

2023
Sustainability Report

IMPACT OF DEVELOPMENT



IC
&
HOLDING



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ABOUT THE REPORT

IC İbrahim Çeçen Yatırım Holding A.Ş. (IC Holding) makes a difference in its sectors within an approach based on trust and success and continues to create value for our country by blending this focus with its sustainable growth strategy.

IC Holding transparently shares with its stakeholders its environmental, social and economic impacts from its operations in this second Sustainability Report, which includes the material topics it has identified with its stakeholders by placing sustainability at the heart of its development strategy. The report covers sustainability best practices, future plans, initiatives and strategies of not only IC

Holding but also 12 Group Companies in construction, infrastructure, energy, tourism and industry sectors as well as 2 projects.

Unless otherwise stated, all information in the IC Holding 2023 Sustainability Report covers operations in the period between July 1, 2022 and December 31, 2023. To ensure that the data in the report is comparable and measurable, the accessible performances from the last 3 years are included in the relevant sections of the report.

The report is based on the Global Reporting Initiative Standards (GRI Standards). IC Holding started sustainability

reporting in 2022 and aims to continue reporting at regular intervals in the coming periods.

IC Holding cares about making the Sustainability Report accessible to all stakeholders and values not only receiving stakeholder feedback and opinions but also working in close contact with them. To that end, any feedback on the report will contribute to the Holding's improvement of its processes and sustainability efforts. All questions, comments and suggestions regarding the report can be sent to surdurulebilirlik@ic.com.tr.

All current efforts and reports on sustainability are available on IC Holding's Sustainability [website](#).





İbrahim Çeçen
Board Chairperson

Esteemed Stakeholders,

2023 was quite a difficult year around the world due to global geopolitical tensions and extreme weather events. The devastating earthquakes early in the year caused a deep sorrow for our country. Motivated by the power of unity, each and every IC employee working at IC Holding and Group Companies mobilized to help the region in a spirit of solidarity.

As IC Holding, we rely on 54 years of experience and continue operating to maximize the expectations of our stakeholders in five distinct sectors, namely construction, energy generation and distribution, infrastructure management, tourism and industry. Since 1969, we have achieved success in Türkiye and abroad thanks to our know-how and perseverance, which we now aim to employ to launch operations in new locations around the world.

We acknowledge the value of integrating sustainability into our way of doing business as we formulate our strategy against potential risks from

socioeconomic problems brought about by the global climate crisis, natural disasters and geopolitical tensions, the effects of which we feel deeply. In the Global Risks Report published in January 2023, the risk of failing to mitigate climate change tops the list again, as it did in previous years. However, promising news from the International Energy Agency (IEA) shows that with the help of existing technologies, it is possible to limit global warming to 1.5°C above pre-industrial levels. In such a critical process, we, at IC Holding, have expedited the commissioning of renewable energy resources, while simultaneously establishing our way of doing business and roadmap to ensure energy efficiency.

We are aware of the challenges in our sustainability journey and on the road ahead to our goals, and we believe it is critical to work in coordination with our stakeholders. In this process, we rely on support from our industry partners and regulators who are similarly sensitive to the environment and future generations as well as our stakeholders who are the core

components of our initiatives. We integrate the expectations of our stakeholders into our way of doing business and continue working resolutely in cooperation with them.

As it has been the case every year, we carry out our social responsibility activities diligently to create social value in the regions where we operate and to support local communities in various aspects. IC Holding's unwavering commitment to social responsibility is one of our core values and encourages us to build a stronger future and a chain of benevolence each day. The IC İbrahim Çeçen Foundation (IC Foundation) is the highest executive body in our social responsibility efforts. The IC Foundation has continued its service to the society by increasing its investment amount from TL 75 million in 2021 to TL 350 million in 2023. In addition, recognizing the importance of education in ensuring social resilience, we are delighted to have provided more than 16,000 scholarships to university students in 19 years.

On the occasion of our 2023 sustainability report, which we

published for the second time this year, I would like to reiterate our commitment to perform our everyday work diligently and resolutely to leave a better society and planet to future generations in the light of the UN Sustainable Development Goals.

I would like to extend my sincere thanks to our valuable stakeholders for taking the time to review our report, in which we transparently share our sustainability efforts, and to our employees, who support our sustainability work and are the main source of our success.

Sincerely,

Since 1969, we have achieved success in Türkiye and abroad thanks to our know-how and perseverance, which we now aim to employ to launch operations in new locations around the world.



Fırat Çeçen
Vice Chairperson

Esteemed Stakeholders,

As IC Holding, we place our innovation, honesty and trust-oriented working approach at the center of our activities in all the sectors we have served through the distinctive projects that we have been proudly carrying out for 54 years.

While looking back on 2023, we cannot ignore the earthquakes of February 6, one of the biggest earthquake disasters in our country, followed by global natural disasters, economic and geopolitical crises. We strive to mobilize the power of social solidarity to remediate the devastating effects of this disaster, which has deeply shaken our entire country. At IC Holding, we continue to contribute to this solidarity and support our society in the normalization process of the regions suffering from the disaster.

The global climate crisis, including temperature and

precipitation irregularities and extreme weather events, is affecting the world more profoundly every day. In 2004, Türkiye became a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), and the implementation of measures against the problems caused by the global climate crisis gained momentum. In addition, Türkiye's commitment through the Paris Agreement to achieve net zero emissions by 2053 is proof of the significance we attach to the topic.

As IC Holding, we are committed to Environmental, Social and Governance (ESG) principles and take care to improve our business processes accordingly. All our policies and procedures guide our work for compliance with the Sustainable Development Goals (SDGs) we focus on. To combat the climate crisis, we aim to develop our strategy, in which we quantify the emissions of our companies

and set savings targets as we committed in our previous report, through the Climate Risks and Opportunities Assessment study for all our sectors in 2024.

Aware of our environmental and social responsibilities, we actively participate in many associations, civil society organizations and working groups to raise awareness on sustainable business models and contribute to our country's sustainability goals. In parallel, we closely follow the latest global developments in sustainability, identify areas for improvement and plan the necessary practices.

At IC Holding, we pull out all the stops to deliver the best for our planet and to create added value. We are delighted to present our stakeholders with our sustainability report, which reflects our achievements so far and the latest developments in our 54-year journey. We would like to thank all our

stakeholders, particularly our employees, who trust and believe in us at every step and support us in creating a culture.

Sincerely,

I sincerely believe that when we work together and with faith, there are no limits to what we can achieve, and a sustainable future will not remain just a dream.



Murad Bayar
Executive Board Member

Esteemed Stakeholders,

We are proud and happy to share our sustainability activities and performance through our second sustainability report this year.

The State of the Global Climate 2023 Report by the World Meteorological Organization (WMO) stated that heatwaves, floods, droughts, wildfires and rapidly intensifying tropical cyclones caused misery and mayhem in 2023, upending everyday life for millions and inflicting many billions of dollars in economic losses. The climate crisis, the greatest challenge facing humanity, and the ever-increasing environmental risks stipulate that everyone takes responsibility. At IC Holding, we are pulling out all the stops to fulfill our duties despite all these crises. We take concrete steps in our sustainability journey by developing meaningful collaborations to leave a better environment and a more prosperous society for future generations.

In the light of international developments and in the

fight against the effects of the climate crisis, we are aware that the way to make sectoral success permanent crosses through green transformation. To that end, we keep strengthening our work in sectors with different dynamics through the deepening efforts we have implemented following our centralization process. We aim to take our next step, namely localization, by replicating the deepening efforts we have completed in construction and tourism sectors this time in the infrastructure and energy sectors in 2024.

As IC Holding, we cooperate with civil society organizations (CSOs) and public institutions to become a part of social change and development and to deliver projects with ever-expanding impacts.

Since 2022, the IC Sustainability Team has been carrying IC Holding forward with an agile perspective and follows the latest developments in sustainability. In addition, we continue our efforts to sustainably

manage natural resources by adopting the circular economy model in every sector we operate. We were deemed worthy of an award in the 'Green Transformation' category for recycling wastes and contributing to the environment, a major indicator that we are reaping the fruits of our efforts. In addition to our green transformation efforts, we are also actively working to protect existing plant and animal species in our project regions as part of biodiversity management.

We are moving forward uninterruptedly with our efforts to provide a fair and inclusive working environment for our employees, the main source of our success and a most valuable stakeholder group. We pay utmost attention to increasing the satisfaction and motivation of our co-workers and creating a sustainable workplace.

We care about keeping sustainability, which is an integral part of our corporate governance approach, at the heart of our activities. With

support from our stakeholders, we integrate this sustainability awareness into our large-scale way of doing business. To this end, we continue working to create value for our country and the world, which we committed to in our sustainability report prepared for the second time this year as well as our 2022 report. I would like to express my gratitude to our stakeholders who have not left us alone on this path for 54 years.

Sincerely,

We aim to take our next step, namely localization, by replicating the deepening efforts we have completed in construction and tourism sectors this time in the infrastructure and energy sectors in 2024.



TOGETHER FOR LIFE

Author: **Nurten Yalçın Erüs**





Like numerous similar corporations in Türkiye, the IC Holding community woke up on the morning of February 6, 2023 to the news of an earthquake with an epicenter in Kahramanmaraş. The incredible devastation caused by the earthquake would be revealed within hours. None of IC Holding's group companies were operating in the cities affected by the earthquake, but the first corporate reflex was to confirm whether any employees were in the region on assignment or for other reasons. Using all internal communication channels, we found that no IC employees were directly affected by the earthquake, but that some employees, particularly in

and around Mersin, had lost relatives. Sharing the pain of the bereaved group employees and the entire region, solidarity and empathy were quickly mobilized. Unfortunately, the news from the region painfully revealed that we had been experiencing a severe national disaster as a country. It was apparent that there was a great and historic responsibility for IC Holding, which has been working to create value for the country and its people for 54 years.

The devastation was so great, the pain so fresh, the debris field so vast, and the needs so urgent and varied that the first step that had to be taken in the face of this great disaster

was to activate the IC Crisis Coordination Center to make the most effective use of time and resources.

The first step that had to be taken in the face of this great disaster was to activate the IC Crisis Coordination Center to make the most effective use of time and resources.

TOGETHER FOR LIFE

A ROAD MAP WAS DETERMINED, AND WE SET OUT UNDER THE MOTTO 'WE STAND TOGETHER FOR LIFE'

The first coordination meeting was quickly organized the same morning. The process was personally led by IC Holding CEO Murad Bayar, while IC Holding Chairperson İbrahim Çeçen's directive to provide all the means to meet the urgent needs of our

citizens in the earthquake zone such as rescue, shelter, food and beverages led to the start of the work. Teams and facilities were mobilized under the coordination of IC Holding Executive Board Member Abdullah Keleş. The goal was to quickly activate

the strongest muscles of the holding company and to rush to the aid of our people in the region, starting with the prioritized and urgent needs. And so began the journey of solidarity with the region by under the motto 'Together for Life'.

In the first hours of the earthquake, the earthquake victims under the rubble numbered in the thousands, and images of the destruction in cities showed that the situation in the region was unfortunately

growing more dire with each passing minute. At the IC Crisis Coordination Center, news from the field and the public authorities were evaluated. The Holding's and the Group's expertise, resources and equipment in different fields of activity were matched with the urgent needs in the region. The most pressing need was undoubtedly the immediate deployment of people and equipment to the region to support search and rescue operations. In addition, the restoration of power lines that

had completely collapsed was critical both for the health of survivors and for those still under the rubble awaiting rescue.

Within a few hours, a plan of action was defined. Companies affiliated to IC Holding, operating in different business lines in many regions in Türkiye and around the world, worked in coordination with the Crisis Coordination Center and quickly mobilized emergency aid efforts in line with their own competencies and resources.

“ *I understood the magnitude of the disaster much better when we arrived on the ground. We witnessed heartbreaking scenes.*

There were so many requests for help and support that it was difficult to keep up with them all. We had to carry out multiple tasks in a coordinated and planned manner. On the one hand, we had to channel our resources to the right addresses. On the other hand, we had to prioritize vital issues on the ground. While we were rescuing our people from the rubble, we were also meeting the food, drink, hygiene, heating and shelter needs of our surviving citizens.

I had to keep the morale and motivation of our teams actively involved in search and rescue operations and of our friends who provided logistics strong and take care of their needs. The suffering in the region shook our teams deeply. I cannot be proud enough of our group that contributed so greatly to social cooperation and solidarity. The catastrophe was enormous. Together, we continue to heal the wounds and contribute to the region. **”**

Abdullah Keleş, IC Holding Executive Board Member

JOINING FORCES WITH İBRAHİM ÇEÇEN FOUNDATION

The basic strategy was to mobilize all human and material resources according to the priority needs of the region, in cooperation and coordination with the right institutions and organizations. The entire process of earthquake aid would be managed by the Crisis Coordination Center under the coordination of IC Holding and in cooperation with İbrahim Çeçen Foundation, and decision-making processes

would be based on the principles of transparent and instant communication. The support of İbrahim Çeçen Foundation was critical. This was because the Foundation had experience and connections from many past and present projects, particularly with children, youth and families in the region. The earthquake was a multi-faceted devastation. For the survivors, it was necessary to go beyond meeting

immediate physical needs and launch a long-term benefit movement. Then was the time to put all the experience, resources and equipment of IC Holding and İbrahim Çeçen Foundation to the best use for our earthquake-stricken citizens. The action taken within 24 hours of the news of the earthquake was a harbinger of the multidimensional support steps to be taken in the coming days.



1,200 PERSONNEL REACHED THE REGION IN THE FIRST 24 HOURS

Within the first 24 hours, 1,200 personnel were deployed to the disaster region, while 1,082 vehicles, machinery and other equipment such as power generators, floodlights and ambulances provided by the group companies set out. To ensure the transfer of search and rescue teams, 50 buses were allocated to the Mersin Governorate. Search and rescue teams, medical personnel and technical personnel were dispatched from the Lake Tuz Natural Gas Storage Construction Site to Malatya central district, from Yavuz Sultan Selim Bridge and Northern Ring Highway Enterprise to

Hatay's central district and from the Akkuyu Nuclear Power Plant construction site where İçtaş and İçtaş Nuclear Energy operate to Gaziantep, İskenderun, Osmaniye and Kahramanmaraş. In addition, technical field staff and various equipment of Trakya Electricity Distribution Company in Tekirdağ and Edirne were sent to Elbistan, Kahramanmaraş, while teams from Bağıştaş Hydroelectric Power Plant were deployed to Malatya central district and to Elbistan district in Kahramanmaraş.

Following the decision at the coordination meeting, empty containers with toilets and

showers as well as barrels to be used for making stoves were already on their way to the region while the meeting was still in progress. Trucks carrying blankets, heaters, gloves, food, drink, hygiene and health supplies reached Kahramanmaraş and Hatay. Around the same time, units were deployed at 7 points in İskenderun, Antakya and Kahramanmaraş to serve hot soup to earthquake victims. In the first 10 days, 17,000 people were served hot meals, and 5,000 people were served food daily in a heated and indoor dining area.

“Immediately after we learned about the gravity of the situation with the incoming news of the earthquake, we quickly organized and set off with construction machinery and equipment. We reached the earthquake region in the evening. For days, we rushed to every location in Hatay where a ‘sound’ under the rubble had been reported. We were not the only ones there. People from all over Türkiye worked together, cried together and laughed together to save one more life. We hugged each other for every life that was saved. We found happiness in that great pain...”

Bilgin Altıntaş, Search and Rescue Team Leader



6,000 WORKERS FROM AKKUYU WORKED IN THE REGION FOR 3 WEEKS

6,859 IC employees supported search and rescue operations under very difficult conditions, and 1,127 citizens were rescued from the rubble.

The Holding's subsidiaries had started support efforts in coordination with the Head Office, but for the first few days, IC Holding's main center of operations would be the Akkuyu Nuclear Power Plant Project, which is the closest IC operation to the region, approximately 400 kilometers from the center of Kahramanmaraş and 340 kilometers from Iskenderun, one of the cities severely damaged by the earthquake. Approximately 6,000 employees from Akkuyu were dispatched to the region in the first 2 days with the necessary equipment

to take an active role in search and rescue operations. The total number of vehicles such as dump trucks, tow trucks, power generators, ambulances, buses and fire trucks reached 336, while the number of equipment and manual tools reached 4,574, and the number of protective equipment stood at 17,190. For 22 days, a total of 6,859 IC employees including the personnel of other companies supported search and rescue operations under very difficult conditions, and 1,127 citizens were rescued from the rubble.



SEAMLESS COOPERATION WAS ENSURED WITH THE PUBLIC SECTOR

The core values in the DNA of IC Holding, the foundations of which were laid by İbrahim Çeçen, would be the most important reference that determined our direction in such difficult moments. The belief that civilizations, societies, countries and humanity can be developed by those who display courage in the face of adversity and who always aim for better was among the key values that IC Holding embraced. IC Holding's half-century-old corporate culture, formed with the contribution and ownership of each and every employee, has been the guide and facilitator for all earthquake relief and support activities. The main elements of IC Holding's corporate culture such as not being satisfied with the status quo even under the most difficult conditions and always striving for the better, performing the job properly in

every area of responsibility, and making it possible for society and communities to benefit from the impact of development by focusing on development regardless of the subject matter have always determined the quality of charity and aid work. As a matter of fact, the goal of Development and Beyond, which is also the motto of IC Holding's sustainability approach, became the basic compass for all current and potential steps by the Crisis Coordination Center in the disaster region taken simultaneously with the search and rescue operations.

The experience of IC Holding and İbrahim Çeçen Foundation in providing assistance, support and procurement in past major earthquake disasters such as the 1993 Erzincan, 1999 Marmara and 2011 Van earthquakes pointed out that

close contact and coordination with public authorities during such challenging periods was a critical factor for success. As a matter of fact, since the news of the earthquake was received, close cooperation was maintained with AFAD officials and the administrative and local authorities of the relevant cities for every IC support to be dispatched to earthquake-stricken cities, particularly İskenderun. Every material to be sent to the region, every aid to be provided, every penny to be spent, and most importantly, every minute and every hour was precious. To this end, the IC Crisis Coordination Center's most important expectation from each and every official under the IC umbrella was to develop an effective collaboration with stakeholders in the region and to ensure flawless communication at every step.

“Based on the decision taken, I left our project site in Akkuyu, Mersin for İskenderun, Hatay. We arrived in the region with 80 personnel and 15 trucks of equipment and materials such as rations, food, coats, blankets and water to join the logistical support teams and search and rescue teams. Working around the clock, we finished the full-fledged Living Space on the 18th day. We hosted the families identified by AFAD and Local Administration and offered all kinds of services and hot meals for 3 months. We also ensured that the aid materials sent by the Holding reached those in need. I would like to thank all my teammates for their support during such a difficult time.”

Burhan Keleş, İçtur Service, Director



GROUP HOTELS IN ANTALYA ALLOCATED TO EARTHQUAKE SURVIVORS

As the days elapsed, the devastating effects of the earthquake and the grim picture became clearer. The decision to allocate the Tourism Group hotels in Antalya region, one of IC Holding’s main fields of activity, to earthquake survivors was quickly made. 647 people

and their families affected by the earthquake were hosted at IC hotels. The wounds were too fresh, the pain too fresh, the trauma too great. In the process, each IC hotel was transformed into an activity area for our little guests, an attempt to mitigate the effects of the earthquake

on children’s psychology. Knowing that a kid’s smile was the way to healing, the project support teams consulted expert psychologists and pedagogues to contribute to the well-being of children and, of course, their parents.

THE LIVING SPACE WAS COMMISSIONED ON MARCH 9

The need for shelter in the region, which was freezingly cold, was urgent and enormous from day one. The decision to create İbrahim Çeçen Foundation Living Space in İskenderun, which would shelter 1,500 people, was taken quickly. As a result of negotiations with AFAD and the local government, the area where İbrahim Çeçen

Foundation Living Space would be established in İskenderun was determined. At that point, the most critical task would fall to Treysan, IC Holding’s industrial group company producing prefabricated and steel structures. The company was preparing for a shipment for a different project at the time, and all the containers it had

available were quickly shipped to the region. For installation, engineers and technicians worked hard for days. Built on a total area of 30,840 m², the 1,500-person İbrahim Çeçen Foundation Living Space was commissioned on March 9 as the first residential center established by the private sector in the region.

“ I lost my family to the earthquake. I thought to myself, ‘Yes, this is so painful, but we also need to fight together for those who survived. When the decision was taken to set up a camp, I volunteered to stay here. After about 18 days of highly intensive work, this was the first campsite established in the earthquake region. ”

Seyfettin Doğrul, IC İçtaş Nuclear Energy, Internal Site Cafeterias Assistant Manager

LIFE INSIDE AND OUTSIDE THE CONTAINER IS DESIGNED WITH A FOCUS ON PEOPLE

IC Holding’s ‘people and society’ oriented perspective was combined with İbrahim Çeçen Foundation’s sensitivity and experience in social matters and then used as a basis to elaborate on every single detail of amenity to be offered to desperate earthquake survivors who had lost everything when they arrived at İbrahim Çeçen Foundation Living Space. Each container was equipped to fully meet the shelter needs of a

family of four. All means were mobilized to make each family feel the care as required by the ‘Together for Life’ approach, to treat people and life itself with respect, no matter how difficult the conditions, and to provide a decent environment.

Priority was given to ensuring that the recreation and social areas within the campus were ready for service as well as the internal equipment of the

houses. In addition to a kitchen equipped to serve hot meals for up to 5,000 people a day, areas such as kindergarten, study center, infirmary, sports field, laundry, cold storage, tea room, children’s park, playgrounds where citizens could socialize outside the home were included in the project. Animal shelters were also diligently built in the campsite. Our pet friends also needed protection and care.

“ On the one hand, we were building the living space, but on the other hand, we were thinking that we should make a community garden. This would help improve the psychology of our people a little, so that they could plant something, so that they could alleviate their pain... Even before we had formed this idea, we started to think about what we could give to the children who came here, how we could contribute to their return to normal life and to their recovery. The earthquake was devastating for all of us. I lost people from my family as well. We were in great sorrow, but there was something we could do together for life. ”

Feyza Doğrul, İbrahim Çeçen Foundation’s Representative to Hatay

CHILDREN FIRST...

VOLUNTEERS STARTED WORKING FOR CHILDREN IN THE REGION

The most important issue that was worked on meticulously from day one at İbrahim Çeçen Foundation Living Space was the strong support to be provided to the children in the camp. Education was

prioritized. A kindergarten was built within the Living Space, with all its needs and equipment covered by the wholehearted contribution of IC Holding employees. Boasting a capacity of 120 children and

4 classrooms, this kindergarten has become an education center for both the kids living on the campus who survived the earthquake and the children living in tent cities.



“If our children and young people are smiling and they have no doubts about their future, then there is always hope in a country, no matter what. As time passes here, we see how our children turn into butterflies each minute, how they take wings and fly and chirp like birds...”

İlhan Akan, İbrahim Çeçen Foundation Living Space Kindergarten Director

Furthermore, based on the protocol signed between İçtaş Construction, a group company of IC Holding, and Hatay Provincial Directorate of National Education, the construction of a modern primary school with 24 classrooms started in December 2023. This project will help provide students in İskenderun with a modern and healthy educational environment.

Led by İbrahim Çeçen Foundation, many activities

have been organized to alleviate the negative effects of the earthquake on the psychology of children. As part of the project, a big children’s festival was organized on April 23rd National Sovereignty and Children’s Day with the support of many IC Holding volunteers. IC Hotels animation team performed special on-site shows for children, and a painting exhibition of children’s works was also inaugurated. In the following months, activities contributing

to the all-round development of children were carried out through significant collaborations. İbrahim Çeçen Foundation Living Space also hosted Eti Children’s Theater and Çukurova University Theater Club. Composer and conductor Musa Göçmen was hosted on campus with his ‘Polyphonic’ show. The Foundation also collaborated with the Mavi Kalem Association to organize drama activities as psychosocial support for mothers and children at the Living Space.

'FROM TRADITION INTO THE FUTURE' VOCATIONAL TRAINING COURSES AIM TO EMPOWER WOMEN

1,500 earthquake survivors then had a home, albeit a temporary one. However, the Holding and the Foundation's approach to the process was long-term. The catastrophe had devastated the lives of the earthquake survivors in many ways. It was not possible to remove the scars entirely. However, continuous support through elaborate projects that kept the spirit of solidarity alive would heal the wound, ease the pain and accelerate the normalization of life.

To this end, projects that would touch the lives of earthquake survivors have been implemented in İbrahim Çeçen Foundation Living Space since its establishment. Initially, women were prioritized in line with the United Nations (UN) Sustainable Development Goal 5 - Gender Equality, which the Holding supports and aligns its business strategy with. It is known that in times of disaster and trauma, women are the main drivers of recovery. The well-being of each woman, who would come out of her cocoon for a few hours every day, come together with

her fellow women towards the same goal, achieve something new and return to her container home, would be reflected in the well-being of all family members.

In line with the United Nations (UN) Sustainable Development Goal 8 - Decent Work and Economic Growth, a vocational training project for women was designed. Another goal of the project was to ensure that the traditional handicrafts and crafts of İskenderun and Hatay would not be lost but rather kept alive after the earthquake. The project was to be called 'From Tradition into the Future'. For some time now, İbrahim Çeçen Foundation had been preparing publications under the title 'From Tradition into the Future' on some historical and cultural values having the potential to make their way into the future. The name 'From Tradition into the Future' had a place and continuity in the corporate memory and was exactly in line with the purpose and spirit of the vocational courses to be delivered in the Living Space.



The first training under the project started in early April, a workshop teaching Hatay's traditional basket weaving technique. Female residents of the Living Space who participated in the workshop

organized in cooperation with İskenderun District Governorate, İskenderun District Directorate of National Education, İskenderun Public Education Center and İbrahim Çeçen Foundation produced items such as

baskets, bags and trays by processing wheat stalks. As part of the program, women were also provided with product development, sales marketing and monitoring support by the Foundation.

“ I saw in the eyes of each of my trainees a glimmer of hope to hold on to life. I approached them like a psychologist and tried to heal their wounds. It made me incredibly happy to see them produce, sell and be happy. İbrahim Çeçen Foundation always stood by us while we were trying to do all these. There was such a huge demand. Most of my students received certificates and continue to receive training under different modules. They offered their products for sale on social media. They earned their own pocket money. Providing education at the Living Space, touching people's lives even slightly and reconnecting them to life have changed my perspective on life. ”

Hatice Aydın Asal, Master Trainer for Basket Making from Wheat Stalk

“ The women colored their products with natural root dye and earned income by selling their products, which empowered them both socially and economically. They participated in the trainings, contributing to the survival of a highly important traditional craft in Hatay.

“ I had to get out of the mental discomfort in the aftermath of the earthquake. I wanted to start training courses. I wanted this to be a therapy for me rather than taking medication. My mental status has improved thanks to these courses. I feel much better. ”

Perihan Arıcı, Resident at İbrahim Çeçen Foundation Living Space

The interest shown by women affected by disasters in the workshop has been an important motivation to diversify courses. Indeed, the decorative basket weaving workshops were succeeded by a traditional laurel soap making workshop and then

sewing courses. New vocational fields will be added to the 'From Tradition into the Future' trainings, which have been implemented to support women's psychological, economic and social recovery processes and have benefited nearly 500 women in a one-year

period. In addition to the existing vocational courses, the project will grow with new areas that support women's entrepreneurship, such as culinary arts and mosaic, and the benefits of the project are reflected in the results of the survey conducted.



THE COLOR OF HOPE: HATAY YELLOW

Since the immediate aftermath of the earthquake, IC Holding and İbrahim Çeçen Foundation have stood by the earthquake survivors with a crowded army of volunteers, particularly in İskenderun and Hatay regions. From search and rescue operations to container installation, from social assistance to events, from nutrition to health, IC teams were on the ground at every point of need. Observing needs and taking action for immediate solutions while sharing the pain quickly became a corporate reflex. It was in

such an environment that IC Holding and the Foundation representatives crossed paths with the EkoDoku Women's Cooperative.

