting embodied carbon and life-cycle impacts. These developments demonstrate that the building sector in Europe is now being assessed not only in terms of operational energy consumption, but also against broader criteria such as material selection, resource use and environmental performance.[20]



GLOBAL EMBODIED CARBON, RESOURCE EFFICIENCY AND CLIMATE-RESILIENT DESIGN

The key global trend in the building and construction sector is the increasing assessment of the sector's climate impact across its entire life cycle. According to the UNEP and GlobalABC report, the sector consumes 32% of global energy and accounts for 34% of global CO_2 emissions.[21] Building materials such as cement and steel alone are responsible for 18% of global emissions. The Declaration de Chaillot, adopted in March 2024, further strengthened the international cooperation agenda addressing decarbonization and climate resilience in the building sector. Accordingly, resource use, environmental performance and resilience to physical climate risks are becoming as critical as cost and technical adequacy in construction and infrastructure projects.

This transformation requires IC Holding's construction and infrastructure activities to be assessed not only in terms of project delivery and engineering capabilities, but also within a broader environmental and strategic framework. In particular, environmental performance, physical climate risks and local stakeholder expectations are becoming increasingly significant in projects such as the Tuz Gölü Underground Natural Gas Storage Expansion Project and Zafer Airport. In this respect, environmental performance and site resilience are becoming as important as technical adequacy in infrastructure investments.

18 Republic of Türkiye Ministry of Interior, Disaster and Emergency Management Authority, "Türkiye Disaster Recovery Plan Enters into Force", 26 May 2025; Republic of Türkiye Ministry of Environment Urbanization and Climate Change, "Latest Situation by Province, in the Earthquake Zone," 26 January 2025..

19 Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, "Regulation on Energy Performance in Buildings Updated", 24 June 2025.

20 European Commission, "Energy Performance of Buildings Directive"; European Commission, "Zero-emission buildings".

21 United Nations Environment Programme and GlobalABC, *Global Status Report for Buildings and Construction 2024/2025*; UNEP, "Buildings and Climate Global Forum – Declaration de Chaillot", 8 March 2024.

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TRANSFORMATION IN THE TOURISM SECTOR: SUSTAINABLE GROWTH, RESOURCE EFFICIENCY AND RESILIENCE TO CLIMATE RISKS



GROWTH IN TOURISM AND THE WIDER ADOPTION OF SUSTAINABLE TOURISM STANDARDS IN TÜRKİYE

While Türkiye's tourism sector continued to grow during the 2024–2025 period, this growth is now being assessed not only in terms of increases in visitor numbers and tourism revenues, but also in conjunction with the wider adoption of sustainability standards and the redefining of service quality in line with evolving expectations.[22] Türkiye concluded 2024 with 62.3 million visitors and tourism revenues of USD 61.1 billion. Within the scope of the Türkiye Sustainable Tourism Program, a phased verification and certification system has been established for accommodation facilities. As of July 2025, thousands of facilities had completed the phased verification processes, indicating that sustainability practices have become more widespread and tangible across the sector.[23]

CHANGING CONSUMER EXPECTATIONS AND DEMAND FOR SUSTAINABLE ACCOMMODATION

While tourism demand in Europe remains strong, consumer expectations are becoming more selective and multifaceted. According to UN Tourism data, Europe welcomed 747 million international tourists in 2024, while the number of international tourist arrivals increased by 2% in the first quarter of 2025. Consumer expectations regarding sustainability are also strengthening. According to Booking.com's 2025 research, 93% of travelers want to make more sustainable travel choices, while 73% consider it important for their travel spending to return to the local economy. These findings indicate that sustainability practices in the hospitality sector are becoming more directly linked to guest expectations, brand trust and local value creation.[24]

Globally, while the tourism sector has a significant economic footprint, it is also becoming an area of activity that requires increasing attention in terms of resource use and environmental pressures. According to UNEP, the sector accounts for approximately 10% of global GDP and 7% of exports and supports one in every ten jobs worldwide. Under a business-as-usual scenario, tourism-related energy consumption is projected to increase by 154%, greenhouse gas emissions by 131%, water consumption by 152% and solid waste disposal by 251% by 2050. At the same time, the tourism sector is highly vulnerable to climate change. Therefore, resilience to extreme temperatures, wildfires, droughts, floods and infrastructure vulnerabilities, alongside water, energy and waste management, is becoming one of the key elements shaping the operating environment.[25]

This transformation requires IC Holding's tourism activities to be assessed not only in terms of occupancy rates, revenue management and service quality, but also within a broader sustainability and resilience framework. Particularly in operations such as Çeşme Marina, it is becoming increasingly important to manage the relationship between energy and water efficiency, waste management, procurement processes and guest expectations in a more systematic manner. In addition, the climate risk assessment conducted within the Tourism Group is contributing to a more structured assessment of the potential impacts of physical climate risks on operations. Accordingly, resource efficiency, a sustainable service approach and resilience to climate risks are becoming increasingly significant not only in terms of operational quality but also of corporate positioning.

22 Republic of Türkiye Ministry of Culture and Tourism, 2024 tourism data and statements; UN Tourism, first-quarter 2025 tourism outlook.

23 Türkiye Tourism Promotion and Development Agency,"About the Sustainable Tourism Program".

24 UN Tourism, Avrupa turizm verileri; Booking.com, 2025 sürdürülebilir seyahat araştırması.

25 United Nations Environment Programme, "Tourism and resource efficiency"; UN Tourism, "Climate Action in Tourism".

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TRANSFORMATION IN INDUSTRY: LOW-CARBON PRODUCTION, EXPORT PRESSURES AND SUPPLY CHAIN VISIBILITY

In Türkiye, the industrial sector was required to manage production, exports and competitiveness during the 2024–2025 period alongside a stronger focus on efficiency and compliance. According to data from the Ministry of Trade, exports increased by 4.1% to USD 200.6 billion in the January–September 2025 period.

PRODUCTIVITY, EXPORT COMPETITIVENESS AND COMPLIANCE PRESSURES IN TÜRKİYE'S INDUSTRIAL SECTOR

The industrial sector in Türkiye was required to manage production, exports and competitiveness during the 2024–2025 period alongside a stronger focus on efficiency and compliance. According to data from the Ministry of Trade, exports increased by 4.1% to USD 200.6 billion in the January–September 2025 period. In addition, the green transformation agenda is becoming increasingly significant, particularly in terms of access to European markets, shaping companies' carbon visibility, sustainability roadmaps and compliance preparations. Within this framework, industrial transformation in Türkiye is no longer solely a matter of expanding production capacity, but also involves productivity, energy intensity, export compliance and low-carbon competitiveness.[26]

RESHAPING INDUSTRIAL POLICY AROUND DECARBONIZATION AND COMPETITIVENESS

European industrial policy is being clearly reshaped around decarbonization and competitiveness during the 2024–2025 period. The Clean Industrial Deal, announced by the European Commission in February 2025, identifies energy-intensive industries and clean technology sectors as priority areas in response to high energy costs and intense global competition. Affordable energy, electrification, demand for clean products, circularity and access to critical raw materials have become key elements of European industrial policy. The CBAM further complements this framework by encouraging low-carbon production while strengthening requirements for data quality, product-level emissions visibility and supplier compliance.[27]

The key transformation facing the industrial sector globally is that production is increasingly being assessed not only in terms of cost and capacity, but also in terms of energy use, carbon intensity and supply chain resilience. According to the OECD, industry accounted for approximately 40% of global carbon dioxide emissions as of 2022. According to the IEA, industry accounts for approximately 40% of global final energy consumption, and two-thirds of the total increase in energy demand since 2019 has come from industry. The OECD also highlights that intermediate goods account for approximately 60% of global trade. This landscape is creating a new operating environment that requires energy costs, dependence on intermediate inputs and pressure for carbon disclosure to be managed simultaneously.[28]

This transformation is elevating energy efficiency, digitalization of production processes, resource efficiency and carbon intensity management to a more strategic position for IC Holding's industrial activities. In this context, the roll-form profile production line investment at Treysan is a prominent example of efficiency- and traceability-focused transformation in industrial operations. Integrating design and production processes within a digital data chain supports a low-carbon and competitive production approach by shortening production preparation times, reducing material waste rates, enhancing production traceability and improving resource utilization. Treysan's rooftop solar power plant investment further exemplifies IC Holding's low-carbon transformation approach in its industrial activities by increasing the use of renewable energy at production facilities, managing energy costs and reducing operational carbon emissions.



26 Republic of Türkiye Ministry of Trade, "2025 January–September Export Data by Province"; T.C. Republic of Türkiye Ministry of Trade, "Responsible® Green Deal Compliance Project" announcements.

27 European Commission,"Clean Industrial Deal"; European Commission, Directorate-General for Taxation and Customs Union, "Carbon Border Adjustment Mechanism".

28 OECD, "Decarbonising industry"; International Energy Agency, *Energy Efficiency 2025: Industry;* OECD, *OECD Supply Chain Resilience Review 2025.*

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SUSTAINABLE SUPPLY CHAIN REQUIREMENT

Globally, supply chains are now assessed not only in terms of cost, quality and delivery times, but also in terms of resilience, traceability and sustainability performance. The OECD's 2025 Supply Chain Resilience Review emphasizes that intermediate goods account for approximately 60% of global trade and that resilience is less about eliminating risks altogether than about the capacity to establish agile, adaptable and aligned systems. The same assessment indicates that approaches based solely on reshoring do not necessarily produce more resilient outcomes, while digitalization, coordination and risk management capabilities are becoming more decisive.

This transformation is becoming even more tangible alongside regulatory frameworks. The Value Chain document within EFRAG's ESRS implementation guidance requires companies to consider not only their own operations but also their upstream and downstream value chains within the scope of reporting and assessment. Similarly, the EU Corporate Sustainability Due Diligence Directive requires large companies to identify and address adverse human rights and environmental impacts across their chain of activities, including their own operations, subsidiaries and business partners.In addition, the CBAM's transition to its definitive regime as of 1 January 2026 has made product-level carbon data, supplier compliance and traceability increasingly critical, particularly in supply chains connected to Europe.

Within this framework, a sustainable supply chain approach has become a strategic necessity for IC Holding, rather than merely a procurement-related issue, due to the nature of the sectors in which it operates and its direct links to operational continuity, external market expectations and risk management. Across areas such as energy, construction and infrastructure, tourism and industry, the more systematic assessment of the environmental and social performance of material, equipment, contractor and service provider networks is becoming increasingly important for both regulatory compliance and business resilience. Accordingly, supply chain management stands out for IC Holding as a management area that needs to be addressed not only in terms of cost and supply continuity, but also in conjunction with data quality, supplier practices, monitoring of environmental and social risks, and long-term value creation. This assessment is based on the OECD's resilience framework[29] and the increasing expectations across the value chain under EFRAG guidance and EU regulations.

The increasing importance of resilience, traceability and sustainability performance in supply chains requires IC Holding's procurement and supplier management processes to be addressed within a more holistic framework. The fact that Group companies operate across diverse business areas, including energy, infrastructure, tourism, industry and real estate, and work with extensive networks of material, equipment, contractor and service providers, makes the sustainable supply chain approach a strategic management area across the Holding. Within this scope, IC Holding carried out a sustainable supply chain development project in 2025, undertaking efforts to establish a more systematic assessment of supplier practices, enhance the visibility of environmental and social risks, and strengthen sustainability expectations across the value chain.



Detailed information on the project outcomes is presented under the heading "**Sustainable Supply Chain Management at IC Holding**" in the report.

29 OECD, "2025 OECD Supply Chain Resilience Review Launch", 2 June 2025.

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STRATEGIC ASSESSMENT: THE NEED FOR HOLISTIC TRANSFORMATION IN A MULTI-SECTOR STRUCTURE

From IC Holding's perspective, the transformation in the operating environment represents more than the sum of developments emerging individually across different sectors. The new expectations taking shape across energy, construction and infrastructure, tourism and industry are making data-driven governance, operational resilience, resource efficiency and stakeholder-focused management capabilities increasingly significant at Group level.

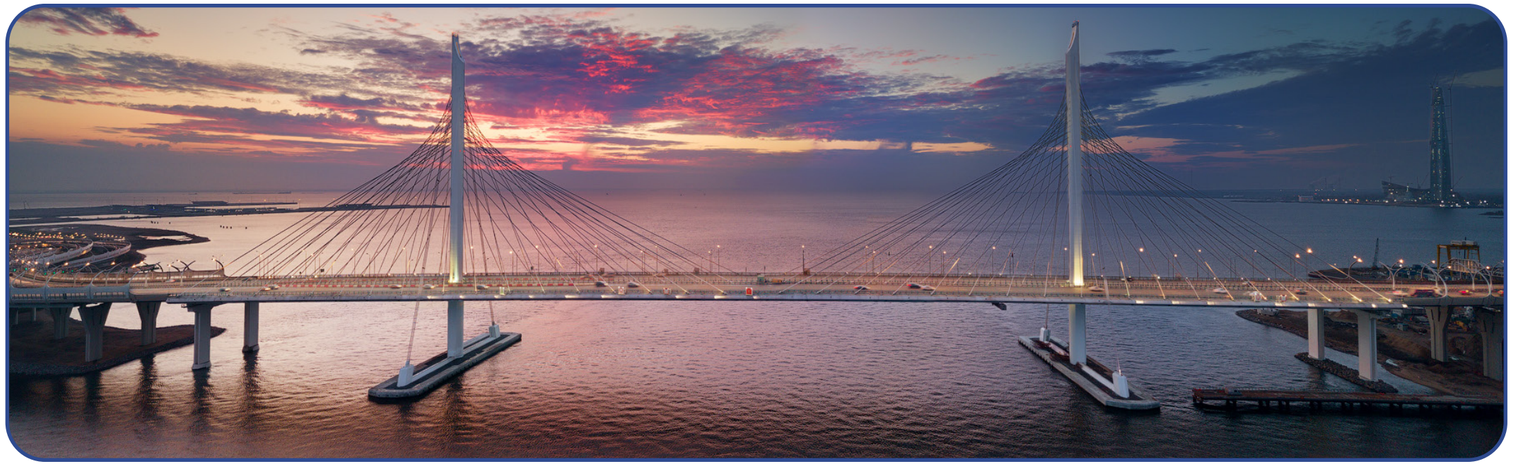
Although the operating environment that took shape during the 2024–2025 period manifested itself differently across sectors such as energy, construction and infrastructure, tourism and industry, the common thread underlying this transformation is becoming increasingly clear. The expansion of regulatory frameworks, pressure from energy costs and security of supply, the need for resource efficiency, supply chain visibility and changing stakeholder expectations are requiring companies to assess their areas of operation within a more holistic framework. The 2.2% increase in global energy demand and 4.3% increase in electricity demand in 2024, together with the number of countries and markets that have adopted, are using, or are advancing the process of incorporating ISSB Standards into their regulatory frameworks reaching 36, clearly demonstrate both the operational and regulatory dimensions of this transformation.[30]

From IC Holding's perspective, the transformation in the operating environment represents more than the sum of developments emerging individually across different sectors. The new expectations taking shape across energy, construction and infrastructure, tourism and industry are making data-driven governance, operational resilience, resource efficiency and stakeholder-focused management capabilities increasingly significant at Group level. Accordingly, the material topics identified through the Double Materiality Analysis conducted during the reporting period are not merely headings defining the scope of reporting; they also provide a strategic reference framework indicating the areas in which IC Holding should aim for stronger adaptation, greater resilience and longer-term value creation in response to the changing operating environment.

2.2%
Increase in electricity demand (2024)

4.3%
Increase in electricity demand (2024)

36
Number of countries and markets that have adopted, are using, or are advancing the process of incorporating ISSB Standards into their regulatory frameworks



30 International Energy Agency, *Global Energy Review 2025: Key Findings;* IFRS Foundation, "jurisdictional profiles on ISSB Standards", June 2025.

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GRI 2-9, GRI 2-11

MANAGEMENT STRUCTURE

GRI 2-23, GRI 2-24

IC HOLDING BOARD OF DIRECTORS



İbrahim Çeçen
Board Chairperson



Fırat Çeçen
Vice Chairperson



Mehmet Salih Çeçen
Board Member



Reha Denemeç
Board Member



Yıldırım Akdemir
Board Member

IC Holding's corporate governance structure is built on a set of equitable and transparent rules. Decision-making, oversight and strategic direction processes across the Holding are carried out by the Board of Directors, and this structure is continuously developed in line with long-term value creation and corporate sustainability objectives.

IC Holding regularly publishes a "Corporate Governance Principles Compliance Report" to transparently and accountably disclose to the public its activities carried out in compliance with corporate governance principles.

The report provides detailed information on the "Corporate Governance Principles Compliance Statement" disclosed annually by the Board of Directors, as well as the compliance status and rationale regarding the Board of Directors' structure, working principles and financial benefits provided to its members. The "Corporate Governance Principles Compliance Reports" for 2024 and 2025 have been published on the corporate website.

Corporate development is regarded as a strategic priority for the Holding, with the aim of fostering an understanding of ethics, compliance and responsible management across the organization. IC Holding's Board of Directors consists of five members and performs the Holding's strategic direction, investment decision-making and corporate oversight functions at the highest level. The Board of Directors also ensures the integration of sustainability, risk management and corporate governance processes into the Holding's strategy.

İbrahim Çeçen, who serves as Board Chairperson, presides over strategic decision-making processes as the chair of the highest governing body and ensures the effective functioning of the Holding's corporate governance structure. While the selection and appointment of Board members are carried out in accordance with the Holding's articles of association and corporate governance principles, candidates' experience, expertise and suitability to the Holding's long-term strategic needs are taken into consideration.

> IC Holding's corporate governance approach is regarded not merely as an organizational structure, but also as a management culture focused on ethics, transparency and sustainability, and is implemented across all Group companies.

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MANAGEMENT STRUCTURE

GRI 2-23, GRI 2-24

CORPORATE POLICIES

IC Holding expects all its internal and external stakeholders to fully comply with all legal requirements and the corporate policies it has established. Through its overarching **Sustainability Policy** IC Holding aims to continuously develop the priorities and principles it has identified in this area together with the employees across all Group companies. It accepts and undertakes to implement and ensure the implementation of these objectives and principles, which it has adopted as key to corporate development.

Under the **Human Rights Policy,** IC Holding aims to provide employees with an equal, inclusive and fair working environment that respects human rights. It aims to provide equal opportunities to all employees without discrimination on the basis of language, religion, race, age, gender or any other grounds.

Through its **Occupational Health and Safety Policy** and **Environmental Policy,** IC Holding undertakes to eliminate or minimize potential harm to employees, third parties, company assets and the environment arising from its activities, and to operate in accordance with the legal requirements and relevant standards of the countries in which it operates.

IC Holding sets out in its Code of Conduct and Ethics the rules prohibiting the misuse of authority to obtain any form of direct or indirect benefit are set out in its Code of Conduct and Ethics. All Holding employees and managers are responsible for first ensuring their own compliance with all instructions under the **Anti-Bribery and Anti-Corruption Policy** when carrying out procedures and controls within their duties and responsibilities, and subsequently communicating, implementing and ensuring compliance with these instructions among external stakeholders

Stakeholder communication, which is a key priority at IC Holding, is maintained through the **Stakeholder Engagement Policy,** through which the Holding commits to understanding the needs of all stakeholders, providing them with sufficient opportunities to express their views and opinions at all relevant stages, and continuously improving its activities by managing stakeholder communications based on trust.

IC Holding aims to establish long-term business relationships with its suppliers based on mutual trust and collaboration by conducting sustainable supply chain and procurement operations across all regions in which it operates and is represented. Accordingly, the Responsible Procurement Policy was updated in 2025 by expanding its scope to include supplier risk assessment, audit processes, training and awareness-raising activities, and ethical reporting mechanisms, and was renamed the **Sustainable Supply Chain Policy.** In parallel, the **Supplier Code of Conduct,** which is binding on all suppliers, subcontractors and labor providers and supports the Company's sustainability and social responsibility commitments, was published in 2025.

IC Holding addresses the principles it has established for managing risks arising from climate change and for taking the necessary steps towards transitioning to low-carbon production as part of its efforts to combat the impacts of climate change through its **Climate Change Policy**.

IC Holding places the İbrahim Çeçen Foundation, the leading institution responsible for implementing social responsibility activities, at the center of its efforts in various areas, particularly education, as well as sports, the environment and cultural development. Taking a proactive and collaborative role in creating added value for society and all its stakeholders through the projects it carries out, the IC Holding has embedded this approach into its institutional culture through the **Corporate Social Responsibility Policy**.

To foster a culture free from discrimination within its workforce and working environment, IC Holding has developed its **Gender Equality Policy** and is developing practices aimed at eliminating gender-based discrimination at every stage of its activities.

In line with its "Zero Tolerance for Violence" approach, IC Holding established its **Domestic Violence Policy** in 2025, with the aim of providing a safe and equitable working environment. Within this scope, the processes to be followed and the support to be provided in cases of domestic violence that employees may experience are defined, with the protection of employees' physical and psychological well-being prioritized.

Full compliance with the applicable legislation is ensured in the processing and protection of personal data, and the **Personal Data Processing and Protection Policy** sets out the principles adopted to protect data subjects' right to privacy and data security.

The Human Resources Policy is adopted with the aim of developing a people-oriented human resources system and becoming one of the leading examples in its sector in terms of these practices, in line with the Company's objectives and strategies.

Ensuring compliance of all national and international activities with applicable standards and legislation, defining operational processes, monitoring and improving performance, maintaining corporate reputation at the highest level, and managing and continuously maintaining employee training and development activities through scientific methods are among the priorities of IC Holding's **Quality Policy**.

IC Holding adopts the protection of biodiversity, the reduction of adverse impacts on ecosystems and the protection of habitats of endangered species as fundamental environmental responsibilities in the areas in which it operates. In addition to the biodiversity initiatives actively carried out within this scope, the **Biodiversity Policy** was introduced in 2025 to further strengthen this approach at the corporate level.

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ETHICS AND COMPLIANCE

GRI 205-1, GRI 205-2, GRI 205-3, GRI 406-1

IC Holding positions an ethical business culture as an integral part of its corporate structure, basing all its activities on the principles of integrity, honesty and transparency. Its ethical management approach is structured to encompass not only internal processes, but also business partners and the entire value chain. Employees within IC Holding are expected to perform their duties in alignment with the organization's objectives and policies, safeguard its corporate reputation and standing throughout these processes, and refrain from any conduct that is unlawful or may adversely affect peace, trust and productivity in the workplace.

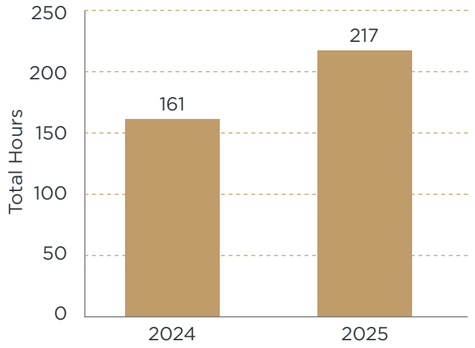
Awareness training on ethical principles is provided to employees at IC Holding and its subsidiaries.

The **Code of Ethics** defined within the Holding provides a binding framework for employees, managers and business partners and covers key areas such as anti-bribery and anti-corruption, management of conflicts of interest, fair competition, prevention of discrimination, harassment and other forms of abuse, and compliance with human rights.

Opinions, suggestions and complaints can be submitted anonymously through the IC Holding Ethics Hotline, which is accessible via the Company's website. While reports received from internal stakeholders are directed through the system to the relevant human resources units, ethical matters are monitored separately and necessary actions are taken. Data confidentiality is maintained throughout the process, and the identities of individuals submitting reports are protected. Written procedures have been established to embed the Code of Ethics within the corporate culture, and management levels have assumed responsibility for ensuring that these rules are understood and implemented across the organization. Employee awareness-raising and compliance practices support the sustainability of the ethical culture.

> Integrity, honesty and transparency are prioritized across all areas of operation, and IC Holding is committed to providing a safe, fair and respectful working environment for all stakeholders.

Training Hours on Ethical Principles*



* *Data on ethical principles training cover the training provided to field and office employees at Zafer Airport, ICA, TREDAŞ and TREPAŞ.*



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RISK MANAGEMENT

GRI 2-12, GRI 2-13, GRI 2-16

IC Holding regards corporate risk management as an integral part of its corporate governance structure and works to manage risks within a systematic framework. Its risk management approach is built on an integrated structure that supports strategic and operational decision-making processes.

Corporate Risk Management activities are carried out within a structure fully aligned with the Group's strategic priorities, based on the principles of independence and objectivity. Early identification and management of all financial and non-financial risks that may affect the continuity of IC Holding and its Group companies are essential. The measures taken to identify and eliminate these risks are critical to maintaining the Group's stable development. Within this scope, strategic, operational and sustainability risks are addressed, while ensuring that risks are regularly monitored and assessed at the relevant management levels. This structure supports the early identification of risks and the timely implementation of necessary measures.

IC Holding has integrated corporate risk management practices into all business processes with the aim of continuously improving its risk management approach and fully meeting the requirements of national and international standards.

Through the Corporate Risk Management Model established in previous years, the corporate risk appetite has been aligned with the overall strategy, the risk culture has been embedded across the Group, and responsibilities have been clearly defined, with the relevant training processes successfully completed. This initiative has evolved beyond a one-off project into a periodic review and monitoring mechanism implemented across all Group companies. Through annual risk and control self-assessment (RCSA) exercises conducted across the Group, potential risks and opportunities are analyzed and corporate risk inventories are kept up to date. From an economic risk perspective, the Group's existing portfolio is regularly analyzed, enabling its strategic roadmap to be managed dynamically. In line with this strategic framework, the Group aims to minimize risks through investments in new sectors and portfolio diversification by 2028, while maintaining a sustainable and resilient financial structure.

Within the sustainability governance structure established across the Holding, non-financial risks and opportunities are assessed and monitored by senior management bodies. In 2024, IC Holding's sustainability governance structure was updated, enabling sustainability risks and opportunities to be managed more effectively through committees and working groups.

> **IC Holding regards risk management not merely as a control mechanism, but also as a strategic tool that supports sustainable growth, and accordingly focuses on developing a system aligned with national and international good practices.**

INTERNAL CONTROL AND AUDIT

At IC Holding, internal audit activities are carried out by the Internal Audit Department, which reports to the Board of Directors. The key responsibilities of the Internal Audit Department include assessing the effectiveness of corporate governance, risk management and internal control processes; ensuring that the corporate reporting infrastructure is established based on accurate and reliable data; and assessing the compliance of all activities with applicable legislation

Taking a proactive approach to risk management and process improvement, the Internal Audit Department aims to contribute to the sustainable performance of Group companies and projects and safeguard corporate values through the Three Lines Model.

- **First Line:** It consists of process owners, business units and relevant functions. The primary objective of this line is to identify threats and risks at an early stage and eliminate them before they escalate or develop into a crisis.
- **Second Line:** It provides oversight of risk management activities by monitoring the identification and practices of the First Line and focuses on potential high-level risks. Where the First Line is insufficient or gaps arise, this line is responsible for monitoring risks and taking the necessary actions.
- **Third Line:** It assesses the existence and effectiveness of the first two lines. The effectiveness of internal audit activities depends on the sound functioning of the First and Second Lines. Therefore, it is important to ensure that awareness and ownership of the Three Lines Model are embedded across the organization.

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RISK MANAGEMENT

GRI 2-12, GRI 2-13, GRI 2-16

Within this scope, the Internal Audit Department undertakes the following responsibilities:

a- Supporting and monitoring the risk management and control activities of the First and Second Lines,

b- Independently assessing corporate risks and the effectiveness of control mechanisms,

c- Developing recommendations for the early identification of risks and the implementation of necessary measures,

d- Strengthening coordination and collaboration among the Lines within the scope of the Three Lines Model,

e- Organizing training and development programs to raise awareness of the model.

> **Rather than focusing solely on identifying errors and misconduct, the Internal Audit Department aims to identify risks proactively and prevent or minimize potential losses that may arise within Group companies and projects.**

Rather than focusing solely on identifying errors and misconduct, the Internal Audit Department aims to identify risks proactively and prevent or minimize potential losses that may arise within Group companies and projects.

In addition, by anticipating potential risks arising in the area of sustainability, the Internal Audit Department provides the Executive Management and the Board of Directors with recommendations on the necessary actions and monitors whether the Sustainability Management System is implemented effectively, efficiently and in line with its intended purpose at IC Holding and its subsidiaries.

Throughout audit processes and all related activities, internal auditors are expected to adopt a fair, impartial, advisory, solution-oriented, consistent and risk-aware approach. Members of the Internal Audit Department do not disclose any corporate information or documents obtained during audit activities without the approval of the Head of Internal Audit and the Board of Directors, and refrain from using such information for personal gain, in full compliance with legal regulations and professional ethical principles.

GOOD PRACTICE

TRANSFORMATION INTEGRATED WITH CORPORATE GOVERNANCE AND CONTROL FRAMEWORKS

The İÇDen Internal Audit Software, developed in line with the digital transformation objectives of the Internal Audit Department, completed its conceptual design phase and was deployed to the live environment in 2024. The system provides an integrated infrastructure that enables audit activities to be conducted end-to-end in a digital environment. Currently, the processes for preparing audit reports, recording findings and monitoring actions are carried out through the İÇDen platform.

During the transition process, the traceability of audit outputs from previous periods was ensured within the system, enabling comparative analysis. As of February 2024, actions related to findings identified in audit reports uploaded to the system began to be monitored digitally, while feedback submitted by audited units and supporting evidence documents relating to actions were recorded in the system.

The İÇDen Internal Audit Software has made audit findings traceable end-to-end, providing role-based access and monitoring capabilities for auditors, auditees and senior management. In addition, monitoring and control mechanisms have been established to ensure the timely completion of actions, strengthening the audit trail and data integrity.

The established structure provides an internal control and monitoring mechanism aligned with the principles of the COSO Internal Control Framework, supports information systems controls in line with the COBIT framework, and strengthens the segregation of roles and responsibilities under the Three Lines Model. The system also provides a structure aligned with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

As a result of these developments, transparency and accountability in audit processes have increased, while the monitoring of actions related to findings has become faster and more effective. A consolidated and traceable reporting infrastructure has been established for senior management, while standardization across audit activities has strengthened corporate memory. In the period ahead, the system is planned to be supported by data analytics, continuous auditing and automation applications.

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ECONOMIC PERFORMANCE

GRI 3-3, GRI 201-1

IC Holding regards financial sustainability and responsible growth as fundamental to creating long-term value for its stakeholders. Across its operations in six main sectors, it adopts a management approach focused on economic resilience, risk management and contributing to local development. In the geographies where it operates, the Group continues to create indirect economic value through social investments and supply chain impacts, in addition to generating direct financial returns.

With a well-established corporate history dating back to 1969, IC Holding operates in the construction, energy, tourism, infrastructure, industry and real estate sectors. Supported by its diversified business model, strong engineering capabilities and long-term investment approach, the Holding continues to operate consistently and create economic value for all its stakeholders in line with global standards. Over the course of 56 years, IC Holding has achieved a revenue of USD 5 billion and evolved into an investment group operating across five continents. Within the Holding's consolidated financial structure, the construction and infrastructure sectors account for 90% of total revenue, making them the main drivers of growth.

Throughout 2025, the acceleration of energy transition investments globally, growing demand for infrastructure projects and the development of sustainable financing mechanisms were among the key factors supporting IC Holding's growth strategies, particularly in the energy and infrastructure sectors. While increasing its operational efficiency through projects carried out in Türkiye and international markets, IC Holding has strengthened its long-term growth capacity by focusing on next-generation energy technologies and sustainable infrastructure investments.

In 2025, digitalization, energy efficiency and sustainable infrastructure solutions were among IC Holding's priority investment areas. Data center investments, energy storage projects, wind and solar power investments with storage capabilities, and partnerships focused on next-generation energy technologies constituted key components of the Holding's growth strategy. The projects developed within this scope supported its operational resilience, revenue diversification and long-term competitiveness.

IC Holding assesses its economic performance not only through financial results, but also in conjunction with its long-term contribution to stakeholders, strong employment generation, impactful investments and innovative sustainable growth approach. With more than 35,000 employees, an extensive operational network and strategic investments, it continues to contribute to the Turkish economy while creating value for the future in line with its strong corporate structure and sustainability-focused approach.

GOOD PRACTICE

ICA'S USD 405 MILLION PROJECT BOND ISSUANCE

ICA successfully completed a USD 405 million project bond issuance for the Sarıyer–Kilyos Tunnel project, marking the first time that a Public-Private Partnership (PPP) infrastructure project in Türkiye was financed through a bond during the construction phase. Issued to international investors with an annual coupon rate of 7.536%, this financing model demonstrates the Group's capacity to effectively utilize innovative and sustainable financing instruments, while establishing a new benchmark for financing long-term infrastructure investments.



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IC HOLDING SUSTAINABILITY APPROACH

04

SUSTAINABILITY STRATEGY: IMPACT OF DEVELOPMENT

GRI 2-22

IC Holding positions sustainability as a fundamental management approach for long-term resilience, responsible growth and lasting value creation across the sectors in which it operates.

The sustainability agenda gaining momentum globally, together with international commitments and evolving expectations, is bringing increasingly demanding reporting and compliance requirements for the Holding. IC Holding approaches this transformation not merely as a compliance process, but proactively, closely monitoring relevant developments and shaping its activities accordingly.

IC Holding believes that the development of civilizations and societies is made possible through an approach that demonstrates courage in the face of challenges and continuously strives for better outcomes. Shaped by İbrahim Çeçen's vision, the corporate culture embraces the principle of continuous improvement and is driven by a commitment to progress rather than settling for the status quo. Grounding its activities in a sense of responsibility, the Holding plays an active role in areas requiring development at both the global and local levels.

Believing in the power of impact investment and focusing on projects that directly contribute to society and the world, IC Holding carries out all its sustainability efforts under the theme of "Impact of Development."

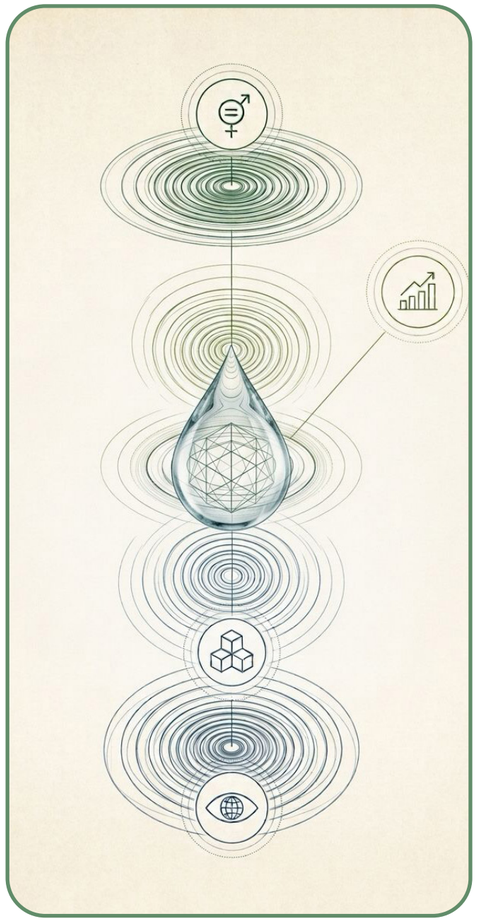
Group companies operating across different sectors have developed various sustainability practices over time in line with their respective priorities. By bringing together its expertise across different areas within a common strategic framework, IC Holding aims to establish a more aligned, systematic and high-impact structure across the Group. This approach both ensures common direction and coordination among companies and strengthens areas of practice tailored to the specific needs of each sector.

The Holding's sustainability vision is shaped around the **"Impact of Development"** approach. This approach is based on considering economic performance together with environmental and social responsibility and assessing investments, projects and business relationships from a broader impact perspective. IC Holding acts with a holistic approach that considers not only growth in the areas where it operates, but also the impacts of development on stakeholders, society and the environment.

Within this scope, sustainability is regarded at IC Holding as one of the fundamental elements supporting the corporate governance approach, rather than merely as a separate area of activity.