Based in Defne, Hatay, EkoDoku was a sustainable living cooperative. Inspired by 'Peace Silk', a sustainable, natural and ethical silk production model that respects the life cycle of the endemic silkworm named 'Hatay Yellow', the EkoDoku Women's Cooperative had lost its members, craftsmen and looms in the earthquake. The city had been razed to the

ground, but women's belief and resistance made it possible to stand up again in every aspect. Right at this point, IC Holding and İbrahim Çeçen Foundation extended their supporting hand to EkoDoku. To ensure the survival of Hatay Yellow, which weaves the yellow cocoon, and to weave the Peace Silk again, the first step was to train new masters. To ensure that this unique tradition in the region survives, the necessary resources were provided, with a simultaneous launch of awareness raising activities and training courses.

“ Hatay Yellow is an endangered silkworm species, one of the local seeds, so it is incredibly valuable. I couldn't sleep after the earthquake. I went to check them every day to see if they were alive. Listening to their voices was like the sound of waves, like the sound of water, like a symphony by Mozart... We had a very harmonious cooperation with İbrahim Çeçen Foundation. They both guided us and supported young people to do and learn this job, which was very valuable for us... ”

Emel Duman, EkoDoku Founding Partner

'GÖNÜL MUTFAĞI' COOKS IN THE KITCHEN OF LIVING SPACE



Every decision IC Holding made and every project it realized in the region was marked by the value placed on goodwill and constructive cooperation. The Holding and the Foundation agreed that the suffering of the earthquake, which took thousands of lives and turned the lives of survivors upside down - so to speak - could only be overcome through solidarity, cooperation and the will to act together for the common good. IC Holding quickly responded positively to a meaningful request for the huge kitchen established in İbrahim Çeçen Living Space, which would meet the food needs of approximately 5,000 people a day until June 2023.

Social entrepreneur Ebru Baybara Demir, a leading social gastronomy figure in Türkiye, was looking for a suitable place for her new project called Gönül Mutfağı ('Heart Kitchen') to start in September, and the kitchen of the size she was looking for had already been fully equipped at İbrahim Çeçen Foundation Living Space. As part of the project coordinated by İskenderun Directorate of National Education and İskenderun District Governorate, the kitchen in İbrahim Çeçen Foundation Living Space was allocated to the Heart Kitchen free of charge. Since September 2023, this huge kitchen has been home to Gönül

Mutfağı, which serves breakfast daily for 10,000 students attending primary schools in Hatay.

The healthy, innovative infrastructure support provided to Gönül Mutfağı was a collaboration in full compliance with the United Nations Sustainable Development Goal 9 - Industry, Innovation and Infrastructure, which is prioritized by IC Holding. As a follow-up for this cooperation, there are plans in place to provide traditional culinary arts trainings for women at Gönül Mutfağı under From Tradition into the Future Project. IC Holding aims to add another link to its women's empowerment efforts in the earthquake region.





INTERNATIONALLY RECOGNIZED, CERTIFIED TRAINING FOR YOUNG PEOPLE

The young people who participated in the Solar Panel Making Course, which was delivered in cooperation with İskenderun Public Education Directorate were entitled to receive internationally recognized vocational certificates.

One of the most important elements that distinguish İbrahim Çeçen Foundation Living Space from its peers was the projects implemented on the campus in consideration of the needs and priorities of different segments of society. One of them was undoubtedly the youth. To that end, IC Holding's experience in the energy sector, a most important field of activity, led to the idea of a course targeting young people in particular. Designed in line with the UN SDG 8 - Decent Work and Economic Growth, SDG 10 - Reducing Inequalities, and SDG 13 - Climate Action, the solar panel training created a significant area of distinctive nature.

The young people who participated in the Solar Panel Making Course, which was delivered in cooperation with İskenderun Public Education Directorate to involve young people in production and support employment within the living space, were entitled to receive internationally recognized vocational certificates. In addition to increasing awareness on renewable energy, the project also contributed to the goal of raising a competent and qualified workforce in this field.

WE TOUCHED THE LIVES OF 150,000 PEOPLE BUT OUR MISSION IS NOT OVER

Throughout the period, the entire IC group contributed to the region in their own area of expertise from the very beginning. Treysan, one of the group companies, provided containers while İçtaş Construction and the Akkuyu team took part in search and rescue activities, the tourism group welcomed earthquake survivors in hotels in Antalya and set up field kitchens, and the energy group played important roles in revitalizing and making power lines operational.

To date, a total of TL 323 million has been spent for all

the activities supported by the Holding, the Foundation and all group companies. In-cash and moral support by group companies of the Holding as well as the opportunities, projects and collaborations by thousands of caring IC employees have so far touched the lives of 150,000 people.

During the drafting of this report, about 18 months had elapsed since the February 6, 2023 earthquake. For 18 months, IC Holding and İbrahim Çeçen Foundation were always on the ground, standing in solidarity with the earthquake

survivors. Hundreds of our citizens still reside in İbrahim Çeçen Foundation Living Space, which was designed as a temporary settlement area. As long as they are there, IC Holding, Group Companies and İbrahim Chechen Foundation will continue to be by their side until the cities get back on their feet. This will help us feel that we have paid our debt to the land where we were born and to our people on this journey #togetherforlife.



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IC HOLDING IN FIGURES



5

MAIN BUSINESS SECTORS

- CONSTRUCTION
- ENERGY
- TOURISM
- INFRASTRUCTURE
- INDUSTRY



6

NUMBER OF REGIONS OF OPERATION

(RUSSIA, MIDDLE EAST, AFRICA, EUROPE, NORTH AMERICA, ASIA)



18,200

TOTAL NUMBER OF EMPLOYEES IN 2023



IC FOUNDATION

OVER 16,000

GRADUATE SCHOLARS



350

TL MILLION

CORPORATE SOCIAL RESPONSIBILITY INVESTMENT IN 2023



ORGANIZATIONAL PROFILE

Boasting 54 years of experience, IC Holding operates in the construction, energy generation and distribution, tourism, industry and infrastructure sectors with a vision of sustainability in line with its policies that respect the environment and people.

Having an organizational structure that continuously grows and develops through a transparent and accountable management approach, the Company carries out its qualified contracting services and medium-sized industrial group activities with a strategic approach not only in Türkiye but also in various regions of the world, particularly in Russia, the Middle East, Central Asia, Africa, Europe and North America.

IC Holding continues to work via a strategy centered on sustainable growth, without compromising high standards and with a focus on customer satisfaction and quality service. As part of this strategy, continuous development is targeted by increasing the environmental and human-oriented awareness of all stakeholders, including employees.

IC Holding sets an example in our country, regularly

following developments, rapidly integrating them into processes and maintaining investments to rank higher among global players through new global projects. The Holding continues growing as a globally known brand with 54 years of experience in the globalizing world economy by adding value to the society and economy through social responsibility awareness that lies at the basis of its management approach.

Workforce is one of IC Holding's key stakeholders and has the largest share in the Holding's current success. IC Holding works to contribute to the sustainable development goals of the regions in which it operates thanks to its 18,200 employees, including Group Companies as well as institutions and organizations with which it has a relationship through its shareholding structure.





MILESTONES

1975-1980

> **Treysan** was incorporated and began to expand its fields of activity.

1999-2004

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

> In 2003, the **IC Hotels Green Palace** Antalya project was completed and commissioned.

> In 2004, **IC İbrahim Çeçen Foundation (IC Foundation)** was established, and efforts for **Ağrı İbrahim Çeçen University** were initiated.

> In 2004, **IC Infrastructure** was incorporated.

2009

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

2014

> **Hilton Bomonti Hotel** was commissioned.

> The construction of **St. Petersburg Pulkovo Airport** was completed.

2016

> **Yavuz Sultan Selim Bridge and the Northern Ring Highway** were commissioned.

> The construction of the Western High-Speed Diameter (WHSD) in St. Petersburg was completed and commissioned.

2018

> In partnership with IC İçtaş Construction and Titan-2, the engineering, procurement and construction works were undertaken for **Akkuyu Nuclear Power Plant**, Türkiye's first nuclear power plant project.

2021

> The **New York Turkish House** project was completed in partnership by IC İçtaş Construction and Tishman.

2023

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

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

> The license for **Erzin-2 Solar Power Plant (SPP)** was obtained.

1969-1974

> **IC İçtaş Construction** was incorporated.

1993-1998

> In 1994, **IC Hotels** brand was established, marking the launch in the tourism sector.

> **Treysan** has been the first company in Türkiye to comply with ISO 9001 – 2000 quality management standards since 1996.

> **IC İçtaş Energy** was incorporated in 1998, marking the launch in the energy sector.

2007

> **IC İçtur** was established, marking the entrance to the airport terminal management and food supply sectors.

> As the first private airport, the operating rights of **Antalya Airport** was fully taken over until 2017.

> **IC Hotels Residence** was commissioned.

2012

> IC İçtaş Construction was awarded the tender for the construction and operation of the **Yavuz Sultan Selim Bridge and Northern Ring Highway project**.

2015

> **Ankara-Istanbul High Speed Train Project** was inaugurated.

> The construction of **Ordu-Giresun Airport** was completed.

2017

> **Sakarya Karasu Port** was commissioned.

2019

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

> The construction of **St. Petersburg M11 Motorway** was completed, with subsequent commissioning.

2022

> The renovation of terminal buildings T3 and T4 at **Riyadh King Khaled International Airport** was completed.



GROUP COMPANIES COVERED BY THE REPORT



CONSTRUCTION

IC İçtaş Construction
Industry and Trade Inc.

Tuz Gölü Underground Natural Gas Storage
Expansion Project

Mahmutbey - Bahçeşehir - Esenyurt Subway Project



ENERGY

İçtaş Sustainable Energy
Investments Inc.

TREDAŞ - Trakya Electricity
Distribution Inc.

TREPAŞ - Trakya Electricity
Retail Sales Inc.



TOURISM

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 Infrastructure
Yavuz Sultan Selim Bridge and Northern Ring Highway Enterprise

IC İÇTAŞ Sakarya Karasu Port
Investment and Operation Inc.

IC İçtaş Zafer International Airport



INDUSTRY

TREYSAN
Prefabricated Steel Structures Industry and Trade Inc.





PRODUCTS AND SERVICES

CONSTRUCTION

IC İçtaş Construction, the Holding's construction company, undertook major engineering projects such as Yavuz Sultan Selim Bridge and the Northern Ring Highway as well as the Antalya Airport project. In addition, engineering, procurement and construction operations are ongoing at Akkuyu Nuclear Power Plant, Türkiye's first nuclear power plant. Abroad, the St. Petersburg High Speed Western Ring Road, M11 Motorway and Pulkovo Airport projects in Russia and the Turkish House project completed in New York are among IC İçtaş Construction's outstanding engineering projects.



ENERGY

IC Holding started operating in the energy sector about 25 years ago with hydroelectric power plant projects that it constructed. The total installed capacity of the 9 commissioned power plants is approximately 388 MW, including the Kadıncık 1 and 2 power plants. 3 of these power plants started operations in 2015. The tenders for Kadıncık 1 and Kadıncık 2 power plants were awarded the same year.

Through its companies operating in electricity distribution and retail sales in the Thrace Region and its joint venture for Yeniköy-Kemerköy Thermal Power Plants, the Company started to work in different areas of the energy sector.

IC Holding İçtaş has accelerated the Holding's growth strategy based on domestic and renewable resources, and its contribution to Sustainable Energy Investments company continues at full speed in 2023. The right to 100 MWe grid connection capacity was awarded in Erzin, Hatay as part of YEKA GES-4 tenders for 'Allocation of Renewable Energy Resource Areas and Connection Capacities Based on Solar Energy' held on June 28, 2022.



TOURISM

With over 25 years of experience in the tourism sector, IC Hotels Santai Family Resort, IC Hotels Green Palace and Residence, IC Hotels Airport hotels in Antalya and IC Bomonti International Congress Center in İstanbul continue their operations. In addition, IC İçtur operates in airport food and beverage businesses. In addition, the shopping-entertainment complex in central Çeşme, which is part of the Marina Project constructed by IC İçtaş Construction, is becoming one of the region's major centers of attraction.



INFRASTRUCTURE

IC Infrastructure's operations are driven by IC Holding's deep-rooted history and experience in airport, highway and port operations. IC Infrastructure continues its activities with the competitive strength that this experience brings.

Yavuz Sultan Selim Bridge and Northern Ring Motorway, North Aegean Motorway (Menemen- Aliğa-Çandarlı) enterprise, IC Karasu Port enterprise and Zafer Airport enterprise are among the Group Companies active in the field of infrastructure.



INDUSTRY

Treysan has been providing prefabricated camp solutions to companies operating in the oil and natural gas sector as well as construction companies, military organizations, armies and various aid organizations since 1975.

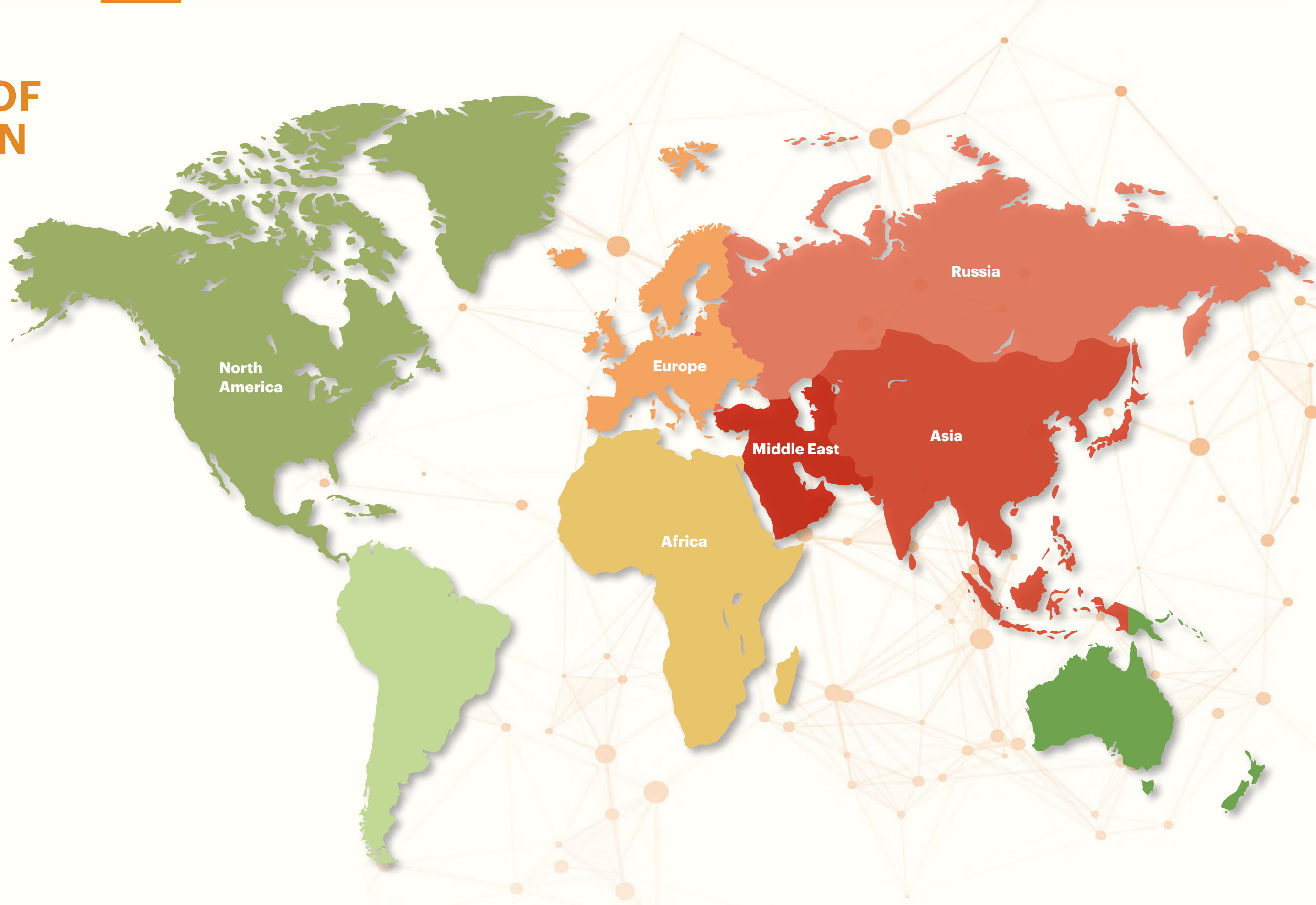




REGIONS OF OPERATION

Boasting over 50 years of experience and an organizational structure that constantly grows and develops, IC Holding operates in 5 main sectors in Türkiye as well as in a total of 6 regions worldwide, namely Russia, Middle East, Europe, Africa, North America and Asia. It continues its activities with a large team that expands every year, particularly within the scope of contracting services and medium-sized industry group.

- **Russia**
- **Middle East**
- **Europe**
- **Africa**
- **North America**
- **Asia**



ACHIEVEMENTS AND AWARDS

3 Distinct Awards at the LACP (League of American Communication Professionals) Vision Awards

IC Holding's first sustainability report received 3 awards at the 2021-22 Vision Awards by LACP. In the report, the Holding published its centralized sustainability efforts, the projects it had implemented, its 2021-2022 performance and its targets for the upcoming period. Competing in the Sustainability Reporting and ESG Reporting categories, IC Holding ranked 12th worldwide in the top 100 companies list and ranked first among the companies participating from Türkiye, thus achieving great success with its first report. The report received 99 out of 100 points and won the Platinum Winner Worldwide, Top100 Reports Worldwide and Most Improved Report Worldwide awards.

IC Holding Received Bronze Award in ESG Category at the Stevie Awards



In 2023, Stevie International Business, one of the most prestigious award programs in the business world, received more than 3,700 applications by organizations of all types, large and small, public and private, for-profit and non-profit from over 60 countries. IC Holding's sustainability activities around the theme of 'Impact of Development' received the Bronze award in the

'Achievement in Environment, Social, and Government' category at the 20th Stevie International Business Awards 2023. In addition, IC Holding has identified Gender Equality, Decent Work and Economic Growth, Climate Action, Industry, Innovation and Infrastructure as the SDGs it focuses on, and it received praise from the Stevie Awards jury with its IC Sustainability Team.

'Post-Disaster Solidarity' Award for IC Holding - IC İbrahim Çeçen Foundation Living Space Project

The Confederation of Turkish Employers' Unions (TİSK) awarded exemplary projects both in the business world and in the field of social responsibility at the 'Common Future Award Program' held in Ankara on December 1, 2023.



IC Holding's 'IC İbrahim Çeçen Foundation Living Space Project' won an award in the 'Post-Disaster Solidarity Category' for its long-term support to the community after the Kahramanmaraş earthquake. In addition to basic needs, the project aims to improve the quality of life of the people in the region through various elements such as education, psychosocial support, playgrounds for children and art education for women.

The living space established in İskenderun contributes significantly to women's empowerment and children's education. The living space plays a key role in healing the wounds caused by the disaster by supporting the community with ecological living and sustainability trainings and shows that corporate social

responsibility adopts an approach towards the well-being of not only the business world but also the society. This award is recognized as a major achievement that highlights IC Holding's efforts to strengthen social resilience and sense of unity as well as its contribution to a sustainable social structure. Günseli Çeçen, President of IC İbrahim Çeçen Foundation, received the award on behalf of IC Holding.

ICA - 'Green Transformation' Award for Sound Barrier from Waste Tires Project

Demonstrating ICAs' commitment to environmentally friendly and sustainable practices, the 'Sound Barrier from Waste Tires Project' aims to reduce traffic-related noise and increase road safety by reusing waste tires. The project was deemed worthy of an award by TİSK in the Green Transformation category.

As part of the project, approximately 400 tons of waste tires were recycled, effectively reducing vehicle noise close to residential areas in the Kilyos-Zekeriyaköy section of the Northern Ring Highway. The recycling of waste tires saved 848 m³ of landfill space. The noise level was reduced by 10%. 8.51 tons of carbon dioxide emissions and the pollution of 213,000 m³ of water were prevented, reducing production costs.

To this end, the sound barriers not only serve as noise barriers but also set an example in terms of utilizing environmental wastes and contributing to the circular economy.

ICA's success demonstrates companies' efforts to develop sustainable solutions and create positive impacts on the environment and is regarded as a key step in achieving Türkiye's sustainable development goals.

'Sustainability Award' for IC İtař Construction

In 2023, IC Construction received the Sustainability Award at the 6th Platin Global 100 Awards. The 'Sustainability' survey jointly conducted by Platin magazine and the independent market research company Ipsos aimed to contribute to Türkiye's export targets as well as to encourage companies that operate in accordance with sustainability principles.

IC İtař Construction received the award in the construction sector category. İlker Öksüz, Deputy CEO at IC İtař Construction, commented on the award. "This award is a recognition of the steps

we have taken in the field of sustainability as well as our pioneering role in the sector. At IC İtař, we act not only for today but also for future generations. This success will be a major step that contributes to both the company's internal vision and Türkiye's sustainable development in the global arena. I would like to thank all my teammates and business partners who contributed." Öksüz also took pride in being the pioneer of the sector in sustainability practices.

IC İtař Construction successfully integrates sustainability into all its sectoral operations, closely follows global trends in environmental, social and governance issues and continues to develop large-scale projects in these areas.



'Good Sustainability' Rating



In the Fortune 500 Türkiye list, IC İtař Construction secured a place among the 88 companies that shared their sustainability performance and was included in Türkiye's Most Sustainable Companies List with a grade of B, ranking in the 'Good Sustainability' class.

The survey conducted by Fortune Türkiye & CRIF Türkiye evaluated the sustainability and ESG performance of companies. İtař Construction responded to detailed question sets on various topics ranging from environmental factors to employee management, and R&D activities to digitalization. It became one of the 33 companies that achieved world-class progress in sustainability with a B grade.





IC HOLDING CORPORATE GOVERNANCE APPROACH

CORPORATE GOVERNANCE PRINCIPLES AND POLICIES

IC Holding shared the 'Corporate Governance Principles Compliance Report' in 2023 to ensure that the activities it carries out in compliance with corporate governance principles are independent of individuals and are based on equality. The report includes the 'Declaration of Compliance with Corporate Governance Principles' published annually by the Board of Directors as well as compliance status and justifications on issues such as its function, operating principles and financial rights provided to members. The **Corporate Governance Principles Compliance Report is available [here](#)**.

IC Holding expects its internal and external stakeholders to fully comply with all legal requirements and company policies. Through its **Sustainability Policy**, which is the umbrella policy, IC Holding

aims to continuously improve the priorities and principles determined with such a focus together with the employees of all Group Companies. It accepts and undertakes to implement and enforce these goals and principles, which it has adopted as the key to corporate development.

The **Human Rights Policy** aims to provide employees with an equal, inclusive and fair working environment that respects human rights. The aim is to offer equal opportunities to all employees without any discrimination, particularly on the basis of language, religion, race, age and gender.

With its **Occupational Health and Safety Policy** and **Environmental Policy**, IC Holding is committed to eliminating or minimizing the damages that may be caused to employees,

third parties, company assets and the environment in regions where it operates and to acting in accordance with the legal requirements and relevant standards of the country where it operates.

IC Holding's instructions regarding bribery and corruption, prohibiting the abuse of all powers directly or indirectly for any form of gain, are set out in the Code of Conduct and Ethics. All Holding employees and managers are obliged to implement and enforce the entirety of instructions as part of the **Anti-Bribery and Anti-Corruption Policy** by first fulfilling the instructions themselves and then communicating them to external stakeholders while performing the procedures and controls within their duties and responsibilities.

Stakeholder communication is critical for IC Holding. This

communication is maintained through the **Stakeholder Engagement Policy**, which commits to understanding the needs of all stakeholders, providing them with adequate opportunities to express their views and opinions at all relevant stages and continuously improving the work by managing it in a relationship based on trust.

IC Holding has established the **Responsible Supply Chain Policy**, which aims to establish long-term business relationships with suppliers based on mutual trust and cooperation by conducting sustainable supply chain and procurement operations in all regions where it operates and represents.

The Holding addresses the principles for the steps to be taken towards transition to production based on low carbon economy within the scope of managing the climate risks and combating the effects of climate change through its **Climate Change Policy**.

IC Holding focuses on the IC Foundation, the top executive body, regarding its social

responsibility activities in many areas including education, sports, environment and cultural development. The Holding assumes a proactive and collaborative role to create added value for the society and all its stakeholders through projects and has turned this understanding into a corporate culture in its **Corporate Social Responsibility Policy**.

IC Holding nurtures a gender-neutral approach at every stage of its activities by preparing the **Gender Equality Policy** to create a no-discrimination culture in its workforce and working environment.

In the processing and protection of personal data, full compliance with the relevant legislation is ensured, and principles are adopted to protect the rights of personal data owners to privacy and data security through the **Policy on Processing and Protecting Personal Data**.

The **Human Resources Policy** is internalized in order to develop a people-oriented human resources system and to be one of the best HR examples in the

sector in line with the company's goals and strategies. Ensuring compliance of all national and international activities with standards and regulations, defining operational processes, monitoring and improving performances, keeping corporate reputation high, managing employee training and development activities via scientific methods and ensuring their continuity are among the material topics in IC Holding's **Quality Policy**.

IC Holding focuses on the IC Foundation, the top executive body, regarding its social responsibility activities in many areas including education, sports, environment and cultural development.



ENTERPRISE RISK MANAGEMENT

IC Holding strives to embed risk awareness and culture in all its activities. It is of utmost importance that all financial and non-financial risks posing a threat to the existence, development and continuity of IC Holding and its Group Companies are identified early and necessary measures are taken.

IC Holding aims to maintain and improve Enterprise Risk Management with a solution-oriented approach that is independent, objective, in line with the priorities and strategies of the companies, and in compliance with the requirements of national and international standards. To that end, the Strategy and Risk Directorate was established to reinforce the risk management approach, and the Enterprise Risk Management Project consisting of five steps and aiming to centralize the Enterprise Risk Management System was launched by an independent consultant.

The project included work on the harmony of the risk appetite of the enterprise with the overall strategy as well as risk culture and risk responsibilities. As part of the project, the entirety of group employees was trained on Enterprise Risk Management. Self-assessment workshops on risk and control were held, identifying risks and opportunities and creating inventories. The ongoing project is set to end in 2024.

Regarding economic risks, the Group's portfolio was analyzed, and a strategic roadmap was developed accordingly. A roadmap was drawn to invest in new sectors and thus diversify the portfolio by 2028. Accordingly, this aims to create a portfolio to reduce the anticipated risks for the group's current activities.

IC Holding conducts Corporate Risk Management within a solution-oriented approach that is always independent, objective, in line with the

priorities and strategies of companies, and in compliance with the requirements of national and international standards. The Holding aims to take firm steps towards its long-term sustainability goals.

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

ETHICAL PRINCIPLES AND TRANSPARENCY

IC Holding always prioritizes its ethical approach, which encompasses values and principles such as integrity, honesty and transparency and strives to conduct its business processes accordingly. It also contributes to the adoption and implementation of these values by relevant stakeholders. The Holding provides guidance to its employees on the standards of ethical conduct to be followed and has put these standards in writing so that they can be quickly transformed into an internal ethical culture.

Managers are obliged to convey these rules to employees completely and accurately.

In addition,

- monitoring the compliance of activities with these rules,
- providing a quality, reliable and healthy working environment that will protect the legal rights of employees in full compliance with these rules,
- disallowing discrimination, harassment or other forms of abuse,

- making sure managerial powers are always exercised in matters under their responsibility,
- acting on the basis of fair, merit-based and objective data in promotion, appreciation, penalties and similar practices,
- acting in a way that will glorify the interests and reputation of the company within the framework of legality, permanence and ethical rules in decision-making processes

are among the attitudes and behaviors that IC Holding expects from its managers regarding ethics and transparency.

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

Adopting the principle of zero tolerance against bribery and corruption in all regions

where it operates, IC Holding is committed to complying with the relevant national and international laws and ensuring full compliance with legal requirements.

In addition, the Code of Ethical Conduct applies to all IC Holding and Group Companies employees, and full compliance with internal policies and directives is ensured.

Adopting the principle of zero tolerance against bribery and corruption in all regions where it operates, IC Holding is committed to complying with the relevant national and international laws and ensuring full compliance with legal requirements.

INTERNAL CONTROL AND AUDIT

Internal control and audit activities at IC Holding are the responsibility of the Internal Audit Directorate, which reports to the Board of Directors. The main duties of IC Holding's Internal Audit Directorate include evaluating corporate governance, risk management and internal audit processes, ensuring that the corporate reporting infrastructure is built with accurate and reliable information and assessing the compliance of all activities with the legislation.

Focusing on risk management and process improvement with a proactive approach, the Internal Audit Directorate aims to contribute to the sustainable success of IC Holding companies and projects and to protect corporate values. As detailed below, one of the objectives of IC Holding's Internal Audit Directorate is to contribute to the establishment of a triple line of defense against the potential risks and threats of Group Companies without creating unnecessary red tape or paper traffic.

First Line of Defense:

This line includes process owners, business units and functions. The primary objective is to ensure that threats and risks are filtered out and eliminated before they escalate or evolve into a crisis.

Second Line of Defense:

The second line oversees risk management activities by following up on the first line's findings and actions, focusing on high-level risks that may occur in the future. In the event that the first line does not function properly or presents a gap, the second line aims to monitor and respond to these risks and threats.

Third Line of Defense:

The third line checks whether the first two lines are present or working effectively. Internal audit is an efficient and result-oriented process only if the first two lines are present and working effectively. If there are problems in the first two lines, internal audit is both exhausted while covering their gaps and unable to find solutions before the risks

turn into losses. Therefore, it is necessary to have an awareness, consciousness and desire about the triple line of defense at all units of the company.

To serve this purpose, the Internal Audit Directorate, a- Supports and monitors the risk management and control activities of the first and second lines,

b- Independently assesses corporate risks and the effectiveness of controls, c- Identifies risks at an early stage and makes recommendations for taking necessary measures/actions, d- Ensures coordination and cooperation between the lines of the Triple Line of Defense, e- Organizes awareness and training programs on the Triple Line of Defense.

The Internal Audit Directorate aims to prevent or mitigate future losses of Companies and projects by proactively identifying risks rather than investigating and prosecuting errors and misconduct.



This is done through reconciliation with process owners, not by obstructing or confronting their operations, but rather by seeking solutions to problems together with them, making their voices heard by Senior Management and jointly developing measures/actions that will increase the efficiency and profitability of operations.

The Internal Audit Directorate is the third line of the Triple Line of Defense and aims to contribute to an effective management of the risks of companies and projects, the robustness of

internal control systems and their sustainable growth and success.

It proactively recognizes potential sustainability risks and advises the Executive Board / Board of Directors to take necessary action. It ensures that the Sustainability Management System at IC Holding and Group Companies is run in a purposeful, efficient and effective manner.

Internal Auditors are expected to act fairly, objectively, instructively and consistently in

It ensures that the Sustainability Management System at IC Holding and Group Companies is run in a purposeful, efficient and effective manner.

a solution-oriented and guiding manner and to consider potential risks in all audit processes and other relevant work.

Members of the Internal Audit Directorate do not share corporate information and content obtained during audits without the approval of the Internal Audit Director and the Board of Directors and do not use such information and content to their own benefit in breach of legal regulations and professional ethical rules.



IC HOLDING SUSTAINABILITY APPROACH



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IMPACT OF DEVELOPMENT

IC Holding believes that civilizations, societies and countries - humanity in short - can be improved by those who dare to rise up to the challenge and always aim for the better. Nurturing a corporate culture guided by İbrahim Çeçen's vision at its core, IC Holding embraces a culture of continuous development and is never satisfied with the status quo but always strives for the better.

IC Holding responsibly carries out its business activities and business relations and assumes responsibility in areas where 'development' is needed in our country and in the world. Through projects and investments that directly contribute to society and the world at large, it focuses on the future by supporting development in every area in which it operates and believes in the importance of impact as well as impact investing.

To this end, it has organized sustainability work under the theme 'Impact of Development'.



IC Holding responsibly carries out its business activities and business relations and assumes responsibility in areas where 'development' is needed in our country and in the world.



SUSTAINABILITY STRATEGY

Global and national sustainability developments and the international agreements signed by Türkiye mean much more to IC Holding than just an amendment in legislation. IC Holding and its Group Companies closely monitor legislative amendments and sectoral practices regarding sustainability topics, act quickly to fulfill their obligations and undertake pioneering projects in their sectors of operation.

IC Holding and all its affiliated companies adopt a responsible business approach and carry out sustainability work accordingly. The environmental, social and governance efforts at Group Companies have been centralized under IC Holding as part of the Impact

of Development strategy. The ongoing process of the strategy aims to carry out deepening activities in the Holding's sectors, each of which has different dynamics. 2023 was the year when the deepening processes in construction and tourism sectors were completed. In 2024, it is planned to conduct deepening studies in the infrastructure and energy sectors and prepare sector-specific action maps. The final step of the strategy is intended to be decentralization.

For IC Holding, sustainability is an integral part of corporate governance, with the Holding intending to implement all relevant priorities and principles with the participation of Group Companies and employees.

IC Holding aims to contribute to the United Nations (UN) SDGs in all activities of its Group Companies through its Sustainability Policy prepared in line with its sustainability strategy, which it defines as 'Impact of Development'.





MATERIALITY ANALYSIS AND COMPLIANCE WITH THE UN SDGS

IC Holding identified material sustainability topics via the 'IC Holding Materiality Analysis for Sustainability' conducted in 2022. Basically, 4 steps were followed in this analysis. First, a full list of sustainability material topics was created for subsequent submission to internal and external stakeholders for them to rank these topics in an order of materiality. In the process of creating this list, the material topics for companies of a similar size and field of activity to IC Holding were considered. A total of 21 material topics were included in this list. Subsequently, the stakeholder groups to which the Materiality Survey would be sent were identified. Stakeholder groups categorized under two categories, namely internal and external stakeholders, included IC Holding senior management, employees, suppliers, business partners, CSOs and universities,

public institutions, customers, foreign stakeholders and the finance unit. The Materiality Survey was then shared online with all identified stakeholders, and they were asked to score the 21 material topics according to their level of materiality. As a final step, 701 responses from a stakeholder group of 1,096 people were analyzed. In line with IC Holding's strategy and the material topics of its external stakeholders, the topic of Combating Climate Crisis was added to the list. A Materiality Matrix was thus prepared.

The 21 material topics included in the survey were analyzed in line with the results, and 8 of the topics were specified as highly material topics by both internal and external stakeholders.

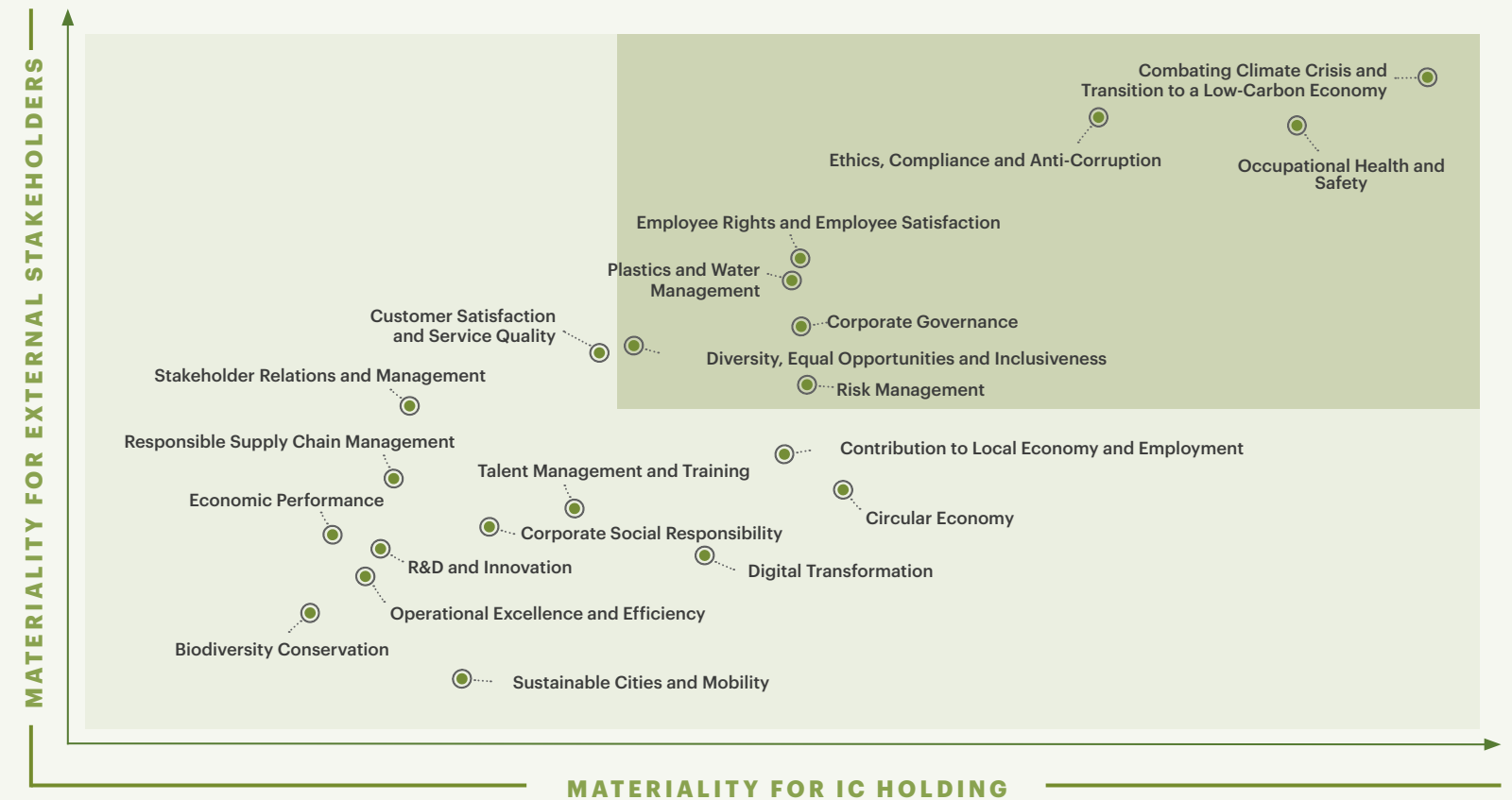
Highly Material Topics were as follows:

1. Combating Climate Crisis, and Transition to a Low-Carbon Economy
2. Occupational Health and Safety
3. Ethics, Compliance and Anti-Corruption
4. Employee Rights and Employee Satisfaction
5. Plastics and Water Management
6. Corporate Governance
7. Risk Management
8. Diversity, Equal Opportunities and Inclusiveness

Other Material Topics included:

- Customer Satisfaction and Service Quality
- Contribution to Local Economy and Employment
- Circular Economy
- Digital Transformation
- R&D and Innovation
- Talent Management and Training
- Corporate Social Responsibility
- Operational Excellence and Efficiency
- Sustainable Cities and Mobility
- Stakeholder Relations and Management
- Responsible Supply Chain Management
- Economic Performance
- Biodiversity Conservation

IC HOLDING SUSTAINABILITY MATRIX



*Highly material topics are identified as those that are in the intersection region of the above average values in internal and external stakeholder evaluations.

The outputs of the Materiality Analysis were reviewed and approved by the IC Holding Board of Directors. The senior management oversees that sustainability efforts are carried out with a focus on the highly material sustainability topics. As a result of meetings with the senior management regarding the topics identified as highly

material topics for the creation of IC Holding's strategy for compliance with the SDGs in consideration of the survey results, common SDGs for IC Holding's Group Companies were determined as **SDG-5, SDG-8, SDG-9** and **SDG-13** within the scope of IC Holding's activities and sustainability goals .

While ensuring that business processes are carried out in harmony with all SDGs, focus sub-working groups under IC Holding Sustainability Governance Structure have been established to carry out activities specific to these 4 common SDGs.





SUSTAINABILITY GOALS

Adopting sustainability as a business model with the vision of 'Impact of Development', IC Holding announced its short-, medium- and long-term goals towards 2030 in 2022. IC Holding sets its goals with the belief that a sustainable world will be possible through the steps it will take today

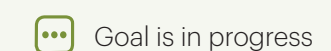
and takes concrete steps to solve environmental and social problems with its wide stakeholder network and technologies that improve the planet, life and business. The short-term goals (by the end of 2023) include reducing the 3-year accident frequency rate by 2%, quantifying

Scope 1 and Scope 2 emissions in all group companies, establishing ISO 50001 Energy Management System in 3 companies, *making sure 3 companies become members of the Business Plastics Initiative (BPI), ensuring that the sustainability team

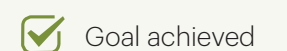
carries out projects in distinct areas, digitalizing sustainability processes and subjecting 5% of suppliers in e-procurement processes to sustainability assessment. Progress on the realization of these goals is addressed in the table below.

MATERIAL TOPICS	DEFINED SUSTAINABILITY GOALS	TERM			RELATED SDGS	2023 PERFORMANCE EVALUATION
		Short	Medium	Long		
Occupational Health and Safety	Reducing 3-year average TRIR (Total Recordable Incident Rate) (%)	2	4**	6**		The goal has not been achieved in the short term. Work is ongoing for medium- and long-term goals.
	Quantification of Scope 1 and Scope 2 greenhouse gas emissions at Group Companies	X				In 2023, Scope 1 and Scope 2 emissions of all companies covered by the sustainability report were quantified.
Combating Climate Crisis and Transition to a Low-Carbon Economy	Enterprises to obtain ISO 50001 Energy Management System certification (Number of enterprises)	3	2**	2**		In 2023, ICA İçtaş Infrastructure and IC Renewable Energy (Bağıştaş - I HEPP) received ISO 50001 certification. Work on the third certificate is underway. The development of action plans is ongoing to achieve medium- and long-term goals.

**During the reporting period, business processes were reviewed, and medium- and long-term goals were updated.



Goal is in progress



Goal achieved



MATERIAL TOPICS	DEFINED SUSTAINABILITY GOALS	TERM			RELATED SDGS	2023 PERFORMANCE EVALUATION
		Short	Medium	Long		
Diversity, Equal Opportunities and Inclusiveness	IC Holding to obtain a nationally recognized gender equality certificate		X			IC Holding and Group companies became signatories of the 'Women's Empowerment Principles' (WEPs) under the gender equality project called DENK.
Responsible Supply Chain Management	Auditing ESG performance of suppliers and planning remedial action under the Responsible Supply Chain Policy (Number of Suppliers)	30	50	75	 	For 2022, the goal was the rate of suppliers in e-procurement processes to be subjected to sustainability assessment but this goal was revised in 2023 and updated as the number on the basis of all suppliers. For the 2023 short-term goal, an action plan has been developed, and work is ongoing.
Corporate Governance	Sustainability Team to develop 4 sustainability projects each year (1 for each material SDG)		X		 	In 2023, projects included the following: SDG 5: Gender Equality project 'DENK' SDG 8: IC Hotels health screening project for Breast Cancer SDG 8: Drafting Marmara Earthquake Management Procedure SDG 8/9: Management of Demolition Wastes from Urban Transformation, Earthquakes and Possible Disasters SDG 9: Sound Barrier from Waste Tires Project SDG 13: Organizing dedicated trainings for farmers in the region to raise awareness on water crisis as part of IC İçtaş Lake Tuz Underground Natural Gas Storage Facility Expansion Project

Goal is in progress

Goal achieved



MATERIAL TOPICS	DEFINED SUSTAINABILITY GOALS	TERM			RELATED SDGS	2023 PERFORMANCE EVALUATION
		Short	Medium	Long		
Digitalization	Ensuring that sustainability processes are monitored digitally		X			A 'Digital Data Management Sub-Working Group' was established within the Stakeholder Management and Reporting Working Group, one of the Sustainability Sub-Working Groups. Work started in 2023 to create a road map as part of the digitalization goal.
NEW Plastics and Water Management	Drafting a biodiversity action plan considering the endemic species and marine ecosystems around plant sites			X		This goal was added as a result of the Tourism Group deepening studies conducted in 2023.
NEW Combating Climate Crisis and Energy Efficiency	Obtaining green building certification and integrating it into construction processes			X		This goal was added as a result of the Construction Group deepening studies conducted in 2023.
NEW Risk Management	'Establishing a Climate Risks and Opportunities Strategy' covering all Group Companies	X				This goal was set and added in 2023 as part of the efforts to shape the climate strategy.

*The goal 'Businesses to become a member of the Business Plastics Initiative (BPI)' in the 2022 Sustainability Report was removed since no members were accepted to the first phase of the initiative as of the second half of 2023, and it is uncertain whether the second phase will be launched.

**Following the work done this year, the ensuing definitions are developed. Short term: 1 year and less, medium term: 1-3 years, long term: 3-5 years. Setting these time frames aims to realize the follow-up of the goals on a more rational basis.

Goal is in progress

Goal achieved



SUSTAINABILITY GOVERNANCE STRUCTURE

IC Holding operates in line with the Sustainability Management System established in 2022 and the SMS Handbook for the management and effective monitoring of sustainability topics at all Group Companies. Chaired by the CEO and reporting to the Board of Directors, the Sustainability Committee exhibits a governance structure centralized at the Holding where all company representatives are responsible at operational and strategic levels. The Committee sets strategies and goals in regular meetings. The Committee is also responsible for reviewing corporate policies, roadmaps, risks and opportunities within the framework of the organization's sustainability material topics, determining performance criteria, approving/ratifying sustainability-related budgets, representation in international and local fora, and authorization

and coordination of working groups. In line with the strategies, goals and decisions by the Sustainability Committee, Working Groups are responsible for developing, implementing, monitoring, revising and reporting performance-enhancing action/projects for sustainability material topics in thematic areas. In parallel with its material SDGs and needs, IC Holding continues to make progress towards its goals by adding the Digital Data Management Sub-Working Group to its roster of Working Groups established in 5 different areas in 2022 to deepen in line with its digitalization goals. Group members were selected from the IC Sustainability Team. All sub-working groups convened 20 times in 2023 and continue functioning without interruptions.

IC SUSTAINABILITY TEAM

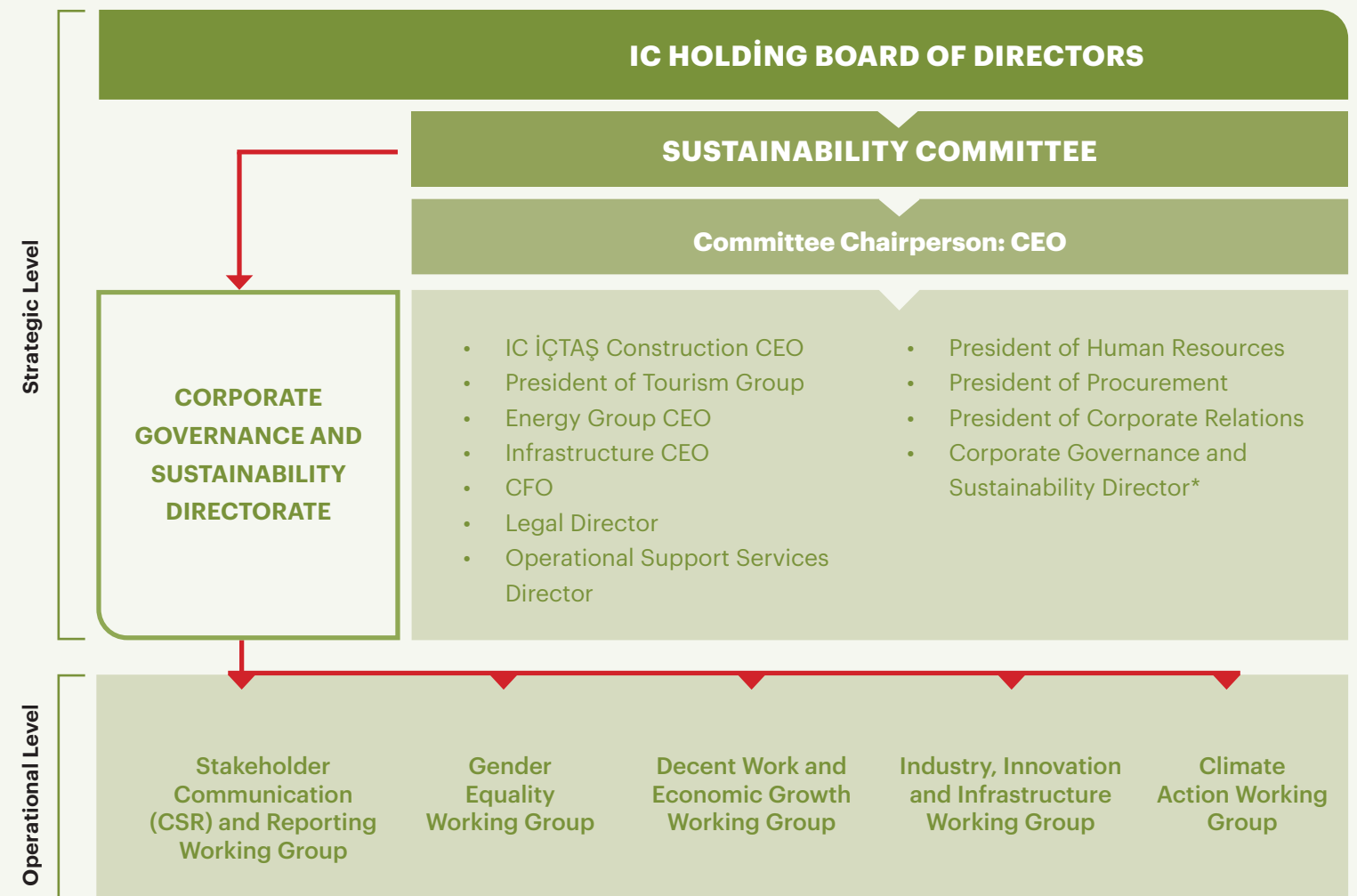
The IC Sustainability Team consists of employees volunteering to participate in sustainability activities at the Holding and Group Companies. The Team has been working since 2022 to plan, realize and develop IC Holding's future sustainability work. The Team follows the latest developments in sustainability and carries the Holding forward within an agile perspective. IC Sustainability Team members continuously improve their knowledge and skills in sustainability through the trainings they receive under different themes. The Team consists of employees from distinct areas of expertise to ensure that developments in sustainability are simultaneously recognized by all units within the Holding. IC Holding cultivates a vision of being a pioneering organization in sustainability and aims to

increase the competence of the Team through various sustainability trainings in 2024 to quickly catch up with the latest developments.

IC Holding Sustainability Team and all employees contributed to the organization of the Sustainability Day on January 18, 2023 under the theme

'Impact of Development'. The event started with the opening speeches of Murad Bayar, CEO of IC Holding, and Murat Sungur Bursa, President of the Sustainability Academy, and continued with the panel on 'Sustainability Transformation in Our Country and Cooperation for Sustainable Development', which was attended by

sustainability experts. On the same day, the IC Sustainability Team delivered their graduation project presentations as an output of the 18-week training they received. Projects such as DENK and the Breast Cancer Screening project are among the projects approved and implemented following these presentations.



*Corporate Governance and Sustainability Directorate shall be responsible for ensuring coordination between the Committee and working groups and monitoring the conducted work.



IC Holding Group Companies have incorporated and certified management systems for various standards into their operations to better manage and improve their processes.

COMPANY	ISO 9001 QUALITY MANAGEMENT SYSTEM	ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM	ISO 45001 OHS MANAGEMENT SYSTEM	ISO 27001 INFORMATION SECURITY MANAGEMENT SYSTEM	ISO 50001 ENERGY MANAGEMENT SYSTEM	ISO 10002 CUSTOMER SATISFACTION MANAGEMENT SYSTEM
İçtaş Construction	✓	✓	✓			
IC Sustainable Energy *	✓	✓	✓	✓	✓	
Tredaş	✓	✓	✓	✓		✓
Trepaş	✓			✓		✓
Treysan**	✓	✓	✓	✓		✓
Karasu Port	✓	✓	✓			
Zafer Airport	✓	✓	✓	✓	✓	
ICA İçtaş Infrastructure***	✓		✓		✓	
İçtur ****	✓	✓	✓			✓
IC Hotels*****	✓	✓	✓	✓	✓	✓

* : IC Sustainable Energy Bağıtaş - 1 HEPP holds ISO 50001 Energy Management System Certificate.

** : Treysan holds ISO 3834-2, EN 1090-1/3, GOST -K, GOST -R and ISO 14064-1 Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals.

*** : ICA İçtaş Infrastructure holds ISO 39001:2012 Road Traffic Safety Management System certification.

**** : İçtur holds ISO 22000:2018 Food Safety Management System certification.

***** : IC Hotels holds Global Sustainable Tourism Council Certification (GSTC), ISO 22000:2018 Food Safety Management System and ISO 27701:2019 Personal Data Management System certificates. Moreover, IC Green Palace has an ISO 50001 Energy Management System.



SECTORAL DEEPENING IN SUSTAINABILITY WORK

In addition to this analysis covering the entire company within IC Holding, IC Holding conducted a materiality analysis specific to its Tourism and Construction business lines in 2023. To that end, two separate studies were conducted to identify highly material topics for the Tourism Group, which includes IC Çeşme Marina, IC Green Palace, IC Airport and IC Santai Family Resort hotels as well as IC İçtaş Construction, which is part of the Construction business line.

In the materiality surveys conducted for IC Tourism Group and IC İçtaş Construction in 2023, a three-stage question system was designed. The survey asked stakeholders to assess (i) the materiality of the topic for the stakeholders

themselves, (ii) the adequacy of IC Holding's work on the topic in the eyes of the stakeholders, and (iii) how material the topic would be for IC İçtaş Construction and IC Tourism Group in the future.

In addition, an open-ended question was added at the end of the surveys to collect other views that stakeholders wished to convey. A total of 148 and 135 stakeholders participated in the surveys for IC İçtaş Construction and IC Tourism Group respectively.