The principles and priorities established across the Group are reflected in practice through the participation of relevant companies and the commitment of employees. Through the efforts carried out in this direction, IC Holding aims to further embed its sustainability approach within the Group structure* and strengthen its integration with decision-making processes.

IC Holding guides its sustainability efforts within the framework of its **Sustainability Policy**, other published policies and binding procedures, and aims to develop the activities of Group companies in line with common objectives. Within this framework, alignment with the UN SDGs is taken into consideration, while efforts across the environmental, social and governance dimensions are supported to progress in a more consistent and holistic manner across the Group. IC Holding builds its sustainability strategy on a data-driven and gradually evolving structure that takes into account the dynamics of the sectors in which it operates and stakeholder expectations. Accordingly, analyses with an expanding scope have been conducted at different periods in line with evolving expectations and needs, with the aim of identifying material sustainability matters and integrating them into strategic decision-making processes.



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SUSTAINABILITY STRATEGY: IMPACT OF DEVELOPMENT

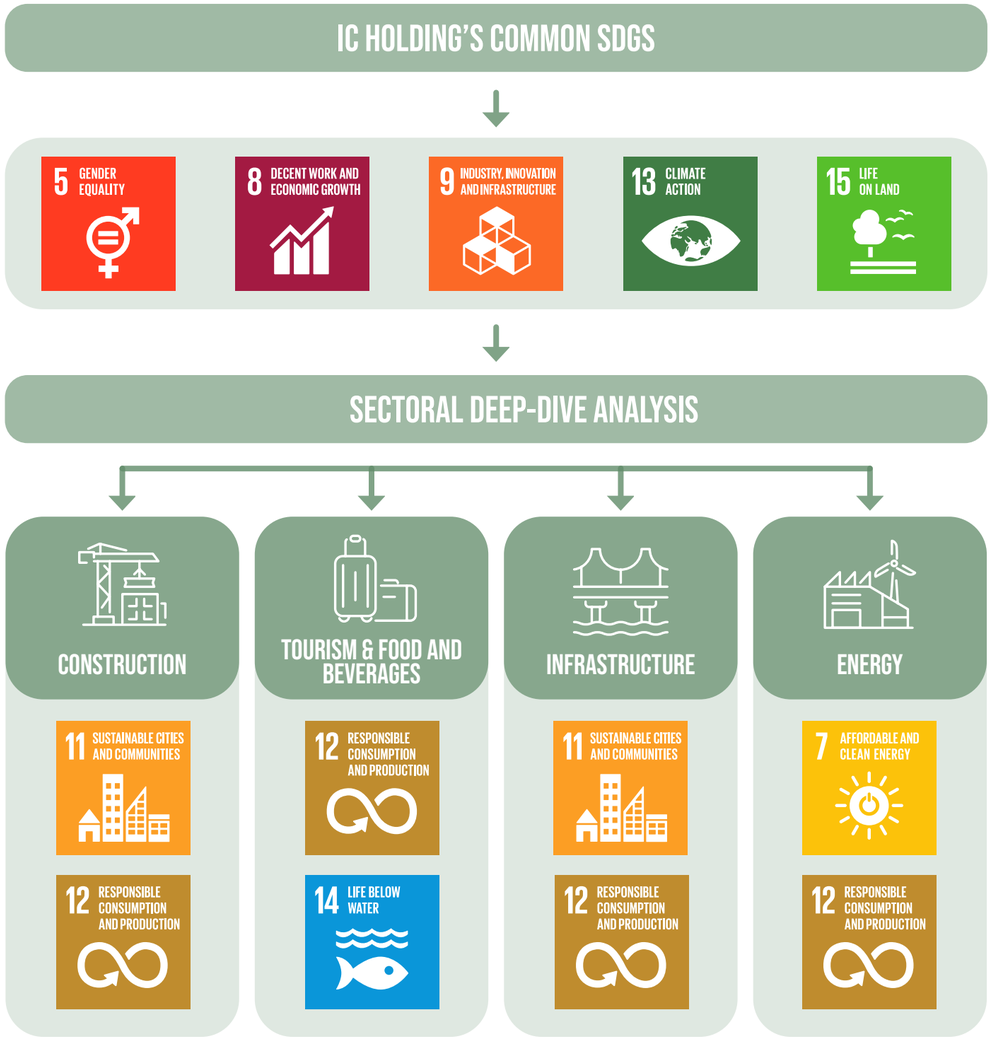
GRI 2-22

Through the Sustainability Materiality Analysis conducted in 2022, material topics across the Holding were identified and a common strategic framework was established. Within this scope, the Holding-level sustainability focus has been shaped around SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, and SDG 13 Climate Action.

To further develop this framework, sectoral deep-dive studies initiated in 2023 with a focus on the tourism and construction business lines were continued and expanded in 2024 to include the infrastructure and energy sectors. Material sustainability matters in the relevant sectors were assessed based on stakeholder perspectives. During this process, current-state and comparative analyses were conducted, stakeholder engagement surveys were carried out, and SDG mappings were developed.

As a result of these studies, material sustainability matters were identified for the relevant sectors; in addition to the SDGs identified at Holding level, sector-specific SDGs and roadmaps were developed, ultimately shaping the sustainability strategies of Group companies. Within this scope, SDG 11 Sustainable Cities and Communities, SDG 12 Responsible Consumption and Production, and SDG 14 Life Below Water were among the SDGs identified as prominent through the sectoral deep-dive studies separately from the Holding's common SDG focus. As a result of the Double Materiality Analysis conducted in 2025, with SDG 15 Life on Land also added to the Holding's common sustainability focus, the Holding-level SDG focus has been structured around five areas. In addition, as part of the climate risk and opportunity assessment conducted in 2024, climate-related risks and opportunities were assessed at Group company level from short-, medium- and long-term perspectives.[31]

IC Holding conducted a Double Materiality Analysis in 2025 to further strengthen and develop its sustainability strategy within a more holistic framework and align it with international standards. Within the scope of this assessment, sustainability topics were evaluated by considering both the environmental and social impacts arising from the Holding's activities and the financial effect of these topics. Material sustainability matters were identified from a common perspective covering the Group companies within the reporting scope, providing IC Holding's sustainability strategy with a robust framework that is integrated, comparable and supportive of long-term value creation.



31 The time horizons used within the scope of the Double Materiality Analysis were also determined in line with the approach adopted in the analysis of the relevant climate risks and opportunities. Details of the study can be found under the "Climate Strategy" heading.

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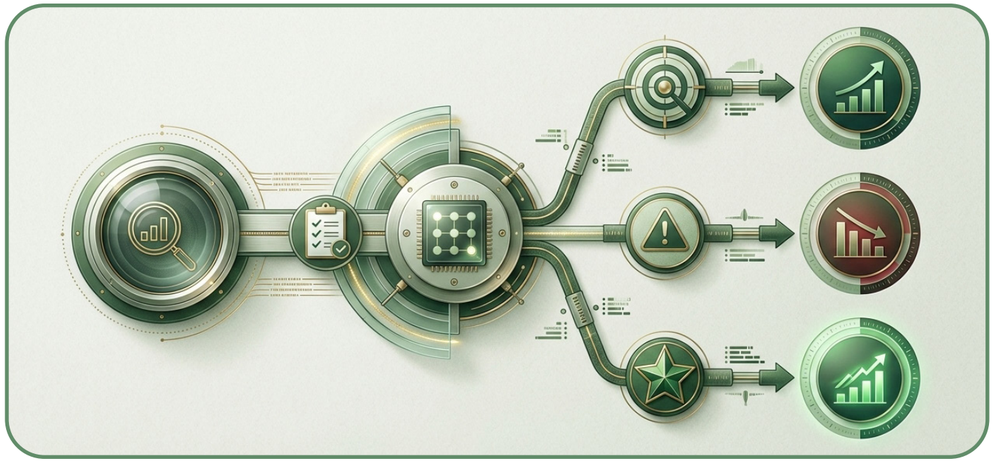
DOUBLE MATERIALITY ANALYSIS

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

As of 2025, IC Holding conducted its first Double Materiality Analysis in line with the ESRS. Within the scope of this analysis, sustainability topics were evaluated both in terms of the Company's impacts on the environment and society and the impacts of environmental, social and governance developments on financial performance.

Through this analysis, IC Holding aims to evaluate the impacts arising across its value chain through a holistic approach, systematically identify material sustainability matters within a structured framework, and support the consideration of these topics in decision-making processes. The assessment also contributes to alignment with international reporting frameworks and enables stakeholder expectations to be addressed in a more structured manner. The study was conducted in alignment with international methodologies, particularly the ESRS and the EFRAG Double Materiality Implementation Guidance. During the analysis process, a total of 146 impacts, 120 risks and 61 opportunities were assessed, and the prioritization process was completed using internal stakeholder perspectives together with qualitative and quantitative scoring.

The methodology, processes and results of the Double Materiality Analysis were subject to independent limited assurance, and an limited assurance statement was obtained in relation to the analysis.



VALUE CHAIN AND TOPIC UNIVERSE

IC Holding's value chain has been considered as a multi-layered structure extending from procurement to operations and customer relationships, with impacts, risks and opportunities analyzed across all stages of the chain. IC Holding's value chain has been assessed in terms of upstream relationships comprising financial capital, natural resources, suppliers, contractors, service providers and business partners; strategic management processes at Holding level and Group operations in the areas of construction, infrastructure operations, energy, tourism, real estate, industry and social investment; and downstream impacts involving customers, users, local communities and public institutions. Within this scope, impacts, risks and opportunities have been linked to the relevant stages of the value chain, while stakeholder assessments have been incorporated into the process of shaping the topic universe and identifying material topics.

The topic universe was developed in line with international standards, sector practices and stakeholder expectations. Within this scope, key sustainability topics were assessed with reference to international standards and guidelines during the process of defining the topic universe. Global frameworks such as the European Sustainability Reporting Standards (ESRS), EFRAG guidelines, GRI, SASB and MSCI formed the basis for this analysis.

In addition, as part of the benchmarking analysis, the sustainability practices of 16 national and international companies operating in IC Holding's areas of activity were reviewed. Within this scope, ESG topics prominent in the relevant sectors were analyzed by taking into consideration the Double Materiality Analysis conducted by 13 of these companies and the existing impact materiality analysis of the remaining companies. The outputs of previous materiality assessments conducted within IC Holding were also incorporated into the analysis.

As a result of these reviews, the ESG topics prominent for IC Holding were identified, and six additional topics considered specific to the Company's activities, beyond the ESRS topic areas, were also included in the topic universe.

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DOUBLE MATERIALITY ANALYSIS

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

IDENTIFICATION OF IMPACTS, RISKS AND OPPORTUNITIES

In the process of identifying impacts, risks and opportunities, the aim was to comprehensively identify the sustainability impacts, risks and opportunities specific to the sectors in which IC Holding and its Group companies operate.

Accordingly, competitor analyses, sector classifications and international reporting standards were assessed together.

Within this scope, publicly available reports and sustainability disclosures of comparable national and international companies were reviewed, and prominent topics were analyzed.

In addition, the topic set was supported by referencing the sector classifications of MSCI ESG Research and the IFRS Foundation, as well as the GRI and SASB Standards, thereby strengthening sectoral comparability.

Based on the findings, a broad pool of impacts, risks and opportunities was established. Topics identified from different sources were consolidated and grouped through content analysis and interpretation, and transformed into impact, risk and opportunity statements by linking them to IC Holding's activities.

The resulting topic set was reviewed in line with expert opinions and advisor assessments and narrowed down to a more focused shortlist. As a result of all these studies, the significant impacts, risks and opportunities arising across IC Holding's value chain have been systematically identified.



METHODOLOGY AND ASSESSMENT APPROACH

Within the scope of the analysis, impact materiality and financial materiality were evaluated across two dimensions. For impact materiality, the scale, scope, irremediable character and likelihood of impacts were taken into consideration, while financial materiality considered the potential effects of risks and opportunities on cash flows and financial performance. In line with the ESRS approach, impact severity was prioritized in the assessment of human rights-related impacts. The short-, medium- and long-term horizons used in the assessments were defined in alignment with IC Holding's existing risk management approach. Within this scope, the short term was defined as 1–3 years, the medium term as 3–10 years, and the long term as more than 10 years.

The assessments were conducted using a 1–5 scoring approach, with stakeholder feedback integrated into the process. In addition to internal stakeholders comprising the Board of Directors, senior management and employees working in relevant departments at the Holding and Group companies, the assessment included external stakeholders comprising customers, suppliers, contractors, public institutions and regulatory authorities, advisors, business partners and non- governmental organizations operating at national and international levels. Within this scope, the views of a total of 285 internal and external stakeholders were taken into consideration.

RESULTS

As a result of the analysis, topics scoring **20 or above in either the impact materiality or financial materiality dimension** were identified as priority material topics. Although R&D, innovation and digital transformation did not exceed the threshold determined as a result of the Double Materiality Analysis, the topic plays a critical role in IC Holding's long-term growth strategy, operational efficiency objectives, capacity to adapt to technological developments and approach to sustainable value creation. In addition, given its contribution to supporting sustainability-focused transformation processes, developing innovative solutions and maintaining competitiveness, the topic was considered a material topic in line with management's assessment.

The results obtained contribute to IC Holding's identification of focus areas for sustainability reporting by enabling strategic priorities, risks and opportunities, and stakeholder expectations to be considered through a holistic approach. The analysis is planned to be updated periodically in line with changing conditions.

FINAL REVIEW AND APPROVAL

As the final stage of the process, the findings were assessed by the Sustainability Committee chaired by the CEO and the relevant management team, and any updates deemed necessary were incorporated into the study before it was finalized. Following completion of the assessment process, the Double Materiality Analysis and its results were submitted to and approved by the Board of Directors.

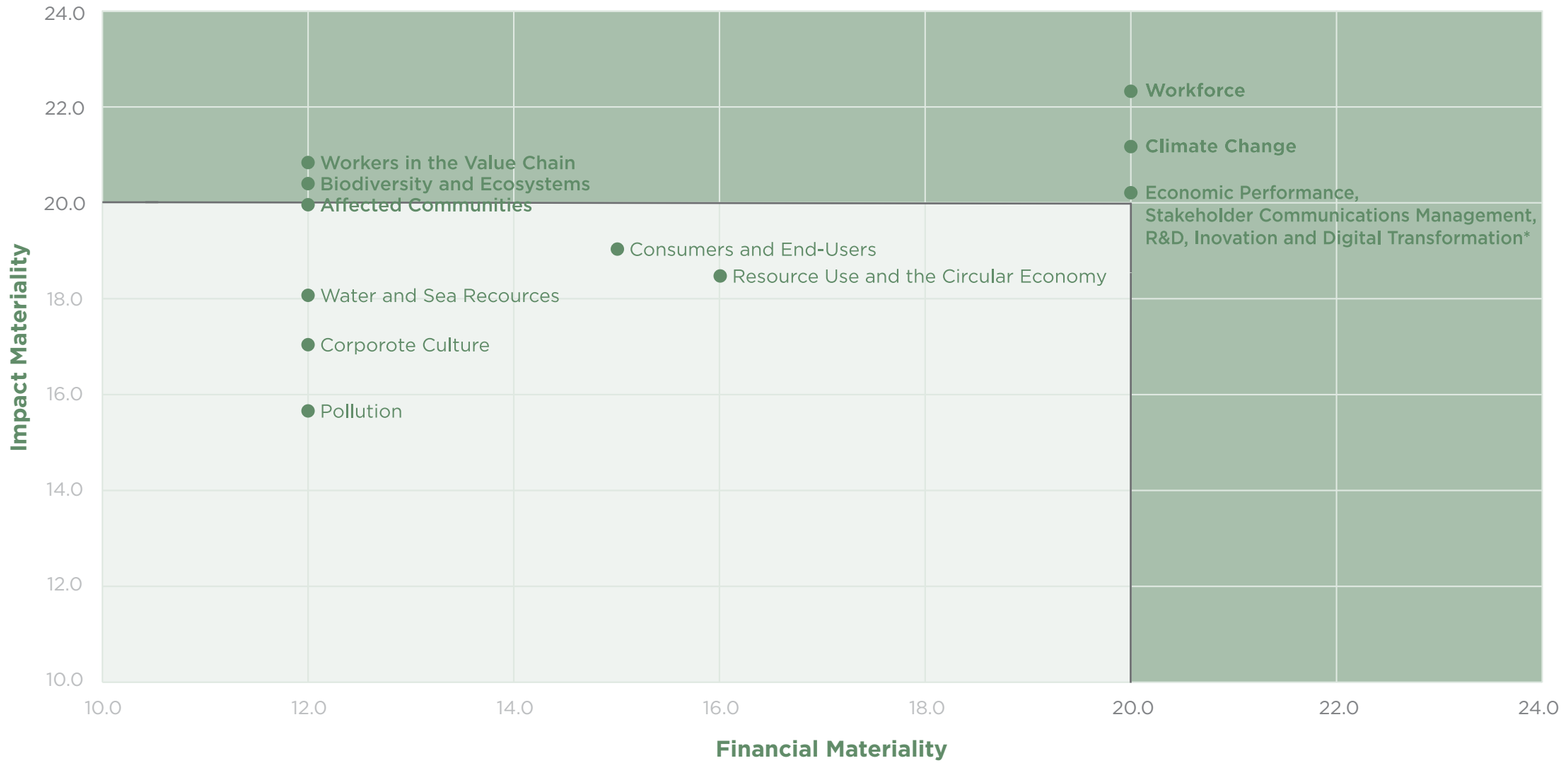
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DOUBLE MATERIALITY ANALYSIS

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

ESRS Standard	Material Topics
	Climate Change
ESRS E1	Climate Change Mitigation
	Energy
	Biodiversity and ecosystems
ESRS E4	Direct Impact Drivers of Biodiversity Loss
	Impacts on the Extent and Condition of Ecosystems
	Own Workforce
ESRS S1	Working Conditions
	Equal Treatment and Opportunities for All
	Workers in the Value Chain
ESRS S2	Working Conditions (Value Chain)
	Affected Communities
ESRS S3	Communities' Economic, Social and Cultural Rights
	Other
	Economic Performance
	Stakeholder Communications Management
	R&D, Innovation, and Digital Transformation*

DOUBLE MATERIALITY MATRIX



* Although R&D, Innovation and Digital Transformation did not exceed the threshold of 20 points, it was included among the material topics based on management's assessment.

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

IC Holding has established a governance structure in which responsibilities at the operational and strategic levels are clearly defined to ensure the effective management and monitoring of sustainability topics across all Group companies. This structure is supported by the Sustainability Management System (SMS) implemented across the Holding, enabling sustainability activities to be managed through a holistic approach.

The Chair of the Sustainability Committee is also the CEO of the Holding. Sustainability governance within the Holding is carried out through the Sustainability Committee, which operates under the Board of Directors and is represented at senior management level. The Committee is responsible for determining corporate policies and strategies in line with material sustainability matters, developing roadmaps, and overseeing their implementation across the organization.

The Sustainability Committee also oversees critical decision-making processes, including setting sustainability targets and performance indicators, assessing risks and opportunities, approving sustainability-related budgets, and representing the Holding on national and international platforms. Within this scope, the management of sustainability impacts is addressed as a direct responsibility of senior management.

Operating in line with the strategies determined by the Committee, the Working Groups are responsible for developing, implementing, monitoring and reporting on actions and projects aimed at improving sustainability performance in thematic areas. The Working Groups are structured in alignment with the SDGs prioritized by the Holding and comprise members of the IC Sustainability Team.

As of 2024, the Holding updated its sustainability governance structure by expanding the scope of the Committee and Working Groups, increasing the participation of representatives from different business units, and strengthening leadership mechanisms within the Working Groups. These updates support more effective progress towards sustainability targets.



The Sustainability Team Training Program we conducted with IC Holding was shaped as a tangible response to a need we frequently encounter in corporate sustainability journeys. Our objective throughout the process was to create genuine understanding and ownership that went beyond technical knowledge. Accordingly, we designed the program to focus not only on knowledge transfer, but also on connecting sustainability with the day-to-day business practices of the Holding and its subsidiaries.

The eight-module training series, covering topics ranging from environmental focus areas to social issues, supply chain management and reporting principles, and from greenwashing to sector-specific good practices, brought together the relevant functions of the Holding and its subsidiaries In each module, we went beyond presenting a conceptual framework; through concrete cases and trends from the sectors in which IC Holding operates, we sought to transform sustainability from an abstract agenda item into a tangible business issue.

The Sustainability Gathering, which marked the final session of the series, was one of the strongest moments of the program. The knowledge and perspectives accumulated throughout the training were put into practice as teams developed and presented their own solutions during the workshop. The evaluation of these projects by senior management and subsidiary executives took the process far beyond a training experience, creating a platform for sustainability-focused dialogue across different levels of the organization.

The curiosity, quality of participation and willingness to develop solutions demonstrated by IC Holding teams throughout this process clearly reflected the organization's commitment to embedding sustainability. I believe that the steps built upon this foundation in the period ahead will position IC Holding as a leading force in sustainability within its sector.

Ezgi Eğribozlu

Founder of Sustainee Sustainability Consulting

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IC SUSTAINABILITY TEAM

The IC Sustainability Team, which forms the operational foundation of sustainability management at IC Holding, continues to operate as a structured team comprising employees who voluntarily participate in sustainability-related activities across the Holding and its Group companies. Established in 2022, the team has been positioned as a mechanism supporting the planning, implementation and continuous improvement of sustainability activities, and continued to contribute to the evolution of the corporate sustainability approach towards a more integrated and systematic structure in 2024 and 2025.

As part of the capacity-building efforts aimed at embedding a sustainability culture across the Holding, a comprehensive training program was initially conducted in collaboration with the Sustainability Academy. As part of the program, members of the IC Sustainability Team participated in 40 hours of training across 12 different topics over an 18-week period, enhancing their knowledge and competencies in sustainability. The internal training program achieved a participation rate of 91%, while the process aimed not only to develop expertise, but also to foster a holistic approach to addressing the climate crisis and increase corporate awareness of environmental and social issues.

In 2024, training and development activities continued in collaboration with Sustainee, with a certificate program consisting of 15 hours across eight modules being implemented. The program covered Sustainability in Business, the Environmental, Supply Chain and Social Dimensions of Sustainability, Sustainability Reporting, Sustainable Finance, Sustainable Marketing and Greenwashing, and the Sustainable Solutions Workshop. Certificates were presented to Sustainability Team members who successfully completed the program at the workshop event held as part of Sustainability Day 2025. As of 2025, efforts continued to embed the sustainability approach across IC Holding and strengthen employee engagement through the Sustainability Team, which consisted of 65 members.

Team members actively contribute to the development, implementation and performance monitoring of environmental and ESG-focused projects by serving in Working Groups established in line with the strategic priorities determined by the Sustainability Committee. This structure serves as an important internal transformation mechanism that enables IC Holding's sustainability strategy to extend beyond a policy defined centrally and become embedded across all Group companies.

During the 2024–2025 period, training and development activities for team members continued to strengthen sustainability capacity, with the aim of enhancing corporate competencies based on the outcomes of sustainability training programs initiated in previous periods. During this process, global sustainability regulations, the climate change agenda and ESG reporting requirements were closely monitored, strengthening the organization's capacity to align with evolving international standards. As IC Holding continues to position sustainability as an integral part of its corporate strategy, it regards the IC Sustainability Team as one of the most important implementation and dissemination mechanisms driving this transformation across the organization.

SUSTAINABILITY COMMITTEE AND WORKING GROUPS' ACTIVITIES

The Sustainability Committee and its affiliated Working Groups operate to develop IC Holding's sustainability strategies, monitor its performance, and integrate sustainability targets into operational processes. The key responsibilities of the Working Groups include;

- Monitoring sustainability performance indicators,
- Developing projects focused on the relevant SDGs in line with the strategies and decisions determined by the Committee,
- Reviewing policies, strategies and roadmaps,
- Evaluating risk and opportunity analyses,
- Contributing to reporting processes,
- Strengthening stakeholder representation.

Different Working Groups have been established across the Holding to disseminate the sustainability strategy throughout the organization and operationalize the Holding's SDG focus and material sustainability matters. Comprising members of the IC Sustainability Team, these groups meet regularly under the leadership of their respective Chairs and Co-Chairs to monitor activities in their relevant focus areas, assess areas for improvement and contribute to the dissemination of good practices across the Group.

During the reporting period, the frequency of meetings of the Committee and Working Groups was increased to enhance the effectiveness of the governance mechanism. In this context, the Sustainability Committee convened a total of five times in 2024–2025. Committee meetings are held at least twice a year in accordance with the established procedures and principles, while additional meetings are organized when necessary. During the same period, the Sustainability Working Groups held a total of 25 meetings and carried out coordinated activities in line with the Holding's sustainability targets. Environmental and social impacts, sectoral priorities, project development processes, sustainability performance indicators and stakeholder expectations were evaluated during the meetings held by the Working Groups.

In 2025, all Working Groups, except for the SDG 11 Working Group, developed project proposals within the scope of the Sustainable Development Goals for which they were responsible and presented them to the Sustainability Committee. Thus, the aim was to disseminate the sustainability approach across the Holding not only at the strategic level, but also at the project and implementation levels.

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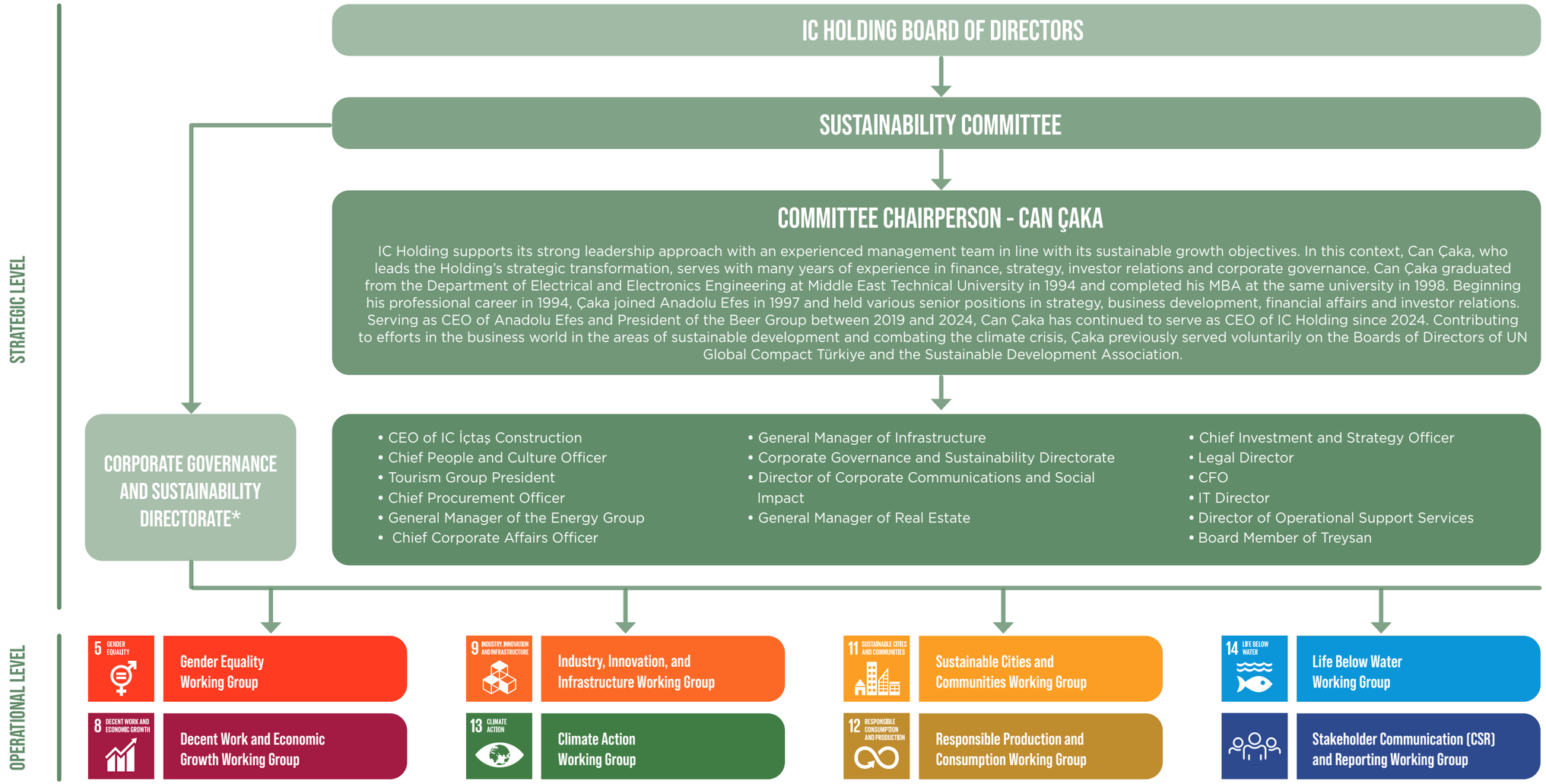
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SUSTAINABILITY GOVERNANCE STRUCTURE

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



* The Corporate Governance and Sustainability Directorate is responsible for coordinating the Committee and Working Groups and monitoring their activities.

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SUSTAINABILITY GOVERNANCE STRUCTURE

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

Management Systems, Documents and Certifications	Karasu Port	İçtur	IC Hotels	Zafer Airport	Çeşme Marina	IC Enterra	ICA YSS	TREDAŞ	TREPAŞ	Treysan	Tuz Gölü	IC İçtaş Construction
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		✓	✓					✓	✓	✓		
ISO 50001 Energy Management System Certificate				✓		✓	✓					
ISO 39001 Road Traffic Safety Management System							✓				✓	
ISO 27701 Privacy Information Management System											✓	
ISO 14064-1 Greenhouse Gas Emissions and Removals at the Organization Level – Guidance and Specifications Standard										✓		
Environmental Permit Certificate				✓								
Accessibility Certificate				✓								
Green Organization Certificate				✓								
Accessible Airport Organization Certificate				✓								
Airport Pandemic Certificate				✓								
Blue Flag I-REC Safe Tourism Certificate	✓				✓							
Great Place To Work	✓		✓						✓			
ISO 3834-2 Quality Requirements for Fusion Welding of Metallic Materials Certificate										✓		
EN 1090-1 / 3										✓		
GOST-K[32]										✓		
Zero Waste Certificate	✓			✓	✓	✓[33]	✓	✓	✓	✓	✓	
EU-ISCC-Cert-DE105-82964012 Carbon emissions reduction Certificate		✓	✓									

32 GOST-K is a mandatory certificate of conformity demonstrating that products comply with the national standards, technical regulations and safety requirements of the Republic of Kazakhstan.
33 Within the scope of IC Enterra, Zero Waste Certificates are available for the Kadıncık I HPP, Kadıncık II HPP, Kemerçayır, Üçhanlar and Bağıştaş hydroelectric power plants.