SECTORAL MATERIAL TOPICS FOR SUSTAINABILITY AT IC CONSTRUCTION GROUP

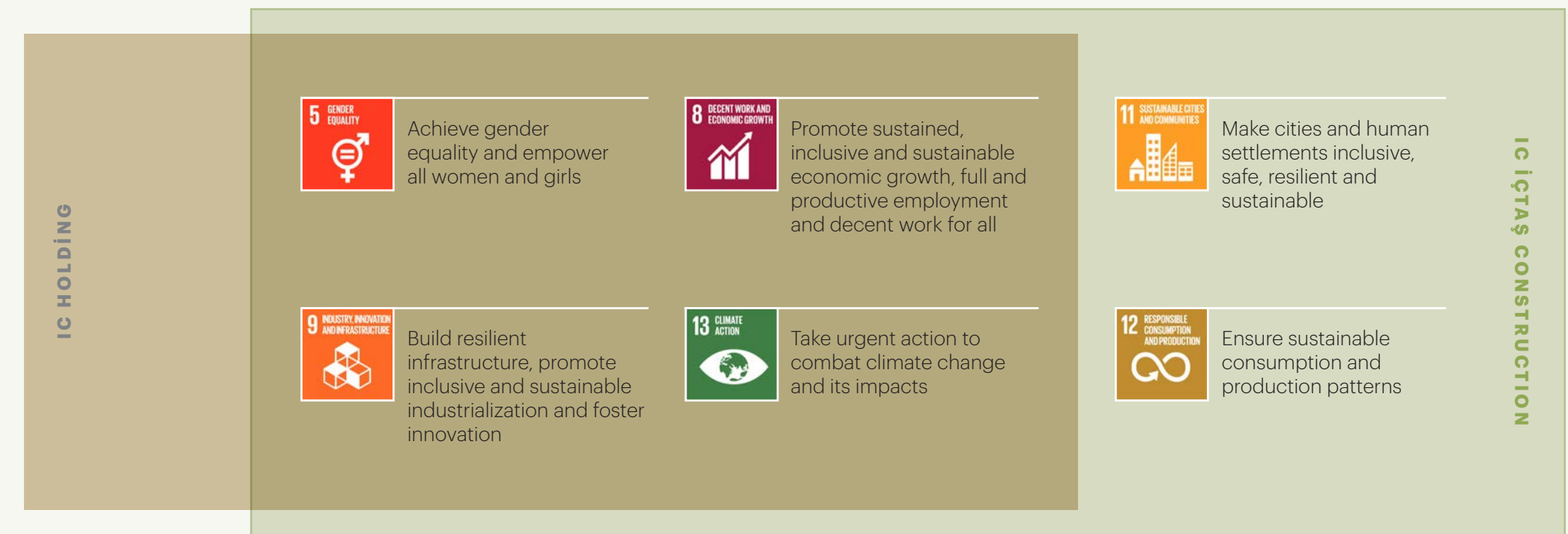
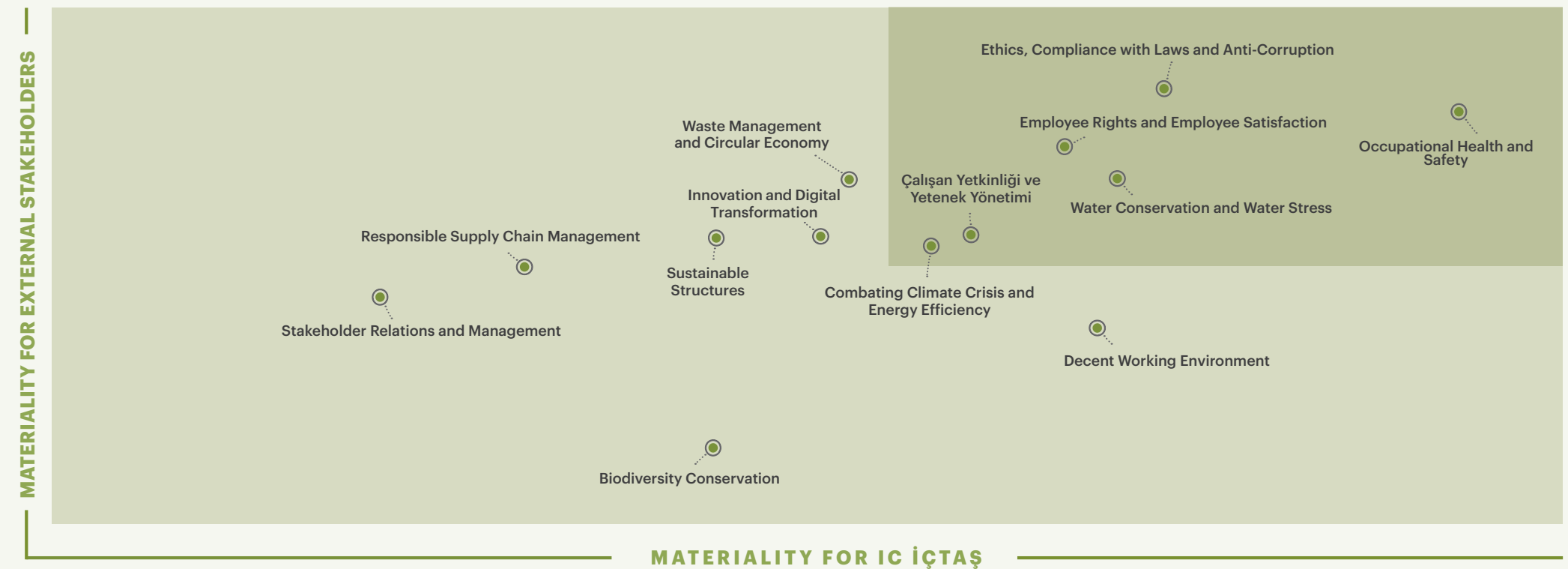
The highly material sustainability topics identified as a result of the materiality analysis conducted for IC İçtaş Construction within IC Construction Group are as follows.

1. Occupational Health and Safety
2. Ethics, Compliance with Laws and Anti-Corruption
3. Employee Rights and Employee Satisfaction
4. Water Conservation and Water Stress
5. Employee Competence and Talent Management
6. Combating Climate Crisis and Energy Efficiency



As a result of the analysis and in addition to SDG 5, SDG 8, SDG 9 and SDG 13, the highly material topics identified for IC İçtaş Construction are associated with SDG 11 and SDG 12.

IC İÇTAŞ CONSTRUCTION SUSTAINABILITY MATRIX



SECTORAL MATERIAL TOPICS FOR SUSTAINABILITY AT IC TOURISM GROUP

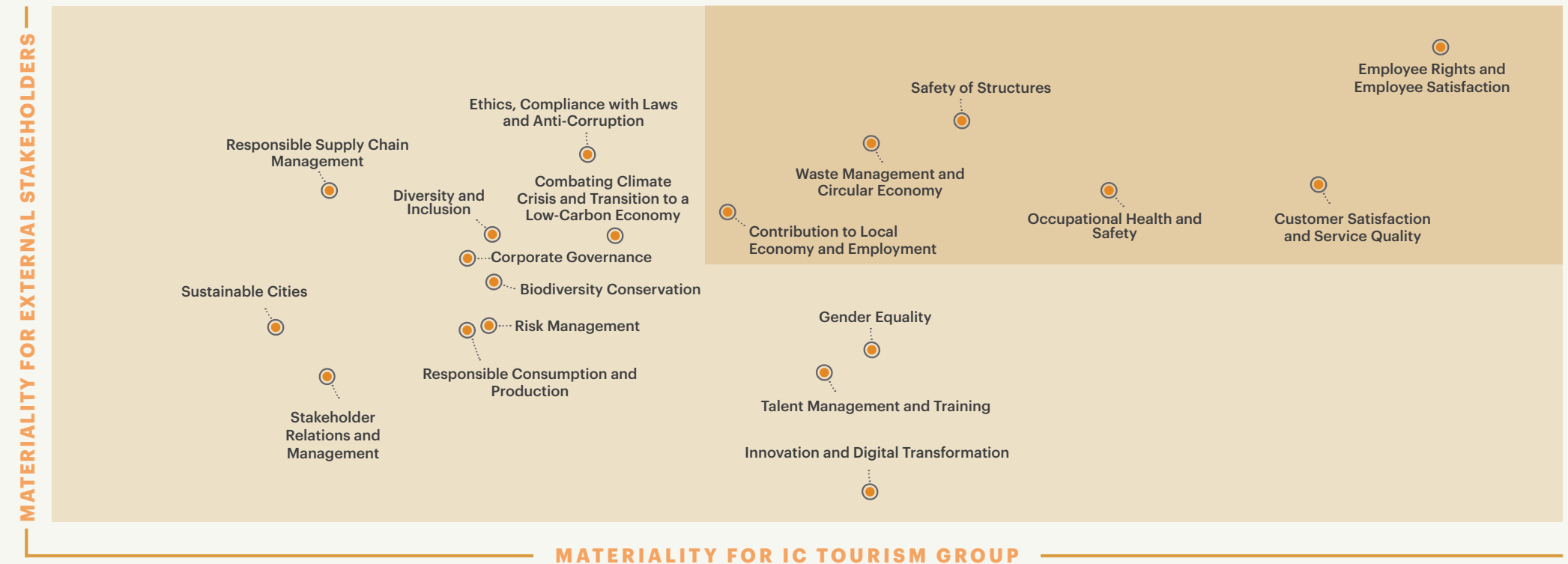
As a result of the materiality analysis conducted for IC Çeşme Marina, IC Green Palace, IC Airport and IC Santai Family Resort hotels within IC Tourism Group, the highly material sustainability topics are listed as follows

1. Employee Rights and Employee Satisfaction
2. Customer Satisfaction and Service Quality
3. Occupational Health and Safety
4. Safety of Structures
5. Waste Management and Circular Economy
6. Contribution to Local Economy and Employment



As a result of the analysis and in addition to SDG 5, SDG 8, SDG 9 and SDG 13, the highly material issues identified for the IC Tourism Group are associated with SDG 12 and SDG 14.

IC TOURISM GROUP SUSTAINABILITY MATRIX





COMBATING CLIMATE CRISIS AT IC HOLDING



- 84 CLIMATE STRATEGY
- 94 CIRCULAR ECONOMY
- 98 SUSTAINABLE CITIES AND MOBILITY

IC Holding has a management approach that recognizes that sustainable success is based on responsible resource consumption and efficient use of natural resources. In addition to complying with legal regulations in every country where it operates to leave a livable world for future generations, it also

works resolutely to minimize the negative impacts from its activities and operations. The Environmental Policy developed to this end aims to protect and positively affect the environment, human health and natural cultural heritage by ensuring the participation of stakeholders and employees in all operational

areas. In order to fulfill this commitment, IC Holding develops innovative solutions by putting sustainability at the core of its business strategy. It also monitors and implements the remedial actions it has identified to improve its environmental impact.



Tuğçe SÖĞÜT
SECRETARY GENERAL, EYDK

The Impact Investing and Advisory Board (EYDK), the first and only national advisory board focused on impact investing in Türkiye, has been working since its inception to facilitate the development of impact investing and build an impact investing ecosystem that fosters sustainable growth in Türkiye.

In achieving this goal, it carries out selfless work addressing all dimensions of ‘impact’ together with leading institutions and organizations from the public, private and non-profit sectors and represents Türkiye in global impact investing networks.

The work we carry out in cooperation with IC Holding, a partner for sustainable development and also a founding member of our organization, accelerates the growth and strengthening of the impact investing ecosystem. IC Holding’s innovative approach and visionary leadership play a crucial role in this process.

The process allows us to witness the first steps of Türkiye’s transition to an ‘impact-driven’ economy, and the inclusive, innovative and visionary steps taken by our pioneering members such as IC Holding enable us to take key action in creating social, environmental and economic value by raising awareness on the concept of impact and impact investments in our country.

We will continue to cooperate for a better world in line with our shared vision.





CLIMATE STRATEGY

The global climate crisis manifests itself around the world in extreme weather events such as droughts, floods, heatwaves and fires. This crisis is largely due to greenhouse gas emissions caused by human activities, and the solution requires an ecological transformation of society, economy and technology. Türkiye is a signatory of the Paris Agreement, which aims to limit the global temperature increase to 2 degrees Celsius and, if possible, keep it below 1.5 degrees Celsius. International cooperation and global efforts are essential to mitigate the impacts of the climate crisis and protect the environment. While the role of governments is critical in this struggle, the private sector must also support the measures taken against the climate crisis and fulfill its responsibilities for a sustainable future.

IC Holding attaches great importance to combating global climate change and its impacts

in sectors in which it operates. IC Holding's Climate Change Policy is committed to taking the necessary steps to measure and manage the risks arising from climate change, taking an active role in this struggle and contributing to Türkiye's transition to a low carbon economy. In addition, concrete objectives were set, such as setting carbon mitigation targets, conducting climate risk studies and developing a comprehensive climate strategy. Taking into account the complexity of climate-related risks, projects are carried out by all Group companies to assess and respond to these risks across operations.

Established in 2022 in line with the UN SDG 13 to manage climate-related risks, analyze the impacts of potential risks on corporate operations and solve climate problems, the 'Climate Action Working Group', like all other working groups, spent the first half of 2023 with active participation in earthquake-

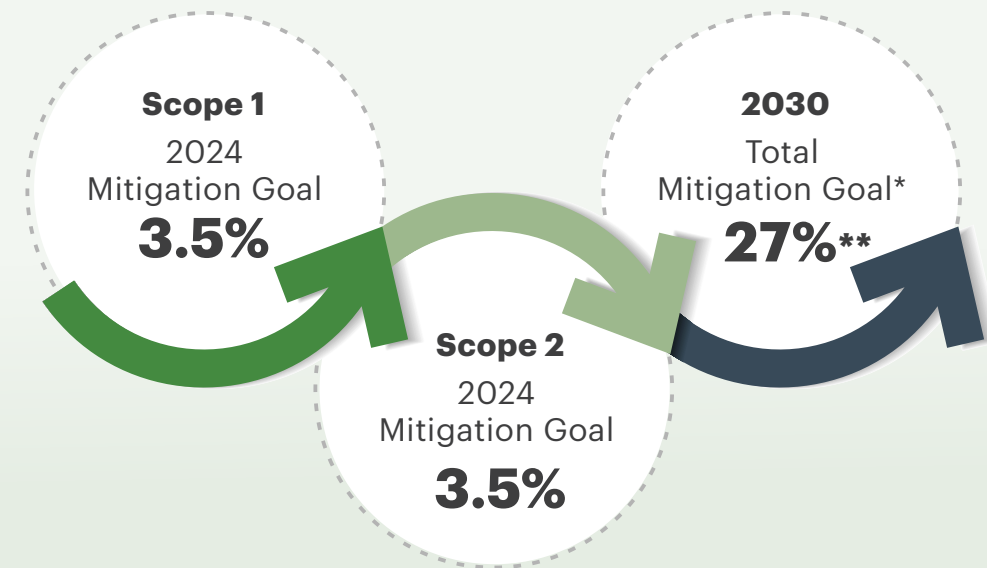
specific activities. Considering a possible earthquake in Marmara, the **Marmara Earthquake Management Procedure** is prepared under the coordination of working groups to minimize the negative effects that may be experienced within IC Holding, Group Companies and İbrahim Çeçen Foundation. The procedure aims to make pre-earthquake preparations, ensure effective crisis management with competent teams during an earthquake, transition to the normalization process after an earthquake and protect the safety of Group Companies' employees and their families.

The quantification of Scope 1 and Scope 2 emissions by Group Companies has started, with 2022 as the base year. A Carbon Workshop was organized to analyze this data and set targets for companies. Projects were initiated to create low-carbon road maps for companies, taking into account the opportunities and

constraints identified by the participants. As a result of all the assessments, IC Holding has set an emission reduction goal of 27% by 2030, with 2022 as the base year. It has set a reduction goal of 3.5% in 2024 for Scope 1 and Scope 2 emissions and monitors its activities annually through quantification and reports. Furthermore, in line with the areas for development highlighted as a result of the workshop, the Company

continues to work on energy audits in companies, electric/hybrid conversion of vehicles, and electricity supply from renewable sources. Data collection infrastructure and awareness-raising efforts to quantify Scope 3 emissions across the Holding are also among the focus areas for the coming period. The Holding also considers the impact of its operations on climate change in its investment

processes and continues to work on regulations to select investments that will cause less emissions. IC Holding is committed to setting short-, medium- and long-term targets for the reduction of greenhouse gas emissions and sharing the risks and opportunities arising from climate change with all stakeholders in the light of international standards and accountability principles.



Greenhouse Gas Emissions - IC Holding (Excluding Group Companies)

Scope 1 (ton CO ₂)	224.11
Scope 2 (ton CO ₂)	156.15
Total (ton CO₂)	380.26

* 2022 as the base year
 ** 4.6% annual reduction goal by 2025



RENEWABLE ENERGY AND ENERGY EFFICIENCY



IC Holding structures its energy policies in a way that they will contribute to sustainable development. The energy sector plays a critical role in combating the climate crisis, and IC Holding is increasing the share of production from renewable energy sources. Furthermore, it contributes to environmental sustainability by prioritizing the transition to low-carbon production and green energy investments in other sectors in which it operates.

In 2023, as part of energy efficiency practices carried out exclusively for ICA IC İÇTAŞ Infrastructure Operation and Maintenance Inc. and the

efforts to increase the use of renewable energy, an energy audit was conducted, identifying Significant Energy Uses (SEUs) and planning savings efforts accordingly. Fluorescent lamps were replaced with LED lamps in tunnel and highway lighting, recreational facilities, enterprise campuses and enterprise buildings in Garipçe. ISO 50001:2018 Energy Management System certificate was obtained following third-party certification audits.

The LED conversion by ICA in line with UN SDG 13 - "Climate Action" resulted in annual savings of 7,198,000 kWh at Istanbul Yavuz Sultan Selim Bridge

and Northern Ring Highway Project, 1,499,000 kWh at 6 resting facilities and 45,802 kWh at the enterprise campus.

The 8,744,000 kWh/year savings achieved through the LED conversion of fixtures is equivalent to the annual electricity demand of 892 households. These savings prevented 1,819 tCO₂ of emissions annually. This figure is equivalent to the annual carbon absorbed from the atmosphere by 82,304 trees. In addition, 8,248 fixtures and lighting equipment were recycled, contributing to the circular economy.

At IC İÇTAŞ Sakarya Karasu Port Investment and Operation Inc., awareness-raising trainings were provided to operators to prevent idling of work machines when they are not actively used. Following the planned and implemented training program, fuel consumption savings were achieved thanks to the awareness raised on the part of the employees. A fuel automation and vehicle tracking system has been integrated into construction machinery, equipment and vehicles, making it possible to keep data records and report them. Electricity consumption was reduced, and savings were achieved with LED lighting installed during the

investment period. Lighting was kept to a minimum when there were no ships, and dock and field lighting was minimized. Thus, emissions are reduced in all practices.

As a result of energy efficiency practices and efforts to increase the use of renewable energy at IC İçtaş Zafer International Airport Investment and Operation Inc., existing fixtures were replaced with LED lighting, enabling energy savings of 90,193 kWh.

To increase the use of renewable energy, TREYSAN A.Ş. installed a solar power plant with a production capacity of 960 kW via rooftop solar panels on an area of 6,300 m² in April 2023 and completed the commissioning works to generate a total of 1.14 GW of electricity until December 2023. Natural gas consumption was reduced by expanding the use of convector heaters. The SPP installation enabled 657.93 tons of standard coal savings, prevented 781.29 tCO₂ emissions, ensured the use of the electricity generated and made it possible to generate income by selling electricity to the distribution company. Investing in green energy, TREYSAN A.Ş. obtained permission to increase its current SPP generation capacity of 960 kW by an additional 60 kW in 2024.

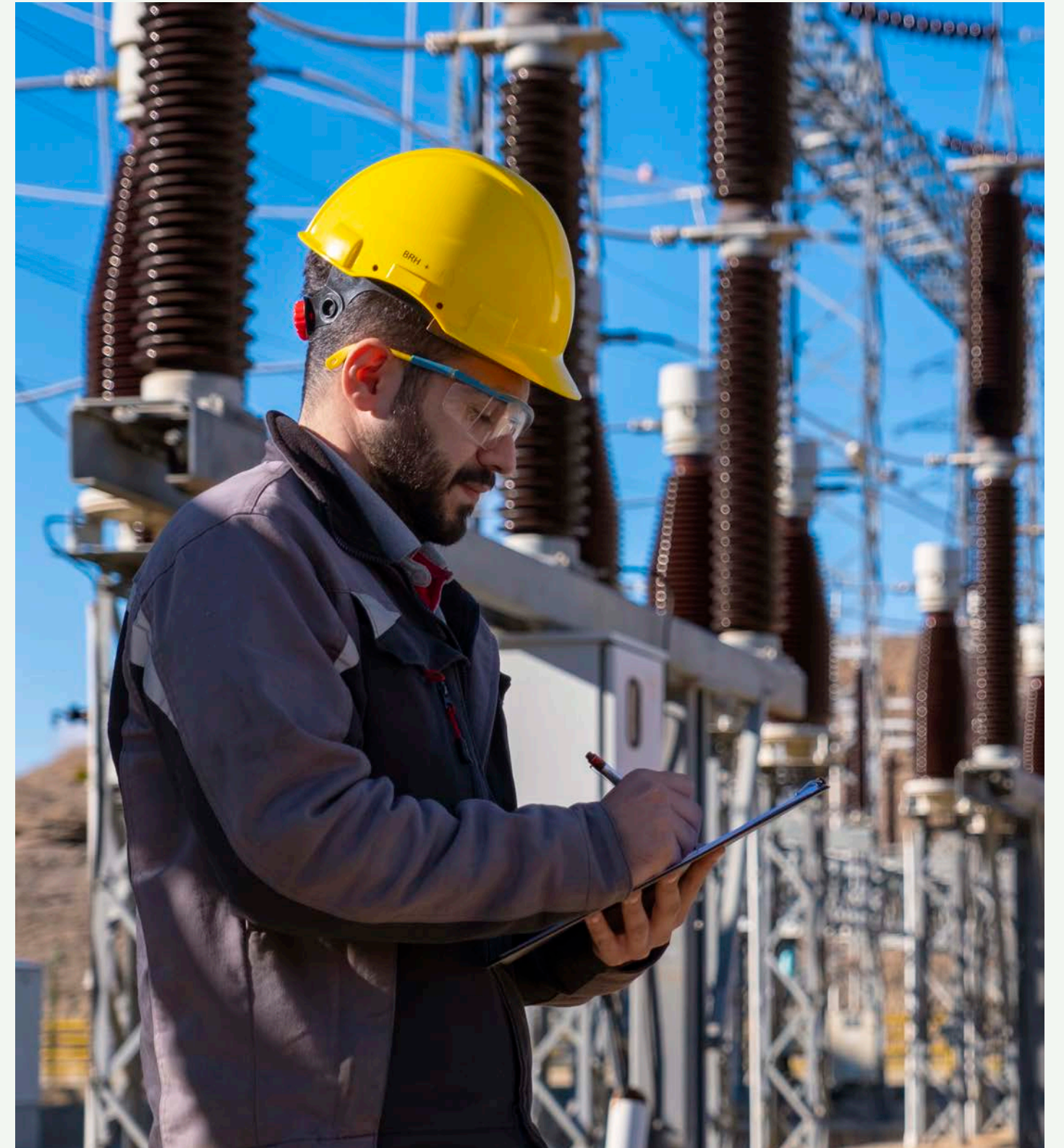
A total of 793 solar panels was installed at the Green Palace, Santai and Airport hotels within IC Hotels, with a significant portion of the energy demand being met from renewable sources. Annual energy savings of 481,891 kWh were achieved as a result of efforts such as replacing the engines in boiler rooms with efficient engines, converting lighting in areas such as technical workshops and parking lot lighting systems to LED lighting, replacing cooling systems with cooling towers, converting lighting in common areas such as staff rest areas and kitchen corridors to sensor lighting, and activating time settings which ensure that air conditioning systems are turned off outside working hours.

IC İçtaş Sustainable Energy generates approximately 1.2 billion kWh of electricity annually at its 9 hydroelectric power plants (HEPP) in Türkiye with a total installed capacity of 388 MW. Investments at a capacity of 136 MWm at Hatay Erzin-2 YEKA SPP project, 61 MWm at Bağıştaş Hybrid SPP project and 485 MWm of wind and solar energy projects with storage are under development.

Projects to increase efficiency in all existing power plants are being implemented. To this end, IC İçtaş Sustainable Energy initiated efforts to increase the efficiency of Bağıştaş-1 Dam and HEPP in Erzin, which was commissioned in 2015, and achieved an increase in production efficiency by reducing the amount of internal consumption by 25%. In 2023,

as part of Bağıştaş-1 HEPP, the ISO 50001 Energy Management System Certification process was completed. The annual gross energy production at the power plant was increased, and internal demand consumption was reduced through efficient pump replacements, LED Transformation Project and automation action steps.

Solar Power Plants	Installed Capacity (MW)
Bağıştaş SPP	38
Hatay Erzin SPP	100
Hydroelectric Power Plants	Installed Capacity (MW)
Niksar HEPP	40,2
Çilektepe HEPP	23,1
Üçharmanlar HEPP	16,6
Kemerçayır HEPP	15,5
Üçhanlar HEPP	11,9
Yukarı Mercan HEPP	14,0
Bağıştaş HEPP	140,6
Kadıncık I HEPP	
Kadıncık II HEPP	126





WATER MANAGEMENT

Water is the cornerstone of life and is of vital importance both biologically and ecologically. Access to clean water and sanitation are fundamental human rights. However, erratic rainfall increasing with climate change makes water scarcity a greater risk factor. IC Holding attaches great importance to the recycling of water and strives to minimize water consumption and pollutant impacts within a responsible water management approach. It not only aims to reduce water consumption in its fields of operation but also takes various measures to ensure that its employees consume both drinking and utility water consciously. IC Holding is committed to contributing to a sustainable future through its resolute stance on water management.

The analyses for the **Water Risks R&D Project** implemented in cooperation with BCSD Türkiye and Ankara University Water Management Institute, with IC İçtaş Construction being one of the supporting sponsors

in 2022, were completed, and the results will be published by BCSD Türkiye in 2024.

In addition, as part of the Lake Tuz Underground Natural Gas Storage Facility Expansion Project designed and developed by IC İçtaş Construction, a special training was organized for farmers in the region to raise their awareness on the water crisis. BOTAŞ, Mayor of Sultanhanı, Director of Agriculture, Food and Livestock, Mukhtars of Sultanhanı and local people participated in the training organized by Ankara University Water Management Institute on water risks in Konya closed basin and the importance of water efficiency in agriculture. Prof. Gökşen Çapar, Prof. Ersoy Yıldırım and Asst. Prof. Tolga Pilevneli delivered the training on water status in our country, negative effects of climate change, sectoral water use, water risks in Konya closed basin, agricultural water use and efficiency, common and correct irrigation practices. The training aimed to raise awareness among farmers

in the region for the sustainability of water resources.

As a key performance indicator (KPI) monitored within the scope of Lake Tuz camp-water management, care is taken to ensure that the amount of groundwater used daily in campsites does not exceed 300 m³.

IC Hotels recovers the water that should be discharged by backwashing from its osmosis treatment system and uses it for garden irrigation. The water from water leaks in the pool machine rooms is given to the balance tank with the help of a pump and is then reused. In addition, aerators are used in faucets to save water within the hotel. Water leaks detected throughout the hotel are fixed, and water use is minimized by using mobile cleaning vehicles instead of area washing.

USE OF PLASTIC

Since the 1950s, when plastic began to be consumed commercially, its production has increased rapidly, and its use has become widespread. Plastics are mostly used in single-use products and packaging, thus causing a major environmental problem worldwide. Millions of tons of plastic wastes reach the seas and oceans every year, leading to the death of marine life and the degradation of ecosystems. IC Holding aims to reduce the use of plastics through practices it has developed for a sustainable future.

In line with centralized plastic management strategies that give the struggle against plastic pollution a holistic nature under the **'Can Do without Plastics'** approach, IC İçtaş Construction, ICA, TREDAŞ and TREYSAN joined the BPI. Furthermore, IC İçtaş Construction, ICA and TREDAŞ shared their commitments.

Konca ÇALKIVİK
Secretary General, BCSD TÜRKİYE



As BCSD Türkiye, we have been working for 20 years to guide the business world to realize their green transformation goals in their sustainable development journey. IC Holding is a key player in the business world in multiple fields, particularly in the tourism and construction sectors, which are an important part of this struggle, and closely monitors the developments regarding global climate change. IC Holding is a major stakeholder that serves economic, social and environmental benefits by creating its activities on the axis of sustainability.

IC İçtaş Construction and Treysan, both subsidiaries of IC Holding, have been a member of BCSD Türkiye since 2019 and 2022 respectively, and they actively participate in all working groups of our association. In addition, IC İçtaş Construction, Tredaş and ICA are among the signatories of the Business Plastics Initiative, a voluntary initiative established by founding organizations including BCSD Türkiye to encourage private sector organizations to take concrete action to address plastic wastes in line with the circular economy principles. Moreover, IC İçtaş Construction adds momentum to our cooperation as one of the main sponsors of our Association's new project, 'Guidelines for the Management of Demolition Wastes from Urban Transformation, Earthquake and Other Possible Disasters', which is prepared for the holistic management of demolition wastes generated by urban transformation, earthquakes and other possible disasters in Türkiye.

As BCSD Türkiye, we support the green transformation journey of our country through the projects we realize with the strength we receive from our member companies and the studies that provide measurable outputs. While I hope that our cooperation with our valuable stakeholder IC Holding will further increase, I congratulate our stakeholder for its awareness of the contribution that reporting with a focus on 'transparency and accountability' will make to the green transformation of our country.

BIODIVERSITY CONSERVATION

IC Holding is aware that biodiversity is vital for the healthy and balanced functioning of ecosystems and carries out various projects to protect natural habitats and support biodiversity in the regions where it operates. It aims to minimize these impacts by monitoring and assessing the negative impacts of its activities on biodiversity.

The bridge built as Türkiye's first ecological bridge at Fenertepe on the Northern Ring Highway was rehabilitated under the supervision of academics from Istanbul University in accordance with the changing climate and fauna conditions. Within the scope of the rehabilitation project carried out under SDG 13 - Climate Action and SDG 15 - Life on Land, a wooden wall was installed to screen the physical impacts of the highway for animals and to provide a calm crossing environment from the bridge, and plants suitable for fauna were planted in front of the wooden wall to create a guiding path for animal crossings. Flowering

herbaceous species and shrubs have been planted at and above the bridge entrances to attract insects, mammals and amphibians. Local species are preferred in tree planting and fauna to ensure integrity with the surrounding vegetation. On both sides of the bridge, fences were installed to limit the natural environment, and wide openings were created at the bridge entrances to facilitate the passage of animals. Temporary marshes were established at the bridge entrances to attract amphibians. In addition, rocks were placed to block vehicle and human passage, and photo traps were installed to monitor animal crossings. 8,196 endemic plants were added to the rehabilitated areas, and 2 wetlands were restored.

As part of the **'Stork Population Protection Project'**, TREDAS has installed special platforms on electricity poles that prevent storks from being electrocuted, thereby preventing the death of 2/3 of approximately 600,000 storks that migrate every year for reasons such as reaching suitable seasonal conditions

and food sources. To this end, with an approximate investment of TL 5 million between 2021 and 2023, bird-repelling spikes were installed on 15,000 poles, while 6,759 poles were insulated with conductor insulation and 5,450 poles were insulated with insulator insulation. In Thrace, which is on the main route of migrating birds, platforms for storks are installed following drone inspections to maintain the existence of storks coming to the region and to prevent temporary failures caused by birds. To date, storks were led to 700 nests. In addition to migratory birds, the project also supports the conservation of endangered species such as the white-tailed eagle, eagle owl, tawny owl, lesser kestrel, crane, pygmy cormorant, whooper swan and kingfisher.

IC Hotels works hard to protect the sea daffodils on the beach of its hotel Green Palace & Residence in Antalya. In order to prevent any harm to the endangered sea daffodils, which were taken under protection by the International Union for Conservation of Nature in 2016,



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

The YEKA G4 Erzin-2 SPP Project site, which is being developed by IC İċtaş Sustainable Energy, contains plant and animal species that need to be protected in terms of biodiversity management. The rabbits' ears, which are among the rare species in the flora of the region and thus need protection, have been moved outside the project site, and necessary protection measures have been taken after planting them under suitable conditions. The project site is home to flora and fauna such as the greater spotted eagle, turtledove, rabbits' ears, tortoise, glass lizard, slender whip snake, Lebetine viper, Mediterranean thin-toed gecko, starred agama and Anatolian lizard, and necessary measures have been taken for species that need protection.



CIRCULAR ECONOMY

The circular economy is a business model designed to consume resources, reduce wastes and support economic growth. This model encourages the reuse and recycling of wastes by ensuring that products, materials and resources are used for as long as possible. IC Holding aims to sustainably manage natural resources and reduce environmental impacts by adopting the circular economy model in its business processes and in every field of activity.

Carried out in line with the Climate Action goal within the framework of the SDGs, the **Sound Barrier Production from Waste Tires Project** aims to contribute to the circular economy, reduce traffic-related noise and increase road safety. Tire pieces that endanger road safety are noticed and collected by teams

monitoring the highway 24/7. Approximately 135 tons of waste tire parts are collected annually on the Northern Ring Highway and sent for recycling. When there is a need for sound barriers on viaducts close to settlements, work has been initiated for a recycling project where waste tires will be brought into the circular economy.

As a result of the evaluation of stakeholder demands and needs, approximately 2 kilometers of sound barriers were produced and installed to meet the demands of the people living in the Kilyos-Zekeriya köy area of the highway. This has reduced vehicle noise on sections of the highway that are close to residential areas.

With the Sound Barrier Production from Waste Tires Project, which has an Environmental Product Declaration, approximately 400 tons of waste tires were recycled, 848 m³ of storage space was saved, noise level was reduced by 10%, 8.51 tons of carbon emissions were prevented, and 213,000 m³ of water pollution was prevented. The project received an award in the 'Green Transformation' category at the 2023 TISK Common Tomorrow Awards.

IC İçtaş Construction has been one of the main stakeholders of the **'Guidelines for the Management of Demolition Wastes from Urban Transformation, Earthquakes and Other Possible Disasters'** launched by BCSD Türkiye after

the February 6 earthquakes, based on the environmental, health and safety impacts of demolition waste management. The Guidelines for the Management of Demolition Wastes is intended to increase the circularity of the construction sector and contribute to the Sustainable Development Goals related to the management of demolition wastes. The Guidelines will be completed in 2024. Within the scope of Lake Tuz Underground Natural Gas Storage Expansion Project, the saline water generated during the melting process to create the caverns where the natural gas will be stored is kept in the brine pools in the surface facilities. Drilling mud consisting of -insoluble- materials (soil, stone, etc.) settled in these ponds is sent to licensed cement plants and recycled into the economy as fuel from waste.





WASTE MANAGEMENT

Rapidly growing population and changing consumption habits deepen environmental problems and increase waste generation, leading to rapid depletion of natural resources. Recognizing that waste management is an important issue facing modern societies, IC Holding prioritizes reducing pollution at the source and encouraging the reuse of waste. IC Holding aims to contribute to the circular economy through recycling and recovery processes and ultimately ensures that waste is disposed of appropriately. Group Companies aim to minimize their waste and optimize their recycling, recovery and disposal processes through methods developed in accordance with their fields of activity.

Within the scope of the 'Compost Project' carried out at IC Çeşme Marina, which has been awarded the Zero Waste Certificate thanks to its past and current projects, organic plant wastes generated as a result of periodic garden

maintenance as well as organic vegetable and fruit waste from boutique hotels and businesses are transformed into compost fertilizer and used in the marina landscape. Soil fertility is increased with fertilizer obtained from domestic and organic wastes, and the amount of waste generated is reduced through the zero-waste model. Through HAYTAP Federation volunteers, food waste from stakeholders in the IC Çeşme Marina commercial area is delivered to stray animals in shelters.

Under the Zero Waste Project at İçtur, vegetable waste oils and hazardous wastes have been separated and recycled by licensed institutions at Antalya Airport since 2022. Moreover, organic wastes are transformed into dry cat and dog food in cooperation with Kepez Municipality.

At Santai Family Resort, Green Palace and Residence within IC Hotels, organic plant residues from garden maintenance as well as organic vegetable

and fruit wastes from the hotel kitchen are converted into compost fertilizer to grow flowering plants and indoor flower/pot plants in certain areas. In the future, the fertilizer obtained from such wastes will also be used at IC Hotels Airport to contribute to the economy.

Pursuant to the Industrial Waste Management Plan, hazardous and non-hazardous wastes generated at IC İçtaş Construction's Lake Tuz Underground Natural Gas Storage Facility Expansion Project are separated and temporarily stored in accordance with the legislation, and recyclable wastes are sent to licensed facilities. Waste that cannot be recycled is transferred to landfills. Wastes are temporarily collected in the waste storage areas created at the project site and then transferred to the Central Waste Storage Area. Wastes are stored in accordance with their codes and disposed of as per national legislation. Single and double portable waste collection areas have been designed

for the temporary storage of wastes generated during the operation of water tanks and pump stations in the project site. Within the framework of

effective waste management practices carried out on site, a basic level Zero Waste Certificate has been available since 2022.

Consolidated waste data of IC Holding and group companies are as follows:

Amount of Wastes (ton)	2019	2020	2021	2022	2023
Hazardous Waste Amount	897.43	857.47	737.87 ✓	1,181.70 ✓	939.11 ✓
Non-Hazardous Waste Amount	5,992.83	28,463.08	7,825.01 ✓	5,294.86 ✓	52,364.58 ✓
Total Waste Amount	6,890.87	29,320.96	8,563.89 ✓	6,476.56 ✓	53,303.70 ✓
Recycled Waste Amount	857.63	24,282.40	1,994.24 ✓	4,186.48 ✓	50,972.43 ✓





SUSTAINABLE CITIES AND MOBILITY

There is a rapid urbanization process worldwide, and cities, particularly in developing countries, are growing rapidly. While this contributes to global economic growth, it also brings along various problems that detract from environmental sustainability. Cities, especially in countries like Türkiye, are experiencing a dramatic increase in energy consumption due to rapid population growth and economic growth. Increased energy consumption results in the intensive use of fossil fuels and causes large emissions of greenhouse gases into the atmosphere. This triggers global problems such as climate change, leading to a deterioration in natural habitats and endangering biodiversity.

Carrying out all its activities with the responsibility of leaving a better world to future generations within the scope of sustainability efforts, IC Holding aims to contribute to the

creation of sustainable cities, especially through infrastructure and construction activities within the Group.

Under the **Project to Make Intelligent Transportation Systems on Our Country's Motorways Ready for Use by Vehicles with Level 4 Autonomous Driving Capability** in partnership with Ford Otosan, the autonomous vehicle developed by Ford Otosan was tested on the ICA's closed motorway in Odayeri, Ağaçlı. As part of the tests, information from sensors measuring temperature and precipitation information on the closed motorway was transferred to the autonomous vehicle. Variable Message Signs (VMS) message displays enable the autonomous vehicle to communicate. Thus, decision-making processes were tested by transferring data with the so-called 'Internet of Things (IoT)' machine, and the transportation

infrastructure of our country was prepared for autonomous vehicles. The project was also deemed worthy of the [ITS Türkiye Special Award at the Great Minds in Transportation Awards](#) given at the 4th International Intelligent Transportation Systems Summit.

ICA contributes to SDG 11 - Sustainable Cities and Communities goals with the services and practices it provides to highway users.



Various technological systems are utilized on the routes under operational responsibility including but not limited to Variable Message Signs (VMS), traffic counting sensors, meteorological sensors, incident detection and CCTV cameras. The entire route is monitored from the Main Control Center through the installed systems. Carbon emission measurement with traffic data, prevention of traffic congestion with rapid response to accidents and electric vehicle charging station infrastructure are provided by the Intelligent Transportation Systems Project.

Rail systems play an important role in sustainability. These systems reduce environmental impacts by providing a low carbon footprint compared to roads and other modes of transportation. Offering a high passenger capacity, low emissions, safe and fast travel alternatives, these systems also contribute to the more sustainable growth of cities when used effectively in densely populated areas. As part of the MIA Mahmutbey-Esenyurt Subway, where IC İçtaş Construction continues construction works, the transportation time between

Mahmutbey and Esenyurt will be reduced to 27 minutes with a subway line consisting of 10 stations and serving 70,000 passengers. In addition, on the route where it takes an average of 35 minutes to reach Sarıyer from the Uskumruköy Junction of the Northern Marmara Motorway, the construction of the Sarıyer- Kilyos Tunnel by IC İçtaş Construction is underway. The tunnel will bypass the city zoning roads and reduce the transportation time to Sarıyer to 5 minutes, thus saving significant fuel and time.





VALUE FOR EMPLOYEES



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The long-term success of an organization is based on the contribution of its employees. Respect and trust in the work environment, enriched by the exchange of views from a variety of perspectives, enable creative ideas to emerge and the right decisions to be made. IC Holding attaches utmost importance to providing a safe and sustainable work environment where employees can maintain their work-life balance. This approach applies not only to employees, but also to all stakeholders with whom the Holding has business relations. The Holding aims

to demonstrate an attitude which respects human rights and to spread this approach throughout society.

Under its Human Resources and Human Rights policies, IC Holding is committed to creating an equal, inclusive, fair and pro-human rights working environment for its employees. This commitment is based on providing equal opportunities to all employees regardless of their gender, race, religion, age, disability or other personal characteristics. IC Holding cultivates an inclusive work culture that enables its employees to maximize their potential and aims to continuously improve this culture.

HUMAN RESOURCES APPROACH

In line with its people-oriented approach, IC Holding considers its employees not only as part of the production process, but also as owners. The Company aims to ensure that its employees develop and contribute to the organization in a balanced manner between corporate and individual goals. Emphasizing the importance of investing in people to set an example in the sectors in which it operates, IC Holding is committed to maintaining a transparent and open management approach that fosters a continuous training and development approach, uses resources in a target-oriented manner, develops effective productivity and performance measurement systems within the framework of its Human Resources Policy.

To ensure that the human resources practices developed by IC Holding Human Resources Directorate are implemented, spread and standardized across Group Companies, the Human Resources Committee convenes

once a month and ensures that critical competencies in all human resources processes (recruitment, performance evaluation, social rights, wage management, etc.) are established within the framework of Corporate Competency Matrices.

EMPLOYEE PROFILE

According to 2023 year-end data, there are a total of 4,861 employees within the Group Companies considered under IC Holding Sustainability Report. 1,356 of these employees are female, and 3,505 are male. The ratio of female employees within the Holding corresponds to approximately 28%. Standing out with its dynamic staff among Group Companies, 80% of the Holding's employees are under the age of 45. Approximately 32.20% of these employees are under the age of 30, eager to learn and open to development.

EMPLOYEE BENEFITS

Offering flexible options according to the needs of employees, fringe benefits not only strengthen engagement and commitment to the organization, but also significantly increase employee motivation and satisfaction. To this end, Operation Happiness and Operation Wellbeing programs developed by the Human Resources Department aim to improve the quality of the time employees spend at work as well as supporting their wellbeing, beyond providing fringe benefits.

Through these programs, IC Holding sustains its mission to improve the quality of life of its employees while strengthening internal communication and cooperation.

IC Operation Happiness



IC Operation Happiness is a Human Resources program for the employees of IC Holding and its affiliated group companies.

The program is designed to ensure employee satisfaction through small gestures and to strengthen corporate communication. IC Operation Happiness aims to create a positive atmosphere in the work environment by reinforcing employee happiness.



IC Operation Wellbeing

IC Operation Wellbeing is a comprehensive Human Resources program which aims to support the physical, social, emotional and mental health of the employees of IC Holding and its affiliated Group Companies. The program includes various practices, activities and professional support and aims to encourage employees to lead a healthy lifestyle.



Wellbeing 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.



Wellbeing by IC Operation Happiness

Food and beverage offerings under IC Operation Happiness are periodically provided with healthy options as part of the IC Operation Wellbeing.



Smoking Cessation Program

Under the smoking cessation program, webinars are organized for voluntary participation by employees who wish to quit smoking. The program is supported by the Green Crescent.



Wellbeing Workshops

Workshops such as office exercises, yoga and healthy recipes are organized on a monthly or weekly basis with the contributions of voluntary employees or experts such as chefs and sports trainers working in Group companies.





Today, many employers around the world and in Türkiye are going beyond wages and benefits and rather implementing various innovative practices. To this end, in addition to offering flexible and hybrid working options to employees, the Company launches new leave practices or updates existing leave quotas to support work-life balance. Accordingly, IC Holding and its affiliated Group Companies have put into effect the following leave practices:

a. Re/flex Work Pattern (Central Work Pattern for August)

To enable employees to maximize their work-life balance within a flexible and hybrid working pattern, a work schedule designed for implementation in August every year has been developed:

Implementation Period:

This arrangement is designed to cover the second and third week of August each year. For

2023, this period runs from August 7 to August 20.

Work Plan: Employees with up to 5 years of seniority can plan 1 week of leave and 1 week of teleworking, while employees with 5 years of seniority or more can plan 2 weeks of leave and 1 week of teleworking.

Flexibility: Employees with a seniority of up to 5 years will plan their working patterns within the specified dates, while employees with a seniority of 5 years or more have the flexibility to use their right to 1 week of teleworking before or after these dates, subject to the approval of their managers.

Process Management: To ensure the uninterrupted continuity of business processes, the responsible officers in each unit will work on a rotating basis.

b. "Start at 10!" by ICimizden

Under our recruitment process, new hires as office employees (white-collar) are entitled to

10 days of special leave at the beginning of their employment to support their adaptation to their duties.

The fact that annual leave rights are usually reset during the process of job change may cause employees to hesitate to take leave in their first year. This has a negative impact on the balance between work and private life and may harm employee performance and engagement with the organization. Accordingly, new hires are entitled to 10 days of annual leave to be used in their first year and not to be carried over to the second year, preventing them from facing the foregoing challenges.

REMUNERATION

IC Holding aims to increase employee satisfaction and motivation, reinforce productivity and quality, ensure fair distribution of the budget allocated for labor among the personnel, contribute to the sustainable and balanced growth of the companies and encourage the performance of employees through wage management studies designed from a strategic perspective.

To this end, comprehensive remuneration management studies are carried out at the end of each year within the Holding and Group Companies. Wage adjustments are meticulously implemented based on market research. Experience within the group, business family, key positions and specialized departments are among the major criteria taken into account in wage increase

processes, with gender equality given significant importance.

In addition, customized remuneration policies are developed on a city basis, taking into account the cost of living in the cities where the companies operate. This approach aims to adjust wage increases in line with local economic conditions and preserve workers' purchasing power.





DIVERSITY, EQUAL OPPORTUNITIES AND INCLUSIVENESS

The principle of diversity and equal opportunities are integral elements of a productive and respectful workplace environment as well as being essential components of effective management. IC Holding has integrated its commitment for a diverse and inclusive workforce into the organization's core values. IC Holding believes that gender equality is one of the important components of sustainable development. To this end, it aims to prevent discrimination in the workforce and to create a working environment where equal rights are ensured.

In line with its sustainability goals and within the framework of SDG 5 - Gender Equality, IC Holding has adopted

the principle of providing equal rights to women and recognizing their right to work and live without discrimination or any form of violence in the workplace. Through the Gender Equality Policy developed in this context, IC Holding is committed to making maximum efforts to prevent gender-based discrimination in recruitment processes, career development, promotion processes, work-life balance, remuneration and fringe benefits.

IC Holding aims to make diversity and inclusiveness the cornerstones of its corporate culture through practices developed in line with the principle of equal opportunities. According to 2023 data, the rate of women in IC Holding's senior

management positions reached 33.3%. This is an indicator of IC Holding's commitment to gender equality. IC Holding also provides various social support incentives for its employees and their families. Maternity assistance is provided in the event that the personnel or their spouse gives birth, and this support aims to increase family unity and wellbeing. In some Group Companies, special incentives are implemented to increase women's employment. To this end, incentive points are added to the scorecards of managers who secure women's employment.

DENK Life Academy

As a result of IC Holding's sustainability management system and its efforts to identify material topics, gender equality has been prioritized among the United Nations Sustainable Development Goals, which the Holding and Group Companies focus on.

IC Holding launched the DENK Project within the DENK Life Academy under the leadership of the Sustainability Team and upon management approval to provide a work environment free of any discrimination in the workforce and to raise awareness on gender equality.

As part of this project, exclusive projects were conducted in cooperation with Inclusion and Diversity Expert Ebru Nihan Celkan and Attorney Aslı Karataş in addition to various training activities. Detailed information on these trainings is provided below.

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Training Name	Training Dates	Number of Participants	Training Scope
Gender Equality Awareness Webinars	Jan 27, 2023	295	Under the DENK Project, a webinar was organized and led by Ebru Nihan Celkan to raise general awareness on Gender Equality across IC Holding and Group Companies.
	Jun 8, 2023	373	
Gender Equality Workshops	May 2, 2023	255	Led by Ebru Nihan Celkan, a total of 4 distinct Gender Equality Workshops were organized with the participation of senior executives across the Group. The workshops were organized as in-class and online in-class trainings.
	May 16, 2023		
	May 22, 2023		
	May 23, 2023		
Gender Talks with Fairy Tales	Sep 29, 2023	216	The content of the talk held under the DENK Gender Equality Project included a 1.5-hour talk on gender, gender-based discrimination and the appearance of gender roles in fairy tales.
Gender-Based Violence and Sexual Harassment Prevention Training	Mar 28, 2023	18	<p>During the training, Tredaş managers were informed about gender-based violence, types of violence, the actions to be taken by managers as a result of notifications received regarding violence and their legal responsibilities. The following themes were mentioned in the training.</p> <ul style="list-style-type: none"> • Definition of gender-based violence • Communication with survivors of violence • Mechanisms of referral for survivors of violence • Cycle of violence and ways to fight it • Legal responsibility of managers against employees suffering violence

Based on the project outputs, IC Holding has signed the **WEPs (Women’s Empowerment Principles)**. Furthermore, communication activities are organized on special occasions, and new practices are implemented to raise awareness on gender equality. IC Holding aims to join the Business Against Domestic Violence Network in 2024 and establish workplace policies against domestic violence.

The **DENK Language Guide** was prepared and published by the Gender Equality (GE) Working Group to raise awareness against stereotypes embedded in language, based on the fact that language use affects behavior and plays a key role in the struggle for gender equality. The fact that words shape actions and influence gender inequality shows how language reflects human behavior.

It is of great importance that all employees working at IC Holding and Group Companies are in a happy, peaceful and egalitarian working environment. The Company embraces each and every employee, recognizing them as individuals not bound by stereotypes and encouraging this approach.

The DENK Gender Equality Language Guide was published in July 2023 and stands out as an important part of IC Holding’s human resources and sustainability policies. This guide supports steps taken to ensure equality, inclusiveness and a fair working environment in the workplace and aims to raise awareness on gender equality.

IC Holding bases its human resources management and business relations on respect for fundamental human rights in order to maintain its long-term success. This approach encourages strong decision-making by bringing together different perspectives within the company and ensures that employees work in a safe environment while maintaining work-life balance.

Prepared and published with a strong belief in gender equality, the DENK Language Guide is intended to be a guide for everyone.

Under the DENK Gender Equality Project, new leave and work practices have been put into effect to provide advantages for both mothers and fathers in business life and make them more comfortable after

childbirth. These practices were announced under the DENK umbrella on Mother’s and Father’s Days, creating a meaningful content for special day communications.

a) Opportunity for Mothers to do Telework for 6 Months after Maternity Leave

Considering the difficulties of returning to work after childbirth, white-collar mothers are offered the opportunity to work remotely for 6 months after maternity leave. This practice aims to help mothers balance work and family life better.

b) 5 Days Paternity Leave for Fathers in Addition to Legal Postpartum Leave

The legally defined paternity leave of 5 days has been increased to 10 days under the DENK Project so that fathers can spend more time with their babies and support their wives. This practice aims to help fathers strengthen their early family bonds and keep their bonds with their children strong.

These new leave and work arrangements under the DENK Project contribute to the company’s gender equality goals and allow employees to manage their work and private lives more harmoniously.



EMPLOYEE ENGAGEMENT AND SATISFACTION

IC Holding considers its employees as its most valuable capital and is aware of the fact that employees' bonding with their organizations will make significant contributions to both their personal happiness and the development of the organization. In line with this vision, Employee Experience and Engagement has been measured across the IC Group in collaboration with

an independent consulting firm since 2020. As a result of the measurements, development areas are identified, and annual plans are created by identifying issues that can be acted upon. In this process, focus group studies are organized with employees selected from the sample groups, and business plans are prepared.

The business plans are shared with the management and regularly monitored across the group, and targets to increase employee engagement are integrated into the managers' scorecards. Various relevant practices in use are continuously improved to strengthen the employee experience and engagement within the organization.

TALENT AND CAREER MANAGEMENT

IC Holding attaches significant importance to the continuous development of its employees and their acquisition of new skills. Accordingly, the Company aims to strengthen both human resources and organizational performance by making career and development plans for employees. In 2023, the IC Group Leadership and Success Profile Project was launched with the participation of senior executives of IC Holding

and Group Companies and in cooperation with global consulting companies. Under this project, IC Group's vision, strategic priorities and the success factors required to achieve its goals were identified, and the Success Profile and Leadership Competencies sought in the leaders who will lead the company in the future were described. To develop managers and support them in realizing their potential in their

career journeys, leadership development inventories developed by global consulting companies were applied, and the Leaders Club and Leadership 1.0 Development Programs were designed based on the results of these inventories. These programs aim to strengthen the competencies of success-driven leaders within the company and support IC Holding's long-term success strategies.

Leaders' Club

Launched in 2022, the Leaders Club, a development program for senior executives at IC Holding and Group Companies, continued in 2023. Within the scope of this program, which aims to ensure sustainable success, the target audience was managed in two separate groups. In addition to basic programs, the first group of leaders consisting of CEOs, Deputy CEOs and Holding function directors were provided with methods to determine their own development plans, and their development processes were thus designed. In the second group consisting of Group Company directors, the Holistic Leadership Program was initiated, and a development process consisting of Flow Leadership, Constructive Leadership and Inspirational Leadership was identified. In this process, managers were provided with customized development opportunities with one-on-one coaching, digital learning support through Cross Knowledge, group coaching and development programs abroad.

Leadership 1.0 Program

The Leadership 1.0 Program is at the heart of a culture of continuous development and mutual learning for all levels at IC Group. Leaders make significant contributions to the organizational development of IC Holding and Group Companies by spreading this culture to their teams. To this end, the Leadership 1.0 Program was established to empower managers at IC Holding and Group Companies in their current roles and prepare them for future positions.

This program forms the basis of the leadership culture and was designed based on the results of leadership development inventory studies participated by managers. The program content consists of a variety of development tools such as in-class trainings, digital learning platforms and group coaching, with each component customized to the specific needs of managers.



PERFORMANCE ASSESSMENT

Every year in December, IC Holding and Group Companies conduct a comprehensive 'Competency Assessment' through the digital system called 'IC Agenda', where employee profiles, leave processes, competency assessment and performance processes are discussed. These assessments are supported by a feedback process for career planning and identification of employees' strengths and areas for improvement.

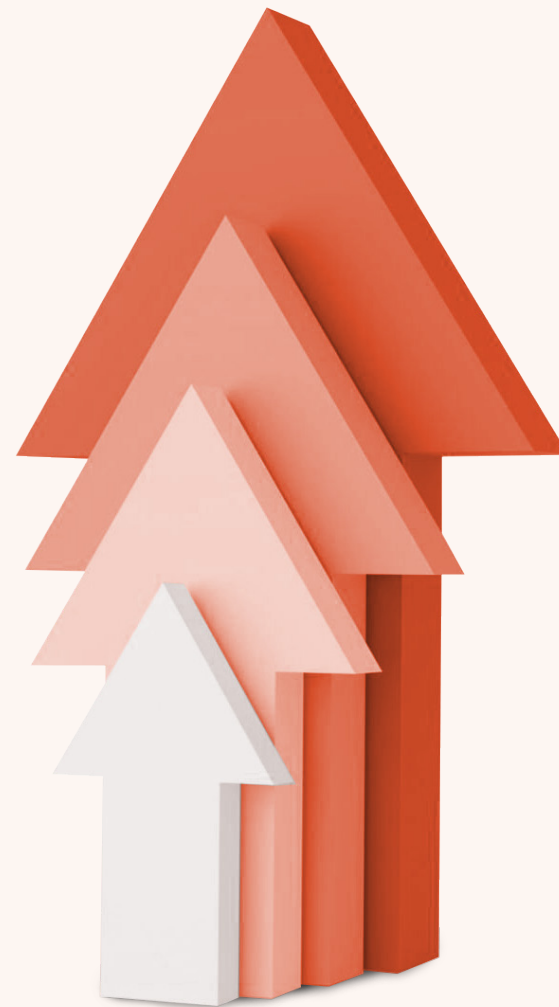
The performance management system implemented at IC Holding and Group Companies includes Target and Competency Assessment processes, and all these processes are carried out digitally through the IC Agenda system. The Target Assessment process starts at the beginning of each year with the assignment of company and function-based performance targets to employees' scorecards in the

IC Agenda. Interim evaluations are conducted on a monthly, quarterly and semi-annual basis according to the types of these targets, and target realization scores are calculated as a result of year-end evaluations.