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Relevant Material Topic	Goal from the Previous Reporting Period	Related SDGs	Relevant Performance Indicator	2024 and 2025 Performance	Progress	Revised Goal	Short-Term (1 year or less)	Medium-Term (1–3 years)	Long-Term (3–5 years)
Workforce (Working Conditions)	Reduction of the 3-year average TRIR	8	Total Recordable Incident Rate (TRIR)	The Group TRIR decreased from 15.57 in 2024 to 15.55 in 2025. Compared to the 2023 base year, the improvement in TRIR performance resulted in the achievement of the short-term (2%) and medium-term (4%) reduction targets.		Reduction in the TRIR value within the scope of consolidated OHS performance compared to the 2023 baseline year	✓	✓	6
Climate Change (Climate Change Mitigation)	Calculation of Scope 1 and Scope 2 emissions across Group companies	9 13	Scope 1 emissions; Scope 2 emissions; number of Group companies for which Scope 3 emissions have been calculated	Scope 1 and Scope 2 emissions calculations have become a regular reporting practice. During the reporting period, Scope 3 emissions calculations were initiated for ICA Yavuz Sultan Selim Bridge, one of the Group companies		Gradual increase in the number of Group companies for which Scope 3 emissions are calculated (number of companies)	2	3	5
Climate Change (Energy)	Obtaining ISO 50001 certification	9 13	Number of sites / certificates with ISO 50001 certification; energy consumption	Across the Group, a total of three ISO 50001 Energy Management System certificates have been obtained in the energy, infrastructure and tourism sectors. Efforts to extend the scope of ISO 50001 certification to eligible Group companies are ongoing		Continuation of ISO 50001 Energy Management System certification activities in line with the long-term plan and expansion of the certification scope to eligible Group companies (number of new sites / certificates to be obtained)	✓	✓	4
Workers in the Value Chain / Working Conditions (Value Chain)	Auditing suppliers' ESG performance and planning corrective actions under the Sustainable Supply Chain Policy	9 12 13	Number of suppliers subject to ESG assessment; scope of supplier risk assessment; number of suppliers for which corrective action plans have been developed	Under the Sustainable Supply Chain Policy, a supplier assessment framework and Supplier Code of Conduct have been established, and efforts have been initiated to assess suppliers' ESG performance and determine the necessary corrective actions. Supplier risk assessment activities are ongoing.		Assessment of suppliers' ESG performance, implementation of supplier risk assessments and planning of the necessary corrective actions (number of suppliers)	✓	50	70

Target achieved / significant progress has been made

In progress / awaiting data

New target

The target was not met / there is a delay

The target has been achieved

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R&D, Innovation and Digital Transformation	Ensuring the digital monitoring of sustainability processes	8, 9, 13	Sustainability processes monitored digitally; data coverage	Efforts to enable the digital monitoring of sustainability processes are ongoing. A centralized structure for environmental and social data has been established, and procedures have been developed		Digital monitoring of sustainability processes and enhancement of data management capacity. (Target Completion Date)	–	The implementation timeline for digitalization initiatives has been reassessed due to the different structures of the sectors in which the Group companies operate, their operational priorities, and variations in their levels of digital maturity. As the compliance and adaptation processes carried out in line with the multi-stakeholder governance structure have progressed more comprehensively than initially anticipated, the target completion timeframe has been revised from the medium term to the long term.	Digital monitoring of sustainability processes; enhancement of data management capacity, data coverage and data accuracy.
Biodiversity and Ecosystems	Preparing a biodiversity action plan covering endemic species found in facility areas and marine ecosystems	14, 15	Number of biodiversity action plans prepared; number of actions implemented; number of species or habitats monitored	Initially structured with a focus on SDG 14 and marine ecosystems, our strategy has been expanded in line with evolving business needs and operational requirements. Within this scope, biodiversity action plans and practices tailored to the specific structures of our Group companies across different locations and sectors have been implemented. (Please refer to the **Biodiversity** section.)		Identification of the operational and project areas of Group companies that are biodiversity-sensitive or have a high potential for impact; assessment of biodiversity impacts in these areas; and definition of implementation and monitoring actions for areas where deemed necessary	Identification of the operational and project areas of Group companies that are biodiversity-sensitive or have a high potential for impact	Assessment of biodiversity impacts in the identified areas and definition of the necessary actions	Monitoring implementation and monitoring actions and expanding them across Group companies in eligible areas
Climate Change (Energy)	Obtaining green building certification and integrating it into construction processes	11	Number of certified buildings / projects; number of projects in which green building criteria have been integrated	Efforts to obtain green building certification and integrate green building criteria into construction processes are ongoing.		Evaluation of green building certification for eligible projects and integration of green building criteria into construction processes.	Determination of the number of eligible buildings / projects for which the feasibility of green building certification will be assessed	Determination of the number of eligible projects into which green building criteria will be integrated and initiation of integration efforts	Increasing the number of certified buildings / projects and the number of projects in which green building criteria have been integrated
Workforce (Equal Treatment and Equal Opportunity)	Obtaining gender equality certification	5	Number of projects / practices implemented within the scope of diversity, equity and inclusion; number of employees participating in inclusion training; number of practices rolled out across Group companies	The İş'te Eşit Kadın Certificate has been obtained for IC Holding in the area of gender equality. Progress has been made in diversity, equity and inclusion through becoming a WEPs signatory and implementing related projects, and the certification approach is intended to be expanded across Group companies.		Strengthening corporate practices in the area of gender equality across the Group and expanding relevant certification processes (number of new Group companies obtaining certification)	1	2	2

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Achieved Target	**No Relevant Material topic.**	The Sustainability Team to develop four sustainability projects annually (one project for each priority SDG)	5, 8, 13	Sustainability Working Group activities; project outputs	The Sustainability Team and Working Groups continue to operate. However, the project development approach has evolved from being a standalone target into an integral part of the existing governance structure	✓	–	✓	✓	✓
	Climate Change	Development of a Climate Risks and Opportunities Strategy covering all Group companies	13	Climate risk and opportunity strategy completion status; scenario analysis scope	A climate risks and opportunities strategy covering the Group companies has been developed. The target has been achieved.	✓	–	✓	✓	✓
New targets added as a result of the double materiality analysis within the scope of the updated material topics	**Affected Communities and Stakeholder Relations Management**	No existing target	11, 17	Number of consultations held with affected communities; number of local stakeholder meetings; number of feedback items received; number of feedback items translated into action plans	Existing practices are being evaluated as part of consultations and needs assessment activities conducted with affected communities and local stakeholders.	◎	Preparation of stakeholder engagement plans for affected communities and local stakeholders in new investment and project processes; integration of the feedback and actions identified in these plans into the relevant project / tender processes.	Evaluation of existing stakeholder communication practices and feedback mechanisms	Preparation of stakeholder engagement plans for affected communities and local stakeholders in new investment and project processes	Integration of the feedback and actions identified in stakeholder engagement plans into relevant investment, project and operational decision-making processes
	Economic Performance	No existing target	8, 9	Financial performance indicators; investment value; operational efficiency indicators	Analyses have been conducted within IC Enterra to financialize climate risks, and targets related to financial impact assessments have been established in this context.	◎	Conducting assessments of sustainability-related risks in relation to investments, operational efficiency and economic performance. (number of Group companies to be included)	1	1	2

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OUR CONTRIBUTIONS TO THE SUSTAINABLE DEVELOPMENT GOALS

SDG	Target	IC Holding Practice / Performance	Area of Contribution
4 QUALITY EDUCATION	TARGET 4-3 EQUAL ACCESS TO AFFORDABLE TECHNICAL, VOCATIONAL AND HIGHER EDUCATION TARGET 4-4 INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS	The Foundation implements scholarship and professional development programs aimed at strengthening young people's access to education and employability. To date, more than 20,000 scholarships have been provided, while under the Chefs of the Summit Program, more than 350 students have been supported, 81 students have completed internships and 53 students have been employed.	Strengthening the circular economy approach and reducing waste at source
5 GENDER EQUALITY	TARGET 5-1 END DISCRIMINATION AGAINST WOMEN AND GIRLS	The Gender Equality Policy and Domestic Violence Policy aim to support employees in a safe, equitable and inclusive working environment. This approach is supported by practices implemented within the framework of the DENK Diversity, Equity, and Inclusion Guide and the İş'te Eşit Kadın (Women in Business Equality) Certificate. The certificate is stated to be based on independent auditing and to cover the areas of management systems, recruitment and employment, occupational health and safety, supply chain and social impact.	Strengthening an equitable and inclusive working environment
6 CLEAN WATER AND SANITATION	TARGET 6-4 INCREASE WATER-USE EFFICIENCY AND ENSURE FRESHWATER SUPPLIES	The renewal of tunnel hydrant lines at ICA has resulted in annual water savings of approximately 8,500 m^3. Practices such as the reuse of air-conditioning drainage water and waterless urinals at Zafer Airport, as well as a drip irrigation system at IC Çeşme Marina, have been implemented. Following ISO 14046 training at ICA, the company's first comprehensive water inventory was established.	Increasing water efficiency and reducing operational water consumption
7 AFFORDABLE AND CLEAN ENERGY	TARGET 7-2 INCREASE GLOBAL PERCENTAGE OF RENEWABLE ENERGY	Within the scope of its energy management approach, IC Holding focuses on increasing the use of renewable energy sources and reducing emissions arising from electricity consumption. Accordingly, all of IC Çeşme Marina's electricity consumption is supplied from renewable energy sources, while the annual electricity consumption of the Yavuz Sultan Selim Bridge, amounting to 2,303 MWh, is certified through I-REC certificates. The Group's activities in the renewable energy sector are supported by IC Enterra's hydroelectric power plants and the YEKA Erzin-2 SPP investment, with these investments contributing to Türkiye's renewable electricity generation.	Increasing the use of renewable energy and improving the environmental quality of energy sources
8 DECENT WORK AND ECONOMIC GROWTH	TARGET 8-8 PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS	In line with the Occupational Health and Safety Policy, efforts are aimed at preventing or minimizing harm to employees, third parties, company assets and the environment. This approach is reinforced through practices such as the IC Operaton Happiness and IC İyi Yaşam (Good Life) Initiative, which support the physical, mental and social well-being of employees. In addition, under the Domestic Violence Policy, mechanisms such as psychological support, legal support, safe leave, flexible working and accommodation support are provided.	Ensuring a safe working environment and people-oriented organizational development

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SDG	Target	IC Holding Practice / Performance	Area of Contribution
		Across the Group companies, practices aimed at increasing production efficiency and reducing resource use are being implemented. In this context, Treysan's investment in a roll-form profile production line is expected to increase automated production capacity, shorten delivery times by 20% to 30%, and generate an average annual financial benefit of USD 1,069,500. ICA's Stone Mastic Asphalt hot recycling application aims to reduce the use of natural resources and the need for new production through the reuse of milled asphalt.	Supporting the transition to more efficient, standardized and resilient production infrastructure
		Within the scope of the "Smart Transportation Systems for Our Country's Motorways" project carried out in cooperation with ICA and Ford Otosan, the aim is to prepare Türkiye's motorways for Level 4 autonomous vehicles through Smart Transportation Systems. The use of real-time traffic data is expected to improve traffic flow, enhance road safety, support logistics efficiency, and provide the potential to reduce fuel consumption and emissions by up to 10%.	Supporting safe and efficient transportation infrastructure and developing smart mobility solutions
		Converting waste tires into noise barriers, utilizing drilling mud as an alternative fuel, converting organic waste into compost fertilizer, and achieving a total reduction of 7.2 tonnes of plastic across the Group in 2024 are among the prominent practices. Recycling electronic waste and repairing and reusing equipment also support the circular approach.	Strengthening the circular economy approach and reducing waste at source
		Under the Sustainable Supply Chain Policy, whose scope was expanded in 2025, suppliers' ESG risk profiles covering environmental issues, occupational health and safety, human rights, ethical business practices, corporate governance and business continuity are expected to be assessed regularly. Planned or unannounced audits are conducted where necessary, corrective action plans are requested for non-conformities, and supplier performance improvement is supported through training, awareness-raising and ethical reporting mechanisms. In parallel, the Supplier Code of Conduct, which all suppliers are expected to sign, has been published.	Institutionalizing sustainability expectations across the supply chain
		At IC Holding, climate change-related risks and opportunities are evaluated within a holistic framework under the headings of governance, strategy, risk management, and metrics and target. Climate risks have been identified based on the operating regions and sectors of the Group companies and analyzed according to impact, likelihood and time horizon criteria to establish a sectoral risk inventory. This approach supports the integration of climate-related risks and opportunities into corporate risk management processes and decision-making mechanisms.	Integrating climate risks and opportunities into governance, targets and decision-making processes
		The Carbon Workshop held in February 2024 evaluated the 2030 and 2053 emissions reduction targets, and action plans were developed for the Group companies. This process aimed to strengthen a common understanding of climate change, identify priority reduction areas and enhance organizational capacity across the Group. The reduction approach is being implemented at the company level through energy efficiency, fuel switching, the use of renewable energy and operational improvement initiatives.	Strengthening organizational climate capacity and emissions reduction practices

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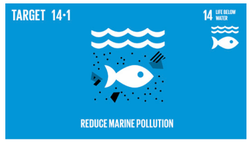
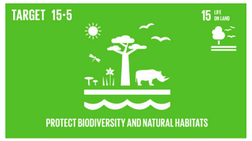
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OUR CONTRIBUTIONS TO THE SUSTAINABLE DEVELOPMENT GOALS

SDG	Target	IC Holding Practice / Performance	Area of Contribution
		The plastic reduction approach developed across IC Holding covers the reduction of single-use plastics in hotels, offices, airports and operational areas; the transition to refillable products; waste segregation and recycling practices; and training and awareness-raising activities. The initiative aims to reduce the risk of plastic waste entering marine and coastal ecosystems. In the case of IC Antbel Hotels, annual plastic waste was reduced from 1,429.52 kg to 381.99 kg.	Reducing plastic pressure on marine and coastal ecosystems
		Under the Tuz Gölü Underground Natural Gas Storage Expansion Project, the Biodiversity Action Plan provides for habitat restoration, flora and fauna monitoring, ecotoxicity assessments and adaptive management practices. Topsoil conservation, re-spreading and rehabilitation activities using native species have also been carried out.	Managing habitat impacts and preserving ecological functions
		As part of stork and imperial eagle conservation efforts, 1,000 stork nesting platforms have been installed since 2020, while insulation measures have been implemented during the 2021–2025 period to reduce the risk of bird collisions and electrocution. As of 2025, 47 storks and 11 imperial eagles have been ringed and monitoring activities have commenced. In addition, the Mastic Tree Initiative and tree planting activities at various locations are being carried out to support local species.	Species conservation, reducing habitat pressure and supporting local ecosystems
		Through collaborations with public institutions, academic organizations, non-governmental organizations and business partners, IC Holding supports strengthening joint efforts in sustainable development and enhancing the sharing of knowledge and experience among stakeholders. In this context, IC Holding participated in the UN Global Compact Climate Ambition Accelerator program in 2025, strengthening its organizational capacity in line with climate action, emissions reduction and net-zero targets. Through training and experience-sharing sessions conducted under the program, the Group benefited from the good practices of different organizations and contributed to multi-stakeholder collaboration on climate action, adaptation, a just transition and reporting.	Strengthening collaboration among stakeholders and shared value creation
			

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COMBATING THE CLIMATE CRISIS AND IC HOLDING

05

CLIMATE CHANGE

GRI 3-3

For IC Holding, climate change constitutes a strategic priority directly linked to operational continuity, investment decisions, cost structure, resource efficiency and long-term resilience.

Climate change is having transformative impacts not only on environmental boundaries, but also on economic and social systems through rising global temperatures and increasingly pronounced extreme weather events such as

droughts, floods, heatwaves and wildfires. The scientific consensus that human-induced greenhouse gas emissions are among the primary drivers of this process has increasingly placed the low-carbon development approach at the center of the global agenda. The Paris Agreement, to which Türkiye is also a party, aims to keep the increase in global temperature well below 2°C and, if possible, limit it to 1.5°C. Achieving this target requires the simultaneous transformation of the public and private sectors. For organizations, addressing climate change constitutes not only an environmental responsibility, but also a critical priority in terms of risk management, strategic adaptation, operational resilience and long-term competitiveness.

For IC Holding, as a Group operating across different sectors, climate change constitutes a strategic priority directly linked to operational continuity, investment decisions, cost structure, resource efficiency and long-term resilience. Accordingly, the Holding addresses combating climate change as one of the core components of its corporate sustainability approach, "Impact of Development," and aligns its efforts with UN SDG 13.

The steps to be taken to contribute to Türkiye's transition to a low-carbon economy and manage climate change-related risks have been formalized as commitments through the Climate Change Policy and Environmental Policy implemented by IC Holding. Measurement, target setting and implementation are at the core of the Holding's climate approach.

In this context, the Carbon Roadmap Workshop held in February 2024 evaluated the 2030 and 2053 carbon emissions reduction targets, and action plans were developed for the Group companies. This enabled the development of an emissions reduction roadmap covering all sectors in which IC Holding operates and the concretization of the Group's long-term decarbonization targets.

Another important step supporting this process was IC Holding's participation in climate-focused capacity-building programs conducted under the UN Global Compact. In 2025, the Holding participated in the UN Global Compact Climate Ambition Accelerator program and strengthened its organizational capacity in areas including the development of a greenhouse gas inventory, calculation of Scope 1, Scope 2 and Scope 3 emissions, development of emissions reduction strategies in line with the Science Based Targets initiative (SBTi), and preparation of an action plan towards net-zero targets. Following the completion of the four-module training program, the "IC Holding Climate Action Plan" was developed, and the Holding qualified to receive a certificate at the end of the program.

IC Holding also participated in the UN Global Compact Climate Action Experience-Sharing Group and actively contributed to sessions on emissions reduction and target setting, adaptation and a just transition, and mandatory and voluntary reporting standards. As part of the program, common challenges faced by companies in the area of climate action were addressed through good practice examples, group discussions and case studies. Participation in all three sessions and obtaining the program certificate supported IC Holding's target of developing its climate action approach in alignment with global references and good practices.



As the Türkiye network of the UN Global Compact, the world's largest corporate sustainability initiative, we support companies in their transformation across areas including climate change mitigation, biodiversity, social sustainability, good governance, supply chain, sustainable finance, and sustainability reporting and regulations. Through accelerator programs, experience-sharing groups, events and our digital learning platform, Academy, we enable companies to build capacity in these areas, learn from one another and engage with the sustainability agenda. IC Holding joined the UN Global Compact in 2024, committing to integrating the Ten Principles in the areas of human rights, labour standards, environment and anti-corruption into its business processes. In 2025, for the first time, the Holding published its Communication on Progress (CoP), a strategic management tool that enables companies to assess their current status, identify areas for improvement and establish concrete targets. As part of the Climate Ambition Accelerator Program, which it joined in 2025, IC Holding participated in capacity-building activities focused on setting science-based emissions targets and developing net-zero roadmaps, and, having fulfilled all program requirements, developed its Climate Ambition Action Plan. In addition, by participating in the Business & Human Rights Accelerator, the Holding developed an action plan to improve human rights both within the organization and across its value chain, and participated in the Experience-Sharing Group, where companies from different sectors shared good practices on risk assessment in human rights due diligence processes.

As UN Global Compact Türkiye, we monitor companies' progress towards the Sustainable Development Goals (SDGs) throughout their transformation journeys and work to amplify collective impact in the business world through responsible practices.

Melda Çele
Secretary-General of UN Global Compact Türkiye

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CLIMATE STRATEGY

GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5, GRI 201-2

IC Holding regards combating climate change as an area of corporate transformation that supports the resilience and competitiveness of its business model.

Due to its multi-sectoral operating structure, climate impacts are regarded as an area that is experienced with varying degrees of intensity across the Group and needs to be managed holistically. Accordingly, the climate strategy is shaped within a framework that addresses the reduction of environmental impacts together with operational efficiency, investment prioritization and long-term value creation.

At the core of IC Holding's climate strategy is a corporate governance structure supported by senior management ownership. Sustainability activities across the Holding are addressed under the Sustainability Committee chaired by the CEO, with policies, strategies, roadmaps, targets and performance monitoring evaluated within this structure. The Working Groups are responsible for developing, implementing, monitoring and reporting actions. The positioning of the Corporate Governance and Sustainability Directorate as a function reporting directly to the CEO also demonstrates that the climate agenda is managed in an integrated manner within decision-making and implementation processes.

The climate strategy is progressing based on a measurement- and target-oriented structure. Taking 2022 as the base year, the Holding began calculating Scope 1 and Scope 2 emissions in accordance with the GHG Protocol and, based on these data, structured its emissions reduction targets and low-carbon roadmap. Within this framework, an emissions reduction target of 27% by 2030 compared to the 2022 base year has been established, with interim targets defined for short-term performance monitoring. Over the longer term, a net-zero plan has been adopted in alignment with Türkiye's 2053 net-zero target.

The data foundation of IC Holding's climate strategy consists of greenhouse gas emissions monitored using the base-year approach. Regular monitoring of Scope 1, Scope 2 and, in the coming period, more comprehensively addressed Scope 3 emissions[34] provides a key set of indicators for both tracking emissions reduction targets and determining operational priorities. While this overview demonstrates that the climate strategy is progressing on a data-driven basis, it also makes more visible the operational areas where emissions reduction potential is concentrated.

34 Scope 3 greenhouse gas emissions calculations have been conducted as part of a pilot study and, during the current reporting period, cover only ICA's operations.

ASSESSMENT OF CLIMATE RISKS AND OPPORTUNITIES

IC Holding addresses climate change within the scope of risk management, operational continuity, investment priorities and long-term resilience. Accordingly, the climate risk and opportunity analysis conducted systematically climate-related impacts, taking into account the sectors and geographical regions in which the Group companies operate. The study was structured under the headings of governance, strategy, risk management, and metrics and targets.The analysis evaluated physical risks and transition risks included in the TCFD Methodology together. Physical risks include flooding and inundation, extreme temperatures, water stress, sea-level rise, damage to coastal and infrastructure assets, operational disruptions and supply chain disruptions. Transition risks assessed included changes in legislation and standards, the need to adapt to low-carbon technologies, shifts in stakeholder expectations, potential constraints affecting products and services, and access to technology and skilled talent. Energy efficiency, resource optimization, the transition to renewable energy, digital transformation and more resilient infrastructure systems were identified as areas of opportunity.

This study enabled climate-related impacts to be assessed across the Group companies using a common methodology. Risks and opportunities were prioritized based on impact level, likelihood of occurrence and time horizon, with short-term operational impacts considered alongside medium- and long-term strategic impacts. This supported the more structured integration of climate-related matters into corporate risk management and decision-making processes.

The key focus areas of IC Holding's climate strategy include increasing energy efficiency, strengthening the procurement of energy from renewable sources, supporting the low-carbon transformation of vehicles and operational infrastructure, systematically assessing climate risks and opportunities, and enhancing data visibility across the value chain. Within this scope, energy audits, the transition to electric and hybrid vehicles, the use of electricity from renewable sources, and practices that contribute to emissions reductions across different sectors constitute the operational pillars of the strategy. In addition, developing the data collection infrastructure and organizational awareness required to assess Scope 3 emissions more comprehensively is among the priority areas.

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GRI 302-4

IC Holding manages climate change-related impacts through practices implemented in energy consumption, fuel use and operational processes. For the Group, which operates across different sectors including energy, construction and infrastructure, tourism, industry and real estate, emissions reduction activities are important not only for reducing environmental impact, but also for increasing efficiency, improving the cost structure and supporting operational continuity. Accordingly, the Holding addresses its emissions reduction approach within a framework that considers environmental benefits together with the resilience of its business model.

Energy management constitutes one of the most visible areas of this approach in practice. Activities carried out across Group companies focus on energy efficiency and infrastructure modernization, fuel and energy source transformation, the use of renewable energy, low-carbon mobility and operational optimization. For the Holding, the key criterion is that these practices reduce environmental impact, generate operational benefits and are scalable across eligible areas.

The key practices within this scope are presented on the following page.



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Company / Asset / Operation	Practice / Project	Category	Measurable Output	Financial / Operational Contribution	Short Description
Relevant Facilities within IC Holding Group Companies	Outdoor and indoor LED conversions	Energy efficiency	**28.62 MWh** of energy savings in outdoor lighting, **29.99 MWh** in indoor lighting, and **58.61 MWh** in total	Approximately **TL 406,000** in annual financial savings.	More efficient equipment has been adopted for lighting systems.
TREPAŞ New service building	Siphonic drainage system implementation	Infrastructure resilience / water management		More controlled discharge of rainwater,enhanced infrastructure resilience, and adaptation to the risks of sudden and heavy rainfall	A siphonic drainage system has been designed and its implementation has commenced at the new service building to ensure the more efficient and controlled discharge of rainwater.
TREDAŞ	Lighting infrastructure modernization	Infrastructure modernization	**More than 45,000** lighting fixtures have been modernized in total. **12,614** fixtures in Edirne, **11,429** in Kırklareli, and **21,224** in Tekirdağ have been renewed.	Improving maintenance performance and operational efficiency in site infrastructure	Practices have been implemented to renew the regional lighting infrastructure with longer-lasting and more efficient systems.
IC Çeşme Marina	Transition from LPG to natural gas in commercial kitchens	Fuel conversion	In 2024, **18,981.30 kg of LPG** was consumed in commercial kitchen operations.	Potential for transitioning to lower-carbon-intensity fuel infrastructure and increasing efficiency in operational processes	A transition to lower-carbon-intensity infrastructure for stationary fuel use has been set as a target.
IC Hotels	Reduction of single-use plastics	Resource efficiency / waste reduction	At the Antalya hotels, **the use of 9 different categories of single-use plastic products** has been discontinued.	Reducing waste generation, supporting resource efficiency, and aligning the guest experience with environmental considerations	As part of efforts to reduce plastic use, alternative practices have been adopted for products such as slipper bags, laundry bags, bottled soda, and single-use cutlery. This practice aims to reduce plastic waste generated in hotel operations and contribute to the protection of the seas.

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IC Hotels / İçtur	Diversion of waste oils and organic waste for recovery	Waste management / circular economy	Vegetable waste oils generated at İçtur and IC Hotels facilities are directed for recovery through licensed companies. Within this scope, **a total reduction of 225,931 kg CO_2e in emissions** was achieved in 2024 and 2025 through the recovery of vegetable waste oils. In addition, organic waste generated from gardens and kitchens at IC Hotels is converted into compost fertilizer and reused.	Management of waste in compliance with legislation, reduction of environmental pollution risks, and recovery of organic waste	Waste generated in İçtur operations is collected through segregation, while vegetable waste oils are directed to licensed companies. At IC Hotels Green Palace & Residence and IC Hotels Santai, organic waste generated from gardens and kitchens is converted into compost fertilizer, thereby supporting the circular economy approach.
Treysan	Roll-form profile production line investment	Production efficiency / operational optimization	The roll-form machines and CNC cutting systems are intended to operate automatically based on model data. A **40%** reduction in prototype and revision times, a **60%** reduction in production preparation time, a **10–15%** reduction in material waste rates, and a **25–30%** improvement in on-site assembly time are anticipated.	Increasing speed, quality, traceability and resource efficiency in production processes	At Treysan, the integration of design and production processes with roll-form profile production lines under a digital data chain is set as a target. The implementation supports the modernization of production processes, increasing energy efficiency, reducing the carbon footprint, and enabling each production element to be traceable through a digital identity.
ICA	LED conversion and energy efficiency practices in motorway lighting systems	Energy efficiency / infrastructure modernization	A total of **8,742,802 kWh/year in energy savings** was achieved, comprising 7,198,000 kWh at the bridge and motorway, 1,499,000 kWh at the service areas, and 45,802 kWh at the operating campus.	Reducing energy consumption, supporting operational cost efficiency, and lowering greenhouse gas emissions	Energy consumption in the motorway lighting systems and service buildings at the Yavuz Sultan Selim Bridge and Northern Ring Motorway has been optimized. As part of the LED conversion, 8,248 lighting fixtures and lighting equipment items were recycled, thereby also contributing to the circular economy.
Zafer Airport	RNAV approach route optimization	Operational optimization	An **11-nautical-mile reduction** in the approach route	Potential for approximately 160 kg of fuel savings and USD 125 in operational benefits per flight	Reducing fuel consumption and operational losses through the optimization of flight profiles has been set as a target.

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Energy efficiency and infrastructure modernization constitute one of the key areas of application within this approach. The renewal of existing systems with more efficient equipment, improvement of auxiliary facilities, and reduction of losses in high-consumption areas are among the priorities within this scope. Lighting, HVAC, technical infrastructure and auxiliary systems are among the main areas of focus, and these practices are regarded as structural improvements that reduce maintenance requirements, improve resource utilization and support operational performance.

Transformation in fuel types and energy sources is also an important component of the emissions reduction approach. The Holding prioritizes transitioning to lower-carbon-intensity fuels in eligible areas of operation, increasing the use of renewable energy, and improving the environmental attributes of electricity supply. Accordingly, the emissions reduction strategy encompasses not only reducing energy consumption but also transforming the nature of energy supply.

The emissions reduction approach is not limited to equipment and energy transformation. In certain areas of operation, emissions impacts are also reduced through the redesign of operational processes and optimization of workflows. Particularly in infrastructure- and transportation-related operations, process optimization makes the relationship between resource consumption and efficiency more visible and expands the scope of emissions reduction activities.

IC Holding supports the transition to low-carbon energy not only through efficiency practices, but also through concrete practices that improve the environmental attributes of electricity supply. One of the prominent examples of this approach is the matching of total electricity consumption with renewable energy sources at certain Group companies.

Within this scope, during the reporting period, electricity consumption across all operations holding I-REC certificates was matched with renewable energy sources. While IC Çeşme Marina's entire annual electricity consumption of 3,414 MWh was supplied from renewable energy sources, the annual electricity consumption of 2,303 MWh at the Yavuz Sultan Selim Bridge was matched with 100% renewable energy. Electricity consumption at Karasu Port, Northern Aegean Motorway and Zafer Airport was also certified as being sourced from renewable energy through I-REC certificates. Accordingly, 1,024.84 tonnes of CO_2 emissions were avoided annually at the Yavuz Sultan Selim Bridge.



IC Holding regards its emissions reduction activities as an area of transformation monitored through measurable outcomes. In the period ahead, the priority is to strengthen the data infrastructure that will enable project-based results to be monitored through more comparable indicators. More systematic monitoring of indicators such as energy savings, emissions impact, payback period, annual financial contribution and intensity-based performance will facilitate the prioritization of practices and support a more transparent demonstration of progress. Accordingly, IC Holding positions its emissions reduction activities as a holistic area of transformation that reduces environmental impact, delivers efficiency, supports cost management and strengthens operational resilience.

For IC Holding, energy is a strategic management area directly linked to efficiency, cost management, emissions reduction and operational continuity. Due to the Group's diverse areas of operation, including energy generation and distribution, infrastructure operations, tourism and industry, energy use varies depending on the type of resource, facility and operation. Accordingly, IC Holding approaches energy management as an area of work shaped according to the operational profiles of its Group companies and integrated with common management principles.

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At the core of this approach are the more systematic monitoring of energy consumption, the identification of high-consumption areas, and the data-driven determination of areas for improvement. Regular monitoring of energy performance across Group companies, supporting decision-making processes through measurement, and managing energy within a more structured corporate framework are set as targets. In some facilities, this approach is supported by more advanced practices. For example, through the energy monitoring and reporting system established at the Bağıştaş-1 Dam and HEPP, auxiliary consumption is monitored and reported by measurement point. This enables energy consumption to be assessed in greater detail across different areas of use within the facility. Efforts towards ISO 50001 certification also contribute to strengthening energy performance in terms of the management model and performance culture.

One of the priority focus areas in energy management is the improvement of existing systems through more efficient technologies and operational measures. Lighting systems, auxiliary facilities, heating and HVAC infrastructure, and auxiliary consumption constitute the main areas of intervention within this scope. Practices implemented across Group companies not only improve energy consumption performance, but also support equipment performance, maintenance efficiency and operating conditions.

Another important dimension of energy management is enhancing the reliability of energy infrastructure. Particularly in infrastructure and operational activities, disruptions in energy supply can directly affect operational continuity. Accordingly, improvements to energy infrastructure play an important role in the Holding's energy management approach.

GOOD PRACTICE

ENERGY EFFICIENCY THROUGH LED CONVERSION

As a result of the outdoor and indoor LED conversions carried out in 2025, total energy savings of 58.61 MWh were achieved. The annual financial savings from these practices amounted to approximately TL 406,000, while the total investment cost was approximately TL 1.35 million. These initiatives carried out across motorway lighting systems, service facilities and operational buildings demonstrate the implementation of energy efficiency practices at the site level. Lighting infrastructure renewals carried out by TREDAŞ are also among the complementary practices supporting this transformation.

GOOD PRACTICE

TREYSAN | ENERGY TRANSITION THROUGH ROOFTOP SPP

Treysan has implemented a 2,000 kWp rooftop solar power plant (SPP) project across an 18,000 m² rooftop area to support the energy transition at its production facilities. The project aims to meet the facility's electricity needs from renewable sources, reduce costs and contribute to lowering carbon emissions.

Electricity generated under the SPP supports meeting operational energy needs from renewable sources, while the transfer of surplus generation to the grid through the system strengthens renewable energy management. The use of electric heat pumps aims to reduce fossil fuel consumption and increase resource efficiency.

Household electricity ~ Meets the annual electricity needs of approximately 450–500 households (average annual consumption of 2,500–2,800 kWh per household)

Electric vehicle charging ~ Generates enough energy to support 100 km of driving for approximately 60,000 electric vehicles (average consumption of 20 kWh/100 km)

Public lighting ~ Provides sufficient energy to operate approximately 50,000 streetlights for one year (average 25 W, 12 hours/day)

Industry ~ Corresponds to nearly the entire annual electricity consumption of a medium-sized production facility (1 MW industrial facility ≈ 1,000 MWh/year)

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GOOD PRACTICE

IC ÇEŞME MARİNA | INSTALLATION OF AN SPP FOR THE SEAWATER DESALINATION SYSTEM UNIT

The solar power plant planned for installation at the seawater desalination system unit stands out within this scope. Due to current regulatory constraints, an application can initially be submitted for a capacity of 25 kW, while increasing the capacity to 80 kW is planned following the completion of the licensing processes. The system, planned to be installed on an approximately 120 m^2 rooftop area, is intended to support the energy needs of the seawater desalination facility with a daily capacity of 200 m^3.

The estimated annual electricity generation of the SPP to be installed is approximately 148,000 kWh, with the aim of meeting the seawater desalination system's entire annual electricity consumption of approximately 132,000 kWh from renewable energy sources. Through this practice, the aim is to reduce both energy costs and environmental impacts in energy-intensive technical infrastructure.

Practices aimed at undergrounding overhead electricity transmission lines stand out within this scope, contributing to a reduction in the number and duration of power outages at the relevant locations and, consequently, to lower generator use and diesel consumption. Such practices demonstrate that investments in energy infrastructure strengthen technical reliability and deliver tangible results in terms of energy consumption and fuel use.

IC Enterra's renewable energy generation capacity constitutes one of the key elements of the Holding's low-carbon growth vision and energy transition approach. IC Enterra generated 1,068,635,378 kWh of electricity in 2024 and 1,251,663,645 kWh in 2025. This demonstrates that electricity generation from renewable sources plays a significant role in the Holding's energy management approach.

Energy management practices are shaped around different priorities across different sectors. While operational measures and monitoring systems aimed at reducing auxiliary consumption stand out at hydroelectric power plants, efficiency solutions developed through lighting, HVAC and auxiliary systems



are particularly important in marina and tourism operations.

In infrastructure operations, energy supply reliability, improvement of site systems and reduction of outages are among the priority areas. This diversity demonstrates that energy management is a central policy area for IC Holding and is further developed through different practices tailored to sector-specific needs.

In the period ahead, the priority is to monitor energy performance through more standardized indicators, make project-based results more comparable, and evaluate good practices more widely across the Group. Within this framework, IC Holding continues to develop energy management as a holistic management area that simultaneously supports its targets of efficiency, cost management, infrastructure reliability and low-carbon transition.

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BIODIVERSITY AND ECOSYSTEMS

GRI 3-3, GRI 101-1, GRI 101-2, GRI 101-4, GRI 101-5, GRI 101-6, GRI 101-7, GRI 101-8

For IC Holding, whose energy, construction and infrastructure, tourism, and industrial activities directly interact with wetlands, pasturelands, coastal and marine ecosystems, bird migration routes and local habitats, the protection of biodiversity and ecosystems is a strategic management area associated with environmental impacts, operational risks and long-term sustainability performance.

IC Holding's approach in this area is based on identifying potential impacts in advance, determining sensitive species and habitats, establishing site-specific monitoring mechanisms, and implementing preventive, mitigating and remedial practices where necessary. Within this framework, biodiversity and ecosystems are addressed as an integrated environmental management area linked to project development, site implementation, operational processes and stakeholder relations.

In particular, in areas of operation such as natural gas storage, energy distribution, marina and motorway operations, the systematic management of interactions with natural systems is becoming increasingly important

GOOD PRACTICE

ICA YAVUZ SULTAN SELİM BRIDGE BIODIVERSITY FIELD MONITORING STUDY

The biodiversity field monitoring study conducted for the ICA Yavuz Sultan Selim Bridge and Northern Ring Motorway aims to assess the flora and fauna components, habitat structure and ecological sensitivities within the project area within a scientific framework. The study has been designed in accordance with the IFC Performance Standards and EBRD Environmental and Social Assessment requirements. Taking into account the critical points identified in the ESIA report and its annexes, field surveys were conducted with priority given to areas where camera traps had been installed; the monitoring process was supported by flora surveys, fauna observations and habitat assessments.

This monitoring approach enables a more detailed assessment of ecological barrier effects, habitat connectivity and species' use of the area within the project site. The findings provide data inputs for decision-making processes in terms of monitoring environmental impacts and planning the necessary remedial practices.



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IMPACTS ON BIODIVERSITY AND ECOSYSTEMS AND MEASURES TAKEN

IC Holding's activities directly interact with different ecosystems depending on the geographies in which they are carried out and the nature of the sectors. While energy infrastructure may create risks of collision and electrocution for bird species, construction and project sites may exert pressure on habitat integrity, soil structure and species' habitats. In tourism and marina operations, the protection of coastal and local ecosystems, landscape management and support for species native to the region are among the key areas of focus. Accordingly, IC Holding assesses its impacts on biodiversity and ecosystems within specific impact areas that vary according to the area of operation and site conditions. In line with this approach, the Holding prioritizes preventing impacts from occurring, reducing potential pressures, establishing monitoring mechanisms in critical areas, and implementing restoration and remedial practices where necessary.

One of the most comprehensive examples of IC Holding's approach to managing impacts on biodiversity is reflected in the practices developed within the scope of the Tuz Gölü Underground Natural Gas Storage Expansion Project carried out by IC İçtaş Construction.

The Biodiversity Action Plan prepared within the scope of this project has been structured to manage the risks of habitat degradation, species loss and weakening of ecological functions that may arise from construction activities.

The program brings together habitat restoration, flora and fauna monitoring, ecotoxicity assessments and an adaptive management approach. This approach is aligned with the framework of IFC Performance Standard 6 concerning the identification of project-related risks and impacts on biodiversity and ecosystem services, assessment of direct and indirect impacts, monitoring of significant residual impacts, and implementation of appropriate avoidance, mitigation and remedial measures. Addressing biodiversity impacts in line with the IFC PS6 approach can contribute to the earlier identification of project risks, strengthening alignment with the environmental and social requirements expected in financing processes, and enabling investment decisions to be assessed on a more robust data basis. This framework also supports more systematic management of permitting and compliance processes, reduction of potential operational and reputational risks, and the development of a project development approach that is more aligned with the expectations of international financial institutions.

Within the scope of the project, topsoil was conserved and re-spread, while restoration areas were also monitored using biological performance indicators, taking into account whether the habitat had regained its ecological function. This approach demonstrates that IC Holding aims to restore the ecological capacity of degraded areas at project sites.

BIODIVERSITY ACTION PLAN AND ADAPTIVE MONITORING PRACTICES

The management model implemented in the Tuz Gölü project demonstrates that biodiversity monitoring activities have been structured as an adaptive framework updated according to the level of risk. Within the scope of the Risk-Based Habitat Monitoring and Adaptive Management Practice, brine discharge areas, areas subject to intensive grazing and sites with high habitat sensitivity were identified as priority risk areas, and the standard monitoring frequency was increased in these areas. Habitat use by indicator species was regularly recorded, and the data obtained provided input for restoration and site management decisions. The management model implemented in the Tuz Gölü project demonstrates that biodiversity monitoring activities have been structured as an adaptive framework updated according to the level of risk. This framework has supported the early detection of environmental risks, the management of potential non-compliances before they escalate, and the reduction of associated additional intervention costs and operational disruption risks.

At the same time, by contributing to more robust data-driven decision-making processes, it has established a more systematic management basis in terms of environmental compliance, operational resilience and indirect financial savings.

Regular flora and fauna monitoring studies conducted during the 2022–2025 period also enabled the level of fauna use in restoration areas to be monitored. As a result of these assessments, it was observed that fauna use in some areas progressed from the "area use" stage to the "feeding" level. This finding is significant in demonstrating that the habitat has also begun to recover functionally. The increased monitoring frequency in high-risk areas further demonstrates that IC Holding and IC İçtaş Construction address their environmental impacts through a management approach updated based on findings obtained from the field.