In the Competency Assessment process, employees who do not have managerial functions are evaluated on the basis of Corporate Competencies, while employees with managerial functions are evaluated on the basis of both Corporate and Managerial Competencies. Senior executives are subjected to a comprehensive assessment within the framework of Leadership Competencies. The Competency Assessment process is carried out once a year with a 360-degree assessment methodology, and a holistic analysis is conducted for each employee.

After the Target and Competency Assessment processes are completed,

employees hold feedback meetings with their managers. During these interviews, employees' strengths, development areas and training needs are evaluated, and career and development planning is conducted for employees.



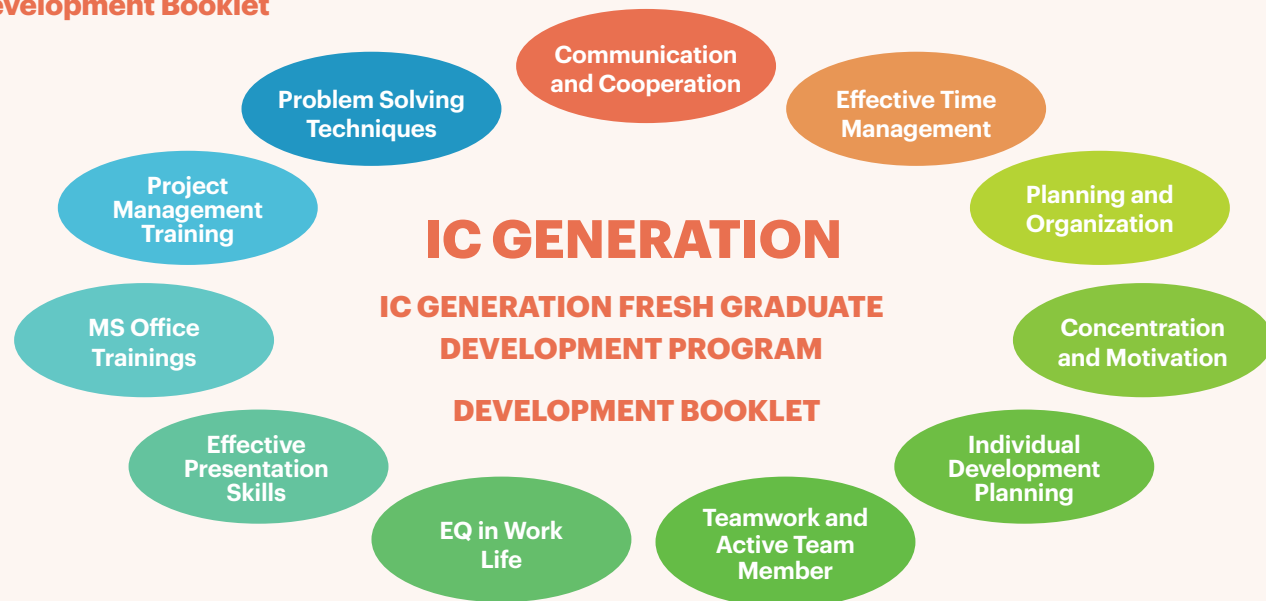
IC Holding's Young Talents

Based on the goals, principles and values of IC Holding and Group Companies, the internship processes in all Group Companies were comprehensively restructured in 2021 with the 'IC Generation Internship Program', which aims to improve students' internship experiences. Under this innovative program, students go through several stages in the application process, including filtering questions, video questions, general aptitude tests and Human Resources interviews. Successful candidates participate in the IC Generation Internship Program during the summer semester for a period determined by their schools. During the internship period, each intern is assigned a mentor and a Holding Human Resources Business Partner to guide and support them, in addition to trainings that will contribute to their personal and professional development through IC Academy. At the end of the internship, students are sent an Internship Evaluation Form and managers are sent an Intern Evaluation Form to evaluate the performance of the interns. In addition, Human Resources Business Partners conduct individual Internship Completion Interviews with each intern. In the light of these evaluations, new graduates who successfully complete the Short-Term Internship Program, exhibit a high potential and have adapted to the corporate culture are inducted into the 'IC Generation Fresh Graduate Development Program'. As part of the Fresh Graduate Development Program, an Interdepartmental Rotation Program is implemented to enable young talents to make their career plans by observing different departments. Young people participating in the program gain experience by attending project and field visits accompanied by their mentors or managers.

Each semester, young talents improve their competencies and prepare for the next stage in their careers through in-class trainings and the Fresh Graduate Development Program at IC Academy in line with the training topics they choose. At the end of six months, a recruitment process is initiated for young talents who have successfully completed this program.



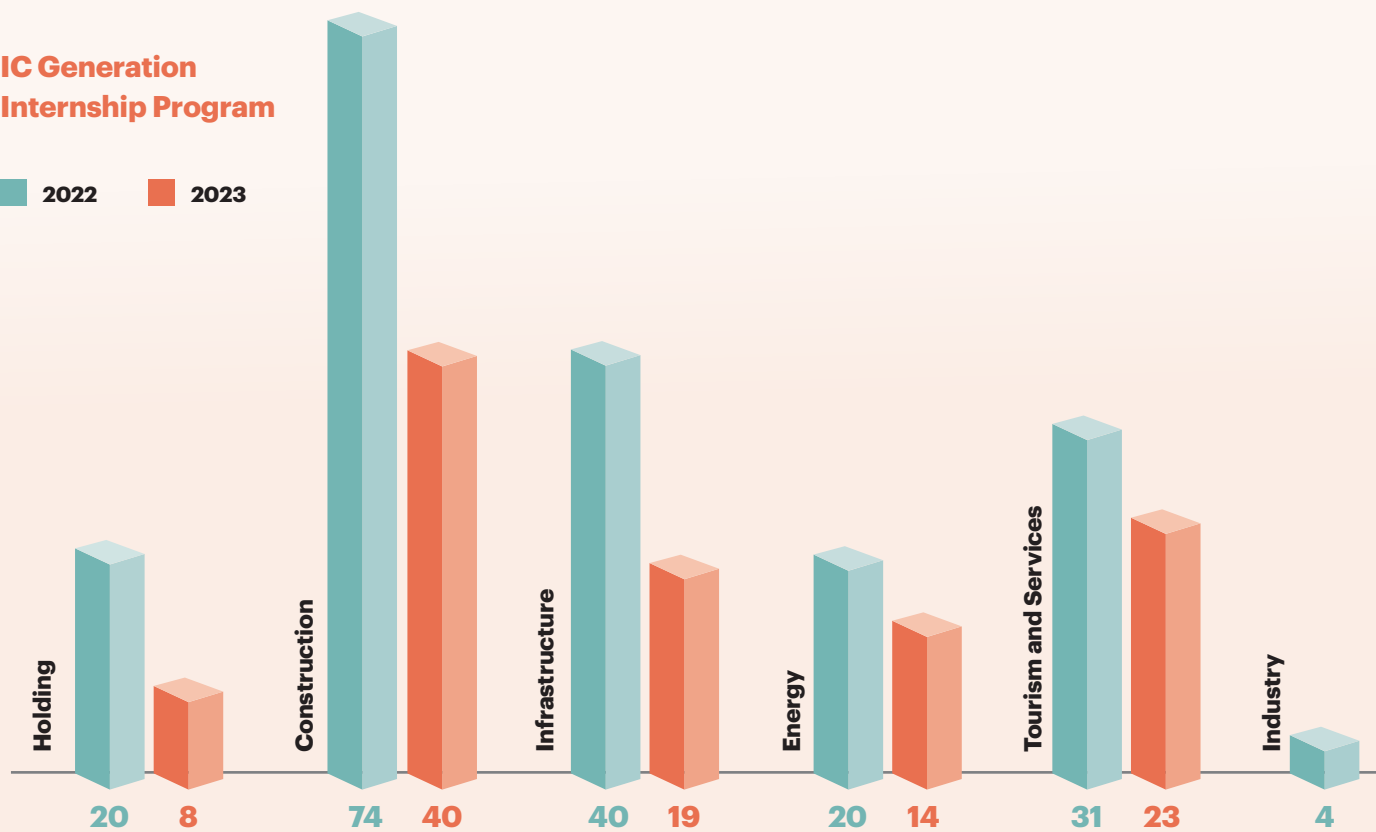
Fresh Graduate Development Program Development Booklet



Data for 2022 and 2023 are provided below.

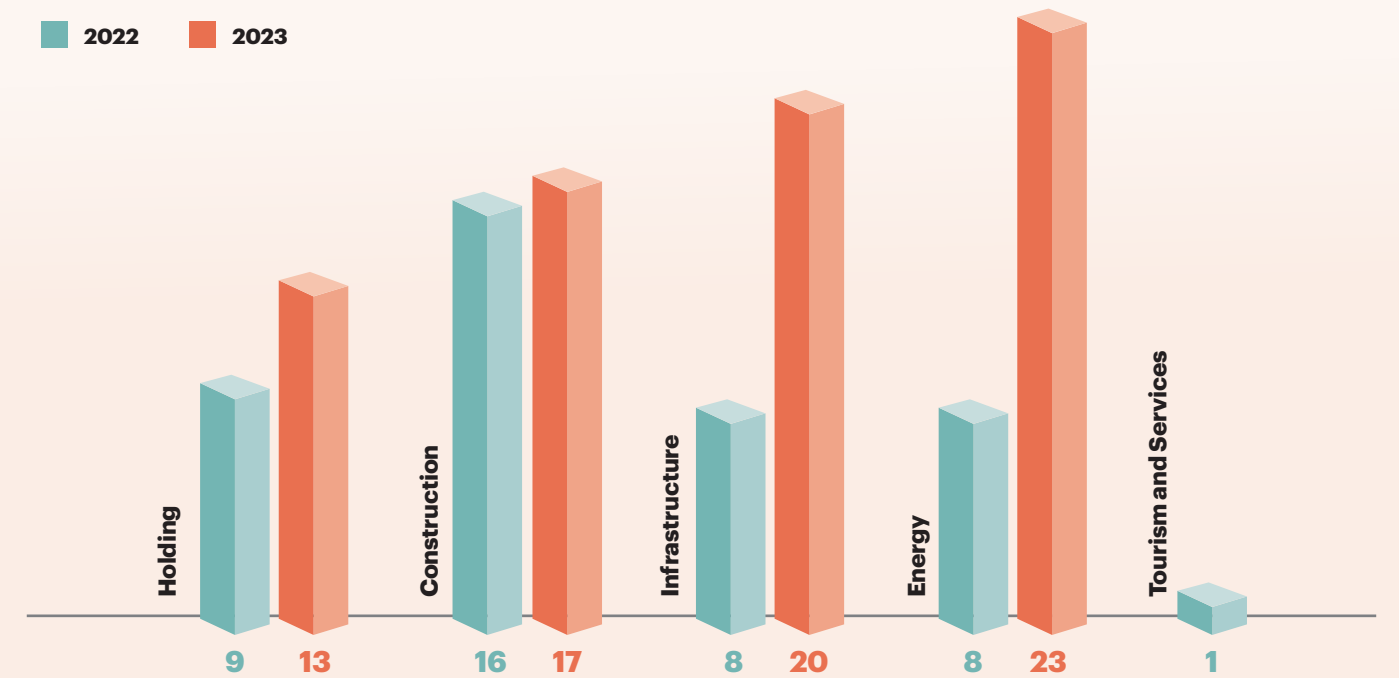
IC Generation Internship Program

2022 2023



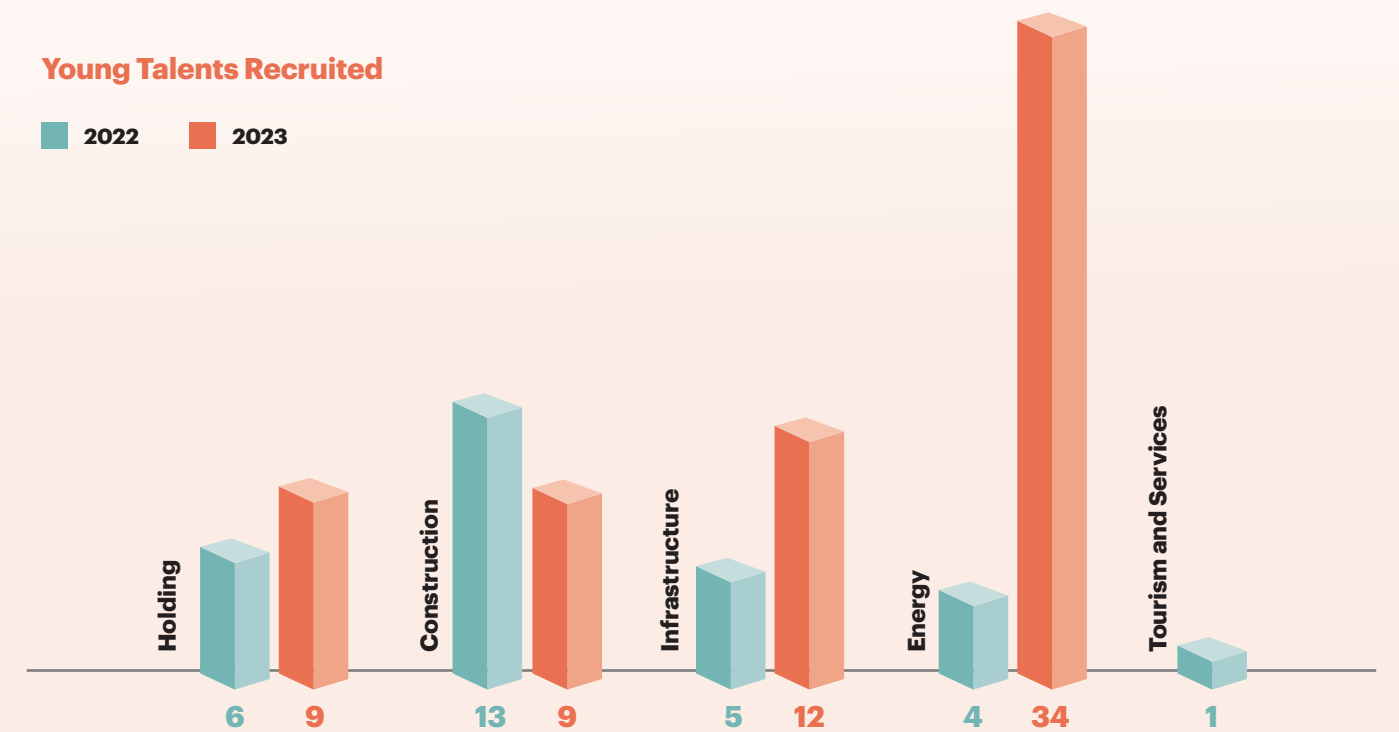
Fresh Graduate Development Program

2022 2023



Young Talents Recruited

2022 2023



ICakademi

IC Holding has launched the IC Academy to support the career development of all employees working in the field and office environment. IC Academy aims to improve the technical, professional, personal development and managerial skills of field and office employees by offering customized training programs based on individual development. While the training of office employees is carried out under the roof of IC Academy, the training needs of field employees are met by IC Operations Academy. In addition to asynchronous trainings provided through the IC Academy Development Platform, various development programs are also available for different target audiences.

Leadership Development Programs:

The Leaders Club developed for senior managers across the Group and the Leadership 1.0 programs for managers allow participants to identify

their strengths and areas for development. Under these programs, leadership development inventories are administered, while one-on-one coaching, group coaching, senior executive coaching, international development programs and various training and development opportunities are offered through the Cross Knowledge digital development platform.

IC Development Pioneers Program:

Refresher and train the trainer trainings were organized with 48 internal trainers selected within the Group. The program consists of eight sessions and one feedback session, and the trainers started to provide in-house trainings within the framework of the determined timelines following their training. This program aims to create an ecosystem to foster a culture of learning and encourage knowledge sharing.

Rising with Us Development Program:

Promotion candidates across the Group participated in the

Evaluation and Development Center Practice, and personal development plans and related actions were determined. As part of this program, various development plans were created with IC Academy content for two different target groups, and basic training programs were assigned.

Webinar Series:

The webinar series are organized on topics determined every year and are open to all employees. They cover topics such as Corporate and Managerial Competency Development and Upskilling / Reskilling. For 2024, based on The World Economic Forum (WEF) reports, we focused on 10 key competencies that the business world of the future will need. To this end, a webinar is organized every month, and relevant trainings are assigned through IC Academy and IC Operations Academy to support the competency development of field and office employees.

IC Academy Gamification Process:

The gamification process was

initiated to provide fun and motivating learning experiences. On a quarterly basis throughout the year, awards are given to employees who rank among the top five in the IC Academy's 'Top Five List', and quizzes such as Çevir-Bil are organized to reinforce topics with fun as part of this process.

Graduate Education Discount Agreements:

Discount agreements were made with

prestigious universities to support employees' graduate education.

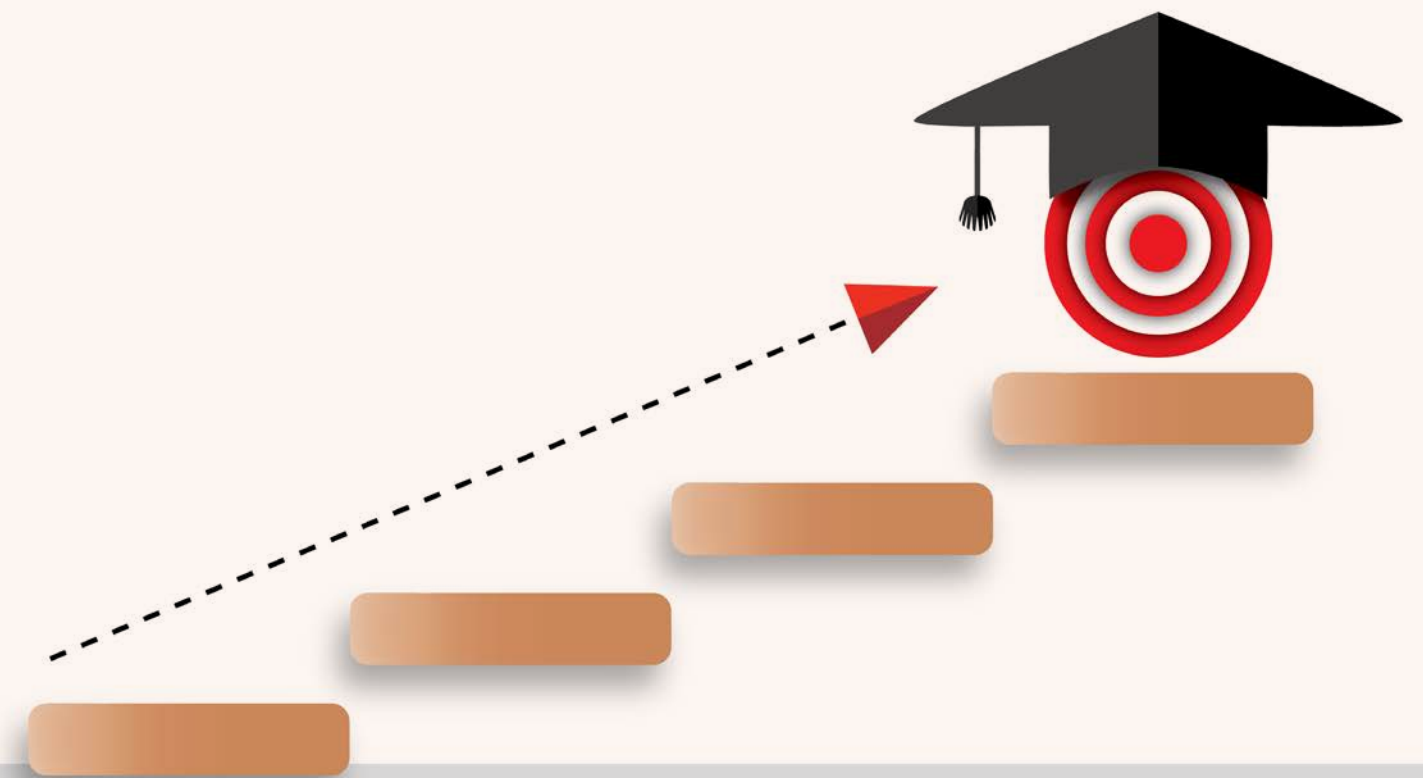
Language Schools Discount Agreements:

Negotiations were held with language schools for employees and their first-degree relatives, and discount agreements were made for their foreign language education. In 2024, in addition to corporate discount rates, 100 licenses will be secured over

Enocta Rosetta Stone Language App to support the language development of employees.

Technical Training Videos:

In addition to field employees, some office employees can benefit from technical trainings as part of their job descriptions. Such trainings were completed and shared with employees through the IC Operations Academy digital platform.





OCCUPATIONAL HEALTH AND SAFETY (OHS) MANAGEMENT

IC Holding considers OHS as an integral part of its business processes in all sectors of operation and adopts the protection of employees, third parties, company assets and the environment as a fundamental priority. Within this awareness, the Holding aims to completely eliminate or minimize potential damages in accordance with the legal requirements of the countries of operation as well as international standards. Through the OHS Policy drafted for this purpose, IC Holding undertakes to take comprehensive measures for the health and safety of all stakeholders in its fields of operation, to develop proactive measures by making strategic plans against emergencies, to realize the necessary investments to reduce risks and to continuously improve its OHS performance.

IC Holding and Group Companies have a corporate

culture that reinforces the OHS management system. The Holding prioritizes OHS topics and manages its relevant responsibilities through its Management Systems Directorate. All Group Companies fulfill the requirements of the ISO 45001 Occupational Health and Safety Management System Certificate and perform their operations in line with OHS legislation, relevant standards, procedures and internal OHS goals. The harmonized and measurable OHS goals set within this framework are regularly monitored and recorded through performance evaluation processes.

In order to ensure the sustainability of OHS policies, appropriate OHS organizational structure and planning processes are established, responsibilities are determined, and procedures are prepared,

defined and implemented for each company. These practices are evaluated through periodic monitoring and control processes. Improvement work is initiated when necessary, and relevant actions are submitted for management approval.

In addition to the mandatory OHS trainings required by legislation or project standards, IC Holding regularly offers trainings specific to its business and authorizations. These trainings are provided by third party companies or in-house officials and vary according to the existing needs. Training topics are diverse and include, inter alia, occupational diseases, occupational health risks and gender-based violence.





INNOVATION AND DIGITALIZATION



125 | DIGITALIZATION INVESTMENTS



INNOVATION AND DIGITALIZATION

Innovation is not just an option for companies, but an essential element in the struggle for survival and growth. IC Holding is taking major steps in this direction as part of SDGs. SDG 9 provides a framework that aims to enhance IC Holding's activities in environmental, social and economic dimensions. To this end, the Company focuses on innovation processes that encourage the development of new technologies.

IC Holding does not limit innovation to technological developments. It carries out a wide range of improvement efforts that include

transformations in business processes, business models and corporate values. These efforts aim to integrate digital transformation and increase operational efficiency for the Company's future readiness.

IC Holding aims to create new business models, improve customer experience and reflect the principle of sustainability in all its activities by integrating information, human and technology resources into its sustainable innovation approach. Accordingly, it works on strategic partnerships and innovative projects to strengthen the Company's integration with the outside

world and respond effectively to its social responsibilities.

IC Holding's vision of innovation and sustainable development enables the Company to maintain its leadership role on a global level, while focusing on next-generation solutions to provide social and economic benefits. Each step taken in this direction is considered as a step forward in the Company's sustainability journey.

DIGITALIZATION INVESTMENTS

IC Holding and Group Companies meticulously continue their digital transformation efforts to increase the efficiency of business processes and maximize the productivity of employees. In this framework, teams have been formed to gain competence so that the outsourced projects for digitalization can be continued with internal resources later on. A roadmap has been determined in line with the digitalization goal, and activities are carried out accordingly. A 'Digital Data Management Sub-Working Group' was established within the Stakeholder Management and Reporting Working Group, one of the Sustainability Working Groups. The main objective of this approach is to encourage innovation and ensure the continuity of business development projects during the digital transformation process. Accordingly, IC Holding aims to achieve continuity and

sustainable success in digital transformation.

The digitalization projects initiated and implemented at IC Holding and Group Companies are presented below:

Ensuring Institutional Memory

The 'Digital Document Management' and 'Digital Archive' projects initiated to ensure the corporate memory of the Company were successfully completed. These projects are based on the following principles.

The 'Digital Document Management Project' was expanded to cover the entire group to protect the important documents in the inventory of the Holding and Group Companies and to create corporate memory. The aim is to make documents easily accessible at any time and in any environment by making

use of technologies such as indexing and optical character recognition (OCR).

Under this project, important documents such as incoming and outgoing documents as well as technical and operational documents were inventoried. Document cards were created for these documents according to their types, and authorization management mechanisms were applied by granting access rights only to authorized persons. Document flows were created on the authorization chain, aiming to monitor document life cycles and ensure efficiency in document approval processes. A scalable application architecture suitable for new needs has been designed, and dissemination efforts are underway within the Holding and Group Companies. As part of 'Centralized Contract Management', the contracts and additional documents of the Holding and Group Companies are stored collectively on

digital platforms on the Digital Document Management System. Hard-copy documents in the physical archive rooms are scanned, digitized, classified and identified using technologies such as OCR. Application infrastructure development work has been initiated to store these documents in the 'Digital Archive' system so that they can be easily accessed as needed.

The Digital Document Management and Digital Archive projects aim to minimize unnecessary hard copy printing within the Holding and Group Companies.

Workflow Automation at IC Holding and Group Companies

The 'Digital Workflow Platform' project was launched to digitalize business processes, increase efficiency and promote environmental awareness at IC Holding and Group Companies. This project includes the following elements.

The project aims to make both corporate and operational processes of 26 companies (including the Holding, Group Companies and construction sites) as well as projects

measurable, reportable and traceable. Thanks to the digital solutions developed, business processes are made accessible 24/7 via computers and mobile devices, thus ensuring effective process management and efficiency. By digitizing the hard copy processes, the use of paper was reduced, thus contributing to environmental sustainability.

This Workflow Platform branded as 'IC Synergy' ensures that responsibilities in processes and work follow-up are traceable. This system also increases work efficiency and makes it possible to automate even complex workflows by providing integration between different systems when necessary.

Software Infrastructure at IC Holding and Group Companies

IC Holding and Group Companies have accelerated their digitalization efforts and established a centralized and comprehensive software and data management infrastructure to meet the software development needs of business units at a modern technological level. These initiatives are summarized as follows.

- Software development projects such as the

'Machinery Supply Tracking Project' and the 'Work Front Management System' were implemented to support the operational needs of the Construction Group. For the future, planning efforts have been initiated to add data science and machine learning (ML) integrations onto the platform.

- As a centralized structure, a 'Dashboard and Reporting' infrastructure and a 'Business Intelligence' platform have been established, providing 24/7 access. On this platform, data from various sources were integrated according to the KPIs identified, and data modeling was performed by collecting these data in the data warehouse. Dashboards and reports were developed based on managerial and operational KPIs, thus providing decision support functions to the senior management and operations of the Holding and Group Companies.
- By structuring the platform in a centralized manner, all group companies are able to create reports and dashboards for their needs without the need to repeat similar investments and development work.

Robotic Process Automation (RPA) and Fuel Automation System at IC Holding and Group Companies

IC Holding and Group Companies have implemented Robotic Process Automation (RPA) practices to digitalize business processes and increase efficiency. Accordingly, a 'Central RPA Platform' was created to enable rule-based and repetitive tasks to be performed by robots. This platform has been made available to all Group Companies. The efforts are summarized below.

- Together with the Inventory Management Department,

the 'Fuel Automation and Vehicle Identification System' project was launched to make the field data visible as part of digitalization/automation efforts.

- The system required for the automated control, management and reporting of all machinery, vehicles, generators and similar fuel-consuming equipment at İctaş and construction sites has been established, enabling centralized management through field dissemination.
- The data obtained from the automated system will contribute to the creation of business intelligence reports.

- Fuel consumption is digitally controlled, centrally reported and managed.
- The system aims to minimize and prevent non-compliance and leakages in fuel consumption.

While the 2022 budget for Information Technologies was TL 244 million, the IT budget has been increased to TL 1.2 billion for 2023. This reveals the importance IC Holding attaches to digitalization efforts as well as the resources it has allocated for this purpose.





VALUE TO SOCIETY



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STAKEHOLDER RELATIONSHIP MANAGEMENT

IC Holding is committed to providing timely and accurate information about its activities to all internal and external stakeholders, taking into account the impact of its activities on them. Involving stakeholders in decision-making processes and benefiting from stakeholder views are critical to IC Holding’s corporate sustainability approach. While fulfilling its social and environmental responsibilities, the organization aims to establish trust-based, stable and transparent relationships with its stakeholders.

In 2023, the **Stakeholder Engagement Policy** published at the end of 2022 was actively incorporated into business processes, and stakeholder engagement strategies were expanded and deepened accordingly. Communication activities with a wide range of stakeholders ranging from employees to suppliers, public institutions to local communities have addressed various sustainability topics such as corporate governance, ethics and transparency, regulatory compliance, and environmental and social responsibility. Through these regular and diverse communication channels, IC Holding better understands the needs and expectations of its stakeholders and shapes its strategic decisions accordingly.

IC Holding Stakeholder Engagement Table

Key Stakeholders	Communication Method	Communication Frequency	Main Topic
Employees	E-mail, telephone and face-to-face meetings	Continuously	<ul style="list-style-type: none"> Employee engagement and talent management Occupational health and safety Improvement of employee rights and career management Compliance with national and international developments/regulations Management of equity, diversity and inclusiveness Sustainability management Ethics and transparency Internal policies and procedures Employee satisfaction and performance assessment
	Meetings and trainings	At regular intervals	
	Digital channels	Continuously	
	Employee satisfaction surveys	Annually	
	Special events for employees	At regular intervals	
	Committee meetings	At regular intervals	
	Announcements and notifications	Continuously	
Intranet	At regular intervals		
Suppliers	E-mail, telephone and face-to-face meetings	Continuously	<ul style="list-style-type: none"> Policy management for the creation of long-term partnerships Environmental, social and ethical compliance Resource efficiency and quality management Financing and payment process management
	Meetings	At regular intervals	
	Supplier assessment	At regular intervals	
	Supplier portals	Continuously	
Public Institutions and Legislative Bodies	Periodic reporting	At regular intervals	<ul style="list-style-type: none"> Legislation and compliance Resource utilization 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	
	E-mail, telephone and face-to-face meetings	Continuously	
	Audits	At regular intervals	
CSOs, Local Communities	Memberships	At regular intervals	<ul style="list-style-type: none"> Vocational training programs and workshops Sectoral collaborations, relationship and impact management Current legal regulations and contribution sharing Innovation management
	Newsletters	Continuously	
	Events, panels and projects	At regular intervals	
	Meetings and working groups	At regular intervals	
Local Communities at Investment/Project Sites	E-mail, phone calls, social media	Continuously	<ul style="list-style-type: none"> Current developments on projects / investments Social impact management Action plans
	Corporate web page	Continuously	
	Meetings	At regular intervals	
	Reports and announcements	On a project basis	

GRIEVANCE MECHANISM

IC Holding considers feedback from all stakeholders as a valuable opportunity. Accordingly, the Company continuously improves its grievance and suggestion mechanisms to make them accessible and effective for employees and external stakeholders. IC Holding’s internal complaint and suggestion mechanism is managed through the IC Synergy system, where workflow processes are integrated. The system is categorized under the headings of managerial issues, human resources processes, working environment, business processes, work processes, colleagues and other issues in order to evaluate employees’ opinions and suggestions more quickly and effectively. Feedback on ethics can be shared directly through the Ethical Issues category in the same system.

Feedback from internal stakeholders is communicated to the Human Resources Department of the relevant Group Company via the system. This feedback is analyzed by the Human Resources Department on a monthly basis, and necessary actions are identified and taken. Feedback, particularly on ethical issues, is monitored by IC Holding Ethics Officer, with subsequent evaluations as required. Data confidentiality principles are strictly adhered to, and the identity of the employee providing feedback is kept anonymous.

IC Holding collects complaints from external stakeholders through the contact form on its corporate website. No personal data is requested in this form, which can be filled out anonymously under the tab ‘**IC Holding Ethics Line**’. Incoming notifications are meticulously reviewed and evaluated by the IC Holding Ethics Officer.



MEMBERSHIPS AND PARTNERSHIPS

IC Holding cooperates with various associations, civil society organizations, private organizations and public institutions to achieve its sustainability goals and

strengthen its position in the sector. The Company follows the best practices in sustainability by participating in local and international organizations and events. In this process, it

both shares its own experience and knowledge with other participants and is informed about global developments, later integrating these innovations into its own strategies.

Holding	IC Holding	<ul style="list-style-type: none"> Impact Investing Advisory Board (EYDK) Electricity Producers Association (EÜD) Energy Trade Association (ETD) Association of Electricity Distribution Services (ELDER) World Energy Council Quality Association of Türkiye (KALDER) Association of Corporate Communicators United Nations Women's Empowerment Principles (WEPs)
Construction Group	İçtaş Construction	<ul style="list-style-type: none"> Turkish Industry & Business Association (TÜSİAD) Turkish Contractors' Association Turkish Employers' Association of Construction Industries (İNTES) Foreign Economic Relations Board (DEİK) Business Council for Sustainable Development Türkiye (BCSD Türkiye) Business Plastics Initiative (BPI)
Infrastructure Group	ICA	<ul style="list-style-type: none"> The Chartered Institute of Logistics and Transport (CILT) European Association of Operators of Toll Road Infrastructures (ASECAP) Intelligent Transportation Systems (ITS) Association of Türkiye Yanımdayız Association Women in Logistics and Transport (WiLAT) Türkiye Association of Corporate Communicators Business Plastics Initiative (BPI)
	Zafer Airport	<ul style="list-style-type: none"> Kütahya Chamber of Commerce and Industry
	Karasu Port	<ul style="list-style-type: none"> Chamber of Shipping Sakarya Chamber of Commerce and Industry Turkish Port Operators' Association

Energy Group	Tredaş IC İçtaş Energy	<ul style="list-style-type: none"> Tekirdağ Chamber of Commerce and Industry (Tekirdağ TSO) Business Plastics Initiative (BPI) ETD EÜD Employers' Union of Electricity Distributors (EDİS) Italian Chamber of Commerce and Industry ELDER Energy Investors Association (GÜYAD) Solarbaba Hydroelectric Power Plants Industrialists' Association (HESİAD) World Energy Council
Tourism Group	IC Green Palace IC Santal Family Resort IC Airport İÇTUR Food and Beverage IC Çeşme Marina	<ul style="list-style-type: none"> Professional Union of Musical Performers (MÜYOBİR) Musical Work Owners' Society of Türkiye (MESAM) Society of Musical Work Owners' Group (MSG) Professional Union of Radio & Television Broadcasters (RATEM) Professional Union of Phonogram Producers and Related Rightsholders (MÜ-YAP) Antalya Chamber of Commerce Kütahya Chamber of Commerce Ankara Chamber of Commerce (ATO) İstanbul Chamber of Commerce İzmir Chamber of Commerce Mersin Chamber of Commerce Sakarya Chamber of Commerce Western Mediterranean Exporters Association (BAİB) Mediterranean Touristic Hoteliers & Investors Association (AKTOB) İstanbul Mineral Exporters Association (İMİB) Kundu Tourism Investors Association (KUYAB) Belek Tourism Investors Joint Association (TUYAB) Department of Tobacco and Alcohol - Ministry of Agriculture and Forestry (TAPDK) KALDER Chamber of Shipping Marine Tourism Association Çeşme Touristic Hoteliers and Operators Association
İbrahim Çeçen Foundation		<ul style="list-style-type: none"> United Nations Global Compact Member / Signatory General Directorate of Foundations
Industry Group	Treysan	<ul style="list-style-type: none"> Union of Chambers and Commodity Exchanges of Türkiye (TOBB) Ankara Chamber of Industry (ASO) Central Anatolia Exporters Association (OAİB) Kazan Industry & Business Association (KAZAN SİAD) Ankara Chamber of Commerce (ATO) Sustainable Development Association (SDA) Business Plastics Initiative (BPI)



RESPONSIBLE SUPPLY CHAIN APPROACH

A responsible supply chain approach not only ensures that environmental and social responsibilities are met, but is also crucial for long-term business relationships, cost optimization and risk management. IC Holding and Group Companies implement a comprehensive Procurement Directorate Procedure to render all procurement processes sustainable and create a common procurement pool.

As of 2023, under the Responsible Supply Chain Policy effectively implemented in operations, efforts have accelerated to create a sustainability-driven supply chain through the Promena software platform. On the relevant platform, the detailed documentation of suppliers can be questioned to ensure the traceability of materials from the source to the production process and to evaluate their compliance with sustainability

criteria. This process will be initiated with 30 pilot companies, with completion expected in 2024.

Supplier evaluation processes are meticulously run in all subsidiaries and enterprises under the umbrella of IC Holding and via the coordination of the procurement units of the relevant enterprise. In particular, since a large portion of the activities in the construction sector are carried out by specialized subcontractors, the quality and Occupational Health, Safety and Environment (OHSE) performances of these subcontractors are closely monitored. In İctaş Construction projects, the evaluations made by the relevant units are regularly communicated to the central procurement units, and these evaluations are recorded in the Supplier Evaluation Tracking List. Thanks to this process, the performance of suppliers is objectively measured in line

with predefined criteria, ensuring cooperation with suppliers that meet the specified quality standards and perform above a certain score.

In addition, a comprehensive effort is underway to integrate existing assessments into the SAP system. Once this integration is complete, supplier evaluation records will be managed more efficiently and transparently through the system in all subsidiaries and enterprises of IC Holding, thus increasing the traceability of processes and the accuracy of performance assessments.

The e-procurement platform ensures that all candidate companies can apply and be evaluated on an equal footing. Information and documents are requested from suppliers on various matters such as commitment not to employ child labor, certificates specific to OHSE management, and social

responsibility participation. There are a total of 1,412 registered suppliers in the system. Of these suppliers, 1,394 are located in Türkiye, while the rest are located in various countries such as Germany, China, Russia, France, India, Italy, the Netherlands, South Korea, Sweden, Switzerland and the United States.

IC Holding attaches special importance to local suppliers in line with its goal of increasing the rate of local suppliers. In addition to contributing economically to the region where the organization is located, local procurement is also strategically important for reducing environmental impact and building stronger relationships

with communities. To support local suppliers, IC Holding offers trainings to suppliers who are not familiar with e-procurement processes to help them register in the system and conduct online tender processes.

Kriter	2021	2022	2023
Ratio of Local Suppliers (%)	83%	99%	98%





CUSTOMER SATISFACTION APPROACH

IC Holding aims to meet the needs and expectations of its customers at the highest level by putting customer satisfaction at the heart of its business strategy. The Company believes that maintaining the provision of quality services and products is of utmost importance in increasing customer

engagement and strengthening market position. To this end, it meticulously evaluates customer feedback, implements continuous improvement processes and develops innovative solutions. IC Hotels, İctur and Tredaş, three Group Companies operating in tourism and electricity

distribution sectors, hold ISO 10002 Customer Satisfaction Management System certification. In addition to these companies, Yavuz Sultan Selim Bridge regularly conducts customer satisfaction surveys as required by the ISO 10002 standard and in line with the established Quality Policies.

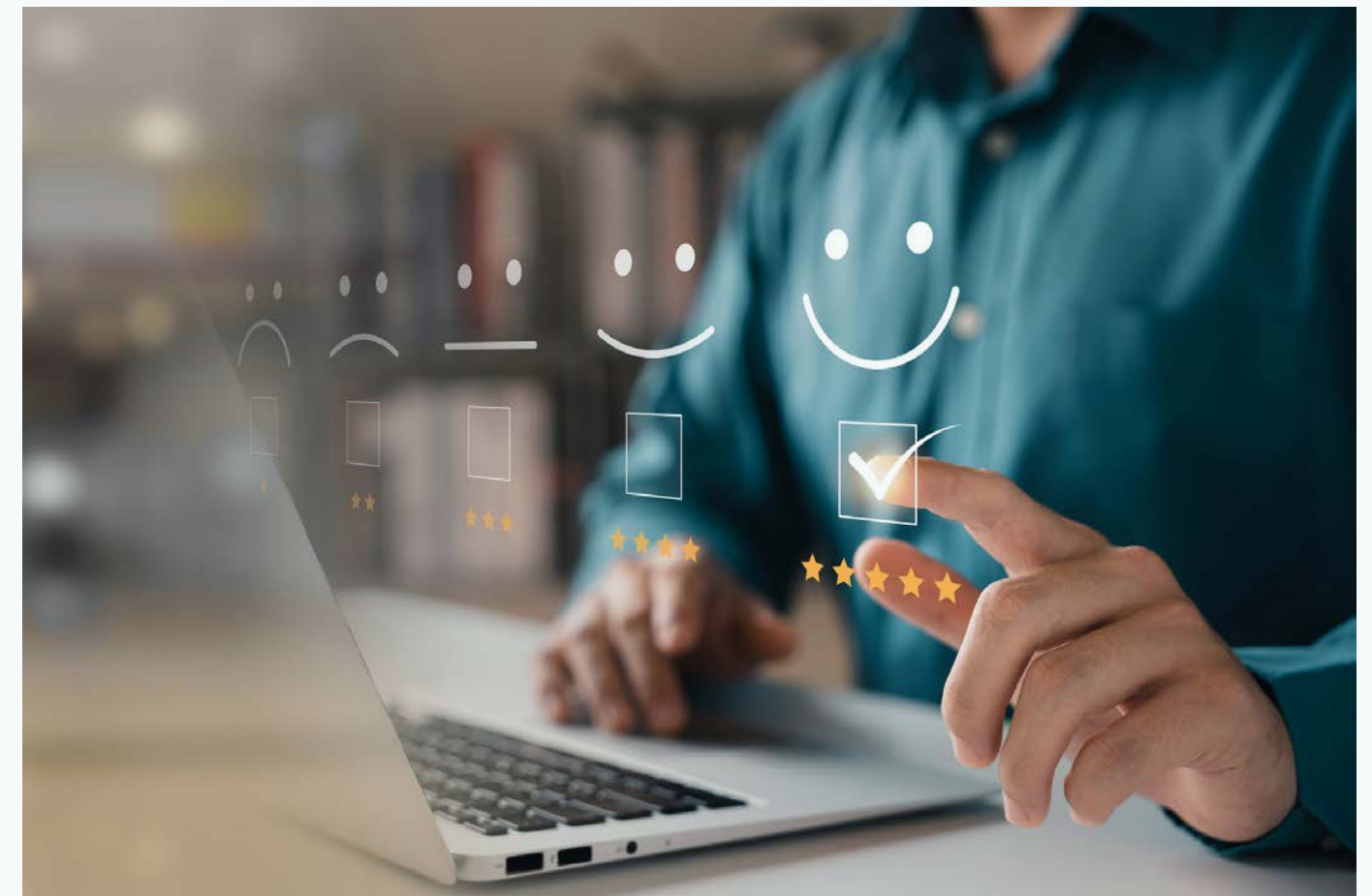
Group Company	Key Performance Indicators	2021	2022	2023
IC Hotels Green Palace	Customer satisfaction survey rate	91.36%	92.93%	94.48%
IC Hotels Santai Family Resort		91.04%	93.17%	93.88%
IC Hotels Airport		88.33%	93.16%	94.74%
Tredaş	Number of complaints submitted to the customer contact center	13,114	15,136	13,173
	Response rate for complaints lodged with the customer contact center	100%	100%	100%
	Customer satisfaction survey rate	95.35%	96.16%	96.48%
Yavuz Sultan Selim Bridge	Number of complaints submitted to the customer contact center	22,582	23,444	26,050
	Response rate for complaints lodged with the customer contact center	82.00%	92.00%	91.00%

Various alternative communication methods such as hotlines and live connection over websites are also offered for customers to communicate with representatives quickly and easily. Customer feedback is taken as an opportunity to increase capacity and improve service quality.

Positive feedback ensures the sustainability of existing practices, while negative

feedback is quickly addressed, and necessary corrective measures are taken.

IC Holding's customer-oriented approach is acknowledged by various awards. Tredaş's Customer Experience and Service Quality Directorate broke new ground in the sector by receiving an award in the 'Energy Distribution' category at the A.C.E Awards for the fourth consecutive year. In addition, at the 6th CX Awards Türkiye - Customer Experience Awards competition, Tredaş Enerjik Project was deemed worthy of the 'firsts in the sector' award in the 'Best Digital Customer Experience' category.





CORPORATE RESPONSIBILITY APPROACH

IC Holding contributes to the national economy through its commercial and industrial activities and supports this contribution with projects that create value for society, people and the environment. Delivering educational, vocational, cultural and sports development projects for youth, children and women, IC Holding aims to increase the number of individuals, especially

in disadvantaged regions, who look to the future with greater hope and whose talents and ambitions are supported through these projects.

IC Holding's corporate responsibility investments are realized through sustainable and ever-expanding projects. The Holding's people and society-oriented corporate responsibility

activities are mainly managed by İbrahim Çeçen Foundation, which also receives proactive and collaborative support from all stakeholders, including the Holding and its affiliated companies.

The amounts spent on social investments by IC Holding in cooperation with İbrahim Çeçen Foundation in the last two years are shared in the table below.

CSR Project Information	2022	2023
Total Amount	TL 54 Million	TL 350 Million

In line with these figures, IC Holding Chairperson İbrahim Çeçen and his family were ranked 19th in the 2023 list of 'Türkiye's 50 Business People with Rich Hearts' by Capital Magazine.

With the Corporate Social Responsibility (CSR) Policy published within the scope of the SMS project completed in 2022, IC Holding has identified the principles to be adopted for the investments and ongoing activities of the Holding and all Group Companies in

this field. At the level of the Sustainability Governance Structure established under the same project, the Stakeholder Communication and Reporting Working Group is responsible and authorized to carry out, monitor and report activities in this area.

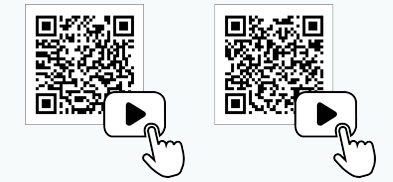
IC İBRAHİM ÇEÇEN FOUNDATION

The philanthropic activities by İbrahim Çeçen, Board Chairperson at IC Holding since 1984, were institutionalized following the establishment of İbrahim Çeçen Foundation in 2004. The Foundation's priorities include the following.

- Offering non-refundable education scholarships to successful university students in need across Türkiye,
- Building permanent educational institutions,
- Developing culture and sports projects,
- Extending support to disaster regions,
- Providing health assistance to regions in need.

The sustainable corporate responsibility activities by IC Holding and İbrahim Çeçen Foundation primarily focus on economically and socially underdeveloped regions. The Foundation's main motivation is to carry out effective projects in these regions such as eliminating inequality of opportunity in education, realizing barrier-free education, supporting and encouraging the world of science, arts and sports, providing vocational training opportunities for women to gain economic freedom, and ensuring the permanence and sustainability of these projects.

İbrahim Çeçen Foundation has made significant contributions to equal opportunities in education for children and youth by establishing Ağrı İbrahim



Çeçen University (AİÇÜ), which boasts 4 Primary Schools, 3 Secondary Schools, 1 High School, 10 Faculties, 3 Institutes, 4 Colleges, 6 Vocational Schools and 1 Girls' Dormitory. The Foundation also supports young people to discover themselves, pursue their education in the best way possible and believe in their potential through various educational programs.

The Foundation added a new dimension to its activities in the fields of education, sports, health and culture with the supporting projects it ran following the major earthquake disaster that affected 11 provinces in 2023 and the Earthquake Support Activities, including İbrahim Çeçen Foundation Living Space established in İskenderun.



**Günseli ÇEÇEN**

Board Chairperson at İbrahim Çeçen Foundation

*Esteemed Stakeholders,*

At İbrahim Çeçen Foundation, we are proud to realize numerous meaningful and key projects to expand our social contribution in the 2022-2023 period. The steps taken by our founder İbrahim Çeçen to overcome challenges in education and support young people are sustained today with more comprehensive and sustainable projects.

2023 was a year when our Foundation's heart went out to the earthquake-stricken regions. We pulled out all the stops to come to the aid of our citizens in the region, to meet their needs and to contribute permanently to the social recovery of the region.

In addition to these activities, which you can learn more about in the **'Together for Life'** section of this report, we continue to increase our efforts in the fields of education, health, sports and culture. The non-refundable education scholarships we provide to needy and successful university students are one of the key areas where we touch the lives of young people. We are happy to have reached 1,600 students in the past year alone through these scholarships, which we offer under different categories such as achievement, health, need, national athlete scholarship, master's or doctorate studies.

As our Foundation welcomes its 20th year, the number of students we reached through scholarships increased exponentially every year and exceeded 16,000 by the end of 2023. The 'Community Service Principle', one of the cornerstones of our scholarship program, has become a fundamental element that supports the socially responsible upbringing of our scholars.

As in education, we shape our projects in sports, health and culture based on sustainable development and social benefit. Our main goal has always been to touch every segment of society and create lasting value by adhering to the 17 SDGs of the United Nations, particularly 'Quality Education', 'Gender Equality', 'Decent Work and Economic Growth' and 'Reducing Inequalities'. Accordingly, we care about realizing projects that support sustainability in social, environmental and economic terms.

IC Holding and affiliated Group Companies have been the ultimate supporters of these goals, in addition to our graduate scholars and over 20,000 employees at our Group. IC employees have wholeheartedly supported our projects by running in marathons organized all over Türkiye, collecting donations, mentoring students on scholarship and providing material and moral aid to primary school students in Ağrı. Each and every one of our employees has contributed to the realization of our Operation Happiness, Career Bridge and Afforestation Projects.

At İbrahim Çeçen Foundation, driven by the power of unity and our hope for the future, we will continue to develop projects that will contribute to social development and create value for our youth and society alike. I would like to thank all our stakeholders who have always stood by us on this journey.

Kind regards,

Number of Students on Scholarships Exceeds 16,000

To date, the number of students supported by İbrahim Çeçen Foundation through educational scholarships has exceeded 16,000. In 2023, 1,600 university students benefited from scholarships offered by the Foundation. The Foundation provides non-refundable education scholarships, health scholarships, food scholarships, private family support, national athlete scholarships, master's and doctoral scholarships at Ağrı İbrahim Çeçen University and throughout the country.

The Foundation supports the development of medical education in the region through the exclusive scholarships it offers to the students and academic staff of AİÇÜ Faculty of Medicine (est. 2018) and also encourages the production of scientific research and academic publications through the Academic Article Incentive Awards it organizes every year.

With the practice launched in 2021, the Foundation added the 'Social Service' criterion to the scholarship conditions to produce social benefit by developing the social sensitivity of young people and to contribute to their volunteering and social responsibility competencies. This practice requires each scholar to volunteer for at least 20 hours of community service during their education. In addition to İbrahim Çeçen Foundation, scholars have participated in and supported the activities of civil society organizations such as the Turkish Red Crescent, the Foundation for Children with Leukemia (LÖSEV), the Green Crescent, and Yeryüzü Doktorları, offering 22,000 hours of social service in 2023. İbrahim Çeçen Foundation has thus set an example in spreading awareness on civil society volunteerism.

Support for Academic and Professional Competence Development

İbrahim Çeçen Foundation launched the 'Career Bridge' project in September 2023 to support the career development of young people as well as contributing to the increase and sharing of knowledge production by providing material and moral support to all academic and scientific activities at AİÇÜ. To this end, students are given seminars and practical trainings specific to their branches, and internship opportunities are provided to support their career development.

Furthermore, to improve the academic and professional competencies of students, AİÇÜ Faculty of Medicine has a fully equipped 'Cell Culture and Cancer Research Laboratory', the Department of Construction has a 'Building Inspection Center', and the Department of Gastronomy and Culinary Arts has a 'Gastronomy and Culinary Arts Practices Laboratory'.

İbrahim Çeçen Foundation also offers coaching and mentoring opportunities to increase students' professional competencies and support their career journey. Accordingly, career coaching services were provided to the Foundation's scholars through the 'We are with you Project' realized in partnership with the UK-based Association for Coaching (AC). In addition, as part of the Mentoring Project for Young Female Scholars, senior executives of the Foundation and IC Holding came together with the mentees as their mentors in C Level Talks and provided information about employment policies.



Generations Strengthened by Sports

In addition to its educational, health and cultural activities, İbrahim Çeçen Foundation also undertakes key projects in sports to support the upbringing of physically, socially and psychologically stronger individuals. To this end, 'Sports Awards' have been organized since 2012 to encourage young people in Ağrı to participate in sports and support students to achieve national and international success in different sports branches. Moreover, young athletes in the region are supported with various programs including scholarships and equipment support.

In addition, the Foundation organized the 'Women of the Republic Run' for the first time in cooperation with IC Holding and ICA to support women in discovering their potential and celebrate their social empowerment on the 100th anniversary of our Republic. The proceeds from the running event on Yavuz Sultan Selim Bridge were donated to Darüşşafaka, Community Volunteers Foundation, Tüvana Education Foundation for Children Willing to Study (TOÇEV), Turkish Education Association (TED), Turkish Athletics Foundation, and Yanındayız Association.

İbrahim Çeçen Foundation also contributes to children's participation in sports through its support for the IC Elite Football Academy and the Minors Football Festival organized in Ağrı.





APPENDICES



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ENVIRONMENTAL PERFORMANCE INDICATORS

Energy Consumption Data

Energy Resource*	Unit	2021***	2022	2023
Electricity	kWh/year	60,005,604.2350 ✓	100,060,510.5610 ✓	196,798,581.2824 ✓
Renewable Electricity Consumption	kWh/year	10,419,242.0000 ✓	15,050,439.0000 ✓	14,803,675.2000 ✓
Natural Gas	m ³ /yr	1,954,089.9080 ✓	1,740,540.3169 ✓	1,703,589.1038 ✓
LPG	kg/yr	7,189.0000 ✓	112,084.5000 ✓	107,770.0000 ✓
LNG	lt/yr	- ✓	923,611.7478 ✓	990,007.1066 ✓
Coal**	kg	34,794.2500 ✓	50,567.0000 ✓	36,600.0000 ✓
Total Energy Consumption*	GJ	534,943.50 ✓	496,239.6958 ✓	842,837.5694 ✓

* Gasoline and diesel fuel data for 2022 and 2023 are not included in energy calculations

** TREPAŞ data is not included in coal calculations.

*** Calculations for 2021 have been verified by including diesel use and quantifying LPG use in kilograms.

Therefore, LPG data for 2021 is presented in m³, and the total energy consumption calculation includes diesel data.