Another important dimension of biodiversity management is the implementation of monitoring and assessment practices based on scientific analyses in sensitive areas. The diffuser area biodiversity monitoring and ecotoxicity studies conducted within the scope of the Tuz Gölü Underground Natural Gas Storage Expansion Project aimed to gain a more detailed understanding of the impacts of brine discharge activities on the ecosystem.

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Within this scope, populations of conservation-priority species were assessed, plant functional trait analyses were conducted, soil salinity composition was monitored, flora and fauna observations were carried out, and analyses were performed on habitat use by bird species.

As part of the studies, 12 conservation-priority plant species were monitored, all of which were classified as rare. In addition, 7 different ecotoxicity tests covering areas such as seed viability, germination and elemental analyses were conducted. The findings contributed to the review of site management in certain ecologically sensitive areas, and steps were taken to reduce pressure on the ecosystem through practices such as relocation of the discharge point.

Restoration and rehabilitation practices aimed at restoring the ecological function of degraded areas also play an important role in IC Holding and IC İçtaş Construction's approach to managing impacts on biodiversity. The pasture rehabilitation and ecological restoration practices carried out within the scope of the Tuz Gölü project constitute a strong example of this approach. In pasture areas located near the project site and degraded as a result of uncontrolled interventions, methodical studies were carried out not merely for visual improvement, but to restore the ecological function of the soil and the area.

As part of these activities, the degraded topography was restored, filling and grading works were completed, topsoil was re-spread, and seeding was carried out using local pasture species.



The species used were selected taking into account the ecological structure and pasture characteristics of the region, and the process was carried out under the supervision of relevant legislation and official institutions. This practice aims to reduce the risk of erosion and soil loss, restore the area's suitability for livestock use, and contribute to long-term ecological balance. Accordingly, restoration has been addressed not merely as a technical element of project closure, but as a functional tool for mitigating environmental impacts.

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PRACTICES SUPPORTING LOCAL ECOSYSTEMS

IC Holding's approach to managing impacts on biodiversity is also clearly reflected in practices addressing the impacts of energy infrastructure on bird species.

Practices that support local ecosystems and contribute to the conservation of region-specific species are among the complementary elements of IC Holding's biodiversity management approach. The Mastic Tree Initiative implemented at IC Çeşme Marina in 2025 is a local ecosystem support practice carried out in cooperation with Çeşme Municipality, aiming to contribute to the conservation and propagation of mastic trees native to the region. The initiative supports the preservation of local ecological identity. Within this scope, 200 mastic tree saplings were donated on behalf of boat owners in 2025.

Similarly, sapling planting activities carried out at different locations within Zafer Airport are considered complementary steps aimed at improving the local environment. Within this scope, 160 pine saplings were planted around the terminal building and its immediate surroundings in 2025.



GOOD PRACTICE

STORK POPULATION CONSERVATION AND "RINGING THE BIRDS OF THRACE" PROJECTS

Within this scope, the **Stork Population Conservation Project** and the subsequently expanded **"Ringing the Birds of Thrace" Project** are important examples of addressing energy infrastructure and species conservation together. The projects originated from the need to reduce the risks posed by electricity lines along migration routes, particularly to storks. Over time, this work evolved into a broader monitoring and conservation model covering species of conservation priority, such as the imperial eagle.

Within the scope of the project, 1,000 stork nesting platforms have been installed since 2020. Between 2021 and 2025, a total of 29,895 metres of conductor insulation, 1,559 insulation rings, 1,954 low- and medium-voltage bushing insulation units, and 8,674 VHD insulator insulation units were installed in Edirne, Kırklareli and Tekirdağ. As of 2025, the project was expanded to include bird-ringing activities, and during the first year, 47 storks and 11 imperial eagles were ringed and monitoring commenced. Over the next five years, the project aims to ring a total of 500 storks and 100 imperial eagles and fit GPS transmitters to at least 20 of these birds.



These activities demonstrate that the impacts of energy infrastructure on bird species are not merely identified, but managed through technical improvements, scientific monitoring and multi-stakeholder collaboration. They also demonstrate that energy supply security and the protection of wildlife are not conflicting areas, but areas that need to be designed and managed together.

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FIELD PRACTICES, AWARENESS AND ORGANIZATIONAL LEARNING

In managing impacts on biodiversity, field practices and organizational awareness are as important as technical measures. Accordingly, IC Holding also addresses awareness-raising and behavior management practices for field personnel as part of environmental impact management. The field personnel biodiversity awareness and behavior management program carried out within the scope of the Tuz Gölü project aimed to inform personnel about sensitive habitats, protected species and the environmental behavior rules to be followed in the field. Such programs support the integration of these principles into daily operational processes. They also contribute to reducing unintended habitat damage that may arise from field activities, strengthening a culture of environmental responsibility, and enabling the relationship between projects and the environment to be managed more consciously.

In the period ahead, supporting this area with stronger data infrastructure, more comparable performance indicators and regular monitoring mechanisms will further strengthen IC Holding's environmental performance. In this respect, biodiversity management is regarded as an important component of a more harmonious, responsible and long-term approach to operations in relation to natural systems.



In managing impacts on biodiversity, field practices and organizational awareness are as important as technical measures. Accordingly, IC Holding also addresses awareness-raising and behavior management practices for field personnel as part of environmental impact management.

The primary objective of the biodiversity activities carried out within the scope of the project is to ensure that the natural balance encompassing species, genetic and ecosystem diversity, and ecological processes is sustainably preserved for future generations. The responsibility assumed by investors plays a critical role in protecting natural areas under increasing energy demand and industrialization pressures.

At this point, IC İçtaş Construction has assumed this responsibility in the Tuz Gölü Underground Natural Gas Storage Expansion Project and carried out the necessary activities in accordance with EBRD Performance Requirement 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources (PR6) and good international practice.

In the flora and fauna monitoring studies conducted since 2022, seed collection and planting activities have been carried out to protect endemic plant species.

The data obtained during the 2023–2025 monitoring period demonstrate the success of restoration activities and the ecosystem recovery process. Within the scope of the studies, the aim has been not only to rehabilitate vegetation, but also to maintain suitable habitat conditions for conservation-priority species such as the Great Bustard (Otis tarda), Cream-colored Courser (Cursorius cursor), and Steppe Eagle (Aquila nipalensis).

The re-seeding of pasture areas affected by construction activities in a manner appropriate to their natural structure and their restoration for use by the local community complete the social and environmental dimensions of the project. Drawing on IC Holding's sustainability approach, IC İçtaş Construction has implemented measures to support the conservation of biodiversity and its preservation for future generations.

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The increasing consumption of resources and environmental challenges on a global scale are increasingly calling into question the sustainability of the linear economy model; in response, the circular economy approach is evolving into a strategic framework adopted by many organizations. The three fundamental principles underpinning this approach, prevention, keeping resources in circulation, and regeneration, ensure that resources remain in circulation while preserving their value within the economic system, unlike the linear "take-make-dispose" model. The New Circular Economy Action Plan introduced by the European Union under the European Green Deal places increasing recycling rates, improving waste management and promoting sustainable production models among its key priorities.

IC Holding addresses circular economy, waste management and water management as three complementary strategic pillars across its diverse areas of operation, including construction, infrastructure operations, tourism and industry. Considering these three areas together is a deliberate choice, as reducing waste at source cannot be achieved without circular economy principles, while water management also plays a critical role in both production processes and the waste management chain.

The Holding's sectoral diversity further highlights the importance of this holistic approach. Large-scale construction projects involve different risks and opportunities in terms of raw material use, construction and demolition waste, and hazardous material management; motorway and infrastructure operations involve operational waste streams and interactions with ecosystems; while tourism facilities involve water consumption, organic waste and the use of single-use plastics. Accordingly, managing these areas in an integrated manner both increases operational efficiency and contributes to reducing environmental impacts.

Regulations and environmental management standards applied across IC Holding's areas of operation are assessed in conjunction with packaging waste recycling targets, restrictions on single-use plastics, the Zero Waste Regulation and water quality standards, contributing to the improvement of environmental performance across all sectors. Accordingly, proactively managing these areas has become not only an environmental responsibility, but also a corporate necessity in terms of operational continuity and compliance risk management.



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CIRCULAR ECONOMY APPROACH

IC Holding structures its circular economy approach within an integrated system in which raw materials are optimized from the design stage, and waste and pollution are prevented at source. This model, which is based on preserving the value of products and materials at the highest possible level and for the longest possible period, prioritizes converting by-products into secondary resources within operational processes.

For IC Holding, the circular economy goes beyond a mere policy commitment and represents a value creation model integrated into field practices, such as converting waste tires into noise barriers, drilling mud into alternative fuel, and organic waste into compost fertilizer. Through this discipline applied across all business processes, the target is to support the sustainable management of natural resources and systematically reduce the environmental footprint. Within the scope of the Tuz Gölü Underground Natural Gas Storage Expansion Project, IC İçtaş Construction applies an alternative method to recover drilling mud generated during the project and bring it into the economy. Instead of being disposed of, the drilling mud is directed to licensed cement plants, where the waste is used as alternative fuel in production processes. This approach both improves waste management and provides cost advantages.

As part of the activities carried out by IC İçtaş Construction, drilling outputs are recovered as industrial inputs. The resulting mud and sediments are utilized as secondary fuel in cement production. This approach constitutes a strong example of industrial symbiosis. Within the tourism and services sector, organic waste is recovered at IC Hotels, IC Çeşme Marina and İçtur as part of the on-site waste recovery approach. Kitchen and landscaping waste is converted into compost and reused. Food waste is converted into feed for stray animals. These practices provide an integrated structure that generates both environmental and social benefits.

As part of asset life extension practices carried out in cooperation between IC İçtaş Construction and Treysan, machinery and equipment are reused. Damaged equipment is repaired and returned to the production cycle, while idle machinery is refurbished and put back into use on site. This approach optimizes resource use and increases operational efficiency.

GOOD PRACTICE

ICA | REUSE OF STONE MASTIC ASPHALT THROUGH RECYCLING

Within the scope of the R&D study initiated in 2025, the potential for using a high proportion of reclaimed Stone Mastic Asphalt (SMA), milled as a result of major maintenance activities carried out on the Yavuz Sultan Selim Bridge and Northern Ring Motorway, in the production of new SMA mixtures is being evaluated. The project covers the preparation of reclaimed asphalt for recycling, mix design, production, field application and testing processes.

The study, carried out in cooperation with İSFALT and Karadeniz Technical University, aims to increase resource efficiency in asphalt and reduce the use of natural resources and the need for new production. If the test results are positive, a recycling rate of approximately 45% and an economic contribution of approximately 25% are anticipated in maintenance and production processes. In this respect, the project represents a scalable practice aimed at demonstrating the environmental and financial impacts of asphalt recovery. At the same time, it contributes to reducing environmental impacts by increasing resource efficiency.



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USE OF PLASTIC

The environmental impacts of plastic use arising from IC Holding's activities across its operating sectors are addressed within the framework of resource efficiency and circular economy principles.

Across the Holding, the primary approach is to reduce plastic use, expand reuse practices and increase recycling rates. Depending on the dynamics of their respective areas of operation, Group companies monitor plastic use and implement reduction-focused practices in line with the UN SDGs.

IC Holding aims to address these practices for reducing plastic use not only within operational processes, but also by raising awareness among employees and stakeholders and promoting sustainable consumption habits.

In line with the "Can Do without Plastics" approach, practices aimed at reducing environmental impacts while maintaining guest comfort in tourism operations are being continued. Within this scope, transformation initiatives have been implemented across various product groups, ranging from in-room amenities to food and beverage service equipment, with the aim of reducing the use of single-use plastics.

Shoe polish has been replaced with cloth-based alternatives , kraft material has been adopted for laundry bags, and paper sleeves have been preferred instead of plastic bags for slipper packaging. The use of plastic sleeves for bath sponges has been discontinued, and bamboo-based alternatives have been introduced; shoehorns, plastic crystal glasses and single-use jam packaging have also been discontinued. In food and beverage operations, PET-bottled soda packaging has been replaced with glass bottles, while plastic forks, spoons and knives have been replaced with bamboo alternatives. Through these initiatives, the target is to reduce plastic use across a total of nine different product groups, expand the use of alternative materials and prevent the generation of waste from single-use plastics.

> Plastic waste management is carried out in accordance with applicable legislation and international good practices, ensuring the segregation, recovery and appropriate disposal of waste.

GOOD PRACTICE

TREDAŞ | OUR ENERGY IS FOR OUR LITTLE FRIENDS

As part of the "Our Energy is for Our Little Friends" project, launched by TREDAŞ in 2020 and still ongoing, lighting fixture heads that have reached the end of their useful lives are repurposed as food and water bowls for stray animals. Within the scope of the project, discarded lighting fixtures are cleared of hazardous materials and returned to use, thereby reducing the need for new plastic products and contributing to minimizing plastic consumption.

To date, a total of 510 lighting fixture heads have been repurposed and placed in areas with high concentrations of stray animals in Edirne, Kırklareli and Tekirdağ. All equipment is regularly inspected to ensure sustainable use.





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WASTE MANAGEMENT

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Increasing population and changing consumption patterns are driving higher waste generation, intensifying environmental pressures and accelerating the depletion of natural resources. Recognizing that waste management is a critical issue for modern societies, IC Holding prioritizes reducing waste generation at source and promoting the reuse of waste.

Supporting the circular economy through recycling and recovery practices, IC Holding ensures that generated waste is managed through appropriate methods. Group companies, in turn, focus on reducing waste generation and improving the effectiveness of waste management processes by developing approaches suited to the nature of their respective areas of operation.



GOOD PRACTICE

ICA AND WASTESPRESSO COLLABORATION

Through the practices implemented in collaboration between ICA and Wastespresso during the second half of 2025 (June–December 2025), significant environmental benefits were achieved through the reuse of coffee grounds. The practice, which commenced on a pilot scale in June, grew steadily throughout the year, generating tangible gains in terms of waste management and carbon emissions reduction. During the June–December 2025 period, a total of 374.16 kg of coffee grounds were recovered and utilized in production processes, thereby contributing to the use of 873.04 kg of alternative raw materials. Through the reuse of coffee grounds, the generation of a total of 338.49 kg CO_2e in emissions that could have arisen from waste disposal was prevented. In addition, the substitution of plastic-based raw materials through the use of alternative materials resulted in an additional emissions reduction of 90.49 kg CO_2e. An analysis of periodic performance data shows that the highest reduction was achieved in October 2025.



During this period, 81.52 kg of coffee grounds were recovered, resulting in a total emissions reduction of 93.46 kg CO_2e. High-volume outputs from the practice were also observed in August and November..

GOOD PRACTICE

RECOVERY OF WASTE VEGETABLE OILS

Waste vegetable oils generated at IC Hotels and İçtur facilities are collected through licensed recovery organizations and utilized in the production of biodiesel, a renewable energy source. Through this practice, the release of waste oils into the environment and water resources is prevented, while waste is brought back into the economy within the scope of the circular economy approach. According to the recovery certificates issued for various IC Hotels and İçtur locations in 2024 and 2025, a total reduction of 225,931 kg (approximately 226 tonnes) of CO2e greenhouse gas emissions was achieved through the biodiesel produced from the collected vegetable waste oils. The proper management of waste oils contributed to the protection of water resources; according to the data that could be calculated based on the certificates, the contamination of an amount of water equivalent to the annual clean water needs of 81,723 people was prevented. These environmental benefits achieved through the recovery of waste vegetable oils constitute a tangible example of IC Holding's sustainability approach in the areas of waste management, resource efficiency and the circular economy.

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In 2025, under the “Every Waste is an Opportunity, Every Step is Awareness” project implemented by TREPAŞ, a process was established to systematically manage electronic waste generated as a result of IT infrastructure and location-based equipment renewals. Within the scope of the activities carried out in line with the Zero Waste Management System approach, e-waste inventories were prepared for all locations, process flows were defined, and internal control mechanisms were established.

GOOD PRACTICE

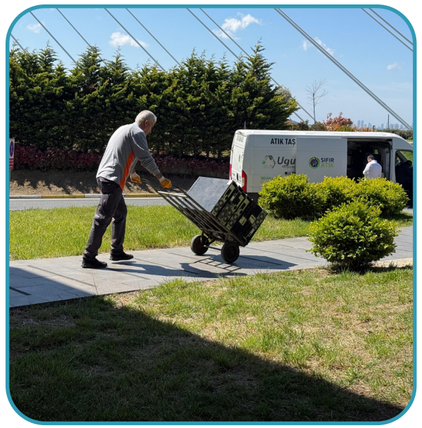
TREPAŞ | ZERO WASTE TRAINING EVENT

TREPAŞ, one of IC Holding’s Group companies, organized a “Zero Waste Training Event” in July 2025 to strengthen employee awareness and enhance understanding of the environmental impacts of the zero waste approach. The event demonstrated that TREPAŞ’s environmental commitment is strategically aligned with its sustainability targets, while providing information on sources of waste generation within TREPAŞ, carbon footprint data, corporate reduction targets, and the steps planned to achieve these targets. Senior IC Holding experts shared their knowledge and experience on zero waste during the event.

GOOD PRACTICE

ICA | DONATE, DON’T DISCARD PROJECT

Within the scope of the “Donate, Don’t Discard Project” carried out by ICA in cooperation with the Educational Volunteers Foundation of Türkiye, electronic waste was recycled and the proceeds generated were utilized to create social benefit. Through this practice, waste was incorporated into the circular economy, while the contribution generated also supported 11 children in receiving quality education for one year.



In addition, through cooperation with EAG, an environmentally licensed recycling company, waste was managed in compliance with applicable legislation. As a result of the project, a total of 2,360 kg of electronic waste was recovered for recycling. This practice contributed to reducing the environmental impacts of e-waste, supported the reintegration of resources into the circular economy, and increased awareness at the corporate level.

As part of another project implemented by TREPAŞ in 2025, “Zero Waste Today for a Better Future,” activities were carried out for the renewal of the Zero Waste Management System certificate and awareness-raising. In this context, a presentation was delivered with the participation of senior management, employees and IC Holding participants; the organization’s waste sources and carbon footprint data were shared, and reduction targets and implementation steps were presented. The importance of integration into office processes, behavioral change and the role of leadership was also emphasized. Within the scope of the project, various practices were implemented, including reducing paper consumption through the wider use of digital systems, preventing unnecessary printing through controlled printer use, implementing measures to reduce single-use plastic consumption, and directing waste batteries and electronic waste for recycling. As part of the activities carried out at TREPAŞ, the Zero Waste Management System certificate was obtained, and the practices continue to be implemented.

WATER MANAGEMENT

GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5

Water is an indispensable resource for life and plays a critical role in the continuity of both biological and ecological systems. Access to clean water and sanitation is recognized as a fundamental human right. However, irregular precipitation patterns caused by climate change are increasing the risk of water scarcity. IC Holding focuses on managing water use in a more controlled manner and reducing its environmental impacts across its operations. Accordingly, the monitoring and reduction of water consumption in its operations and the assessment of recovery practices where feasible are set as targets. In addition, practices aimed at raising employee awareness of water use are being implemented. Through its commitment to water management, IC Holding undertakes to continue contributing to a sustainable future.

The Water Risks R&D Project, supported by IC İçtaş Construction in 2022 and implemented in cooperation with BCSD Türkiye and Ankara University’s Water Management Institute, has been completed, and its results have been published by BCSD Türkiye.

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The project was carried out in two phases in the Delice district of Kırıkkale and the town of Çerikli, located within the Kızılırmak Basin. According to the Phase I results published in February 2023, 30% water savings were achieved through drip irrigation, while a 20% increase in crop yield was achieved. In the Phase II results published in June 2024, irrigation planning was made more precise through the use of sensor technologies, resulting in 28% higher yields compared to farmer practices. In addition, water savings of 53% through sprinkler irrigation and 65% through drip irrigation were achieved, while yield levels 50% higher than the average for the Delice district and 35% higher than the Türkiye average were attained.

At the Yavuz Sultan Selim Bridge and Northern Ring Motorway, as part of the activities initiated in 2024 to renew tunnel hydrant lines and prevent leaks, pipe renewal works were carried out to eliminate water leaks caused by corrosion in the fire hydrant lines located in the Riva and Çamlık tunnels. Through these works, which lasted approximately 10 months, the existing infrastructure was improved, preventing water losses and increasing efficiency in water use. As a result of the works, annual water savings of 8,500 m^3 were achieved, contributing to the reduction of operational water consumption.

In addition, an ISO 14046 Water Footprint and Water Efficiency Training was provided in 2025 for employees of ICA Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations. The training was delivered by Lebib Yalkın Academy and conducted as a comprehensive capacity-building initiative, coordinated by the ICA Environment and Sustainability Unit with the participation of operational teams, with the aim of contributing to the sustainable management of water resources and supporting more effective monitoring of water consumption across the organization. A total of 15 employees participated in the training. Following the analyses and assessments conducted after the two-day training, water use areas related to the Company's activities were identified. A total of 10 different purposes of use and 40 different points of use were identified, and the organization's first comprehensive water inventory, covering blue, green and grey water components, was established, together with the data infrastructure required to monitor water consumption by activity. This process provided a basis for identifying areas for improvement in water efficiency, while also contributing to increased awareness of water management and stronger coordination among departments within the organization. With this infrastructure in place, the target is to develop actions aimed at reducing water consumption in the period ahead.

IC Çeşme Marina commissioned a reverse osmosis seawater desalination system in 2025 to support the efficient use of water resources. With a daily capacity of 200 m^3, the system treats seawater and converts it into usable water, thereby contributing to reducing the marina's reliance on externally sourced freshwater. The system's annual electricity consumption is approximately 132,000 kWh, and the target is to meet this entire requirement from renewable energy sources through the planned installation of a solar power plant (SPP), which is expected to generate approximately 148,000 kWh of electricity annually. This practice aims to improve the efficient use of water resources and reduce the environmental impact of operations.

As part of the air-conditioning water conservation project initiated at Zafer Airport in 2025, the reuse of wastewater generated by air-conditioning units used in offices during the summer months was set as a target. Accordingly, condensate drainage water from air-conditioning units was collected in containers and reused for cleaning office floors, cleaning windows and as windshield washer fluid for vehicles. The practice aims to improve the efficient use of water resources while promoting the use of alternative water sources in operational processes.

As part of the project, a digital tracking system was developed in cooperation with the Operations and IT departments to enable monitoring of the amount of water collected. Through QR code integration, the collection point, quantity and time of water collection are recorded, enabling water conservation data to be monitored regularly.

This practice contributes to raising awareness of water efficiency while also establishing the infrastructure for developing actions aimed at reducing water consumption in the period ahead.

Another practice aimed at increasing water efficiency at Zafer Airport was the replacement of four urinals in the restrooms with waterless urinals in 2025. Considering passenger and staff usage intensity, this practice is estimated to result in annual water savings of approximately 90,000–110,000 liters. Through this transformation, data enabling the monitoring of water efficiency performance have been generated while contributing to reducing water consumption.

At IC Çeşme Marina, a drip irrigation system was introduced in landscaping areas in 2024 to support more efficient water use. At Zafer Airport, a waterless landscaping practice was introduced in 2025 across a 125 m^2 landscaping area. These practices contributed to reducing water consumption associated with landscaping and supported more effective management of water resources.

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GRI 3-3

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GRI 2-7, GRI 2-8, GRI 2-19, GRI 2-20

The long-term success of an organization is fundamentally built on the knowledge, commitment and contributions of its employees. A working environment based on trust and mutual respect, enriched by diverse perspectives, enables innovative ideas to emerge and strategic decisions to be shaped on a sound foundation. IC Holding prioritizes providing a safe, inclusive and sustainable working environment that supports its employees' work-life balance. This approach reflects a holistic understanding that encompasses not only employees but also all stakeholders with whom business relationships are maintained and is grounded in respect for human rights. In line with its Human Resources and Human Rights Policies, IC Holding is developing an inclusive working culture that embraces diversity as a value and is built on the principles of equality and fairness. In this context, providing equal opportunities to all employees regardless of gender, age, religion, ethnic origin, disability status or other individual differences is fundamental. While aiming to create an environment in which its employees can realize their full potential, the Holding continues to continuously develop and strengthen this culture.

In line with its people-oriented approach, IC Holding positions its employees not merely as part of production processes, but also as key stakeholders who create value. With this understanding, the Company supports its employees in making balanced progress between corporate targets and individual development expectations and, accordingly, in making a sustainable contribution to the organization. Aiming to maintain an exemplary position in the sectors in which it operates, IC Holding emphasizes the strategic importance of investing in people and, within the framework of its Human Rights Policy, adopts a transparent and participatory management approach that encourages continuous learning and development, uses resources effectively and in a target-oriented manner, and develops productivity- and performance-oriented systems.

The Human Resources Board, established by the IC Holding People and Culture Department to ensure the dissemination and standardization of practices developed across Group companies, meets regularly to evaluate key human resources processes such as recruitment, performance management, fringe benefits and compensation. In this way, competencies for critical positions are established within the framework of Corporate Competency Matrices.

EMPLOYEE PROFILE

As of year-end 2025, a total of 4,177 employees work across the Group companies included in the scope of the IC Holding Sustainability Report, comprising 1,229 female and 2,948 male employees. The proportion of female employees across the Holding is approximately 29%.

Approximately 74% of the Holding's employees, whose dynamic workforce stands out across the Group companies, are under the age of 45. Approximately 26% of these employees are under the age of 30 and consist of individuals who are eager to learn and open to development.



1,229
FEMALE EMPLOYEES

2,948
MALE EMPLOYEES

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EMPLOYEE BENEFITS

GRI 401-2

Flexible employee benefits practices that can respond to the diverse needs of employees strengthen their sense of commitment and belonging to the organization, while also playing a significant role in employee satisfaction and motivation. Accordingly, through the “IC Operation Happiness” and “Operation Well-Being” programs implemented by the Human Resources Department, the target is to go beyond the provision of employee benefits and improve the quality of employees’ time spent at work and their overall well-being.

Through these programs, IC Holding takes a holistic approach to employee experience and continues to implement practices aimed at improving employees’ quality of life while strengthening internal communication and collaboration.

Today, employers both globally and in Türkiye are implementing innovative practices aimed at enhancing the employee experience beyond compensation and employee benefits. Accordingly, IC Holding aims to continuously improve its existing practices through flexible and hybrid working models, leave practices that support work-life balance, and financial support mechanisms that take into account the diverse needs of employees, thereby creating a sustainable working environment that supports the physical, mental and social well-being of its employees.

IC OPERATION WELL-BEING

IC Operation Well-Being is one of the key programs that addresses the physical, mental, social and financial well-being of employees at IC Holding and its Group companies through a holistic approach. Designed as a comprehensive Human Resources program, this structure

aims not only to support employees’ job performance, but also their overall quality of life, motivation and sustainable well-being, while promoting a healthy lifestyle. Within this scope, various training programs, content and practices supporting employee well-being are regularly implemented through health and well-being programs conducted throughout the year.

The Employee Assistance Program, one of the key components of the program, has been implemented through the Meditopia partnership launched in 2025 and provides employees and their family members with a 24/7 accessible, confidential and user-oriented support structure. Within this scope, multidimensional services are provided, including psychological counseling, stress management, mindfulness and meditation content, as well as financial and legal counseling. In addition, content focusing on areas such as sleep patterns, concentration and motivation is provided to support quality of daily life. This approach is based on a holistic well-being perspective that does not view employee experience as limited to the workplace, but encompasses all areas of an individual’s life. Through the program, a safe structure has been established where employees can access support whenever they need it, while the target



is to strengthen psychological resilience, employee engagement and the sense of belonging within the organization. With its preventive and supportive structure, these practices contribute to managing potential risks at an early stage and, in the long term, to creating a more balanced and sustainable employee experience. As an important reflection of the People and Culture approach that addresses people holistically, the IC Well-Being Initiative provides a lasting value creation area that contributes to the organization’s sustainability vision.

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IC OPERATION HAPPINESS

IC Operation Happiness, as an important reflection of IC Holding's People and Culture approach, is a holistic program aimed at fostering shared values and a strong culture across the organization. Rather than viewing employee experience as limited to work processes, this approach contributes to establishing a common language and set of values across the organization by strengthening the sense of belonging, purpose and togetherness.

Within the scope of the program, social and cultural events are organized throughout the year, along with various practices aimed at increasing interaction within the organization. In this context, a culture of sharing and celebrating together is supported among employees, while solidarity and awareness of social contribution are encouraged through social impact-focused initiatives. In addition, practices that encourage employee opinions and feedback strengthen an environment of open communication, while experience-focused practices integrated into daily workflows ensure continuity in the employee experience. IC Operation Happiness views happiness not as a temporary source of motivation, but as an integral part of a sustainable corporate culture.



This approach contributes to creating a working environment where employees feel valued and a sense of belonging, while strengthening collaboration among teams and trust within the organization. By supporting teams operating across different business lines in coming together around a common culture, the program contributes to the development of a sustainable and inclusive working environment.



Accordingly, various flexible working models, leave practices, and employee benefits and support mechanisms aimed at supporting employee well-being have been implemented across IC Holding and its Group companies:

Re/flex Working Arrangement (August Central Working Arrangement):
Designed to support employees' work-life balance through a flexible and hybrid working model, this arrangement is implemented each August and provides 1–2 weeks of leave and remote working arrangements depending on seniority. The arrangement is planned by managers with due consideration for business continuity. While providing flexibility in its use in a manner that maintains coordination among teams, the arrangement is managed to ensure the uninterrupted continuation of business processes.

WELL-BEING BY IC OPERATION HAPPINESS

Food and beverage offerings provided within the scope of the IC Operation Happiness are offered at regular intervals with healthy options as part of the IC Operation Well-Being.

WELL-BEING BY IC ACADEMY

Webinars organized with the participation of professional trainers and focusing on both physical and mental health are announced through the IC Academy platform.

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“Start with 10!” by ICimizden: As part of the recruitment process, 10 additional days of leave are granted during the first year to support the onboarding and adaptation of newly hired white-collar employees. Aiming to mitigate potential challenges arising from the resetting of annual leave entitlements when changing jobs, this practice contributes to employees maintaining their work-life balance and making a healthier start at the organization.

Hybrid Working Model: A large proportion of head office employees are provided with the opportunity to work remotely one day per week. This practice aims to strengthen work-life balance by supporting flexible working conditions.

Leave Practices: Within the scope of leave practices, extended leave arrangements around public holidays aim to increase employees’ uninterrupted periods of rest. In addition, employees who have completed one year of service are granted one paid working day of leave per year to be used on their birthday or during the month of their birthday. Employees who get married are also granted five working days of paid marriage leave.

Financial Support: Within the scope of financial support practices, various employee benefits are provided to support employees’ needs that may arise at different stages of their lives.



Depending on the Company’s available resources, meal and transportation benefits are provided in kind or in cash, while financial support is provided to employees on significant life events such as marriage, childbirth and bereavement. In addition, educational assistance is provided for children of school age, clothing allowances are provided for certain positions, and relocation and limited-duration accommodation support is provided in cases of changes in duty location.

Furthermore, complementary or private health insurance is offered to support the health coverage of employees and, where applicable, their family members, while benefits such as vehicles and mobile phones are provided depending on the employee’s role and position. Through these practices, the target is to support employees’ financial well-being and improve their quality of life.

COMPENSATION

GRI 405-2, GRI 202-1

IC Holding addresses compensation management from a strategic perspective, aiming to increase employee satisfaction and motivation, support productivity and quality, and ensure the fair allocation of the budget allocated to the workforce. Compensation management is carried out in accordance with the Compensation Management System Procedure, while the relevant policies and budgets are approved by the Board of Directors. Within this scope, support is obtained from specialized third-party consulting firms to analyze market compensation levels and evaluate positions. Accordingly, comprehensive compensation management studies are conducted annually across the Holding and its Group companies.

Compensation processes are carefully structured based on market data, with employee experience, job families, critical positions and areas requiring specialized expertise taken into consideration in compensation increases. The principle of equality between female and male employees is upheld, with standard starting salaries corresponding to 76% above the local minimum wage, while the difference between the average salaries of female and male employees was 7.65% during the 2024–2025 period. In addition, sustainability performance is taken into account in executive compensation, with targets defined in areas such as emissions management integrated into end-of-period performance evaluations.

In addition, location-based compensation policies are implemented by taking into account the cost of living in the cities where operations are conducted, with the aim of ensuring that compensation remains aligned with local economic conditions and protecting employees’ purchasing power.



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EMPLOYEE SATISFACTION AND ENGAGEMENT MANAGEMENT

IC Holding regards its employees as its most valuable asset and acts with the awareness that the bond employees establish with their organization is a determining factor in both individual well-being and organizational development.

Accordingly, employee engagement and employee experience are considered among the key indicators of sustainable performance and organizational success.

Within this approach, employee experience and engagement have been regularly measured across the IC Group since 2020 in cooperation with an independent consulting firm, with the findings systematically analyzed and translated into action. Employee experience is monitored and improved through employee experience surveys with high participation rates, focus group studies, and platforms that support manager–employee interaction. Based on the insights obtained, annual action plans are developed, the resulting business plans are shared with management, and progress is regularly monitored across the Group. These plans are also integrated into managers' target cards, ensuring that targets aimed at increasing employee engagement are incorporated into the performance management system.

Operating globally across diverse sectors such as construction, energy, infrastructure, tourism, real estate and industry, IC Holding places its "People and Culture" approach



at the center of its corporate strategy. Continuing its operations with a workforce of more than 35,000 people across Türkiye and various geographies around the world, the Holding considers employee experience one of the fundamental building blocks of organizational performance. The 12 different certifications obtained from the Great Place to Work® Institute are regarded as a strong indicator of IC Holding's trust-based and continuously evolving corporate culture, while also serving as an important feedback mechanism that contributes to identifying areas for improvement. In line with this approach, built on the principles of trust, transparency and inclusion, employee experience is addressed holistically through leadership practices, a culture of open communication and development opportunities, rather than being limited to employee benefits.

Various structured mechanisms are in place across IC Holding and its Group companies to systematically collect and evaluate employee feedback. Within this scope, feedback is collected through the Opinions and Suggestions Process, which is accessible to all employees through the IC Synergy system used to conduct business processes. Notifications submitted under the ethics category within the system are anonymized and directed directly to the Ethics Officer, while feedback shared under various categories such as the working environment, human resources processes, business processes and management-related matters is evaluated by the People and Culture Department. The opinions and suggestions system is accessible to all employees, regardless of whether they are blue-collar or white-collar employees, and is designed as an inclusive structure. In addition, opportunities for employees to share their feedback face-to-face are supported; in this context, direct communication channels are strengthened through "Together Break" gatherings. During the 2024–2025 period, a total of eight suggestions were submitted through IC Synergy, all of which were evaluated and implemented. No complaints were recorded during this period, and all submissions were in the nature of suggestions. Through its dynamic structure that transforms employee feedback into tangible outcomes, IC Holding defines organizational success not solely through performance indicators, but as a living process shaped by the active participation of its employees. Accordingly, sustainable success is supported by strengthening a corporate culture that learns, listens and develops together.

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DIVERSITY, EQUAL OPPORTUNITY, AND INCLUSION AT IC HOLDING: “DENK”

GRI 405-1

At IC Holding, diversity, equal opportunity and inclusion are integral to the corporate culture and form the foundation of all human resources practices. This approach is regarded as one of the fundamental elements of both a respectful and productive working environment and an effective management approach, while the target of building an inclusive and diverse workforce is positioned at the center of the organization’s corporate values.

IC Holding regards gender equality as a critical component of sustainable development and structures its approach within the framework of SDG 5 “Gender Equality.” Accordingly, the prevention of discrimination in the workforce, the provision of equal opportunities for women, and the establishment of an environment in which all employees have the right to work without being subjected to any form of discrimination or violence are adopted as fundamental principles. Within this framework, practices aimed at preventing gender-based discrimination are being developed across all human resources processes, including recruitment, career development, promotion, work-life balance, compensation and employee benefits, in line with the **Gender Equality Policy**.

The principle of equal opportunity is systematically integrated into recruitment, promotion and career management processes, and all assessments are conducted based on competency, experience and job requirements, irrespective of gender, age or similar demographic factors. Gender-sensitive and inclusive language is used in recruitment advertisements and internal application processes, while efforts are made to ensure diversity within candidate pools. Accordingly, the principle of equality is safeguarded through standardized processes and objective criteria.

In addition, practices aimed at supporting the well-being of employees and their families are being implemented. While family well-being is supported through childbirth assistance, incentive mechanisms aimed at increasing female employment are implemented at certain Group companies, including the addition of incentive points to the performance targets of managers who support female employment.

IC Holding has also launched **DENK** as a holistic transformation program to extend this approach across the organization and make it sustainable, rather than limiting it to policies and processes. Initiated by the Sustainability Team with management approval, **DENK** serves as the main vehicle for promoting the equality and inclusion approach across the organization, with the aim of providing a working environment free from discrimination and raising awareness of gender equality.

One of the key tools developed within the scope of DENK, **the DENK DEI (Diversity, Equity and Inclusion) Guide**, ensures the standardization of this approach at the corporate level. Built on the content of the **DENK Language Guide** published in 2023, the Guide was expanded as of 2025 and transformed into a reference document that provides more systematic guidance for corporate practices. Within this scope, key documents such as the Human Rights Policy, Gender Equality Policy, and Domestic Violence Policy have been integrated into the Guide, enriching its content and establishing the diversity and inclusion approach within a stronger governance framework. The Guide also continues to include the DENK Language Guide, developed based on the transformative impact of language on gender equality, and provides guidance on eliminating biases from the language used in communication and promoting inclusive discourse. This structure supports the integration of the diversity and inclusion approach, particularly gender equality, into recruitment, career development, performance management, communication language and day-to-day ways of working; it aims to increase employee awareness, encourage inclusive behaviors, and foster a working environment in which equal opportunities are provided to all stakeholders. Through this approach, IC Holding aims to provide its employees and stakeholders with a guiding, holistic and sustainable reference resource.



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The Business Against Domestic Violence (BADV) Project, implemented by the Sabancı University Corporate Governance Forum since 2013, works to raise awareness of the impacts of domestic violence on working life and to support companies in establishing corporate policies and support mechanisms in this area. Domestic violence, with its physical, sexual, psychological, economic and digital/cyber dimensions, is not merely a private matter, but also a significant “business and workplace issue” that directly affects women’s participation in the workforce, performance, well-being and career development. Therefore, policies and practices adopted by companies to support gender equality and combat violence are becoming an integral part of their corporate governance approaches. Having participated in the BADV Project in 2024, IC Holding developed its “Domestic Violence Policy” with a commitment to creating a working environment that does not tolerate any form of violence. Designed as part of the Human Rights Policy and sustainability strategy, this policy provides support to employees exposed to violence, develops preventive processes for perpetrators of violence, and implements organization-wide training and awareness-raising activities on gender equality and combating violence.

IC Holding’s approach to combating domestic violence as an integral part of its sustainability strategy demonstrates the transformative potential of the business world in this area. Its status as a signatory to the Women’s Empowerment Principles (WEPs) and the DENK Project, which aims to make gender equality an integral part of the corporate culture, are also important indicators of its committed and holistic approach in this area.

By integrating efforts to combat domestic violence and promote gender equality into its corporate strategies rather than limiting them to social responsibility projects, IC Holding’s steps in line with its targets of human rights, gender equality and a violence-free working life are expected to contribute both to the wider adoption of good practices and to strengthening more equal and safer working environments.

As the BADV Companies Network, comprising 138 companies, we will continue to work together with our valued member IC Holding to promote equal, safe and violence-free workplaces and to enable those exposed to domestic violence to build lives free from violence

Esen Özdemir

Sabancı University Corporate Governance Forum

This holistic approach is supported not only by policies and guidance documents, but also by practices that directly impact the employee experience. As of 2025, IC Holding became a member of the **Business Against Domestic Violence (BADV)** platform, publicly declaring its commitment to the principle of “zero tolerance” for violence and taking an active role in combating domestic violence in the business community. Within this scope, a **“Domestic Violence Policy”** was established, and IC Holding joined the corporate network against domestic violence, which comprises more than 100 companies. Through the Policy, internal channels that employees can contact in the event of any form of violence have been defined and communicated. In addition to fundamental forms of support such as psychological counseling, financial assistance and legal support, solutions related to working arrangements, including safe leave, remote/flexible working, relocation or transfer to another Group company, and shift changes, have also been incorporated into the support mechanisms. As part of the cooperation with BADV, two internal trainers were trained, thereby building internal competency to provide professional training on violence within the organization.

Training and engagement activities are also carried out systematically to increase the impact of the DENK approach in practice. Throughout 2025, comprehensive training and engagement activities were implemented in line with the approach developed under the DENK Guide and in cooperation with BADV, with the aim of raising awareness of diversity, equity and inclusion and assessing the effectiveness of practices in the field.

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	Classroom Training	Focus Group Session
IC İçtaş Construction Tuz Gölü Project	2	1
IC İçtaş Construction Kilyos Tunnel Project	2	1
IC Infrastructure Headquarter	2	2
IC Infrastructure-Karasu Port	1	1
TREDAŞ	2	1
TREPAŞ	1	1
IC Hotels	3	3

Within the scope of DENK, new leave and working arrangements have been introduced to support mothers and fathers who continue working during the postnatal period.

a) **Six Months of Remote Working for Mothers Following Maternity Leave**
Considering the challenges associated with returning to work after maternity leave, female office employees are provided with the opportunity to work remotely for six months following maternity leave. This practice aims to support mothers in balancing their professional and family lives.

b) **Additional 5 Days of Paternity Leave for Fathers Following Childbirth**
The legally defined five-day paternity leave has been extended to 10 days within the scope of the DENK Project to enable fathers to spend more time with their babies and support their spouses. This practice aims to contribute to strengthening fathers’ early family bonds and maintaining strong relationships with their children.

GOOD PRACTICE

EXPERIENCING INCLUSION IN PRACTICE

As part of the project implemented by ICA in 2025, the aim was to demonstrate that women can participate on an equal-opportunity basis in field operations within the bridge and motorway operations sector, which is traditionally perceived as male-dominated.

Developed in line with IC Holding’s sustainability approach, which prioritizes gender equality, and the DENK approach, this pioneering initiative resulted in the employment of female machinery operators and female traffic patrol operators for the first time in the operations of the Yavuz Sultan Selim Bridge and Northern Ring Motorway The project aimed not only to increase female employment, but also to make equal opportunity tangible in the field, break down prejudices regarding field operations, strengthen team dynamics Through diversity, and raise social awareness.

Within the scope of the project, female employees underwent technical training and orientation processes to prepare them for field operations, while working environments and shift arrangements were organized in line with the principles of equality and safety.

Modern rest and changing facilities suitable for female employees were also established. Although the initial target was to employ two female employees, five female operators were successfully employed, and all participants completed the required training and certification processes. No decline in job performance was observed; on the contrary, team diversity was observed to support operational efficiency. Through this project, ICA also contributed to the “5,000 Female Drivers in Five Years” initiative led by CILT Türkiye and WiLAT. The project represents an exemplary practice that makes inclusion visible in the field and aims to extend the transformation initiated at ICA to other Group companies.



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IC Holding also strengthens its approach to diversity and equality through national and international collaborations. As a signatory to the **WEPs (Women’s Empowerment Principles)**, it adopts global standards for advancing women in the workplace and commits to taking concrete steps in areas such as leadership, employment, career development, equal pay, supply chain and social impact. At the same time, as a member of the **UN Global Compact,** it commits to complying with the 10 universal principles established in the areas of human rights, labor standards, the environment and anti-corruption, and to contributing to the SDGs.

With the target of strengthening the representation of diverse perspectives in management processes, IC Holding is among the stakeholders of the 30% Club. In this context, the representation of female executives on the boards of directors of IC Holding and its Group companies began to be established as of 2024. Accordingly, Melda Meriç serves as a Board Member of IC Gayrimenkul, Nazire Ulusoy as a Board Member of TREDAŞ, and Ayşe Dönmez as a Board Member of IC Enterra.

In addition, as a corporate member of **Yeniden Biz Association**, IC Holding actively participates in projects supporting women who have taken career breaks in returning to the workforce. Within the scope of the mentoring program implemented in this context, five executives participate as volunteers and contribute to participants’ adaptation to returning to working life. .

The approach to diversity, equity and inclusion is also supported through independent assessment and certification processes. Accordingly, IC Holding participated in the **“İş’te Eşit Kadın Certification Program”**, conducted in cooperation with the Sustainability Academy and Intertek, regarding the equal representation of women in production, management and decision-making mechanisms as a strategic priority from the perspectives of both social equality and sustainable economic value creation. The audit process was completed with a score of 89, and IC Holding became eligible to receive the certification. As part of the assessment, corporate policies, recruitment and promotion processes, pay equality, supply chain management, and preventive mechanisms against harassment and discrimination were examined in detail. Based on the findings, areas for improvement were identified, particularly with regard to increasing female representation in the supply chain, and provisions supporting gender equality were added to the Supplier Code of Conduct within this scope. The İş’te Eşit Kadın Certification is regarded not only as an outcome of the Company’s approach in this area, but also as an indicator of its ongoing commitment. Accordingly, as of 2026, Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations, İçtur and TREPAŞ are planned to apply to the program to expand this approach.

> **Through this holistic approach, IC Holding aims to extend diversity, equity and inclusion not only within the organization, but also throughout the entire value chain.**

GOOD PRACTICE

WOMEN OF THE REPUBLIC RUN

The 100th Anniversary Women of the Republic Run, organized in cooperation with ICA and the İbrahim Çeçen Foundation, was a special sporting event held at the Yavuz Sultan Selim Bridge that highlighted women’s visibility in social life. Held under the slogan “Every Step We Take for Good,” the event served as an example of using sport as a tool for raising social awareness.

A total of 3,186 registered runners participated in the 5-kilometer run, and the proceeds from the event were donated to Darüşşafaka, TOG, TOÇEV, TED, the Türkiye Athletics Foundation and Yanındayız Association.



GOOD PRACTICE

DENK STAKEHOLDER GATHERING

Positioning equality and inclusion as key elements of its corporate culture, IC Holding held a comprehensive stakeholder gathering in Istanbul as part of “DENK,” led by the People and Culture Department. During the event, the Company’s inclusive transformation approach, areas for improvement and examples of practices were discussed under the themes of “Equality at Work,” “Equality in Education” and “Equality of Opportunity.”

IC Holding also successfully completed the assessment process under the “İş’te Eşit Kadın Certification Program,” implemented to support the equal representation of women in working life, and became eligible to receive the certification. In addition, support mechanisms such as psychological counseling, legal guidance and safe leave are provided to support employee well-being. In the areas of equality in education and opportunity, scholarship programs, youth employment projects and practical training initiatives are carried out through the İbrahim Çeçen Foundation, creating social impact particularly through projects that support the professional development of young people. Vocational development support for women affected by the earthquake and programs for recent graduates are also among the key practices reflecting the equal opportunity approach.

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TALENT AND CAREER MANAGEMENT

IC Holding and its Group companies approach the continuous development of their employees and acquisition of new competencies as a strategic priority, aiming to strengthen both workforce and organizational capacity through career and development planning. Accordingly, the objective is to systematically assess employees, structure human resources processes on this basis, and develop and retain high-performing, achievement-oriented employees within the organization. Within this approach, the Leaders Club and Success Profile Project was launched in 2023 with the participation of senior executives of IC Holding and its Group companies and in cooperation with global consulting firms, and continued to be developed and implemented in 2025. Within the framework of the project, the critical success factors required in line with the IC Group's vision, strategic priorities and targets were identified, and the Success Profile and Leadership Competencies expected of leaders who will carry the Group into the future were defined. Leadership development inventories prepared by global consulting firms are regularly administered to support the development of executives within this framework and help them realize their potential throughout their career journeys. Based on the results obtained, executives' strengths and areas for development are identified, and tailored development programs are designed to address these needs. Within this scope, the Leaders Club and Leadership 1.0 Development Programs have been implemented, aiming to strengthen leadership competencies and support IC Holding's long-term success strategies.

LEADER'S CLUB

At the core of the development strategy at IC Holding and its Group companies is a strong corporate culture that promotes continuous learning and knowledge sharing at every level.

Leaders play a critical role in disseminating this culture across the organization and are positioned as key drivers of sustainable success. Accordingly, the "Leader's Club Development Program" was launched to strengthen senior executives in their current roles and prepare them for future strategic leadership positions.

Launched in 2022 and continued in 2023, the Leaders Club was designed as a comprehensive development platform for senior executives. Within the program, the target audience was addressed in two main groups. For the first group, comprising CEOs, Deputy CEOs and Holding function directors, flexible and personalized learning methods were offered alongside core development programs, enabling participants to design their own individual development plans. For the second group, comprising directors of Group companies, the Holistic Leadership Program was implemented, with a development journey designed around the themes of Flow Leadership, Constructive Leadership and Inspirational Leadership.

Three key development areas stand out under the Leaders Club, aiming to maximize the potential of leaders:

- **Leadership Development Programs:** Consist of training programs structured around the themes of leading change, leading my team, and leading myself and my relationships, as well as group coaching sessions, selected digital content and on-the-job practices. A total of 51 senior executives participated in these programs during the 2021–2025 period, of whom 16 participated during the 2024–2025 period.
- **Professional One-on-One Coaching Process:** Designed for senior executives, this program is delivered with experienced coaches and supports executives in clarifying their strategic vision and enhancing their leadership effectiveness. Implemented across IC Holding and its Group companies, the process offers a personalized development journey focused on leadership awareness and behavioral transformation. A total of 20 senior executives benefited from this process during the 2021–2025 period. In the 2024–2025 period, 11 executives participated in the program, receiving a total of 110 hours of coaching, corresponding to an average of 10 hours of development support per person. Within the structured coaching process, leaders' strengths and areas for development are identified, and assessment results are translated into concrete action plans. The process is designed in alignment with executives' roles and business needs, with the target of reflecting learning in daily work practices and achieving measurable behavioral development.
- **Participation in International Certification Programs:** Senior executives are provided with opportunities to participate in international online certification programs covering current topics.

The program also provides executives with tailored development opportunities, including one-on-one coaching, group coaching sessions, digital learning support through the CrossKnowledge platform, and international development programs, thereby creating a multidimensional learning ecosystem. Through this holistic structure, the Leader's Club is positioned as a strategic development platform that strengthens IC Holding's sustainable leadership capacity.

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LEADERSHIP 1.0 PROGRAM

The Leadership 1.0 Program is positioned at the center of a culture of continuous development and mutual learning at every level across the IC Group, aiming to enable leaders to disseminate this culture across their teams and contribute to the organizational development of IC Holding and its Group companies. Accordingly, the program has been designed to strengthen mid-level managers in their current roles and prepare them for future leadership positions. At the same time, the program aims to establish a common leadership language across the Group and enhance leadership impact.

The design of the program was shaped based on the outputs of participants' leadership development inventories, with the content and development tools tailored to the needs of managers. Within this scope, a holistic development structure comprising classroom training, digital learning platforms and group coaching practices was established.

The program aims to enable managers to expand their sphere of influence as leaders who provide clearer direction to their teams, strengthen an environment of trust and collaboration, communicate more effectively with stakeholders, and take ownership of change. Accordingly, the program comprises modules covering taking responsibility for development, leading by understanding the mind in a changing world, developing effective leadership competencies, deepening communication and collaboration within teams, enhancing team performance, strengthening self-awareness, active listening and managing responses, critical and creative thinking, experience sharing, and closing presentations. During the 2024–2025 period, a total of 144 mid-level managers participated in the training process under the program across nine separate groups.



PERFORMANCE EVALUATION

GRI 404-3

At IC Holding and its Group companies, a comprehensive Target and Competency Evaluation process is conducted every December through the digital platform called "IC Ajanda," where employee profiles, leave processes, competency assessments and performance processes are managed. The evaluations conducted within this process are complemented by feedback mechanisms aimed at supporting employees' career planning, identifying their strengths and determining areas for development.

The performance management system implemented across IC Holding and its Group companies consists of Target and Competency Evaluation processes, all of which are managed digitally through IC Ajanda.

The Target Evaluation process begins with the assignment of performance targets determined at the company and function levels at the beginning of the year to employees' target cards in IC Ajanda. Interim evaluations are conducted monthly, quarterly or semi-annually, depending on the nature of the targets, and target achievement scores are calculated at the end of the year.

The Competency Evaluation process is structured differently according to employees' roles and responsibilities. Employees without managerial responsibilities are evaluated within the scope of Corporate Competencies, while employees in managerial positions are evaluated within the framework of both Corporate and Managerial Competencies. Senior executives, on the other hand, undergo a comprehensive assessment based on Leadership Competencies. This process is conducted once a year using a 360-degree evaluation methodology and provides a holistic assessment for each employee.

Following the completion of the Target and Competency Evaluation processes, feedback meetings are held between employees and their managers. During these meetings, employees' strengths, areas for development and training needs are discussed, and career and development plans are established. In addition, feedback processes are not limited to periodic evaluations, but are supported by a structure extending throughout the year. For white-collar employees, feedback processes are systematically tracked through the IC Ajanda platform; in addition to performance and career management processes, a regular and real-time flow of feedback between employees and managers is facilitated throughout the year through the Continuous Feedback module. For blue-collar employees, the feedback process is conducted through the PİKonline system following the completion of the performance evaluation process..

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IC HOLDING'S YOUNG TALENTS

In line with the targets, principles and values of IC Holding and its Group companies, internship processes across all Group companies were comprehensively restructured in 2021 through the **"IC Generation Internship Program,"** which aims to enhance students' internship experiences. Within the scope of this innovative program, candidates undergo a multi-stage evaluation process comprising screening questions, video interviews, general aptitude tests and Human Resources interviews. Candidates who successfully complete the process participate in the IC Generation Internship Program during the summer period, for the duration determined by their respective universities.

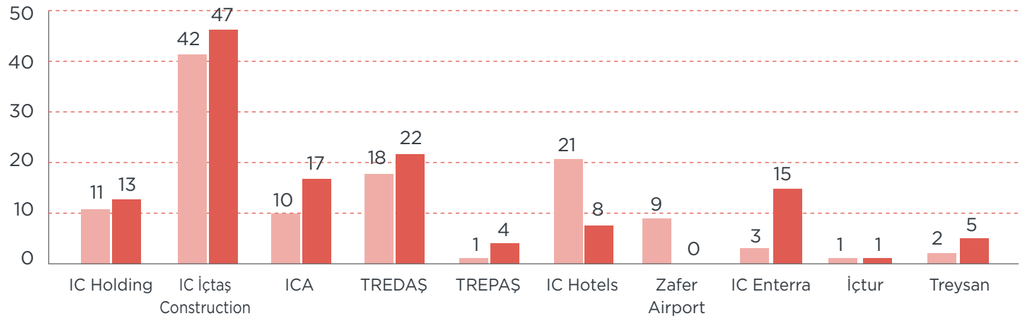
During the internship, a mentor and a Holding Human Resources Business Partner are assigned to each intern to provide guidance and development support. In addition, comprehensive content is provided to support interns' personal and professional development. The IC Generation Development Program, structured within this scope, is designed to support interns in making a strong start to professional life and consists of six modules focusing on key areas such as personal awareness, corporate culture, communication, digital competencies and continuous development. The program includes 16 different e-learning courses, podcasts, subject matter expert videos and articles, with these contents addressing different learning styles and being offered through IC Academy. Interns are also encouraged to actively take ownership of the process by creating their own development plans.

At the end of the internship program, an Internship Evaluation Form is sent to students, while managers are provided with an Intern Evaluation Form to assess the performance of interns. In addition, Human Resources Business Partners conduct one-on-one Internship Completion Interviews with each intern.

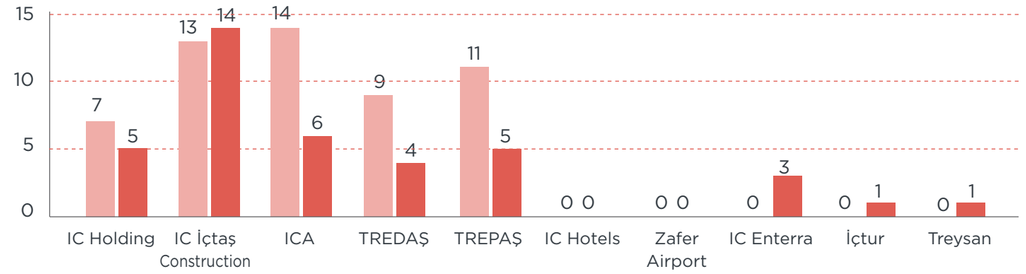
Based on these evaluations, recent graduates who have successfully completed the Short-Term Internship Program, demonstrate high potential and align with the corporate culture are included in the **"IC Generation Fresh Graduate Development Program."** Within the scope of the program, an Interdepartmental Rotation Program is implemented to enable young talents to experience different functions and shape their career plans. Participants gain practical experience by taking part in projects and site visits under the guidance of their mentors and managers.

Throughout the program, young talents develop their competencies through classroom training in line with their selected areas of development and through the Graduate Development Program offered by IC Academy, preparing for the next stage of their careers. For participants who successfully complete the program at the end of six months, the recruitment process is initiated. Under the IC Generation Fresh Graduate Development Program, which supports youth employment and talent development, 89.7% of participants were employed within the Company in 2025. This represents an increase of 17.5 percentage points compared to the 72.2% level recorded in 2024, demonstrating the program's effectiveness in organizational talent acquisition.

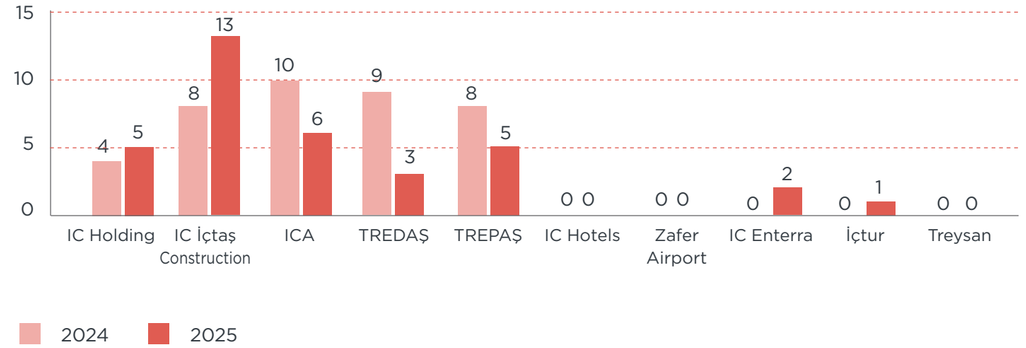
Number of Participants in the IC Generation Internship Program



Number of People Starting the Fresh Graduate Development Program



Number of Individuals Hired After Completing the Fresh Graduate Development Program



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TALENT AND CAREER MANAGEMENT

IC ACADEMY

GRI 404-2

IC Holding has established IC Academy to support the career development of all employees working in field and office environments. This structure, which is centered on individual development, aims to enhance employees' technical, professional, personal development and managerial skills through customized training programs. While training for office employees is conducted under the umbrella of IC Academy, the training needs of field employees are addressed by IC Operations Academy. In addition, various development programs targeting different employee groups are implemented through asynchronous training offered on the IC Academy Development Platform.

Through the training activities carried out within this scope, the short-term targets are to provide accessible and effective development opportunities tailored to different employee profiles through a centralized and structured learning approach, strengthen leadership alignment, and integrate learning into daily ways of working. By combining digital learning, classroom training, coaching and practice-based methods, the aim is both to increase participation and to enable the knowledge acquired to be applied effectively in the workplace.

In the long term, priorities include integrating learning with performance and business outcomes to transform it into a strategic lever, deepening practice-based learning approaches, developing digital competencies, and supporting decision-making processes through increased use of data. In line with this approach, the target is to establish a sustainable learning culture, ensure the continuity of leadership and employee development, and maintain the organization's alignment with evolving competency needs.

In addition, through sustainability training, the short-term target is to increase employees' awareness and level of knowledge, while in the long term, the aim is to foster a sustainability culture across the organization and encourage lasting behavioral change.

Rising with Us Development Program: Designed to support employees promoted to managerial roles within the IC Group in effectively adapting to their new responsibilities. The program aims to facilitate adaptation to changing role expectations following promotion, strengthen a managerial perspective, and support the development of leadership competencies, while offering a comprehensive and holistic development approach that supports sustainable success during the transition to managerial positions.

Within this scope, candidates for promotion and employees newly appointed to managerial roles across the Group participate in the Assessment and Development Center process, and individual development plans and actions are determined based on the outcomes. Within the framework of the program, development plans are created and core training programs are assigned to these two target groups through learning content offered on the IC Academy digital development platform.

Webinar Series: Webinar series organized annually around designated topics are open to all employees and cover areas such as Corporate and Managerial Competency Development and upskilling–reskilling. Within this scope, one webinar is organized each month, while relevant training programs are also assigned through IC Academy and IC Operations Academy to support the competency development of field and office employees.

IC Academy Gamification Process: A gamification process has been launched to provide engaging and motivating learning experiences. Every three months throughout the year, awards are presented to employees who rank among the top five on the IC Academy "Top Performers List." Within the scope of this process, quizzes are organized to reinforce topics such as Çevir-Bil through an enjoyable learning experience.

Graduate Education Discount Agreements: Discount agreements have been established through collaborations with prestigious universities to support employees in pursuing graduate education.

IC NextTech Development Program: The IC NextTech Development Program aims to establish a sustainable foundation for digital transformation, one of the strategic priorities of IC Holding and its Group companies, by addressing digital transformation not only from a technology perspective, but also in terms of leadership approach, corporate culture and critical competencies.

Within this scope, actionable roadmaps and concrete action plans have been designed for each company together with senior management, and a common language and perspective has been developed to strengthen ownership of the transformation process. Training programs and workshops have been rolled out across all levels of the organization, starting with senior management, thereby ensuring that the transformation vision is adopted consistently across the Group and that the necessary digital competencies are developed systematically.

Within the scope of the program, the "Strategic Leadership for Digital Transformation Training" and "Strategic Leadership Workshops" were delivered for directors and above, while "Digital Leadership Training" was delivered for mid-level managers.

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TALENT AND CAREER MANAGEMENT

Workshops were organized across the Group with the participation of 127 senior executives, during which strategic steps to be followed under five key areas, Leadership, Project Management, Digital Solutions, Data and Employees, were shared with the aim of enabling leaders to effectively implement digital transformation and integrate it into the corporate culture. During this process, participants developed roadmaps and action plans for their respective companies.

In addition, the "Digital Transformation Ambassadors Development Program" was launched with the participation of a total of 111 employees selected from different sectors. The program is positioned as an important structure supporting the dissemination of transformation across the organization.

In addition to training and development activities, current topics such as Leadership in the Age of Artificial Intelligence, Big Data and Data Analytics, and Cognitive Automation (RPA and Artificial Intelligence Agents) were addressed through webinars organized to raise awareness across the Group..

Microsoft Copilot Artificial Intelligence Training Program: Within the scope of the Microsoft Copilot Artificial Intelligence Training Program, an awareness webinar open to all employees across the Group was organized. Subsequently, a total of 40 hours of training and workshops were delivered with the participation of 54 pilot users.

In addition, a Senior Management Microsoft Copilot Artificial Intelligence Training Program specifically designed for the target audience was organized to support senior executives in strategic decision-making processes and enhance operational excellence.

Sustainability Team and Certification Program: In line with the Group's sustainability targets, a comprehensive development program has been designed to develop employees who will take an active role in projects to be implemented for a more sustainable world and in sustainability reporting processes. The program covers a broad range of topics, from the environmental and social dimensions of sustainability to responsible supply chain management, and consists of eight modules aligned with the SDGs, comprising a total of 14.5 hours of training content.

Following the completion of the program in 2024 with the participation of 70 employees, a Sustainable Solutions Workshop was organized with the participation of the Sustainability Team. Within the scope of the workshop, five key focus areas were identified: Social Impact, Environmental Impact, Sustainable Finance, Supply Chain and Greenwashing. Participants developed project ideas in groups on their assigned topics and presented them to the evaluation committee.

TOBB MEYBEM – TSRS and Capacity Development Trainings: Throughout 2025, training and awareness-raising activities continued with the aim of developing corporate competencies in sustainability, increasing employees' level of knowledge, and disseminating a sustainability culture across the organization. The new reporting and compliance processes emerging in line with the Turkish Sustainability Reporting Standards issued by the Public Oversight, Accounting and Auditing Standards Authority require companies to manage not only their financial performance, but also their environmental, social and governance performance from a strategic perspective.

While this transformation process is increasing the need for human resources specialized in sustainability, it is also bringing the concept of green-collar employment to the forefront. The development of employee competencies in areas such as sustainability, climate risk, carbon management, ESG reporting and TSRS compliance has been set as a target. Within this scope, the Turkish Sustainability Reporting Standards Training was delivered in cooperation with TOBB MEYBEM for employees working in the field of sustainability. Through the 124-hour training program, the aim was to strengthen the knowledge and awareness levels of employees working in sustainability in areas including the TSRS framework, sustainability reporting, climate risks, the Double Materiality approach and corporate transformation processes. Through these training activities, the target is to ensure that the sustainability approach is not limited to specific departments, but becomes an integral part of the corporate culture and ways of working.

In addition, 185 employees participated in the 1.5-hour "Climate and Sustainability Webinar" organized in cooperation with TSKB on 12 December 2025 to raise awareness among employees, thereby supporting corporate awareness of sustainability issues.

IC Ops+ Field Development Program: The IC Ops+ Field Development Program was launched in October 2025 with the participation of a 52-person field team working on the Kilyos Project within the Construction Group. The program aims to unlock the potential of field employees and equip them with the competencies that will support their career progression. The program was designed based on actual needs in the field and structured to provide a multidimensional learning experience extending from leadership skills and technical knowledge to digital competencies and operational awareness, rather than focusing solely on competency development. The development process was supported by a project launch meeting, focus group studies and classroom training, and was further strengthened through e-learning courses offered on the IC Academy and IC Operations Academy digital platforms, thereby transforming it into a structure that is continuously accessible in the field. Through this approach, the target is to enable employees to directly apply the knowledge and skills they acquire to their daily work processes.

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OHS MANAGEMENT

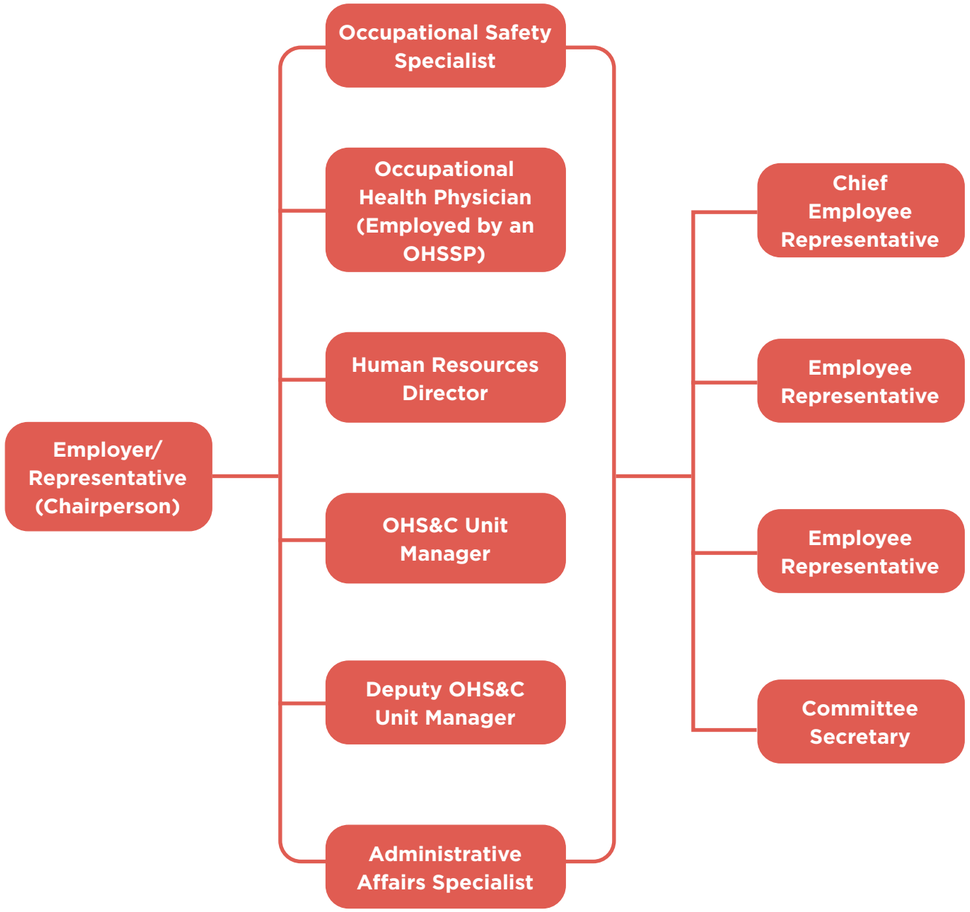
GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, 403-10

IC Holding addresses Occupational Health and Safety (OHS) as an integral part of its business processes across all sectors in which it operates. It regards the protection of employees, business partners, company assets and the environment as among its key priorities. In line with this approach, the Holding is committed to full compliance with the legal requirements and international standards applicable in the countries in which it operates, and aims to eliminate risks or reduce them to the lowest possible level.

IC Holding's **OHS Policy**, commits to taking comprehensive measures to safeguard the health and safety of all stakeholders, undertaking proactive planning for emergencies, making investments aimed at reducing risks, and continuously improving OHS performance. Within this scope, the Holding aims to establish a strong OHS culture and effectively manage its activities in this area under a centralized structure. Group companies conduct their operations in accordance with their ISO 45001 Occupational Health and Safety Management System Certificates, maintaining their operations in compliance with OHS legislation, relevant standards and internal company targets. Defined measurable OHS targets are regularly monitored, tracked through performance evaluation processes, and improved in line with a continuous development approach.

OHS organizational structures are established for each Group company. Responsibilities are clearly defined and processes are managed systematically. In addition, practices are evaluated through regular monitoring and audits, and improvement actions are implemented where necessary. In addition to mandatory OHS training, IC Holding also provides training programs tailored to employees' duties and areas of responsibility. These trainings cover occupational diseases, occupational health risks, and gender-based violence within the scope of the DENK Project. Comprehensive training programs covering various safety topics are delivered both by internal experts and external stakeholders. In this way, employees' OHS awareness is enhanced and a culture of safe working is disseminated across the organization. A total of 96,162 person-hours of OHS training were provided in 2024 and 78,737 person-hours in 2025.

OHS Organizational Structure



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OHS MANAGEMENT

GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, 403-10

GOOD PRACTICE

TUZ GÖLÜ UNDERGROUND NATURAL GAS STORAGE EXPANSION PROJECT– PROCESSING OF OHS DATA USING ADVANCED DATA ANALYTICS METHODS

A data-driven OHS management approach is implemented in the project to improve occupational health and safety performance. OHS data are not merely recorded, but also processed using advanced data analytics methods. Detailed statistics, such as Toolbox hours per person, trends in unsafe behaviors, and the time periods in which incidents occur (hourly/daily trends), are monitored digitally, and these data are regularly analyzed through graphical visualizations. “Highest-risk hours” and “recurring weak points” are identified in advance. Based on these insights, targeted interventions are developed, thereby keeping accident rates to a minimum and ensuring a proactive safety culture and high operational standards for all stakeholders.

Through detailed OHS statistics and trend analyses, potential accidents can be prevented before they occur, generating direct and indirect financial benefits for the Company. In addition to direct costs such as legal compensation, medical expenses and equipment damage that may arise from occupational accidents, costly operational downtime resulting from the interruption or slowdown of operations has been prevented. This data-driven management model contributes to the project’s budget discipline by minimizing financial risks arising from occupational accidents through a “Cost Avoidance” strategy.

GOOD PRACTICE

TREYSAN | QR CODE NEAR-MISS REPORTING SYSTEM

The purpose of the project is to enable the early identification of potential workplace risks, increase employee participation, and strengthen a proactive occupational health and safety approach by rapidly reporting situations that could potentially result in accidents. The objectives of the project are to digitalize near-miss incident reporting processes, enable employees to actively participate in OHS processes, identify potential hazards before an accident occurs, strengthen the OHS awareness culture, and make field safety data analyzable.

In terms of technical infrastructure and implementation features, employees can access the near-miss reporting form by scanning the QR code using their mobile phones. QR code posters have been placed at production sites and critical work areas, and reports are transmitted instantly to the occupational safety unit. This has increased accessibility in near-miss reporting processes. The QR code-based reporting mechanism enables field employees to submit reports directly and facilitates data-driven field risk analyses.

The project’s most significant financial value lies in proactively preventing potentially high-cost operational losses through the prevention of accidents before they occur.

GOOD PRACTICE

TREDAŞ | DIGITAL TRAINING WORKSHOP

The TREDAŞ Digital Workshop System is an innovative training application developed with a focus on Occupational Health and Safety. The system provides a comprehensive infrastructure comprising virtual reality (VR), augmented reality (AR), interactive information, digital experience and problem simulation modules, enabling employees to safely learn fault, maintenance and repair processes. Within the scope of OHS, the system enables employees to experience hazardous situations without being exposed to actual field risks, thereby contributing to the development of safe working behaviors and increased risk awareness. At the same time, employees’ competencies in taking appropriate action are strengthened through three-dimensional examination of technical equipment and scenario-based applications. Offering training opportunities independent of time and location, the Digital Workshop System transforms theoretical knowledge into practice through VR-supported applications, thereby improving OHS performance, reducing training costs and supporting operational efficiency.

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SUSTAINABLE SUPPLY CHAIN MANAGEMENT AT IC HOLDING

GRI 3-3, GRI 204-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 414-1, GRI 414-2

The responsible supply chain approach is considered a strategic priority for IC Holding in terms of long-term business partnerships, cost efficiency and operational risk management, beyond environmental and social obligations. IC Holding and its Group companies rigorously implement the **Procurement Presidency Procedure** in order to align procurement processes with sustainability principles and establish a centralized management structure.

As of 2025, this approach was further advanced through **Sustainable Supply Chain Management the supplier assessment process** was strengthened with more comprehensive environmental, social and governance criteria, the existing relevant policy was updated, and IC Holding's expectations from its suppliers were defined in a more systematic manner through the **Supplier Code of Conduct**. In addition, strategies and roadmaps tailored to supplier groups based on their respective risk levels were established.

> With a continuous improvement approach across its supply chain, IC Holding aims to establish relationships based on mutual trust with its suppliers, support the development of local suppliers, and contribute to the broader adoption of a sustainability culture throughout the entire value chain.

SUPPLIER MANAGEMENT STRATEGY

IC Holding positions its supply chain and procurement processes as a strategic management area aligned with its objectives of organizational resilience, ethical values and sustainable growth. Accordingly, the supply chain structure is managed with a perspective focused not only on ensuring operational continuity, but also on reducing environmental impacts, promoting social responsibility standards and developing strong business partnerships.

Within the scope of this approach, the existing "**Sustainable Supply Chain Policy**" was updated in 2025 and transformed into the "Sustainable Supply Chain Policy" thereby expanding the scope of supply chain management within a more strategic framework. Through this transformation, the objective is to go beyond compliance with legislation and enhance sustainability performance, effectively manage risks and create long-term value.

In the double materiality analysis conducted during the reporting period, workers in the value chain and the working conditions of these workers were identified as material topics. Accordingly, suppliers are expected to conduct their activities in alignment with IC Holding's fundamental policies and principles. In this context, key expectations include respecting human rights, preventing discrimination, prohibiting child labor, ensuring fair and safe working conditions, effectively implementing occupational health and safety practices, and fully complying with applicable legislation. Furthermore, adopting a zero-tolerance approach to bribery and corruption, maintaining ethical business practices and supporting a culture of transparency are considered important.

Suppliers that manage environmental and social impacts in procurement decisions, demonstrate strong performance in occupational health and safety, and demonstrate a commitment to improvement in sustainability matters are given priority. Regular review processes are implemented to measure and assess suppliers' sustainability performance and identify areas for improvement. Risk assessments cover critical areas such as the environment, human rights, ethical business practices, governance and business continuity, and planned or unannounced audits may be conducted where necessary. Corrective action plans are requested for identified non-conformities, and the improvement process is monitored.

Supporting local development is also an important element of IC Holding's procurement strategy. In this context, priority is given to local suppliers with the aim of increasing economic contribution in the regions where operations are carried out, reducing environmental impacts arising from logistics, and establishing strong relationships with local stakeholders. Prior to new projects, local market analyses are conducted and efforts are undertaken to develop alternative local suppliers. The extensive supplier network based in Türkiye stands out as one of the key elements supporting the Holding's approach to creating local value.

The strong position of local suppliers in procurement processes has been maintained, and the share of local suppliers in total procurement was 92% in 2025. During the same period, the number of active local suppliers increased by 28%, from 342 to 439, thereby strengthening the contribution to supporting the local economy.

In addition, confidential reporting mechanisms are operated to enable ethical violations, irregularities, complaints and suggestions that may arise within the supply chain to be reported securely. Accordingly, the aim is to continuously improve processes through stakeholder feedback and strengthen sustainable supply chain management.

Supplier Information	2024	2025
Share of Local Suppliers in Total Procurement (%)	94	92
Number of active suppliers	347	455
Number of active local suppliers	342	439

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SUSTAINABLE SUPPLY CHAIN MANAGEMENT AT IC HOLDING

GRI 3-3, GRI 204-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 414-1, GRI 414-2

SUPPLIER ASSESSMENT PROCESS

Transparency, equal opportunity and objective criteria are taken as the basis in supplier selection and assessment processes. The digitalization-focused procurement infrastructure is also among the key elements that enhance the effectiveness of assessment processes. In this context, practices carried out through the Promena platform make supplier-related documentation, compliance information and performance indicators more traceable, thereby supporting transparency and data-driven decision-making processes across the supply chain.

The e-procurement platform used enables candidate companies to apply and be assessed under equal conditions, while also supporting process traceability and the corporate governance structure. IC Holding aims to establish trust-based, long-term business relationships within its supplier ecosystem that encourage mutual development.

In 2025, IC Holding launched the IC Holding Procurement Platform with the aim of strengthening standardization, efficiency and corporate collaboration across procurement processes. Leveraging the integrated structure provided by this platform, the Holding further advanced its existing assessment approach and also implemented pilot initiatives to more strongly integrate sustainability criteria into supplier selection and performance management processes. Through this initiative, the objective is to ensure that suppliers' performance in environmental, social and governance areas, in addition to their commercial and operational capabilities, is taken into greater consideration in decision-making processes. Accordingly, IC Holding continues to proactively develop its supplier management model in line with evolving stakeholder expectations and sustainable growth priorities.

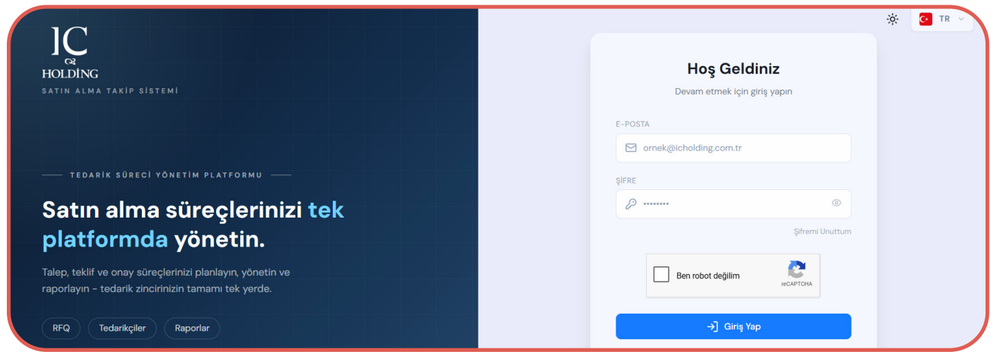
SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Through Sustainable **Supply Chain Management**, IC Holding has strengthened its supply chain management approach in line with environmental, social and governance criteria. As part of the project carried out between May and December 2025, existing practices were analyzed, a risk-based supplier assessment model was developed, and pilot implementations were carried out with selected suppliers.

Within the scope of the project, anti-bribery and anti-corruption, gender equality, occupational health and safety, and environmental matters were identified as key priority areas, and critical question sets and a risk scoring methodology were developed for these areas. Based on the results of the pilot assessments, suppliers were classified according to their risk levels, and action sets including improvement, monitoring, training and alternative supplier plans were defined for each risk group.

During the same period, the **Supplier Code of Conduct**, contractual sustainability requirements and corporate implementation principles were updated, and the **Sustainable Supply Chain Roadmap**, comprising short-term, medium-term and long-term actions, was established. As part of the short-term priorities, the sustainable supply chain system was implemented, and a digital approval mechanism was introduced for supplier registration processes.

Through this project, IC Holding aims to increase transparency and traceability across its supply chain, manage ESG risks at an early stage, establish a more resilient supplier ecosystem, and prioritize local and sustainable suppliers.





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GRI 3-3, GRI 204-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 414-1, GRI 414-2

The risk rating scale used in the risk assessment and the corresponding color codes are presented below:

Supplier Risk Rating	Risk Response Methods	Risk Rating Scale
VERY HIGH	The risk should be avoided.	4.5 - 5
HIGH	The risk should be avoided or transferred.	3.5 - 4.49
MEDIUM	The risk should be transferred, shared or diversified or risk mitigation actions should be taken.	2.5 - 3.49
LOW	Risks should be monitored.	1.75 - 2.49
VERY LOW	The risk is acceptable.	1 - 1.74

In order to ensure the continuity of the sustainable supply chain transformation, medium-term and long-term development priorities have been defined based on the project outcomes. Strengthening data sharing with suppliers regarding sustainability performance and capacity-building initiatives, developing risk-based monitoring and assessment mechanisms and expanding digital solutions that support traceability are among these priorities. In the long term, the Holding aims to make sustainability performance an integral part of business partnership processes and support a low-carbon and resilient supply chain structure.

Audit and improvement practices and the corresponding timelines have been determined based on the risk level, as set out below:

Risk Level	Audit Approach	CAP (Corrective Action Plan)	Timeline
VERY HIGH	• Targeted or comprehensive audit • Detailed on-site audit • Frequent monitoring	**Mandatory** Detailed CAP for critical risks	**3–6 months** Clear milestones[35]
HIGH	• Targeted audit • Document review + limited on-site inspection	**Mandatory** Detailed CAP including root cause analysis for critical risks	6–12 months
MEDIUM	• Document-based audit • Review of self-assessment and verification through random sampling	Conditional / Development-focused	12–18 months
LOW	• Periodic monitoring • Desk-based review • Media screening	Conditional / Development-focused	18–24 months
VERY LOW	• Minimum monitoring • Desk-based review • Media screening	**Not required** (optional good practice)	As needed

35 Clear milestones refer to defining the actions to be undertaken under the improvement plan within specific timeframes and verifying each step through tangible outputs. Examples include “establishing a policy within 30 days,” “providing training to relevant employees within 90 days,” and “providing evidence of implementation within 180 days.”.

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INNOVATION AND DIGITALIZATION

GRI 3-3

07

DIGITAL TRANSFORMATION AND END-TO-END BUSINESS PROCESSES

Innovation is regarded not merely as a choice, but as one of the most fundamental elements of sustainable growth and long-term viability for IC Holding and its Group companies. Accordingly, strategic steps are being taken with a focus on United Nations Sustainable Development Goal 9: Industry, Innovation and Infrastructure, with the aim of enhancing organizational capacity across environmental, social and economic dimensions. The organization does not limit innovation to technological development alone and is pursuing a holistic transformation process spanning a broad range of areas, from business models to corporate values.

The Corporate Business Applications, Enterprise Resource Planning (SAP), and Systems, Network and Cybersecurity activities carried out under the Information Technology Directorate of IC Holding are addressed within the scope of a holistic IT sustainability strategy, with the objectives of end-to-end digitalization of business processes, enhancing efficiency, ensuring transparency, managing corporate data securely and comprehensively, safeguarding operational continuity, and complying with applicable legislation and standards. Under this approach, technology investments are positioned not merely as solutions addressing operational needs, but as strategic enablers that reduce environmental impacts, strengthen social responsibility and enhance transparency in governance processes.



The digitalization initiatives carried out across the Holding and its Group companies during the 2024–2025 period aimed to make business processes standardized, traceable, reportable, manageable, transparent and sustainable through the SAP platform, corporate business applications and integrations with external systems. Procurement, financial affairs, finance, human resources, field operations, production and logistics processes have been transitioned from manual and paper-based processes to digital platforms.

Through secure integrations established with systems including SAP ERP and SuccessFactors (HR processes), as well as the E-Tender and Supplier Management Platform, Machinery and Equipment Tracking System, Corporate Workflow Automation System, Fuel Automation Systems, Production Planning System, Corporate Communication Portal and similar systems, processes have become manageable end-to-end, data integrity has been maintained, operational efficiency has been enhanced and corporate standardization has been achieved. In this context, leave, performance, target, career and succession management processes have been transferred to digital platforms within human resources processes, while remote and hybrid working models have become systematically traceable. In financial processes, end-to-end digitalization has been achieved through invoice cockpits, expense and travel integrations, and budget and investment management modules. In addition, the risk of errors has been minimized.

During this period, software solutions for project/work package-based progress tracking and automated daily reporting were also developed in-house and implemented to enable real-time or near-real-time monitoring of large-scale field operations and facilitate more effective management through proactive decision-making. Operational progress related to work items and progress in financial processes across construction and energy projects, as well as personnel and equipment utilization and fuel consumption data, have been made traceable through integrated systems. As a result, the burden of manual reporting has been reduced, while real-time progress monitoring and decision support mechanisms for managers have been strengthened.

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DIGITAL TRANSFORMATION IN PRODUCTION, FIELD AND LOGISTICS PROCESSES

Digital transformation projects implemented in production and field operations have enhanced real-time data collection, monitoring and reporting capabilities. The “Paperless Factory” approach was implemented in Treysan’s production operations through SAP MII integration, enabling data generated on the production floor to be transferred to SAP systems in real time.

Through barcode-enabled warehouse management, weighbridge integrations, and equipment and machinery tracking systems, inventory, material and equipment movements have become traceable end-to-end.

Through these projects and integrations with operational systems, traceability and operational efficiency have been enhanced, manual errors have been eliminated, resource utilization has been optimized, and indicators such as energy consumption, scrap and downtime have become automatically reportable. The digitalization of field and production processes has directly contributed to reducing the environmental footprint.

As part of the digitalization of field operations, solutions for monitoring personnel, machinery and equipment movements have also been implemented using IoT technologies. Occupational health and safety and camp management processes have been made manageable through a single digital platform. In construction sites and critical operational areas, personnel location, entry and exit, and active working data are collected through sensors, enabling resource optimization and enhancing operational efficiency, while field monitoring mechanisms have been established from an occupational health and safety perspective. This approach has contributed particularly to reducing occupational health and safety risks and managing field resources in a more sustainable manner.

DATA, REPORTING AND DECISION SUPPORT SYSTEMS

Data obtained from SAP, corporate business applications and various operational systems have been consolidated and structured through centralized data warehouses and reporting platforms to support management decision-making processes. In addition, reports have been developed in the SAP BW Analysis environment for financial reporting and consolidation across the Group.

Accordingly, financial and operational data have become available for proactive analysis, while manual reporting processes have been minimized.

Budget, cash flow, receivables and payables, investment and performance reports are monitored through single and reliable sources of data, enhancing transparency and the quality of decision-making.

Another key area of focus supporting digital transformation has been Robotic Process Automation (RPA) and enterprise artificial intelligence applications. RPA solutions have been implemented in repetitive processes requiring finance, human resources, travel, reporting and integration, reducing the manual workload, while AI-powered assistants operating on corporate datasets have accelerated access to information and the generation of insights. These initiatives have both enhanced operational efficiency and enabled human resources to focus on higher value-added activities.



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SYSTEMS, NETWORK AND CYBERSECURITY

Comprehensive initiatives have been carried out in the areas of systems, network and cybersecurity to ensure the continuity and secure operation of digitalized business processes. Centralized vulnerability management, patch management and inventory management solutions have been implemented across server and endpoint infrastructures, ensuring that systems remain up to date and secure.

Advanced EDR solutions have enabled real-time monitoring of threats occurring at endpoints and facilitated rapid response.

Through regular penetration tests and the renewal of ISO/IEC 27001 and ISO/IEC 27701 certification processes, corporate information security and personal data protection maturity have been maintained in line with international standards. Cybersecurity awareness training and phishing simulations for users have been conducted with the aim of reducing human-related risks. With the implementation of the SecurityBridge platform within the SAP ecosystem, software development processes have been proactively secured, thereby strengthening code quality, data security and regulatory compliance.

The data centers of IC Holding's Group companies have been consolidated under a single centralized structure in line with the Group's sustainability objectives. In this context, local data center infrastructures operating across 10 Group companies have been fully decommissioned, and a total of 40 physical servers, together with storage and backup systems, have been removed from the environment. Through this transformation, energy consumption has been optimized, resource utilization has been made more efficient, and low-efficiency local systems have been decommissioned.

The high costs associated with operational items related to distributed local data centers, such as virtualization infrastructures, backup systems, incident response processes and annual server maintenance agreements, have been optimized through consolidation, enabling these costs to be managed centrally. Duplicate investments have been eliminated, and operational efficiency has been enhanced.

Through this initiative, carbon emissions have been reduced, environmental impacts have been minimized, and a more sustainable and cost-efficient IT infrastructure has been established. This approach directly contributes to our organization's objectives of reducing its carbon footprint.

The decommissioned physical infrastructure comprised server, storage and backup systems operating continuously throughout the year, as well as heating, ventilation, air conditioning (HVAC) and power distribution equipment at each location. Through consolidation, the energy consumption associated with this infrastructure has been reduced to zero.



40 UNITS
DECOMMISSIONED PHYSICAL SERVERS

10 LOCATIONS
DECOMMISSIONED ACROSS GROUP COMPANIES

~221,600 kWh/year
ANNUAL ELECTRICITY SAVINGS

~96 ton CO_2/year
CO_2 EMISSION REDUCTION FROM SERVER INFRASTRUCTURE

~68,800 kWh/year
HVAC & REFRIGERATION ENERGY SAVINGS

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IC Holding has established its Disaster Recovery Center (DRC) infrastructure from the ground up to ensure business continuity and data security on a permanent basis. The DRC has been established in a private cloud environment and designed to ensure that all critical systems can continue to provide uninterrupted services in disaster scenarios. By eliminating physical dependencies, data backup and service failover have been fully virtualized.

All critical business applications, particularly SAP, have been included within the scope of the DRC, and Recovery Time Objective (RTO) and Recovery Point Objective (RPO) parameters have been defined on an application-by-application basis.

Establishing the DRC infrastructure on a private cloud has eliminated the need for additional hardware, cooling and energy consumption required for a second physical location, thereby minimizing the environmental footprint.

Disaster recovery drills are conducted periodically; test results are documented and business continuity plans are updated accordingly.

The backup infrastructure covering SAP and all server systems has been fully restructured from end to end, and a centralized backup management platform has been implemented. Backup success rates are monitored in real time through centralized monitoring tools, while an automatic alert and escalation mechanism is triggered in the event of failed backup operations. Backup restoration tests are conducted periodically, and the results are reported. This approach ensures the availability of backups for use in the event of an actual disaster.

The digitalization, ERP and cybersecurity initiatives carried out under the Information Technology Directorate contribute to the Holding's sustainability objectives across the environmental, social and governance dimensions. While paperless processes, automated reporting, and the monitoring of energy and resource consumption reduce environmental impacts, occupational health and safety, data privacy and fair process management have supported social sustainability. A secure, auditable and traceable digital infrastructure has also contributed to strengthening corporate governance.

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OUR APPROACH TO SOCIAL IMPACT AND OUR VALUES

SOCIAL IMPACT AND TRANSFORMATION

With its long-standing history of more than 57 years, IC Holding considers contributing to social development while generating economic value to be an integral part of its corporate responsibility. Social impact investments constitute one of the key elements of the Holding's sustainability approach, integrating its long-term value creation perspective with social benefit.

We structure our social impact investments as a framework that brings together our expertise, financial resources and extensive stakeholder network to generate measurable, sustainable and lasting social value. Empowering priority groups in need, promoting equal opportunities and enhancing social well-being are among the key outcomes of this approach.

Our social impact approach is centered on creating lasting social value across all areas in which we operate and making a long-term contribution to social development. At IC Holding, we regard empowering people as an integral part of our corporate development and integrate the responsibility of "being a good corporate citizen in addition to being a good investor" into all our activities.

In line with this approach, we support our responsibility toward social development through tangible and sustainable outcomes delivered through our programs and



projects based on collective wisdom and collaboration. Our people-centered values of compassion, respect and equality form the fundamental reference framework for all our social impact initiatives.

As with all our activities, trust is the foremost principle underlying our social impact initiatives. We base our relationships with our stakeholders on mutual trust and develop long-term and strong collaborations with the individuals, institutions and organizations with whom we cooperate, as well as with the communities we seek to benefit. We believe that social well-being is one of the fundamental elements of sustainable development and act with the understanding that equal opportunities in education are the strongest driver of well-being and development.

At the core of IC Holding's social impact approach are initiatives that support the well-being of priority stakeholder groups, particularly young people, women and children, strengthen equal opportunities, and generate sustainable social benefits.

İBRAHİM ÇEÇEN FOUNDATION COLLABORATION AND GROUP SYNERGY: OUR GREATEST STRENGTH

At IC Holding, we shape our social impact initiatives by drawing on the extensive experience and institutional knowledge of the İbrahim Çeçen Foundation, one of the most significant legacies of our Founder, İbrahim Çeçen, in the fields of education and social development. Through our strategic collaboration with the Foundation, we expand the reach of the projects we implement and strengthen our capacity to generate sustainable and long-term social value.

The technical, operational and human resources capabilities of IC Holding and its subsidiaries, together with the İbrahim Çeçen Foundation's long-standing experience in education, employment and social development, come together to form a holistic and sustainable social impact model. Through this synergy, programs such as IC Career Bridge, Chefs of the Summit, Life Workshops and IC Operation Happiness, which we have implemented for young people, women and children, evolve into models that create long-term and lasting social impact.

As the Holding, we do not limit our contribution to financial resources, we also actively incorporate the knowledge, expertise and voluntary contributions of our employees working across different Group companies into our social impact initiatives. While this approach supports the effective use of resources in generating social benefit, it also strengthens knowledge sharing, collaboration and a culture of creating shared value across our organizations.

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For 22 years, as the İbrahim Çeçen Foundation, we have continued our efforts to contribute to development through education with the same conviction, enthusiasm and sense of responsibility. Guided by the vision of İbrahim Çeçen, who is also the Founder of IC Holding, that “education is the foundation of development,” we implement projects that expand social benefit and create lasting value. Over the past 22 years, we take pride in contributing to more hopeful, stronger and more sustainable tomorrows through more than 20,000 scholarships we have provided, permanent educational facilities we have constructed in different cities across Türkiye and transferred to the Ministry of National Education, and our social benefit initiatives aimed at adding value to the lives of people from different segments of society.

Through our “Solidarity-Based Philanthropy” approach, one of our primary objectives is to create opportunities for the individuals we support, particularly young people, to realize their potential, have a voice and become part of social transformation. We attach importance to enabling young people to enter professional and social life by internalizing a culture of social responsibility, and expect our scholarship recipients to undertake voluntary activities each year in line with the principle of “Service to Society.” In addition to the scholarships we provide to successful students at various levels of education, including master’s and doctoral programs, as well as athletes who achieve rankings in competitions and national athletes, we focus on contributing to society through initiatives addressing diverse areas of need, ranging from healthcare to social services.

As the İbrahim Çeçen Foundation, we believe that multi-stakeholder and collaboration-oriented structures generate more effective outcomes in social benefit initiatives. With this approach, we develop projects in which universities, the private sector, local governments, civil society organizations and young people act together.

For us, collaboration goes beyond a project-based relationship, it represents a value area that supports knowledge sharing, the transfer of experience and the strengthening of a culture of co-creation.

IC Holding is one of our most important stakeholders, strengthening our initiatives through its values and the strong voluntary support of its employees. The Holding’s social impact vision, which is an integral part of its corporate culture, and its commitment in this area are important sources of strength for the Foundation, both today and for the future. In the initiatives we develop in collaboration with IC Holding, we benefit from the Holding’s knowledge and expertise across different sectors, operational experience and human resources, and are pleased to achieve outcomes that create meaningful benefit and impact.

We support young people in transitioning into professional life as more well-equipped and confident individuals through IC Career Bridge, one of the projects developed through this collaboration. The laboratories established by IC Holding’s Group companies at Ağrı İbrahim Çeçen University enable students to complement their theoretical knowledge with practical training.

We are also very pleased, as the Foundation, to support IC Holding employees in making the wishes of thousands of children come true to date through the IC Operation Happiness project. The Chefs of the Summit project, which we carry out in collaboration with the IC Tourism Group, has become one of the Foundation’s prominent initiatives, both through the impact it has created and the awards it has received. In addition to these projects, whose reach continues to expand, we have also felt IC Holding’s strong support in our Life Workshops project, which was launched following the Kahramanmaraş earthquakes in 2023 and aims to empower women affected by the earthquakes.

As the İbrahim Çeçen Foundation, we will continue working to create an impact area where young people can realize their potential, equal opportunities in education are more strongly promoted, and the culture of solidarity is more visible. On this journey, we believe that we will continue to feel the support of IC Holding and IC employees who have embraced volunteering as a culture, as we have to date. We thank IC Holding, its Group companies and all IC employees who have supported our work through both financial and voluntary contributions for their support throughout our journey of solidarity and social good

Ayşe Günseli Çeçen

Chairperson of the Board of Trustees of the İbrahim Çeçen Foundation

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WE WORK TO CREATE LOCAL IMPACT FROM A GLOBAL PERSPECTIVE

At IC Holding, we shape our sustainability approach in line with the United Nations Sustainable Development Goals (SDGs). In this context, we integrate our business strategy with our social impact approach in line with the SDGs we prioritize, and develop our long-term value creation approach in alignment with global sustainability objectives.

Within the fundamental framework guiding our social impact investments, No Poverty (SDG 1), Good Health and Well-being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10) and Partnerships for the Goals (SDG 17) constitute our priority focus areas. These targets represent not only a global framework with which we align, but also strategic reference points that guide the planning, implementation and development of our social impact investments.

The sense of social responsibility guiding IC Holding is also aligned with the "Solidarity-Based Philanthropy" approach of the İbrahim Çeçen Foundation, a legacy of our Founder, İbrahim Çeçen. In line with this approach, we believe that lasting social impact can be achieved not only through financial resources, but also through knowledge, expertise, employee volunteering and strong stakeholder partnerships. Accordingly, within our social impact programs, we develop multi-stakeholder mechanisms that strengthen collaboration among stakeholders, encourage knowledge sharing and support the sustainability of social impact.





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At IC Holding, we carry out our activities that contribute to the development of the country in line with our responsibility to strengthen social well-being. We regard education as one of the most important areas of development in supporting social well-being and consider ensuring that every child and young person has access to quality education opportunities, regardless of their circumstances, to be one of the fundamental elements of sustainable development.

We are among the key supporters of the İbrahim Çeçen Foundation's scholarship programs for successful students and contribute to the construction and equipping of educational institutions established by the Foundation under its "permanent educational facilities" approach. In this way, we support the creation of accessible, inclusive and high-quality learning environments for children and young people.

We approach education as a holistic area of development encompassing technical, social, cognitive and sporting dimensions, and in this regard, we develop strategic collaborations with our Foundation and implement programs that deliver tangible outcomes on the ground. Through our programs supporting students living in areas where needs are prioritized to develop their potential, we create sustainable social impact that strengthens equal opportunities. Through employee volunteering activities and social impact programs carried out under the umbrella of IC Holding, we aim to contribute to long-term social development.

TL 350 MILLION

2023

TL 356 MILLION

2024

TL 515 MILLION

2025



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A SUSTAINABLE FUTURE ROOTED IN A LONG-STANDING BELIEF

At the heart of IC Holding's social impact investments lies the life experience of IC Holdings Founder and Chairperson of the Board, İbrahim Çeçen, and his belief in the transformative power of education.

İbrahim Çeçen regards education as one of the most fundamental elements in achieving a country's development targets. Following the completion of his engineering education under challenging circumstances, he achieved significant success in the business world and, from the early years of his career, began contributing to social development by providing educational scholarships to students from different regions of Türkiye, particularly those from the region where he was born and raised.

The principle introduced into our corporate culture by İbrahim Çeçen and carried from family values into corporate values, namely, "viewing mutual assistance as a means of fostering unity and solidarity as a means of strengthening collective resilience," shapes the ethical and operational framework of our social impact investments.

Established in 2004 with the vision of institutionalizing an individual commitment to social responsibility, the İbrahim Çeçen Foundation has been driving lasting social impact through its longstanding efforts in the field of education for more than 22 years. To date, the Foundation has provided more than 20,000 scholarships, contributing to the educational journeys of thousands of students. As one of the Foundation's strongest supporters, IC Holding continues to contribute to the sustainability of these efforts at the corporate level.

Today, as IC Holding and its Group companies, we regularly support the activities of our Foundation and remain firmly committed to our long-term investment approach, which strengthens the role of education in social development.

We support thousands of young people pursuing their education at various academic levels, from primary education through doctoral studies, and continue to generate sustainable social value through our scholarship programs, including medical scholarships and scholarships for national athletes, as well as multifaceted programs that support students' academic, professional and social development.



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IC CAREER BRIDGE

One of the most important factors shaping Türkiye's future is its young population. However, young people may face various barriers during the transition from education to professional life, including a lack of experience, limited access to sectors, and insufficient career guidance. According to TÜİK data for 2025 concerning the 15–24 age group, the youth unemployment rate stood at 15.3%, while 23.3% of young people were neither in education nor employment (NEET). This outlook demonstrates the need to strengthen young people's access not only to employment opportunities, but also to the knowledge, practical experience and professional networks that will enable them to prepare for working life.

At IC Holding, we consider young people's development journey from education to employment as one of our priority social impact areas. In line with this approach, through the IC Career Bridge Program, implemented in collaboration with our Group companies and the İbrahim Çeçen Foundation, we support young people in developing practical experience, sector-specific expertise, access to professional networks and 21st-century skills, in addition to academic knowledge.

Launched in the 2023–2024 academic year, the program has reached 2,000 students to date. Through the program, the link between education and professional life is strengthened by providing practical training, career management support, technical visits, experience-sharing sessions, as well as internship and employment opportunities. To date, 300 students have had direct exposure to the professional world through IC Career Days, while 105 students have had the opportunity to undertake internships at our Group companies. One of the key components of the program is the transfer of the expertise of companies within IC Holding and the knowledge and experience of their employees to support the development of young people. Through training and mentoring activities delivered with the voluntary contributions of IC Holding employees, students have the opportunity to engage with industry professionals and gain the knowledge, experience and perspectives that support their career journeys.



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The program's holistic approach is implemented through two complementary components: career development activities open to all scholarship recipients and practical training infrastructure established at Ağrı İbrahim Çeçen University. Career development, English language training, mentoring, alumni gatherings and online training are offered not only to students of Ağrı İbrahim Çeçen University, but also to İbrahim Çeçen Foundation scholarship recipients studying at universities across Türkiye. Ağrı İbrahim Çeçen University, in turn, strengthens the program's impact by serving as an important practical training center where students can reinforce their theoretical knowledge through hands-on application.

Under the practical training component of the program at Ağrı İbrahim Çeçen University, students are provided with opportunities to experience their chosen professions in environments that closely reflect real working conditions while still at university. Each year, 500 students benefit from the fully equipped Cell Culture and Cancer Research Laboratory established at the Faculty of Medicine, while the Building Inspection Center, introduced to the university by IC İçtaş, further strengthens the capacity for practical training in engineering. Through training provided at these centers byprofessionals from IC Holding's Group companies and specialized institutions, students' academic knowledge



is complemented by practical experience, enabling them to translate their theoretical learning into professional competencies.

Through the IC Career Bridge Program, IC Holding aims not only to enhance young people's professional competencies, but also to strengthen their self-confidence, improve their access to professional networks and support their career journeys as individuals prepared for professional life. In line with this approach, IC is developing a sustainable social impact model that promotes equal opportunities, contributes to the development of a qualified workforce and supports the transition from education to employment. IC Holding believes that increasing young people's access to opportunities that enable them to realize their potential is one of the most important investments in Türkiye's sustainable development and remains committed to sustaining this development ecosystem with a long-term approach to creating social value.realize their potential is one of the most important investments in Türkiye's sustainable development and remains committed to sustaining this development ecosystem with a long-term approach to creating social value.

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‘IC Holding’s presence is of great value to our university, our students and Ağrı’’

One of the fundamental objectives of university education is to nurture individuals who are confident, well-equipped and conscious of their responsibility to contribute to the future of their country. Achieving this objective requires not only providing our students with a high-quality academic education, but also creating opportunities that support their social, cultural and professional development.

A significant proportion of the students at Ağrı İbrahim Çeçen University come from economically and socially disadvantaged regions. For this reason, we view our campus as a development ecosystem where our students discover their potential, develop their competencies, build self-confidence and prepare for the future with hope.

It is precisely at this point that the contributions of the İbrahim Çeçen Foundation and IC Holding, one of the Foundation’s largest corporate supporters, create significant value for our university, our students and Ağrı.

The vision of İbrahim Çeçen, who is also the founder of our university, to contribute to development through education, his confidence in his country and its young people, and his strong ties to the land where he was born and raised have today been translated into numerous valuable projects implemented for the students of Ağrı İbrahim Çeçen University.

The name of İbrahim Çeçen and the institutions he has established have never represented structures that merely provide scholarship support for us. We regard both the İbrahim Çeçen Foundation and IC Holding as highly valuable institutions that bring a culture of solidarity to life through tangible initiatives. Our students actively participate in projects carried out by IC Holding together with the Foundation across various areas and are better equipped to prepare for the future.

The physical facilities of our campus are currently well developed. We also know that IC Holding and the İbrahim Çeçen Foundation are always there to support us when needs arise.

The social, cultural and sports facilities on our campus, including our congress center, student clubs, library, social amenities and sports facilities, provide young people with spaces where they can discover themselves and develop their competencies. Students who join our university are supported through comprehensive scholarship programs. In particular, the scholarships provided to students admitted to our Faculty of Medicine make a significant contribution to the development of qualified healthcare professionals needed by the region and our country.

We regard the contribution that the culture of solidarity built by IC Holding together with its thousands of employees makes to our university as a significant value. This culture takes tangible form at times through a laboratory or practical training workshop established on our campus, and at other times comes to life through IC Holding employees sharing their knowledge and experience with our students on a voluntary basis.

In particular, I consider the IC Career Bridge project to be a noteworthy initiative, with its comprehensive content and implementation model offering a potential example for similar initiatives in Türkiye. I hope that the vision demonstrated by IC Holding through this project will be adopted by other institutions, thereby contributing to the expansion of its positive social impact.

The Chefs of the Summit project, implemented by IC Holding Tourism Group in collaboration with the Foundation, represents a significant investment for both our students and the region. The modern practical training kitchen established on our campus provides students with the opportunity to receive training in accordance with professional standards, engage with professionals from IC Holding Tourism Group and benefit from internship opportunities. In addition, the project contributes to the development of Ağrı’s gastronomic potential and the cultivation of a qualified workforce.

Today, Ağrı İbrahim Çeçen University serves not only as an institution that contributes to the lives of our students, but also as a strong center for education and development that helps shape the future of our city and region. Generating value across a wide range of areas, from education and healthcare to sports, culture, employment and social development, our university continues to be one of the key stakeholders in regional development.

We extend our sincere gratitude to IC Holding and the İbrahim Çeçen Foundation, whose support we have consistently felt by our side throughout this journey since our establishment.

İlhami Gülçin, Ph.D

Rector of Ağrı İbrahim Çeçen University

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CHEFS OF THE SUMMIT

The transition of young people from education to the labor market constitutes a significant area of social concern due to the limited availability of employment opportunities. Assessments by the Organisation for Economic Co-operation and Development (OECD) also indicate that educational attainment alone is not sufficient for participation in employment and that there is a need for effective transition mechanisms that support young people in preparing for working life.

Within this context, particularly in practice-oriented fields such as gastronomy, students graduating without receiving sufficient practical training represents a significant area for development in terms of professional competence. This misalignment between education and industry may make the transition of young people into professional life more challenging and may limit their employability.

At IC Holding, we regard addressing this structural need as a strategic investment in the future of young people. The Chefs of the Summit Program offers a practical and sustainable development model aimed at strengthening the alignment of skills between education and the business world. As part of the program, a 300-square-meter practical training kitchen meeting industrial standards was established at Ağrı İbrahim Çeçen University through the collaboration of IC Holding and IC Tourism Group. In the fully equipped kitchen, students receive practical training under real production conditions, while workshops led by experienced chefs from IC Hotels enable them to develop not only their technical skills, but also essential competencies for professional life, including kitchen discipline, time management, teamwork and service standards.

Students' access to industry knowledge is supported through the gastronomy library integrated into the practical training kitchen and the guest chef programs. In addition, by engaging with professionals from different cities and culinary disciplines, students have the opportunity to develop their professional networks while continuing their education. This structure establishes a sustainable collaboration model that supports knowledge sharing and practical learning between the university and the industry.

One of the key outcomes of the program is its contribution to supporting students in entering the labor market as better-equipped individuals. One of the key outcomes of the program is its contribution to supporting students in entering the labor market as better-equipped individuals. Since the program's inception, more than 350 students have participated in the Chefs of the Summit Program, with participants supported through internship and employment opportunities within IC Tourism Group. As part of the program, 81 students have had the opportunity to undertake internships at IC Hotels, of whom 53 have been employed in professional positions. The fact that approximately 60% of participants are female students also demonstrates the program's contribution to gender equality and inclusion.

The Chefs of the Summit Program not only provides a model for developing professional skills, but also contributes to the preservation and development of the local gastronomic culture. The preservation of local recipes through contemporary practices, the documentation of gastronomic heritage and increased visibility of local products strengthen the program's cultural sustainability dimension.

At IC Holding, we regard the Chefs of the Summit Program as a holistic social impact model that supports young people's transition from education to employment, strengthens skills alignment and contributes to regional development. We believe that, while contributing to the development of qualified gastronomy professionals, the program will continue to support Ağrı's development as a strong center for education and practical training in the field of gastronomy.



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LIFE CRAFT CENTER

International development literature on disaster and crisis contexts, including assessments by the OECD, ILO and UNDP, indicates that women's participation in economic life is critical not only in terms of income generation, but also for preserving household stability, maintaining social cohesion and strengthening local recovery capacity. This approach is recognized as one of the key components of models focused on strengthening local capacity during post-disaster recovery processes.

Following the earthquakes of 6 February 2023, IC Holding and the İbrahim Çeçen Foundation adopted an approach that went beyond immediate humanitarian response to support medium- and long-term social recovery. In this context, the Life Workshops implemented at the İskenderun Living Area were structured as a sustainable social impact model aimed at empowering priority groups in need in the post-disaster period.

Disruptions to women's access to economic participation in the post-earthquake period, the increased risk of social isolation and deepening household vulnerabilities were identified among the priority areas of need in the field. Accordingly, the Life Workshops were designed as a holistic development platform that supports women's re-engagement in production processes while also strengthening social recovery.

As part of the Life Workshops, practical training programs have been implemented in traditional handicrafts, textile production and local crafts. Through modules such as basket weaving specific to Hatay, laurel soap production and sewing workshops, women's vocational skills have been developed while their participation in production processes has also been supported. To date, more than 500 women have directly benefited from the Life Workshops programs.

Program outcomes, participant feedback and field observations indicate that, in addition to increased economic participation, social ties have been strengthened, tendencies towards displacement have decreased and positive outcomes have been achieved in terms of preserving household stability. These findings demonstrate the strong relationship between economic empowerment and social resilience in post-disaster interventions.

The workshop model also plays an important role in preserving the local production culture and establishing sustainable income-generating mechanisms. Through the products they create, participants contribute to economic participation while also helping preserve local cultural values and pass them on to future generations.



IC Holding regards the Life Workshops as a scalable social impact model that contributes to post-disaster social recovery and the strengthening of long-term community resilience.

The program continues to contribute to regional recovery and social reconstruction processes by supporting women's sustainable participation in economic and social life.

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MULTIPLYING KINDNESS TOGETHER THROUGH THE IC OPERATION HAPPINESS

Since its launch in 2019, the IC Operation Happiness has brought together 14,000 IC Volunteers, who have contributed to making the wishes of 10,000 children come true. Implemented in partnership with IC Holding's Group companies, the İbrahim Çeçen Foundation and the Ministry of National Education in regions where support is most needed, the IC Operation Happiness stands as one of the strongest examples of the IC Group's commitment to a collaborative approach to philanthropy.

Launched with the motto "Let Wishes Come True," the IC Operation Happiness has evolved over time into a sustainable social impact program centered on employee volunteering. The program aims to directly address the individual needs and expectations of children living in regions where support is most needed, while also promoting the broader engagement of employees in volunteering and strengthening a culture of social solidarity.

As part of the program, which is carried out annually ahead of the New Year, IC Volunteers learn about the wishes of children living in regions where support is most needed. These requests are then shared with employees through volunteer initiatives organized at the offices of IC Holding and its Group companies.

Volunteers source and prepare the requested gifts in line with the wishes they have undertaken, after which the gifts are delivered to the children with the participation of the volunteers.

Under the program, thousands of gifts, ranging from toys and educational materials to sports equipment and science kits, have been delivered to children to support their development and interests. This approach supports the development of a volunteering model that is responsive to children's individual needs.

> **IC Operation Happiness is implemented as a sustainable social impact model that not only directly contributes to meeting children's needs, but also encourages employee volunteering, strengthens solidarity within the organization, and supports employees' active participation in creating social value. IC Holding continues to strengthen its culture of volunteering, support social solidarity, and expand its social impact through the contributions of its employees.**



14 THOUSAND
IC VOLUNTEERS

10 THOUSAND
CHILDREN WHOSE WISHES CAME TRUE

35 THOUSAND
VOLUNTEERING HOURS

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TOGETHER WITH NATURE AND SOCIETY

IC Holding's Energy Group companies aim to create lasting social value and develop trust-based, sustainable relationships with local communities while ensuring security of energy supply in the regions where they operate. the social impact dimension of the Energy Group's investments is managed in line with internationally recognized EBRD Performance Standards and within the framework of the principles of stakeholder engagement, transparency, consideration of vulnerable groups, and inclusive communication.

Throughout 2025, direct communication with local stakeholders was prioritized in the field investments implemented by the Energy Group, particularly in rural areas. As part of the collaborations established with local authorities and municipalities, **14 information meetings** were held. During these meetings, information regarding the scope of the projects, planned outages, and expropriation processes was shared with stakeholders, while grievance and feedback mechanisms were operated as accessible and transparent communication channels. In line with feedback received from the field, improvements were made to technical processes, with the aim of reflecting local needs and expectations in decision-making processes.

Importance is placed on developing energy generation in a manner that delivers environmental and social benefits. In this context, while environmentally friendly practices are implemented in field maintenance processes through the solar grazing method applied at our solar power plant, local economic activities are also supported.

As part of the Energy Group's social impact approach, investments in sports that support the development of children and young people are also being continued. Access to quality sports opportunities is supported through girls' and boys' teams in the U11, U14, U16 and U18 age categories supported through regional basketball development programs. In particular, encouraging girls' participation in sports contributes to strengthening gender equality, while sports activities aim to support young people's self-confidence, discipline, teamwork, and social development.

INFRASTRUCTURE THAT CONNECTS LIVES

The Infrastructure Group manages the impacts of large-scale transportation and infrastructure projects on local communities and the social environment through a holistic approach throughout all stages of the projects, rather than focusing solely on technical and engineering performance. All Infrastructure Group operations are carried out in line with the EBRD Performance Standards and within the framework of transparent communication, stakeholder engagement, consideration of vulnerable groups, and effective feedback mechanisms.

Throughout 2025, face-to-face information meetings were held in cooperation with local authorities and municipalities to strengthen direct communication with stakeholders living particularly in rural and semi-rural areas.

As part of the stakeholder engagement processes carried out within the scope of the Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations, information was provided on construction activities, temporary impacts, and grievance mechanisms, and 233,630 requests submitted by stakeholders throughout the year were assessed. In line with the feedback received, technical route adjustments, improvements to outdoor lighting, and measures to mitigate temporary impacts were implemented, with the aim of improving the impact of the projects on local life.

The Infrastructure Group does not limit its social impact approach to field operations; rather, it addresses social impact together with environmental sustainability, regional resilience, and social awareness. Within the framework of the circular economy approach, while contributing to the conservation of natural resources through its water and waste management practices, the Infrastructure Group also supports community resilience through its efforts carried out in coordination with public authorities in emergency situations.



In this context, active involvement was provided on 47 occasions throughout the year in response efforts for vehicle fires occurring within the areas of responsibility of the Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations.

Technical site visits, vocational information programs, and internship opportunities are organized to support the professional development of young people and facilitate students' early exposure to the industry. Through these programs, the aim is to provide young people with practical experience, enhance their professional competencies, and strengthen their participation in sustainable employment opportunities within the infrastructure sector. Within the scope of the Kurtaran Ev Support Project implemented by ICA in 2025, a comprehensive support program was carried out to improve the living conditions of stray animals in line with the needs of the Kurtaran Ev Association. As part of the project, food and blanket support was provided, while 10 truckloads of asphalt millings were provided by Yavuz Sultan Selim Bridge and Northern Ring Motorway to contribute to meeting the shelter's basic infrastructure needs. In addition, ICA employees visited the shelter and participated in volunteer activities, spending time with the animals and directly contributing to social responsibility initiatives.

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STAKEHOLDER RELATIONS AND MANAGEMENT

GRI 3-3

IC Holding is committed to providing accurate and timely information regarding its activities, taking into consideration their impacts on all internal and external stakeholders. Involving stakeholders in decision-making processes and taking their views into consideration are fundamental elements of the corporate sustainability approach. In this context, the Company aims to establish trust-based, stable, and transparent relationships with its stakeholders while fulfilling its social and environmental responsibilities.

The **Stakeholder Engagement Policy**, published at the end of 2022 was integrated into business processes in 2023, further expanding and deepening stakeholder engagement strategies. Communication activities carried out with a broad range of stakeholders, from employees and suppliers to public authorities and local communities, cover sustainability areas such as corporate governance, ethics, transparency, compliance with applicable legislation, and social and environmental responsibility. Through these regular communication channels, IC Holding is better able to analyze the needs and expectations of its stakeholders and shape its strategic decisions accordingly.

Under its grievance mechanism, IC Holding considers all stakeholder feedback as a valuable opportunity for improvement and continuously develops these mechanisms to ensure that they remain accessible and effective. The system for internal stakeholders is operated through IC Synergy, where employees' views and suggestions are collected under different categories and forwarded to the relevant Human Resources units. This feedback is regularly reviewed, necessary actions are taken, and ethical matters in particular are monitored by the Ethics Officer. Throughout the process, due importance is given to data confidentiality, and the identities of employees submitting notifications are protected.

Complaints received from external stakeholders are collected through the contact form available on the corporate website and the "IC Holding Ethics Hotline," which can be used anonymously. These notifications are also subject to detailed review and assessment by the Ethics Officer.



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IC HOLDING STAKEHOLDER ENGAGEMENT TABLE

GRI 2-29

Key Stakeholders	Relevant Material Topics	Communication Method	Communication Frequency	Main Topic
Employees	Workforce	Email, telephone and face-to-face meetings	Continues[36]	• Employee engagement and talent management • Occupational health and safety • Enhancement of employee rights and career management • Compliance with national and international developments/ regulations • Diversity, equity and inclusion management • Sustainability management • Ethics and transparency • Internal policies and procedures • Employee satisfaction
		Meetings and training sessions	At regular intervals	
		Digital channels	Continues	
	Stakeholder Relations Management	Employee satisfaction surveys	Annually	
		Employee-specific events	At regular intervals	
		Committee meetings	At regular intervals	
		Announcements and notifications	Continues	
		İntranet	Continues	
Suppliers	Workers in the Value Chain	E-mail, telephone and face-to-face meetings	Continues	• Policy management for establishing long-term partnerships • Occupational health and safety • Gender equality • Anti-Bribery and Corruption • Environmental, social and ethical compliance • Resource efficiency and quality management • Financing and payment process management
		Meetings	At regular intervals	
	Stakeholder Relations Management	Supplier assessment	At regular intervals	
		Supplier portals	Continues	
Public Authorities and Law-Making Bodies	Economic Performance	Periodic reporting	At regular intervals	• Legislation and compliance • Resource use and efficiency in investment processes • Economic and social development, contribution to local employment • Environmental, social and governance (ESG) management and capacity to adapt to megatrends
		Meetings and conferences	At regular intervals	
	Stakeholder Relations Management	E-mail, telephone and face-to-face meetings	Continues	
		Audits	At regular intervals	
NGOs and Local Communities	Climate Change, Biodiversity and Ecosystems	Memberships	At regular intervals	• Vocational training programs and workshops • Sectoral collaborations, relationship and impact management • Current legal regulations and contribution sharing • Innovation and innovativeness managemen
	Affected Communities	Newsletters	Continues	
	R&D, Innovation and Digital Transformation	Events, panels and projects	At regular intervals	
	Stakeholder Relations Management	Meetings and working groups	At regular intervals	
Local Communities in Investment/ Project Areas	Affected Communities	E-mail, telephone and face-to-face meetings	Continues	• Project/investment-based current developments • Social impact management • Action plans
		Corporate website	Continues	
	Stakeholder Relations Management	Meetings	At regular intervals	
		Reports and announcements	Project-based	
Customers	Affected Communities	E-mail, telephone and face-to-face meetings	Continues	• Product and service quality
		Meetings	At regular intervals	• Customer satisfaction and experience
	Stakeholder Relations Management	Reports and announcements	At regular intervals	• Accessible, reliable and uninterrupted service delivery
		Digital channels	Continues	• Occupational health, safety and user safety
		Customer satisfaction surveys	At regular intervals	• Innovative and digital services

36 In the table, the term “Continuous” refers to interactions with stakeholders that, without following a specific periodic schedule, are continuously accessible, open to mutual communication, and carried out on a needs-based basis due to the nature of the activities.

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AFFECTED LOCAL COMMUNITIES

GRI 3-3, GRI 203-1, GRI 203-2, GRI 413-1, GRI 413-2

ECONOMIC, SOCIAL AND CULTURAL RIGHTS OF COMMUNITIES

Respecting the economic, social and cultural rights of local communities across all regions where IC Holding operates is considered a fundamental component of its approach to creating sustainable value. The impacts of investments undertaken across the energy, infrastructure, tourism and other business areas are assessed from a human rights perspective throughout their life cycle, with a focus on supporting economic development, enhancing social well-being and safeguarding cultural values.

Environmental and social impact assessments are conducted from the planning stage of investment processes, and regular communication is maintained with relevant public authorities, local administrations, non-governmental organizations, academic communities, and local communities. The views and feedback received from stakeholders are integrated into investment processes, and the necessary measures are implemented to prevent or minimize potential adverse impacts arising from the activities.

As part of efforts to support economic rights, priority is given to increasing local employment and strengthening local supply chains in the regions where operations are conducted. To strengthen social rights, social investment programs are implemented in areas including education, professional development, healthcare, disaster preparedness, infrastructure improvements, and the enhancement of community well-being. Community resilience is supported through projects developed in line with the needs of the regions where operations are conducted. Accessible mechanisms are established to enable local communities to communicate their views, suggestions and grievances, and efforts are made to ensure that submissions received are assessed fairly, transparently and in a timely manner.

As part of efforts to protect cultural rights, the historical, cultural and natural heritage of the regions where operations are conducted is respected. Potential impacts on cultural heritage assets are assessed throughout project development processes, and the necessary protective and preventive measures are implemented in cooperation with the relevant authorities. Social investment projects that contribute to preserving local cultural values are supported, while also contributing to regional social development initiatives.

The protection of communities' economic, social and cultural rights is considered not only in the context of fulfilling legal obligations, but also as one of the fundamental elements of long-term, trust-based Stakeholder Relationss. Accordingly, activities are carried out taking into consideration national legislation, international human rights principles, responsible business standards, and the Sustainable Development Goals, with the aim of contributing to inclusive, resilient, and sustainable development in all regions where operations are conducted.



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MEMBERSHIPS AND PARTNERSHIPS

GRI 2-28

IC Holding establishes various partnerships with associations, non-governmental organizations, public authorities, and private sector organizations to achieve its sustainability targets and strengthen its position in the sector. The Company actively participates in local and international organizations and closely monitors good practices in the field of sustainability. In this process, while sharing its knowledge and experience with other stakeholders, it also follows global developments and integrates these innovations into its strategies.

Company	Memberships and Partnerships
IC Holding	· Impact Investing Advisory Board (EYDK) · Entrepreneurship Foundation · Turkish Quality Association (KALDER) · Association of Business Communicators · United Nations Women's Empowerment Principles (WEPs) · TEGEP Training and Development Stakeholders Association · PERYÖN Turkish Human Management Association
IC İçtaş Construction	· TÜSİAD · Turkish Contractors Association · Turkish Employers' Association of Construction Industries (İNTES) · DEİK · Business Council for Sustainable Development – Türkiye (BCSD Türkiye)
ICA	· The Chartered Institute of Logistics and Transport (CiLT) · European Association of Operators of Toll Road Infrastructures (ASECAP) · Intelligent Transportation Systems Association of Türkiye (AUS Türkiye) · Yanındayız Association · Women in Logistics and Transport (WiLAT) Türkiye · Association of Business Communicators · International Road Federation (IRF) · Turkish Road Association · PERYÖN Turkish Human Management Association · Turkish Public Relations Association
Zafer Airport	· Kütahya Chamber of Commerce and Industry · Directorate General of Civil Aviation – HAVEM Group · Ministry of Transport and Infrastructure 1st International Aviation Council Working Group
Karasu Port	· Chamber of Shipping · Sakarya Chamber of Commerce and Industry · Port Operators Association of Türkiye
Northern Aegean Motorway	· Aliağa Chamber of Commerce · AUS Türkiye
IC Enterra, TREDAŞ, TREPAŞ	· World Energy Council (WECK) · TOBB Energy Assembly · Business Council for Sustainable Development (BCSD) · Tekirdağ Chamber of Commerce and Industry (Tekirdağ TSO) · Business World Plastics Initiative (İPG) · Turkish Wind Energy Association (TÜREB) · Turkish Investor Relations Society (TÜYİD) · Energy Storage Industries Association (EDEDER) · Energy Traders Association (ETD) · Electricity Generators Association (EÜD) · Electricity Distribution Companies Employers' Association (EDİS) · Italian Chamber of Commerce and Industry Association · Electricity Distribution Services Association (ELDER) · Energy Investors Association (GÜYAD) · Solarbaba · Hydroelectric Power Plants Industrial Businesspeople Association (HESİAD) · Corporate Communicators Association (KİD)
İbrahim Çeçen Foundation	· United Nations Global Compact Member / Signatory · General Directorate of Foundations · Adım Adım Platform · Açık Açık Platform
Treysan	· Union of Chambers and Commodity Exchanges of Türkiye (TOBB) · Ankara Chamber of Industry (ASO) · Central Anatolian Exporters' Associations (OAİB) · Kazan Industrialists and Businesspeople Association (KAZAN SİAD) · Ankara Chamber of Commerce (ATO) · Business Council for Sustainable Development Türkiye (BCSD Türkiye)
IC Green Palace, IC Santai Family Resort, IC Airport, İçtur Food & Beverage, IC Çeşme Marina	· Professional Union of Music Interpreters (MÜYOBİR) · Musical Work Owners Society of Turkey (MESAM) · Musical Work Owners Group Society (MSG) · Federation of Music Authors in the Music Industry (MSF) · Radio and Television Broadcasters' Society (RATEM) · Turkish Phonographic Industry Society Related Rights Holders (MÜ-YAP) · Federation of Related Rights in the Music Industry (MÜZFED) · Blue Flag Türkiye – Foundation for Environmental Education in Türkiye · Antalya Chamber of Commerce · Kütahya Chamber of Commerce · Ankara Chamber of Commerce · İstanbul Chamber of Commerce · Muğla Chamber of Commerce and Industry · İzmir Chamber of Commerce · Mersin Chamber of Commerce · West Mediterranean Exporters' Association (BAİB) · Mediterranean Touristic Hoteliers and Operators Association (AKTOB) · Istanbul Mineral Exporters' Association (İMİB) · Kundu Tourism Investors Association (KUYAB) · Belek Tourism Investors Association (BETUYAB) · Tobacco and Alcohol Department (TAPDK) – Ministry of Agriculture and Forestry · Chamber of Shipping · Maritime Tourism Association · Turkish Quality Association (KALDER) · Çeşme Touristic Hoteliers and Operators Association · Alaçatı Tourism Association

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CUSTOMER EXPERIENCE AND SATISFACTION

Customer experience and satisfaction are among the priority areas for IC Holding and its group companies in terms of maintaining service quality and strengthening trust-based relationships with stakeholders. This area is also supported by international standards, and customer feedback is systematically collected, analyzed, and integrated into service processes. At TREDAŞ, TREPAŞ, and Treysan, customer feedback is managed systematically within the scope of the ISO 10002 Customer Satisfaction Management System through a structure based on traceability and continuous improvement.

GOOD PRACTICE

IC ÇEŞME MARİNA | OLIVE OIL PRODUCTION AND UTILIZATION

Olives harvested from the olive trees located within the marina are utilized for olive oil production in line with the sustainability approach, thereby contributing to the protection of the local ecosystem. The olive oil produced is presented as a gift to boat owners staying for extended periods, thereby enhancing customer satisfaction and encouraging the appreciation of local values.

Across the Group, customer touchpoints are being restructured through digitalization-focused applications, making processes more accessible, faster, and more user-friendly. In this context, customer requests are addressed more quickly and effectively through AI-supported call center solutions and digital customer representatives.

At Yavuz Sultan Selim Bridge, AI applications integrated into call center processes, together with the voicebot solution implemented at TREDAŞ, aim to provide customers with uninterrupted 24/7 service, reduce the need for physical applications, and shorten waiting times. In addition, through "TREPAŞ Assistant," implemented by TREPAŞ, customers can access 24/7 services via trepas.com.tr and are easily directed to the most frequently used digital transactions, thereby accelerating transaction processes and helping balance the workload at call centers and physical service points. In this process, while customer experience is enhanced, data security and privacy principles are also integrated into the processes with the aim of providing a secure digital experience.

The AI-supported digital assistant **"Enerjik,"** developed by TREDAŞ and launched in 2020, enables customer notifications, requests, and suggestions to be received quickly and seamlessly. The application received an award in the **"Industry Firsts"** category at the CX Awards Turkey in 2024.

Furthermore, the expansion of digital application and transaction channels enables customers processes to be managed without the need for physical applications. Key practices under this approach include conducting subscription and termination transactions through digital channels at TREPAŞ and verifying the accuracy of contact information through GSM verification; transferring application processes to digital platforms at TREDAŞ, as well as fully digitalizing compensation processes carried out in accordance with EMRA regulations and establishing an automated payment and notification infrastructure; and enhancing the website infrastructure at Yavuz Sultan Selim Bridge with a focus on user experience and data security.

In addition, surveys and digital feedback channels are being expanded to ensure the effective management of customer feedback.

Group Companies	Customer Satisfaction Rate		Number of Customers	
	2024	2025	2024	2025
Zafer Airport	84.61%	94.88%	66,814	78,792
IC Çeşme Marina	79%	91%	330	330
Yavuz Sultan Selim Bridge	91%	87%	152,827	215,320
TREDAŞ	96.71%	96.44%	1,330,800	1,364,112
TREPAŞ	97%	97%	1,323,376	1,354,708
Treysan	96.1%	96.6%	55	29

Group Companies	Complaints received from third parties and verified by the organization		Complaints received from regulatory authorities	
	2024	2025	2024	2025
Zafer Airport	28	21	-	-
TREDAŞ	1,173	1,320	1,401	1,743
TREPAŞ	3,556	2,735	134	247

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CUSTOMER EXPERIENCE AND SATISFACTION

While customer satisfaction is measured through regular surveys across many Group companies, at Treysan, the digitalization of survey processes enables customer feedback to be collected more effectively. At IC Çeşme Marina, customer feedback and complaints submitted through the Şikayetvar platform are regularly monitored and assessed in coordination with the businesses operating within the Marina, with resolution processes carried out jointly. In addition, monthly feedback is collected regarding the marina and commercial areas through surveys conducted via SurveyMonkey to regularly measure customer satisfaction. Based on the results, improvement initiatives are carried out and customers who report dissatisfaction are contacted. Customer feedback submitted through digital platforms is assessed in coordination with the relevant units, supporting the continuous improvement of service quality.

DATA SECURITY AND PRIVACY

Data security and the protection of personal data are among the fundamental elements of ensuring stakeholder trust and maintaining sustainable business practices for IC Holding and its Group companies. In this context, ensuring compliance with applicable legislation and managing data processing activities securely are prioritized.

Through corporate structures established within the Group companies, processes for the protection of personal data are addressed systematically, data security risks are monitored, and necessary improvement actions are implemented. TREPAŞ, data processing activities are managed in compliance with applicable legislation through the Personal Data Protection Committee established within the Company, while awareness of data security is enhanced across the organization.

In this context, in line with the **Personal Data Processing and Protection Policy** in force within IC Holding, personal data are processed lawfully, for specific and legitimate purposes, in a manner limited to such purposes, accurately and up to date, and retained for the necessary period. Data processing processes are regularly reviewed, and mechanisms are implemented to protect the rights of data subjects.

In addition, efforts are being carried out to ensure data security in the use of artificial intelligence applications in line with technological developments. Through the guidance document prepared in this context, principles have been established to enable employees to use AI-based applications securely, with the aim of mitigating risks associated with data sharing.

GOOD PRACTICE

ZAFER AIRPORT | CUSTOMER SATISFACTION BUTTONS

As of 2025, customer satisfaction buttons have been installed at selected points throughout Zafer Airport's terminal to enable passenger satisfaction to be monitored instantaneously and continuously. Through this application, the measurement approach based on surveys has been replaced with a feedback system providing a continuous flow of data. The feedback received is regularly analyzed, contributing to the improvement of service quality, while operational efficiency is enhanced and paper consumption is reduced by minimizing manual survey processes.

GOOD PRACTICE

YAVUZ SULTAN SELİM BRIDGE | LICENSE PLATE MASKING ON THE WEBSITE

In 2025, an application was implemented to mask vehicle license plates during debt inquiry transactions on the website. The application was implemented in accordance with the Personal Data Protection Law ("PDPL") and the organization's data security policies. In this context, risks related to the protection of user data were minimized, thereby providing a more secure digital transaction environment.

GOOD PRACTICE

TREPAŞ | DATA SECURITY GUIDE FOR THE USE OF ARTIFICIAL INTELLIGENCE

In 2025, a guidance document prepared by the Personal Data Protection Committee established principles for protecting personal data security during employees' use of AI-based applications. The guide addresses risks related particularly to data sharing on generative AI applications and digital platforms and supports a secure use approach. Through this practice, the culture of secure technology use within the organization is being strengthened, with the aim of reducing the risk of data breaches.

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PERFORMANCE INDICATORS[37]

GRI 2-6, GRI 2-30

Environmental Performance Indicators

GRI 302-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3, GRI 306-4, GRI 306-5

Energy Resource[38]	Unit	2023	2024	2025
Electricity	kWh/year	196,798,581.28	303,798,660.84	283,272,624.32
Renewable Electricity Consumption	kWh/year	14,803,675.20	7,634,345.95	14,813,641.45
Natural Gas	m^3/year	1,703,589.10	1,392,679.05	1,599,629.01
LPG	kg/year	107,770.00	76,914.00	73,938.00
LNG	kg/year	990,007.11	494,074.44	404,622.98
Gasoline	L/year	-	251,145.80	333,129.18
Diesel	L/year	-	3,732,544.92	3,245,264.74
Total Energy Consumption	GJ	842,837.57	1,325,343.52	1,241,316.06

Water Consumption	Unit	2023	2024	2025
Municipal Water Consumption	m^3/year	685,862.46	709,486.30	554,564.00
Groundwater Consumption	m^3/year	112,283.48	197,690.70	185,602.00
Surface Water Consumption	m^3/year	18,979,035.00	39,551,893.18	34,618,140.18
Total Water Consumption	m^3/year	19,777,180.93	40,459,070.18	35,358,306.18
Volume of Water Discharged	m^3/year	18,159,934.29	38,782,208.57	37,417,477.99
Volume of Recycled/ Reused Water	m^3/year	31,073.55	29,696.69	24,903.62

Waste Values	Unit	2023	2024	2025
Hazardous Waste	ton	939.11	849.69	951.01
Non-Hazardous Waste	ton	52,364.58	34,120.55	3,283.98
Total Waste	ton	53,303.69	34,970.24	4,235.00
Amount of Recovered Waste	ton	50,972.44	33,845.56	3,313.98

Greenhouse Gas Emissions	Unit	2023	2024	2025
Scope 1	tCO_2e	20,426.05	20,864.37	21,306.36
Scope 2 – Location-Based	tCO_2e	87,536.47	134,278.53	122,942.77
Scope 2 – Market-Based	tCO_2e	-	133,813.19	119,532.01
Scope 3	tCO_2e	-	-	-
Total	tCO_2e	107,962.51	155,142.90	144,249.12

37 For comparability purposes, data within the scope of assurance has been distinguished using color coding. While the 2023 data was subject to limited assurance in the previous reporting period, the 2024 and 2025 data have been verified within the scope of the current reporting period. Accordingly, the indicators for the respective years are presented in different color (2023 ✓ 2024-2025 ✓).

38 In 2023, gasoline and diesel consumption data were not included in the reporting scope, as sufficient consolidation could not be achieved in terms of data quality and comparability. As of 2024, these data have been methodologically standardized, included in the reporting scope, and subjected to assurance.

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PERFORMANCE INDICATORS

GRI 2-6, GRI 2-30

Social Performance Indicators[39]

GRI 401-1, GRI 401-3, GRI 404-1

Number of Employees by Gender (#)	2023	2024	2025
Female	1,373	1,256	1,229
Male	3,499	3,178	2,948

Employee Numbers by Contract Type	2023	2024	2025
Full-Time	4,872	4,434	4,177
Part-Time	0	0	0

Employees Subject to Collective Labor Agreement[39]	2023	2024	2025
Number of Unionized Employees	453	468	840
Percentage of Unionized Employees	9.32%	10.55%	20.11%

Employee Numbers by Age Group	2023	2024	2025
Female			
18-30	585	564	541
30-45	576	520	515
45+	212	172	173
Male			
18-30	1,009	963	809
30-45	1,750	1,515	1,457
45+	740	700	682

Number of Senior Management Employees by Gender	2023	2024	2025
Female	14	19	17
Male	92	91	88

Rates of Returning to Work and Staying at Work After Parental Leave	2023	2024	2025
Number of Female Employees taking Maternity Leave	32	26	22
Number of Female Employees Returning to Work After Maternity Leave	29	17	25
Number of Female Employees Returning to WorkAfter the End of Maternity Leave (%)	91%	89%	93%

39 IC Holding respects its employees' rights to join trade unions and participate in collective bargaining agreements. Among the Group companies, there was a workforce covered by collective bargaining agreements at TREDAŞ in 2023; at TREDAŞ and TREPAŞ in 2024; and at TREDAŞ, TREPAŞ, and ICA YSS in 2025.

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GRI 2-6, GRI 2-30

Total Number of New Hires	2023	2024	2025
Female	1,232	1,061	773
Male	1,901	1,457	1,059

Total Number of Employees with Disabilities	2023	2024	2025
Female	26	19 ✓	30 ✓
Male	91	89 ✓	84 ✓

Employees Leaving Employment	2023	2024	2025
Total	2,920	2,820	2,129

Employee Training	2023	2024	2025
Employees Receiving Training (Blue- and White-collar)	159,621	47,839	62,736
Total Training Hours	159,620.00	103,014.00	345,275.73
Training Hours per Employee	32.76	23.23	82.66

OHS Performance Indicators[40]

GRI 403-2, GRI 403-9

Within the scope of OHS performance indicators, only the Group companies included in the report that are classified as hazardous or highly hazardous have been included. The scope of the relevant companies was updated during the reporting period. Zafer Airport, which had been classified as hazardous in previous reporting periods, was excluded from the scope of OHS performance indicator reporting following a review of its official hazard class codes, as it does not fall within the hazardous or highly hazardous classifications.

Mahmutbey - Esenyurt Metro Project

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	17.36	8.19 ✓	4.50 ✓
Lost Time Injury Rate (LTIR)[41]	9.47	1.64 ✓	- ✓
OHS Training Provided (person*hours)	1,040	3,724 ✓	550 ✓

Tuz Gölü Underground Natural Gas Storage Facility Expansion Project

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	19.76	20.73 ✓	18.52 ✓
Lost Time Injury Rate (LTIR)[41]	4.05	4.36 ✓	6.35 ✓
OHS Training Provided (person*hours)	50,469	49,414 ✓	30,128 ✓

40 Total Recordable Injury Rate = (Number of Fatalities + Number of Lost Time Injuries + Number of Restricted Work Injuries + Number of Medical Treatment Cases) / (Total Hours Worked) × 1,000,000

41 Lost Time Injury Rate = (Number of Fatalities + Number of Lost Time Injuries) / (Total Hours Worked) × 1,000,000

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GRI 2-6, GRI 2-30

ICA Yavuz Sultan Selim Bridge and Northern Ring Motorway Operations

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	19.83	12.67 ✓	13.5 ✓
Lost Time Injury Rate (LTIR)[41]	11.78	12.67 ✓	7.66 ✓
OHS Training Provided (person*hours)	1,798	5,508 ✓	13,204 ✓

Karasu Port

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	22.86	21.92 ✓	9.64 ✓
Lost Time Injury Rate (LTIR)[41]	17.15	21.92 ✓	4.82 ✓
OHS Training Provided (person*hours)	2,894	2,364 ✓	2,242 ✓

IC Enterra Renewable Energy

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	-	2.06 ✓	1.71 ✓
Lost Time Injury Rate (LTIR)[41]	-	2.06 ✓	- ✓
OHS Training Provided (person*hours)	7,037	5,927 ✓	5,232 ✓

TREDAŞ

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	13.22	14.71 ✓	18.61 ✓
Lost Time Injury Rate (LTIR)[41]	7.61	6.58 ✓	9.11 ✓
OHS Training Provided (person*hours)	13,360	18,196 ✓	16,080 ✓

Treysan

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	27.32	28.51 ✓	32.11 ✓
Lost Time Injury Rate (LTIR)[41]	27.32	9.50 ✓	40.14 ✓
OHS Training Provided (person*hours)	8,403	11,029 ✓	11,301 ✓

Consolidated OHS Performance

Indicator	2023	2024	2025
Total Recordable Injury Rate (TRIR)[40]	16.21 ✓	15.57 ✓	15.55 ✓
Lost Time Injury Rate (LTIR)[41]	7.92 ✓	7.08 ✓	7.24 ✓
OHS Training Provided (person*hours)	85,216 ✓	96,162 ✓	78,737 ✓

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GRI CONTENT INDEX

GRI 2-4, 2-10, 2-18, 2-21

STATEMENT OF USE	IC Holding has reported in accordance with the GRI Standards for the period from 01.01.2024 to 31.12.2025.
GRI 1 USED	GRI 1: Foundation 2021
GRI SECTOR STANDARD	-

GRI CONTENT INDEX ESSENTIALS SERVICE 2026

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI STANDARD	DISCLOSURES	LOCATION OF DISCLOSURE	EXPLANATION OF OMITTED INFORMATION
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	Organizational Profile, p.9-19	
	2-2 Entities included in the organization's sustainability reporting	About the Report, p.4	
	2-3 Reporting period, frequency and contact point	About the Report, p.4	
	2-4 Restatements of information		No information has been restated from previous reports.
	2-5 External Assurance	Assurance Statement,p.141	
	2-6 Activities, value chain and other business relationships	Value Chain, p.14-15 Products and Services, p.16-18 Regions of Operation, p.19 Sustainable Supply Chain Management at IC Holding, p.91	
	2-7 Employees	Employee Profile, p.75	
	2-8 Workers who are not employees	Employee Profile, p.75	
	2-9 Governance structure and composition	Corporate Management at IC Holding, p.32-33	
	2-10 Nomination and selection of the highest governance body		Confidentiality Restrictions: The processes for the nomination and selection of members of the governance bodies constitute part of the Company's internal governance practices. Detailed procedures, decision-making mechanisms and evaluation criteria relating to these processes are not publicly disclosed due to the family-owned structure of the Company.

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GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Corporate Management at IC Holding, p.32-33	
	2-12 Role of the highest governance body in overseeing the management of impacts	Risk Management, p.35-36 Sustainability Governance Structure, p.44-46	
	2-13 Delegation of responsibility for managing impacts	Risk Management, p.35-36 Sustainability Governance Structure, p.44-46	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance Structure, p.44-46	
	2-15 Conflicts of interest	Ethics and Compliance, p.34	
	2-16 Communication of critical concerns	Risk Management, p.35-36	
	2-17 Collective knowledge of the highest governance body	Sustainability Governance Structure, p.44-46	
	2-18 Evaluation of the performance of the highest governance body		Confidentiality Restrictions: The methods and results of performance evaluations of the governance body are considered personal and commercially confidential information, as they contain performance data of senior executives and members of the Board of Directors, and are therefore not publicly disclosed.
	2-19 Remuneration policies	Remuneration, p.78	
	2-20 Process to determine remuneration	Remuneration, p.78	
	2-21 Annual total compensation ratio		Confidentiality Restrictions: The data used in calculating the compensation ratios consists of commercial and personal data containing remuneration information of employees and senior management. Therefore, this information is not publicly disclosed in accordance with confidentiality and data protection principles.
	2-22 Statement on sustainable development strategy	Impact of Development, p.39-40 Messages from the Senior Management, p.5-7	

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GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-23 Policy commitments	Corporate Policies, p.33	
	2-24 Embedding policy commitments	Corporate Policies, p.33	
	2-25 Processes to remediate negative impacts	Ethics and Compliance, p.34	
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance, p.34	
	2-27 Compliance with laws and regulations	Ethics and Compliance, p.34	
	2-28 Membership associations	Memberships and Partnerships, p.115	
	2-29 Approach to stakeholder engagement	Stakeholder Relations and Management, p.112-113	
	2-30 Collective bargaining agreements	Social Performance Indicators, p.120	
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Analysis, p.41-43	
	3-2 List of material topics	Double Materiality Analysis, p.41-43	
CLIMATE CHANGE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis, p.41-43 Climate Change, p.55	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators, p.119	
	302-4 Reduction of energy consumption	Managing Our Climate Change Impact: Mitigation Activities and Energy Management, p.57-62	

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MATERIAL TOPICS			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Strategy, p.56 Environmental Performance Indicators, p.119	
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Strategy, p.56 Environmental Performance Indicators, p.119	
	305-5 Reduction of GHG emissions	Climate Strategy, p.56	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circular Economy, Waste and Water Management, p. 68-73	
	306-2 Management of significant waste-related impacts	Circular Economy, Waste and Water Management, p. 68-73	
	306-3 Waste generated	Waste Management, p. 71-73	
	306-4 Waste diverted from disposal	Waste Management, p. 71-73 Environmental Performance Indicators, p.119	
	306-5 Waste directed to disposal	Waste Management, p. 71-73 Environmental Performance Indicators, p.119	
BIODIVERSITY AND ECOSYSTEMS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis, p.41-43 Biodiversity and Ecosystems, p.63-67	

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BIODIVERSITY AND ECOSYSTEMS			
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity and Ecosystems, p.63-67	
	101-2 Management of biodiversity impacts	Biodiversity and Ecosystems, p.63-67	
	101-4 Identification of biodiversity impacts	Biodiversity and Ecosystems, p.63-67	
	101-5 Locations with biodiversity impacts	Biodiversity and Ecosystems, p.63-67	
	101-6 Direct drivers of biodiversity loss	Biodiversity and Ecosystems, p.63-67	
	101-7 Changes to the state of biodiversity	Biodiversity and Ecosystems, p.63-67	
	101-8 Ecosystem services	Biodiversity and Ecosystems, p.63-67	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p.72-73	
	303-2 Management of water discharge-related impacts	Water Management, p.72-73	
	303-3 Water withdrawal	Water Management, p.72-73 Environmental Performance Indicators, p.119	
	303-4 Water discharge	Water Management, p.72-73 Environmental Performance Indicators, p.119	
	303-5 Water consumption	Water Management, p.72-73 Environmental Performance Indicators, p.119	

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WORK FORCE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis, p.41-43 Valuing People, p.75	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, p.121	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits , p.76-78	
	401-3 Parental leave	Social Performance Indicators, p.120	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	OHS Management, p.89	
	403-2 Hazard identification, risk assessment, and incident investigation	Social Performance Indicators, p.121-122	
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Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Valuing People
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	Valuing People
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Principle 6: Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Valuing People
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Principle 7: Businesses should support a precautionary approach to environmental challenges.	Combating the Climate Crisis and IC Holding
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GENERAL REPORTING PRINCIPLES

These reporting principles (the "Principles") provides information on the data preparation, calculation and reporting methodologies of the indicators of IC Yatırım Holding A.Ş. and its Group Companies ("IC Holding Group", "IC Holding" or the "Group") subject to limited assurance in the IC Holding 2024-2025 Sustainability Report (the "Sustainability Report").

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

The information in these principles covers the 2024 financial year ended 31 December 2024 (1 January 2024 - 31 December 2024) and the 2025 financial year ended 31 December 2025 (1 January 2025 – 31 December 2025), together with the relevant operations in Türkiye under IC Holding's responsibility and its subsidiaries listed below (the "Companies"), as detailed in the "Key Definitions and Scope of Reporting Scope" section.

- IC İçtaş İnşaat Sanayi ve Ticaret A.Ş.
- Tuz Gölü Yeraltı Doğalgaz Depolama Tesisi Genişletme Projesi ("İçtaş - Tuz Gölü")
- Mahmutbey - Bahçeşehir – Esenyurt Metro Projesi (MBE Metro)
- IC Enterra Yenilenebilir Enerji A.Ş. ("Enterra")
- TREDAŞ – Trakya Elektrik Dağıtım A.Ş. ("TREDAŞ")
- TREPAŞ – Trakya Elektrik Perakende Satış A.Ş. ("TREPAŞ")
- IC Çeşme Marina Yatırım Turizm ve İşletmeleri A.Ş. ("Çeşme Marina")
- İçtur A.Ş. ("İçtur")
- IC Green Palace & IC Airport IC Antbel Antalya Belek Turizm Yatırımları A.Ş. ("IC Hotels – Green Palace" ve "IC Hotels – Airport")
- IC Santai Family Resort IC Antbel Belek Turizm Yatırımları A.Ş. ("IC Hotels – Santai")
- ICA İçtaş Altyapı – Yavuz Sultan Selim Köprüsü ve Kuzey Çevre Otoyolu İşletmesi ("ICA")
- IC İçtaş Sakarya Karasu Limanı Yatırım ve İşletme A.Ş. ("Karasuport")
- IC İÇTAŞ Uluslararası Havalimanı Yatırım ve İşletme A.Ş. ("Zafer Havalimanı")
- TREYSAN Prefabrik Çelik Yapılar San. ve Tic. A.Ş. ("TREYSAN")

Within the environmental indicators set out in these Principles, data from IC Airport IC Antbel Antalya Belek Turizm Yatırımları A.Ş. has not been included in the "Municipal Water Consumption", "Surface Water Consumption", "Total Water Consumption" and "Volume of Water Discharged" indicators. Within the social indicators, data from IC İÇTAŞ Uluslararası Havalimanı Yatırım ve İşletme A.Ş. has not been included in the "Total Reportable Injury Rate (TRIR)", "Lost Time Injury Rate (LTIR)" and "OHS Training Provided" indicators

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

- Preparation of Information – to emphasize the fundamental principles of relevance and reliability of the information to its users,
- Reporting of Information - to emphasize the principles of comparability/consistency of information with other data, including the previous year, as well as understandability/ transparency, which provide clarity to users.

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KEY DEFINITIONS AND REPORTING SCOPE

For the purposes of this report, the Group applies the following definitions:

TYPE	INDICATOR	SCOPE
Environmental Performance Indicators	**Energy**	
	Electricity (kWh/year)	Represents the Group's electricity consumption for the reporting period, tracked through invoices from service providers (12 months) and reconcilable to financial reporting systems. Consumption includes industrial and domestic use.
	Renewable Electricity Consumption (kWh/year)	Represents total consumption of electricity generated from renewable sources by the Group companies IC Hotels Santai, IC Hotels Airport, Enterra and Treysan during the reporting period, traceable through the Enerji Piyasaları İşletme A.Ş. (EPİAŞ) and SCADA systems, together with I-REC-certified renewable electricity consumed by Çeşme Marina in 2024 and by IC Holding, Çeşme Marina, Zafer Airport, Karasuport, Tredaş, Trepaş and ICA in 2025.
	Natural Gas (m^3/year)	Represents the Group's natural gas consumption for the reporting period, tracked through invoices from service providers (12 months) and reconcilable to financial reporting systems. Consumption includes industrial and domestic use.
	LPG (kg/yıl)	Represents the Group's total LPG consumption amount for the reporting period, tracked through purchase invoices.
	LNG (lt/year)	Represents the Group's total LNG consumption amount for the reporting period, tracked through purchase invoices.

TYPE	INDICATOR	SCOPE
Environmental Performance Indicators	Diesel (lt/year)	Represents the Group's total diesel consumption amount for the reporting period, tracked through purchase invoices.
	Gasoline (lt/year)	Represents the Group's total gasoline consumption amount for the reporting period, tracked through purchase invoices.
	Total Energy Consumption (GJ)	Represents the sum of the Group's electricity, electricity from renewable sources, natural gas, LPG, LNG, diesel, gasoline and coal consumption for the reporting period.
	Water Consumption	
	Municipal Water Consumption (m^3/year)	Represents the Group's total consumption of water from the municipal supply for the reporting period, monitored monthly and invoiced by third-party service providers.
	Surface Water Consumption (m^3/year)	Represents the Group's surface water consumption for the reporting period, monitored and recorded monthly through meters.
	Total Water Consumption (m^3/year)	Represents the sum of the Group's municipal water, surface water and groundwater consumption for the reporting period.
	Volume of Water Discharged (m^3/year)	Represents the Group's total water discharged for the reporting period, calculated using invoices, meters and/or Wastewater Treatment Plant capacity figures.

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TYPE	INDICATOR	SCOPE
Environmental Performance Indicators	**Emission Data**	
	Scope 1 (tCO_2e)	Represents the Group's direct greenhouse gas emissions for the reporting period from stationary and/or mobile combustion of diesel, stationary and/or mobile combustion of gasoline, LNG, LPG, natural gas, refrigerant gases and fire extinguishers. The Group calculates greenhouse gas emissions in accordance with the "Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol, 2004)".
	Scope 2 (tCO_2e)	Represents the Group's indirect greenhouse gas emissions from electricity consumption for the reporting period. The Group calculates greenhouse gas emissions in accordance with the "Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol, 2004)".
	Waste Quantities	
	Hazardous Waste (ton)	Represents hazardous waste generated by the Group during the reporting period, tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanisation and Climate Change.
	Non-Hazardous Waste (ton)	Represents non-hazardous waste generated by the Group during the reporting period, tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanisation and Climate Change.
	Total Waste (ton)	Represents total hazardous and non-hazardous waste generated by the Group during the reporting period, tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanisation and Climate Change.
	Amount of Recovered Waste (ton)	Represents the Group's waste recovered under "R" codes at licensed waste treatment facilities during the reporting period, reported through Waste Declarations in the Integrated Environmental Information System of the Republic of Türkiye Ministry of Environment, Urbanisation and Climate Change.

TYPE	INDICATOR	SCOPE
Social Indicators	**Workforce**	
	Number of Employees by Gender (#)	Represents the total number of employees by gender (female-male) as at 31.12.2024 and 31.12.2025, tracked through the Group's Human Resources data platforms and registered with the Social Security Institution (SGK) through Employment Entry Declarations.
	Number of Senior Management Employees by Gender (#)	Represents the number of employees appointed to senior management positions at director level and above as at 31.12.2024 and 31.12.2025, tracked by gender (female-male) through the Group's Human Resources data platforms.
	Total Number of Employees with Disabilities (#)	Represents the number of employees holding a valid disability certificate by gender (female-male) as at 31.12.2024 and 31.12.2025, tracked through the Group's Human Resources data platforms and registered with the Social Security Institution (SGK) through Employment Entry Declarations.
	Number of Female Employees Taking Maternity Leave (#)	Represents the total number of female employees who commenced maternity leave during the reporting period, tracked through the Group's Human Resources data platforms.
	Number of Female Employees Returning to Work after Maternity Leave (#)	Represents the total number of female employees who returned to work after maternity leave during the reporting period, tracked through the Group's Human Resources data platforms.
	Rate of Female Employees Returning to Work after the End of Maternity Leave (%)	Represents the ratio of the Group's female employees who resumed work after maternity leave to the total number of female employees whose leave ended during the reporting period.

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TYPE	INDICATOR	SCOPE
	Occupational Health and Safety	
Social Indicators	Total Recordable Injury Rate (TRIR) (%)	Represents the total number of accidents involving the Group's employees during the reporting period that resulted in fatalities, lost workdays, restricted workdays or medical treatment, tracked through notifications to the Social Security Institution (SGK), multiplied by 1.000.000 and divided by the Group's total working hours.
	Lost Time Injury Rate (LTIR) (%)	Represents the total number of accidents involving employees of the Group's companies during the reporting period that resulted in fatalities or lost workdays, tracked through notifications to the Social Security Institution (SGK), multiplied by 1.000.000 and divided by the Group's total working hours.
	OHS Training Provided (person.hours)	Represents total hours of mandatory on-the-job training and other OHS training delivered to the Group's employees in classrooms and online during the reporting period, tracked through the training monitoring platform and internal records.

DATA PREPARATION

1. Environmental Indicators

Total Energy Consumption (in GJ)

Within the scope of the Group's total energy consumption, primary fuel sources consisting of Electricity, Renewable Electricity Consumption, Natural Gas, LPG, LNG, and Coal consumption.

Electricity data in kWh, natural gas data in m3, LNG data in lt, and LPG and coal data in kg have been converted to gigajoules (GJ) in accordance with the 2006 IPCC Guidelines for National Greenhouse Gas Inventories1.

The following density conversion factors have been used for the components of energy consumption.

Natural Gas	1 m^3= 0.72 kg
Diesel	1 L= 0.83 kg
Gasoline	1 L= 0.75 kg

The following net calorific value conversion factors have been used for the components of energy consumption.

Natural Gas	1 ton= 48 GJ
LPG	1 ton= 47.3 GJ
LNG	1 ton= 48 GJ
Coal	1 ton= 11.9 GJ
Diesel	1 ton= 43 GJ
Gasoline	1 ton= 44.3 GJ

The following conversion factors have been used for the components of energy consumption.

Electricity	1 kWh= 0.0036 GJ
Electricity Consumption from Renewable Sources	1 kWh= 0.0036 GJ

1_ https://www.ipcc.ch/

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Water Consumption by Companies

The Group's total water consumption is monitored monthly through invoices received from service providers, monthly activity reports, annual internal audit reports and meters.

Formula:
Total Water Consumption (m^3/year) = Municipal Water Consumption (m^3) + Groundwater Consumption (m^3) + Surface Water Consumption (m^3/year)

Water Discharged

This refers to the total amount of wastewater discharged after treatment at the Wastewater Treatment Plant (WWTP) located at İçtaş-Tuz Gölü, and the amount of saline wastewater discharged to the Tuz Gölü as a result of the process. As referred to on the Domestic Wastewater Treatment Plant Project Approval Form, the Wastewater Treatment Plant has a capacity of 160 m^3 per day. The mains water consumed is discharged after treatment at the Wastewater Treatment Plant. Additionally, saline wastewater resulting from the contamination of freshwater used during salt dam washing operations at Tuz Gölü, is discharged into Tuz Gölü and monitored by the meters.

Formula:
Amount of Water Discharged (m^3) = [160 (m^3/day) x 365 (day)] + Saline Wastewater Amount (m^3)

Refers to the sum of the amount of wastewater discharged to the sewerage system and the amount of wastewater discharged by sewage trucks in the ICA company. According to TUIK (Water and Wastewater Statistics, 2022) data dated 13 December 2023, the average amount of wastewater discharged per person per day is assumed to be 256 liters for Istanbul and the amount of wastewater is calculated by multiplying by the average number of employees per year. The amount of water discharged by sewage trucks is calculated by multiplying the capacity of a 20-ton (≈20 m3) sewage truck by the number of monthly transports and is tracked by invoices issued by the service provider.

- *Amount of Water Discharged to Sewerage (m^3/year) = Annual Average Number of Employees (person) × 256 (liter / (person ×day) × 365 (day)*
- *Amount of Water Discharged by Sewage Truck (m3/year) = 20 m^3× Number of Sewage Truck Trips*

Amount of Water Discharged (m^3/year) = Volume of Water Discharged to Sewerage (m^3/year) + Volume of Water Discharged by Sewage Truck (m^3/year)

Hazardous and Non-Hazardous Waste

Hazardous and non-hazardous waste is monitored by the responsible personnel of the Group companies and reported through Waste Declaration Forms.

Formula:
Total Waste Amount (ton) = Hazardous Waste Amount (ton) + Non-hazardous Waste Amount (ton)

Recycled Waste Amount (ton) = Total Amount of Waste Recycled with All "R" Codes (ton)

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

Scope 1 emissions calculations include direct greenhouse gas emissions from natural gas, stationary combustion of diesel, stationary combustion of gasoline, mobile combustion of diesel, mobile combustion of gasoline, LNG, LPG, coal, refrigerant gases and fire extinguishers. Scope 2 emissions calculations include indirect greenhouse gas emissions from the Group's electricity consumption.

CO_2-equivalent factors comprising equivalent emission factors for CO_2, CH_4, N_2O and HFCs (SF_6 and refrigerant gases) have been used in the calculations. The emission factors used are detailed in the table below. Global Warming Potential (GWP) factors have been taken from the Intergovernmental Panel on Climate Change (IPCC AR6)1 report. The resulting ton CO_2-e value is calculated by multiplying by the relevant factors. The grid emission factor has been calculated by the Republic of Türkiye Ministry of Energy and Natural Resources using the relevant annual data provided by Türkiye Elektrik İletim A.Ş. (TEİAŞ)[2].

Fugitive emissions from refrigerant gases and fire extinguishers have been calculated using leakage rates, and GWP factors have been taken from the Intergovernmental Panel on Climate Change1 (IPCC AR6) and UK Government GHG Conversion Factors (DEFRA) reports.

Formula:
Emission Amount = Activity Data × Density× Emission Factor

Emission Amount = Activity Data × Leakage Rate × GWP

2 https://enerji.gov.tr/evced-cevre-ve-iklim-elektrik-uretim-tuketim-emisyon-faktorleri

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Global Warming Potential (GWP)[3]	
CO_2	1
CH_4	27.9
N_2O	273

Emission Source – Scope 1	CO_2 Coefficient ($kgCO_2$/ton)	CH_4 Coefficient (kg CH_4/ton)	NO_2 Coefficient (kg NO_2/ton)
Natural Gas	56.1	0.005	0.0001
Generator - Diesel	74.1	0.01	0.0006
Generator - Gasoline	69.3	0.01	0.0006
Private Vehicle – Diesel – On-Road	74.1	0.0039	0.0039
Private Vehicle – Gasoline – On-Road	69.3	0.025	0.008
Private Vehicle – Diesel – Off-Road	74.1	0.00415	0.0286
Private Vehicle – Gasoline – Off-Road	69.3	0.05	0.002
LNG	64.2	0.01	0.0006
LPG	63.1	0.005	0.0001
Coal – Lignite	101	0.01	0.0015

Emission Source – Scope 2	Emission Factor	Emission Factor Unit
2024 Türkiye Electricity (Distribution-Connected Consumption Point Emission Factor)[4]	0.442	kg CO_2-e/kWh
2025 Türkiye Electricity (Distribution-Connected Consumption Point Emission Factor)	0.434	kg CO_2-e/kWh

3 https://www.ipcc.ch/
4 https://enerji.gov.tr/evced-cevre-ve-iklim-elektrik-uretim-tuketim-emisyon-faktorleri

2. Social Indicators

Workforce

Formula:
Rate of Female Employees Returning to Work after the End of Maternity Leave (%) = (Number of Female Employees Returning to Work after Maternity Leave during the Reporting Period / Number of Female Employees Expected to Return to Work after Maternity Leave during the Reporting Period) × 100

Occupational Health and Safety

Formula:
Total Recordable Injury Rate (TRIR) (%) = (Number of Fatal Incidents + Number of Incidents Resulting in Lost Workdays + Number of Incidents Resulting in Restricted Workdays + Number of Incidents Requiring Medical Treatment) / Total Working Hours × 1.000.000

Lost Time Injury Rate (LTIR) (%) = Number of Fatal Incidents + Number of Incidents Resulting in Lost Workdays) / (Total Working Hours) x 1.000.000

OHS Training Provided (persons x hours) = Classroom On-the-Job Training and Other OHS Training (persons x hours) + Online On-the-Job Training and Other OHS Training (persons x hours)

3. Double Materiality

A Double Materiality assessment has been carried out in the IC Holding 2024-2025 Sustainability Report, taking into account the European Sustainability Reporting Standards (ESRS). This study comprises the following 3 steps, in sequence.

1. Analysis of global trends and the external environment
2. Stakeholder analysis and prioritisation
3. Identification and assessment of the impacts of material topics

Analysis of Global Trends and the External Environment

In identifying IC Holding's material topics, the European Sustainability Reporting Standards (ESRS), Sustainability Accounting Standards (SASB), sector-based assessments by international organisations such as the Global Reporting Initiative (GRI) and MSCI, and the IFRS Foundation's sector classifications were reviewed, using the EFRAG Double Materiality Implementation Guidance as a basis. A comprehensive literature and document review was also conducted, considering global sustainability trends, developments in the construction, energy, infrastructure, industrial and tourism sectors, regulatory expectations, competitor analyses and investor expectations, and a list of potential topics was developed.

The topics identified through these analyses were mapped to the topics defined under ESRS and assessed within the Double Materiality approach.

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Stakeholder Analysis and Prioritisation

Internal and external stakeholder groups were reviewed as part of the study, and stakeholders affected by IC Holding's activities or having an influence on the company were identified. The key stakeholder groups identified comprised employees, customers and end users, suppliers, business partners and contractors, public institutions and regulatory authorities, civil society organisations, and academic institutions.

Stakeholders were assessed and prioritised by considering their influence on IC Holding's business continuity, financial performance and operations. Accordingly, employees, customers and end users, suppliers, and business partners and contractors were identified as high-priority stakeholder groups. Stakeholder views were collected through surveys and incorporated into the impact materiality assessment with a weight of 20%.

Activity and Stakeholder Groups

Key Activity Groups

- Investment and project development: Activities relating to new investments, project planning, development and investment decisions.
- Operational activities: The conduct of the Holding's and Group companies' activities, production and service processes, and operational processes.
- Procurement and supply chain management: Purchases of goods and services, supplier relationships and supply chain processes.
- Human resources and employee processes: Recruitment, working conditions, employee development, training, diversity and inclusion, and occupational health and safety processes.
- Service delivery, customer and end-user processes: Provision of products and services, customer relationships, and end users' interactions with products and services.
- Activities carried out with business partners, stakeholders and contractors: Activities undertaken through business partners, contractors and other business relationships.

Key Stakeholder Groups

- Senior management and employees
- Customers and end users
- Suppliers
- Business partners and contractors
- Public institutions and regulatory authorities
- Civil society organisations
- Academic institutions
- Consultants

IC Holding's own operations and its upstream and downstream value chain were considered when identifying activity and stakeholder groups. The relationships between each activity and the relevant stakeholder groups were assessed. Activity–stakeholder relationships were examined in terms of their links to the impacts, risks and opportunities of sustainability topics. The activity–stakeholder mappings identified formed the basis for defining the scope of the double materiality assessment and the sustainability topics to be assessed.

Identification and Assessment of the Impacts of Material Topics

The positive and negative impacts of the identified material topics on the environment and people, their potential to occur and their possible human rights impacts were assessed within the Company's Enterprise Risk Management approach. For each material topic, the environmental and social dimensions affected by the Company and the financial dimensions affecting the Company were assessed with the participation of the relevant departments within the Company.

Each impact was assessed and rated from environmental and social perspectives against the criteria of scale, scope, irremediable character, severity and likelihood.

- **Scale:** The extent to which the identified impacts are beneficial or severe for people or the environment was assessed on a scale from 1 to 5, using the categories "very low, low, medium, high and very high". Impacts assessed as very low (for example, impacts that do not infringe upon life, health or access to basic necessities, or that have a low environmental impact) were assigned 1 point. Impacts assessed as very high (for example, impacts that significantly affect quality of life, cause adverse health effects, have a high environmental impact or may cause permanent loss of habitat or biodiversity) were assigned 5 points in the analysis.
- **Scope:** The extent to which an identified impact is widespread was defined on a scale from 1 to 5, using the categories "limited, concentrated in specific areas, moderate, widespread and global". Impacts assessed as limited (for example, impacts affecting a small number of rights holders or having limited geographical scope) were assigned 1 point. Impacts assessed as global (for example, impacts affecting a large number of rights holders or having global geographical scope) were assigned 5 points in the analysis.

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- **Irremediability:** Whether and to what extent the identified negative impacts can be remedied was defined on a scale from 1 to 5, using the categories “relatively easy to remedy in the short term, remediable with time and cost, difficult to remedy or medium-term, very difficult to remedy or long-term, and irremediable”. Impacts assessed as relatively easy to remedy in the short term were assigned 1 point, while impacts assessed as irreversible were assigned 5 points in the analysis.
- **Likelihood:** The likelihood of the identified impacts was defined on a scale from 1 to 5, using the categories “very unlikely, unlikely, possible, likely and certain”. Impacts assessed as unlikely (for example, impacts that have occurred in other sectors and may occur within the next 5-10 years) were assigned 1 point. Impacts assessed as certain (for example, actual impacts) were assigned 5 points in the analysis

Severity: The severity of an impact was determined using the following formula.

1- If the impact descriptions are actual and negative; scale + scope + remediability = impact score

*2- If the impact descriptions are potential and negative; (scale + scope + remediability) * likelihood = impact score*

3- If the impact descriptions are actual and positive; scale + scope = impact score

*4- If the impact descriptions are potential and positive; (scale + scope) * likelihood = impact score*

Risk and opportunity scores were determined using the following formula.

*Risk score formula=likelihood * financial impact*

*Opportunity score formula= likelihood * financial impact*

The Company assessed the identified impacts in terms of risks and opportunities and presented the related risk categories in the “Double Materiality” section of the report.

As part of the financial materiality assessment, the risks and opportunities of the material topics and the short-, medium- and long-term financial significance of the identified impacts for the Company were assessed with the participation of the finance team, considering cash flows, performance, cost of capital or access to capital, and development. ESRS states that “the determination of materiality for reporting should be based on a combination of (i) the likelihood of occurrence and (ii) the potential magnitude of the identified financial effects”. In this context, impacts that could affect IC Holding’s financials were estimated on a scale from 1 (insignificant financial effect on current or future cash flows) to 5 points (very high financial effect on current or future cash flows).

Matrix Development

In the matrix developed as a result of the study, the vertical axis presents the materiality of the topics’ environmental and social impacts, while the horizontal axis assesses their effects on IC Holding’s operations and financials.

Restatement

The measurement and reporting of assured data inevitably involve a degree of estimation. Restatement may be considered where there is a change of more than 5% in the data at Group level.

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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. (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 2024-2025 Sustainability Report (the "2024-2025 Sustainability Report") for the years ended 31 December 2024 and 31 December 2025 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2024 and 31 December 2025, which is subject to our limited assurance work, set out in pages 119, 120, 121 and 122 of the 2024-2025 Sustainability Report with the sign ✓ is summarised below:

Environmental Performance Indicators

- Energy Consumption Data
  - Renewable Energy Consumption (kWh/year)
  - Electricity Consumption (kWh/year)
  - Natural Gas Consumption (m^3/year)
  - LPG Consumption (kg/year)
  - LNG Consumption (lt/year)
  - Gasoline Consumption (lt/year)
  - Diesel Consumption (lt/year)
  - Total Energy Consumption (GJ)
- Water Consumption Data
  - Municipal Water Consumption (m^3/yr)
  - Surface Water Consumption (m^3/year)
  - Total Water Consumption (m^3/year)
  - Volume of Water Discharged (m^3/year)
- Waste Data
  - Hazardous Waste Amount (ton)
  - Non-Hazardous Waste Amount (ton)
  - Total Waste Amount (ton)
  - Amount of Recovered Waste (ton)
- Emission Data
  - Scope 1 Greenhouse Gas Emissions (tCO2eq)
  - Scope 2 Greenhouse Gas Emissions- Location Based (tCO2eq)
  - Scope 2 Greenhouse Gas Emissions- Market Based (tCO2eq)
  - Total Greenhouse Gas Emissions (tCO2eq)

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Social Performance Indicators

- Number of Employees by Gender (#)
- Number of Employees in Senior Management by Gender (#)
- Number of Female Employees taking Maternity Leave (#)
- Number of Female Employees Returning to Work After Maternity Leave (#)
- Number of Female Employees Returning to Work After the End of Maternity Leave (%)
- Total Number of Employees with Disabilities (#)

OHS Key Performance Indicators

- Total Recordable Injury Rate (TRIR) (%)
- Lost Time Injury Rate (LTIR) (%)
- OHS Training Provided (person*hour)

- Double Materiality Analysis

Our assurance was with respect to the year ended 31 December 2024 and 31 December 2025 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 2024-2025 Sustainability Report and, any other elements included in the 2024-2025 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 2024-2025 Sustainability Report –Reporting Principles" (the "Reporting Principles") on pages 133, 134, 135, 136, 137, 138, 139 and 140 of the 2024-2025 Sustainability Report.

The Group's Responsibility

The Group is responsible for the content of the 2024-2025 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.

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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 (Revised) 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 2024 and 31 December 2025, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

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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 2024-2025 Sustainability Report for the year ended 31 December 2024 and 31 December 2025, 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.

Ali Yörük, SMMM
Independent Auditor

Istanbul, 6 November 2026

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GLOSSARY OF TECHNICAL TERMS

AR : Augmented Reality

ASECAP : Association Européenne des Concessionnaires d'Autoroutes et d'Ouvrages à Péage

ASO : Ankara Chamber of Industry

ATO : Ankara Chamber of Commerce

BAİB : Western Mediterranean Exporters' Association

BADV : Business Against Domestic Violence

BETUYAB : Belek Tourism Investors Association

BCSD Türkiye : Business Council for Sustainable Development Türkiye

BPI : Business Plastic Initiative

CAP : Corrective Action Plan

CBAM : Carbon Border Adjustment Mechanism

CILT : The Chartered Institute of Logistics and Transport

CMB : Capital Markets Board

CNC : Computer Numerical Control

COBIT : Control Objectives for Information and Related Technologies

COP29 : 29th United Nations Climate Change Conference

COSO : Committee of Sponsoring Organizations of the Treadway Commission - Internal Control Framework

CSRD : Corporate Sustainability Reporting Directive

DEİK : Foreign Economic Relations Board

DENK ÇEK : Diversity, Equity and Inclusion Guide

DKP : Projects Creating Value for Society

DRC : Disaster Recovery Center

EAG : Environmentally Licensed Recycling Company

EBRD : European Bank for Reconstruction and Development

EDEDER : Energy Storage Industries Association

EDİS : Electrical Distribution Companies Employers' Union

EFRAG : European Financial Reporting Advisory Group

ELDER : Association of Electricity Distribution System Operators

EMRA : Energy Market Regulatory Authority

ERP : Enterprise Resource Planning

ESG : Environmental, Social and Governance

ESIA : Environmental and Social Impact Assessment

ESRS : European Sustainability Reporting Standards

ETD : Energy Traders Association

ETS : Emissions Trading System

EÜD : Electricity Producers Association

EYDK : Impact Investing Advisory Board

Flora : Plant communities found in a given region

Fauna : Animal communities found in a given region

GDP : Gross Domestic Product

GHG Protocol : Greenhouse Gas Protocol

GHG : Greenhouse Gas

GJ : Gigajoule

GlobalABC : Global Alliance for Buildings and Construction

GOST-K : State Standards Committee Standard

GRI : Global Reporting Initiative

GWh : Gigawatt-hour

GÜYAD : Energy Investors Association

HESİAD : Hydroelectric Power Plants Industrialists and Businesspeople Association

HVAC : Heating, Ventilation and Air Conditioning

ICA : Istanbul 3rd Bosphorus Bridge and Northern Ring Motorway Operations

IC GYO : IC Real Estate Investment Trust

IC Foundation : İbrahim Çeçen Foundation

IEA : International Energy Agency

IFC : International Finance Corporation

IFRS Foundation : International Financial Reporting Standards Foundation

İMİB : Istanbul Mineral Exporters' Association

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GLOSSARY OF TECHNICAL TERMS

İNTES : Turkish Employers' Association of Construction Industries
IRF : International Road Federation
IRF Awards : International Road Federation Awards
ISSB : International Sustainability Standards Board
IT : Information Technologies
ITS : Intelligent Transportation Systems
KALDER : Turkish Quality Association
KAZAN SİAD : Kazan Industrialists and Businesspeople Association
KUYAB : Kundu Tourism Investors Association
kWh : Kilowatt-hour
LED : Light Emitting Diode
LPG : Liquefied Petroleum Gas
MSCI : Morgan Stanley Capital International ESG Ratings
NGO : Non-Governmental Organization
NPP : Nuclear Power Plant
OAİB : Central Anatolian Exporters' Associations
OECD : Organisation for Economic Co-operation and Development
OHS : Occupational Health and Safety
PERYÖN : Turkish Human Management Association
PDPL : Personal Data Protection Law
POA : Public Oversight, Accounting and Auditing Standards Authority
PPP : Public-Private Partnership
RCSA : Risk and Control Self Assessment
R&D : Research and Development
RNAV : Area Navigation
RPA : Robotic Process Automation
RTO : Recovery Time Objective
SAP : Systems, Applications and Products - Enterprise Resource Planning Software
SASB : Sustainability Accounting Standards Board
SBTi : Science Based Targets initiative
SDGs : Sustainable Development Goals
SMA : Stone Mastic Asphalt
SPO : Second Party Opinion
SPP : Solar Power Plant
SYS : Sustainability Management System
tCO_2e : Ton of Carbon Dioxide Equivalent
TCFD : Task Force on Climate-related Financial Disclosures
TEGEP : Training and Development Platform Association
TOBB : Union of Chambers and Commodity Exchanges of Türkiye
TOÇEV : Tuvana Foundation for the Education of Motivated Children
TOG : Community Volunteers Foundation
TSKB : Industrial Development Bank of Türkiye
TÜREB : Turkish Wind Energy Association
TÜSİAD : Turkish Industry and Business Association
TÜYİD : Turkish Investor Relations Association
TWh : Terawatt-hour
UN : United Nations
UN Global Compact : United Nations Global Compact
UNEP : United Nations Environment Programme
VR : Virtual Reality
WEC-DEK : World Energy Council Turkish National Committee
WEPs : Women's Empowerment Principles
WHSD : Western High-Speed Diameter
WiLAT : Women in Logistics and Transport

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