**** Dark green indicates data audited in the previous period

Water Consumption Data

Water Consumption	Unit	2021	2022	2023
Mains Water Consumption	m ³ /yr	421,788.3600 ✓	568,972.9700 ✓	685,862.4596 ✓
Groundwater Consumption	m ³ /yr	168,876.0000	129,522.7760	112,283.4750
Surface Water Consumption	m ³ /yr	-	4,125,654.0000 ✓	18,979,035.0000 ✓
Total Water Consumption	m ³ /yr	590,664.3600 ✓	4,824,149.7460 ✓	19,777,180.9346 ✓
Amount of Water Recovered/Reused	m ³ /yr	40.6000	32,315.7000	31,073.5524
Amount of Water Discharged*	m ³ /yr	117,286.1000 ✓	4,253,605.1760 ✓	18,159,934.2850 ✓

*The Amount of Water Discharged includes data for Çeşme Marina, ICA, İçtaş Sustainable Energy, İçtaş Lake Tuz and Zafer Airport

Waste Data

Waste Values	Unit	2021	2022	2023
Hazardous Waste Amount	tons	737.8715 ✓	1,181.6990 ✓	939.1093 ✓
Non-Hazardous Waste Amount	tons	7,825.0140 ✓	5,294.8670 ✓	52,364.5846 ✓
Total Waste Amount	tons	8,563.8855 ✓	6,476.5660 ✓	53,303.6939 ✓
Recycled Waste Amount	tons	1,994.2380 ✓	4,186.4790 ✓	50,972.4375 ✓

Emission Data

Emission Data	Unit	2021*	2022	2023
Scope 1	tCO ₂ eq	279,606.93 ✓	15,576.56 ✓	20,426.05 ✓
Scope 2	tCO ₂ eq	19,477.14 ✓	44,026.64 ✓	87,536.47 ✓
Scope 3	tCO ₂ eq	-	-	-
Total	tCO ₂ eq	299,084.06 ✓	59,063.19 ✓	107,962.51 ✓

*Scope 1 and Scope 2 data for 2021 includes ICA İçtaş Infrastructure, IC İbrahim Çeçen Investment Holding's Ankara and Istanbul Head Offices, IC Green Palace, IC Santai Family Resort and IC Airport.



SOCIAL PERFORMANCE INDICATORS

Number of Employees by Gender	2021	2022	2023
Female	1,607	1,248	1,373
Male	3,580	3,418	3,499

Number of Employees by Contract Type	2021	2022	2023
Full-Time	5,186	4,666	4,872
Part-Time	1	0	0

Employees Subject to Collective Labor Agreement*	2021	2022	2023
Number of Unionized Employees	-	449	453
Rate of Unionized Employees	-	9.63%	9.32%

*IC Holding respects the rights of its employees to join trade unions and participate in collective labor agreements. Among Group companies, only Tredaş has a workforce subject to collective bargaining agreements.

Number of Employees by Age Groups	2021	2022	2023
Female			
18-30	808	564	585
30-50	728	498	576
50+	71	186	212
Male			
18-30	1,254	932	1,009
30-50	2,000	1,757	1,750
50+	326	729	740

*Age limits were between 30-50 years in previous reporting periods (2019-2021). Data for 2022 and 2023 are in the 30-45 age range.

Number of Employees in Senior Management by Gender	2021	2022	2023
Female	11	10	14
Male	72	82	92

Rates of Returning to Work and Staying at Work After Parental Leave	2021	2022	2023
Number of Female Employees on Maternity Leave	35	37	32
Number of Female Employees Returning to Work after Maternity Leave	31	27	29
Ratio of Female Employees Returning to Work after the End of Maternity Leave (%)	88.57	72.97	90.63

Total Number of New Hires	2021	2022	2023
Female	887	990	1,232
Male	1,224	1,624	1,901

Total Number of Employees with Disabilities	2021	2022	2023
Female	12	20	26
Male	74	88	91

Number of Employees Who Quit	2021	2022	2023
Total	1,632	2,325	2,920

Employee Trainings - Number of Participants and Training Hours*	2021		2022		2023	
	person	hours	person	hours	person	hours
Blue Collar	34,487	90,523	38,849	15.94	84,667	22.28
White Collar	9,474	28,383	30,379	31.39	74,954	43.20



OHS KEY PERFORMANCE INDICATORS

Of the Group Companies covered by the report, only those classified as hazardous and very hazardous are included in the table.

Mahmutbey - Esenyurt Metro Project

Indicator	2021	2022	2023
Total Reportable Injury Rate*	6.30	9.55	17.36
Rate of Injuries Resulting in Loss of Work Capacity**	3.15	4.78	9.47
OHS Trainings Provided (person.hour)	6,354	768	1,040

Lake Tuz Underground Natural Gas Storage Expansion Project

Indicator	2021	2022	2023
Total Reportable Injury Rate*	18.94	15.91	19.76
Rate of Injuries Resulting in Loss of Work Capacity**	3.38	9.09	4.05
OHS Trainings Provided (person.hour)	52,404	51,738	50,469

ICA İçtaş Infrastructure - Yavuz Sultan Selim Bridge and Northern Ring Highway Enterprise

Indicator	2021	2022	2023
Total Reportable Injury Rate*	15.13	17.52	19.83
Rate of Injuries Resulting in Loss of Work Capacity**	8.76	7.71	11.78
OHS Trainings Provided (person.hour)	3,622	2,938	1,798

IC İçtaş Zafer International Airport

Indicator	2021	2022	2023
Total Reportable Injury Rate*	0.00	0.00	2
Rate of Injuries Resulting in Loss of Work Capacity**	0.00	0.00	1
OHS Trainings Provided (person.hour)	108	1,328	215

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

IC İçtaş Sakarya Karasu Port

Indicator	2021	2022	2023
Total Reportable Injury Rate*	6.42	42.89	22.86
Rate of Injuries Resulting in Loss of Work Capacity**	2.14	30.64	17.15
OHS Trainings Provided (person.hour)	2,320	2,548	2,894

İçtaş Sustainable Energy Investments

Indicator	2021	2022	2023
Total Reportable Injury Rate*	2.74	0.00	0.00
Rate of Injuries Resulting in Loss of Work Capacity**	2.74	0.00	0.00
OHS Trainings Provided (person.hour)	5,539	8,315	7,037

TREDAŞ

Indicator	2021	2022	2023
Total Reportable Injury Rate*	16.86	10	13.22
Rate of Injuries Resulting in Loss of Work Capacity**	10.18	5.83	7.61
OHS Trainings Provided (person.hour)	41,536	13,536	13,360

TREYSAN

Indicator	2021	2022	2023
Total Reportable Injury Rate*	24.33	14.14	27.32
Rate of Injuries Resulting in Loss of Work Capacity**	17.38	14.14	27.32
OHS Trainings Provided (person.hour)	2,892	9,660	8,403

Group OHS Performance

Indicator	2022	2023
Total Reportable Injury Rate*	13.72	16.21
Rate of Injuries Resulting in Loss of Work Capacity**	7.78	7.92
OHS Trainings Provided (person.hour)	90,831.00	85,216.00



GRI CONTENT INDEX

IC Holding reported in compliance with GRI Standards for the period of July 1, 2022 - December 31, 2023.

For the Content Index - Essentials Service, the GRI Services Team reviewed that the information is presented in a manner consistent with GRI Standards reporting requirements and that the information within the index is clear and accessible to stakeholders. This service was delivered on the Turkish version of the report.



GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 1: Foundation 2021			
CORPORATE PROFILE, CORPORATE GOVERNANCE AND RISK MANAGEMENT			
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	About the Report, p. 6 About IC Holding, pp. 32-55 Corporate Profile, p. 36	-
	2-2 Entities included in the organization's sustainability reporting	About the Report, p. 6 Group Companies Covered by the Report, pp. 40-41	-
	2-3 Reporting period, frequency and contact point	About the Report, p. 6	-
	2-4 Restatements of information	IC Holding in Figures, pp. 34-35 Performance Indicators, pp. 146-151	-
	2-5 External assurance	Reporting Guide, pp. 170-181 Assurance Statement, pp. 182-183	-
	2-6 Activities, value chain and other business relationships	Corporate Profile, p. 36 Milestones, pp. 38-39 Group Companies Covered by the Report, pp. 40-41 Products and Services, pp. 42-43 Regions of Operation, p. 44 Memberships and Collaborations, pp. 132-133 Responsible Supply Chain Approach, pp. 134-135	-
	2-7 Employees	Corporate Profile, p. 36 Employee Profile, p. 103	-



GRI 2: GENERAL DISCLOSURES 2021	2-8 Workers who are not employees	Corporate Profile, p. 36	-
	2-9 Governance structure and composition	Corporate Profile, p. 36 IC Holding Corporate Governance Approach, pp. 50-51 Sustainability Governance Structure, pp. 70-72	-
	2-10 Nomination and selection of the highest governance body		Privacy Restrictions In accordance with the privacy policies, IC Holding does not share this information publicly.
	2-11 Chair of the highest governance body	Messages from the Senior Management, pp. 8-13 Sustainability Governance Structure, pp. 70-71	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Messages from the Senior Management, pp. 8-13 Sustainability Governance Structure, pp. 70-71	-
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance Structure, pp. 70-71 Combating Climate Crisis at IC Holding, pp. 82-83	-
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance Structure, pp. 70-71	-
	2-15 Conflicts of interest	Ethical Principles and Transparency, p. 53	-
	2-16 Communication of critical concerns	Enterprise Risk Management, p. 52 During the reporting period, IC Holding did not receive reports on any critical issues.	-
	2-17 Collective knowledge of the highest governance body	Sustainability Governance Structure, pp. 70-71	-
	2-18 Evaluation of the performance of the highest governance body		Privacy Restrictions In accordance with the privacy policies, IC Holding does not share this information publicly.
	2-19 Remuneration policies	Corporate Governance Principles and Policies, pp. 50-51 Human Resources Approach, pp. 103-107 Remuneration, p. 120	-
	2-20 Process to determine remuneration	Corporate Governance Principles and Policies, pp. 50-51 Human Resources Approach, pp. 103-107 Remuneration, p. 120	-



GRI 2: GENERAL DISCLOSURES 2021	2-21 Annual total compensation ratio		Privacy Restrictions In accordance with the privacy policies, IC Holding does not share this information publicly.
	2-22 Statement on sustainable development strategy	Messages from the Senior Management, pp. 8-13 Sustainability Strategy, p. 60 Materiality Analysis and Compliance with the UN SDGs, pp. 62-63	-
	2-23 Policy commitments	Corporate Governance Principles and Policies, pp. 50-51 Ethical Principles and Transparency, p. 53	
	2-24 Embedding policy commitments	Corporate Governance Principles and Policies, pp. 50-51 Ethical Principles and Transparency, p. 53	-
	2-25 Processes to remediate negative impacts	Together for Life, pp. 14-31 Enterprise Risk Management, p. 52 Combating Climate Crisis at IC Holding, pp. 80-99 Stakeholder Relationship Management, pp. 130-131 Customer Satisfaction Approach, pp. 136-137 Corporate Responsibility Approach, pp. 138-143	-
	2-26 Mechanisms for seeking advice and raising concerns	Ethical Principles and Transparency, p. 53 Grievance Mechanism, p. 131 Customer Satisfaction Approach, pp. 136-137	-
	2-27 Compliance with laws and regulations	Corporate Governance Principles and Policies, pp. 50-51 Ethical Principles and Transparency, p. 53	-
	2-28 Membership associations	Memberships and Collaborations, pp. 132-133	-
	2-29 Approach to stakeholder engagement	Stakeholder Relationship Management, pp. 130-131 Memberships and Collaborations, pp. 132-133 Responsible Supply Chain Approach, pp. 134-135	-
	2-30 Percentage of employees subject to collective bargaining agreements	Social Performance Indicators, pp. 148-149	-



GRI 3: Material Topics 2021			
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Materiality Analysis and Compliance with the UN SDGs, pp. 62-63	-
	3-2 List of material topics	<p>Highly Material Topics</p> <ul style="list-style-type: none"> - Combating Climate Crisis and Transition to a Low-Carbon Economy - Occupational Health and Safety - Ethics, Compliance and Anti-Corruption - Employee Rights and Employee Satisfaction - Plastics and Water Management - Corporate Governance - Risk Management - Diversity, Equal Opportunities and Inclusiveness <p>Other Material Topics</p> <ul style="list-style-type: none"> - Customer Satisfaction and Service Quality - Contribution to Local Economy and Employment - Circular Economy - Digital Transformation - R&D and Innovation - Talent Management and Training - Corporate Social Responsibility - Operational Excellence and Efficiency - Sustainable Cities and Mobility - Stakeholder Relations and Management - Responsible Supply Chain Management - Economic Performance - Biodiversity Conservation 	-
ECONOMIC PERFORMANCE			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	IC Holding in Figures, pp. 34-35 Corporate Profile, p. 36	-
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	Together for Life, pp. 14-31 Corporate Profile, p. 36 Corporate Responsibility Approach, pp. 138-143	-
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Strategy, p. 60-63	-
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-2 Significant indirect economic impacts	Combating Climate Crisis at IC Holding, pp. 82-83 Climate Strategy, pp. 84-85 Circular Economy, pp. 94-95	-



CORPORATE GOVERNANCE			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Corporate Profile, p. 36 IC Holding Corporate Governance Approach, pp. 50-51 Sustainability Governance Structure, pp. 70-72	-
OPERATIONAL EXCELLENCE AND EFFICIENCY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Corporate Profile, p. 36 Sustainability Governance Structure, pp. 70-72 Climate Strategy, pp. 84-85 Innovation and Digitalization, p. 124	-
ETHICS, COMPLIANCE AND ANTI-CORRUPTION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Corporate Governance Principles and Policies, pp. 50-51 Ethical Principles and Transparency, p. 53	-
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	Ethical Principles and Transparency, p. 53	-
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Principles and Transparency, p. 53	-
	205-3 Confirmed incidents of corruption and actions taken	Ethical Principles and Transparency, p. 53	-
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There is no pending legal action regarding anti-competitive behaviors and activities.	-
COMBATING CLIMATE CRISIS, AND TRANSITION TO A LOW-CARBON ECONOMY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Combating Climate Crisis at IC Holding, pp. 82-83 Climate Strategy, pp. 84-85 Renewable Energy and Energy Efficiency, pp. 86-89	-
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Renewable Energy and Energy Efficiency, pp. 86-89 Environmental Performance Indicators, pp. 146-147	-
	302-3 Energy intensity	Renewable Energy and Energy Efficiency, pp. 86-87	-
	302-4 Reduction of energy consumption	Renewable Energy and Energy Efficiency, pp. 86-87	-



GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Climate Strategy, pp. 84-85 Environmental Performance Indicators, pp. 146-147	-
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Strategy, pp. 84-85 Environmental Performance Indicators, pp. 146-147	-
	305-5 Reduction of GHG emissions	Climate Strategy, pp. 84-85	-
PLASTICS AND WATER MANAGEMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Water Management, p. 90 Use of Plastic, p. 91	-
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Water Management, p. 90	-
	303-2 Management of water discharge-related impacts	Water Management, p. 90	-
	303-3 Water withdrawal	Water Management, p. 90 Environmental Performance Indicators, pp. 146-147	-
	303-4 Water discharge	Water Management, p. 90 Environmental Performance Indicators, pp. 146-147	-
	303-5 Water consumption	Water Management, p. 90 Environmental Performance Indicators, pp. 146-147	-
BIODIVERSITY CONSERVATION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Biodiversity Conservation, pp. 92-93	-
GRI 304: BIODIVERSITY 2016	304-1 Operational sites with high biodiversity value	Biodiversity Conservation, pp. 92-93	-
CIRCULAR ECONOMY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Circular Economy, pp. 94-97	-



GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, pp. 96-97	-
	306-2 Management of significant waste-related impacts	Use of Plastic, p. 91 Waste Management, pp. 96-97	-
	306-3 Waste generated	Waste Management, pp. 96-97 Environmental Performance Indicators, pp. 146-147	-
	306-4 Waste directed to disposal	Waste Management, pp. 96-97 Environmental Performance Indicators, pp. 146-147	-
SUSTAINABLE CITIES AND MOBILITY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Sustainable Cities and Mobility, pp. 98-99	-
EMPLOYEE RIGHTS AND EMPLOYEE SATISFACTION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Value for Employees, pp. 102-119 Human Resources Approach, pp. 103 Employee Engagement and Satisfaction, p. 112	-
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, pp. 148-149	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, pp. 103-106	-
	401-3 Rates of returning to work and staying at work after parental leave by gender	Social Performance Indicators, pp. 148-149	-
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Occupational Health and Safety (OHS) Management, p. 120	-
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Occupational Health and Safety (OHS) Management, p. 120	-
	403-2 Types of injuries and accident frequency rates, occupational diseases, lost days and absenteeism, and total number of work-related fatalities	Occupational Health and Safety (OHS) Approach, p. 120 OHS Performance Indicators, pp. 150-151	-
	403-3 Occupational health services	Occupational Health and Safety (OHS) Management, p. 120	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (OHS) Management, p. 120	-



GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-5 Worker training on occupational health and safety	Occupational Health and Safety (OHS) Approach, p. 120 OHS Performance Indicators, pp. 150-151	-
	403-6 Promotion of worker health	Occupational Health and Safety (OHS) Management, p. 120	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (OHS) Management, p. 120	-
DIVERSITY, EQUAL OPPORTUNITIES AND INCLUSIVENESS			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Value for Employees, pp. 102-119 Human Resources Approach, pp. 103 Diversity, Equal Opportunity and Inclusiveness, pp. 108-111	-
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	Diversity, Equal Opportunity and Inclusiveness, pp. 108-111 Social Performance Indicators, pp. 148-149	
	405-2 Ratio of basic salary and remuneration of women to men		Privacy Restrictions In accordance with the privacy policies, IC Holding does not share this information publicly.
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equal Opportunity and Inclusiveness, pp. 108-111 There were no cases of discrimination during the reporting period.	-
GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor and actions taken	Corporate Governance Principles and Policies, pp. 50-51 Responsible Supply Chain Approach, pp. 134-135	-
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1 Zorla veya cebren çalıştırma vakaları bakımından belirgin risk ettiği belirlenen faaliyetler ve tedarikçiler ve alınan önlemler	Kurumsal Yönetim İlkeleri ve Politikalar, s. 50-51 Sorumlu Tedarik Zinciri Yaklaşımı, s. 134-135	-
TALENT MANAGEMENT AND TRAINING			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Talent and Career Management, pp. 112-119	-
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, pp. 148-149	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Career Management, pp. 112-119	-



RISK MANAGEMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Enterprise Risk Management, p. 52 Corporate Governance Principles and Policies, pp. 50-51 Combating Climate Crisis at IC Holding, pp. 80-93	-
STAKEHOLDER RELATIONS AND MANAGEMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Stakeholder Relationship Management, pp. 130-131	-
CORPORATE SOCIAL RESPONSIBILITY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Together for Life, pp. 14-31 Corporate Responsibility Approach, pp. 138-143	-
CUSTOMER SATISFACTION AND SERVICE QUALITY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Customer Satisfaction Approach, pp. 136-137	-
RESPONSIBLE SUPPLY CHAIN MANAGEMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Responsible Supply Chain Approach, pp. 134-135	-
CONTRIBUTION TO LOCAL ECONOMY AND EMPLOYMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Together for Life, pp. 14-31 Responsible Supply Chain Approach, pp. 134-135 Corporate Responsibility Approach, pp. 138-143	-
R&D AND INNOVATION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Innovation and Digitalization, p. 124	-
DIGITAL TRANSFORMATION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Digitalization Investments, pp. 125-127	-



REPORTING GUIDE

Annex-1: IC Holding 2023 Sustainability Report – Reporting Principles

General Reporting Principles

This reporting principles (the “Principles”) provides information on the data preparation, calculation and reporting methodologies of indicators within the scope of the limited assurance in IC Holding’s (the “Group” or “IC Holding”) IC Holding 2023 Sustainability Report.

The 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 included in these principles covers the 2022 financial and reporting year, which ended on December 31, 2022 (January 1 - December 31, 2022), the 2023 financial and reporting year, which ended on December 31, 2023 (January 1, 2023 - December 31, 2023) and the relevant operations under IC Holding’s responsibility in Türkiye, along with the subsidiaries listed below (“Companies”), as detailed in the “Key Definitions and Reporting Scope” section.

The “Amount of Water Discharged” indicator under the environmental indicators included in these principles incorporates data from Çeşme Marina, ICA, İçtaş Sustainable Energy, İçtaş - Tuz Gölü, and Zafer Havalimanı. However, the “Coal Consumption” indicator does not include data from TREPAŞ.

Among the OHS indicators included in these principles, the “Total Reportable Injury Rate,” “Rate of Injuries Resulting Loss of Work Capacity,” and “OHS Training Provided” indicators include only the Group Companies classified as hazardous and highly hazardous, including MBE Metro, İçtaş - Tuz Gölü, ICA, Zafer Havalimanı, Karasuport, İçtaş Sürdürülebilir Enerji, TREDAS, and TREYSAN.

- 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)

- İçtaş Sürdürülebilir Enerji Yatırımları A.Ş. (“İçtaş Sürdürülebilir Enerji”)
- TREDAS – Trakya Elektrik Dağıtım A.Ş. (“TREDAS”)
- 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 Zafer Uluslararası Havalimanı (“Zafer Havalimanı”)
- TREYSAN Prefabrik Çelik Yapılar San. ve Tic. A.Ş. (“TREYSAN”)

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.



Key Definitions and Reporting Scope

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

TYPE	INDICATOR	SCOPE
ENVIRONMENTAL INDICATORS	ENERGY	
	Electricity Consumption (kWh/year)	In the reporting period, this indicator refers to electricity consumption which is tracked by invoices obtained by the Group from services providers and can be mapped with financial reporting systems. Electricity consumption for both industrial and domestic purposes are included in this indicator.
	Renewable Electricity Consumption (kWh/year)	In the reporting period, this indicator refers to the electricity consumption from renewable sources, which are produced by the Group's sub-entities IC Hotels Santai, IC Hotels Airport, İçtaş-Sürdürülebilir Enerji and Treysan and can be tracked on EPIAŞ (Energy Piyasaları İşletme AŞ.) and SCADA platforms.
	Natural Gas Consumption (m ³ /year)	In the reporting period, this indicator refers to the amount of natural gas consumed, which is tracked through invoices obtained by the Group from service providers (on a 12-month basis) and mapped within the financial reporting systems. The consumption amount includes usage for industrial and domestic purposes.
	LPG Consumption (kg/year)	In the reporting period, this indicator refers to the LPG consumption amount, which is tracked through purchasing invoices of the entities within the Group.
	LNG Consumption (lt/year)	In the reporting period, this indicator refers to the LNG consumption amount, which is tracked through purchasing invoices of the entities within the Group.
	Coal Consumption (kg/year)	In the reporting period, this indicator refers to the coal consumption amount, which is tracked through purchasing invoices of the entities within the Group.
	Total Energy Consumption (GJ)	In the reporting period, this indicator refers to the sum of electricity, renewable electricity, natural gas, LPG, LNG, and coal consumption.

ENVIRONMENTAL INDICATORS	WATER	
	Mains Water Consumption (m ³ /year)	In the reporting period, this indicator refers to the total amount of water consumption from the mains, which is billed by third party service providers and monitored monthly.
	Surface Water Consumption (m ³ /year)	In the reporting period, this indicator refers to the amount of surface water consumption monitored and recorded monthly through meters by the Group.
	Total Water Consumption (m ³ /year)	In the reporting period, this indicator refers to sum of surface water and ground water consumption of the Group.
	Amount of Water Discharged (m ³ /year)	In the reporting period, this indicator refers to the total amount of discharged water calculated based on invoices, meters, and/or the capacity figures of Wastewater Treatment Plant by the Group.
	EMISSION DATA	
	Scope 1 GHG Emissions (tCO₂eq)	In the reporting period, this indicator refers to the amount of direct greenhouse gas emissions generated by the Group from stationary and/or mobile combustion of diesel, stationary and/or mobile combustion of gasoline, LNG, LPG, natural gas, refrigerant gas, and fire extinguishers. The Group calculates its greenhouse gas emissions according to the "TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guide and Specifications for Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Establishment Level" standard.
	Scope 2 GHG Emission (tCO₂eq)	In the reporting period, this indicator refers to the amount of indirect greenhouse gas emissions generated from the Group's electricity consumption. The Group calculates its greenhouse gas emissions according to the "TS EN ISO 14064-1:2018 Greenhouse Gases-Part 1: Guide and Specifications for Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Establishment Level" standard.



TYPE	INDICATOR	SCOPE
ENVIRONMENTAL INDICATORS	WASTE	
	Hazardous Waste Amount (ton)	In the reporting period, this indicator refers to amount of hazardous waste generated by the Group, which is tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change.
	Non-hazardous Waste Amount (ton)	In the reporting period, this indicator refers to amount of non-hazardous waste generated by the Group, which is tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change.
	Total Waste Amount (ton)	In the reporting period, this indicator refers to the sum of hazardous and non-hazardous waste generated by the Group, which is tracked through Waste Declaration Forms submitted to the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change.
	Recycled Waste Amount (ton)	In the reporting period, this indicator refers to the amount of waste recovered with an "R" code at licensed waste processing facilities, as declared by the Group through the Waste Declaration submitted to the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change's Integrated Environmental Information System.

SOCIAL INDICATOR	EMPLOYEE	
	Number of Employees by Gender (#)	In the reporting period, this indicator refers to the total number of employees, broken down by gender (female-male), tracked through the Group's Human Resources data platforms and reported to the Social Security Institution (SSI) via Employment Entry Declarations.
	Number of Employees in Senior Management by Gender (#)	In the reporting period, this indicator refers to the total number of employees in senior management-, broken down by gender (female-male), and tracked through the Group's Human Resources data platforms.

	HEALTH AND SAFETY	
SOCIAL INDICATOR	Total Reportable Injury Rate (TRIR) (%)	In the reporting period, this indicator refers to the ratio of the total number of accidents involving employees, including those resulting in fatalities, lost workdays, restricted workdays, or medical treatment, tracked through reports filed to the Social Security Institution (SSI), multiplied by a factor of 1,000,000, to the Group's total working hours.
	Rate of Injuries Resulting Loss of Work Capacity (LTIR) (%)	In the reporting period, this indicator refers to the ratio of the total number of accidents involving employees, resulting in fatalities and lost workdays, tracked through reports filed to the Social Security Institution (SSI), multiplied by a factor of 1,000,000, to the Group's total working hours.
	OHS Training Provided (person*hour)	In the reporting period, this refers to the total hours of mandatory onboarding training and other OHS training provided to the Group's employees, delivered both in-person and online, and tracked through the training monitoring platform and internal records.



Data Preparation

1. Environmental Indicators

Total Energy Consumption (GJ)

Within the scope of the Group's total energy consumption, primary fuel sources consisting of Electricity, Renewable Electricity Consumption, Natural Gas, LPG, LNG, and Coal consumption.

Electricity data in kWh, natural gas data in m³, LNG data in liters, and LPG and coal data in kilograms are converted into gigajoules (GJ) in accordance with the IPCC 2006 Guidelines for National Greenhouse Gas Inventories¹.

The following conversion factors have been used in the subcategories constituting energy consumption.¹

Electricity	1 kWh= 0.0036 GJ
Renewable Electricity Consumption	1 kWh= 0.0036 GJ
Natural Gas	1 m ³ =0.03452 GJ
LPG	1 kg= 0.04935 GJ
LNG	1 lt= 0.01617 GJ
Coal	1 kg= 0.02552 GJ

Water Consumption by Companies

The Group's total water consumption is monitored monthly through invoices from service providers, monthly activity reports, annual internal audit reports, and meters.

Formula:

Total Water Consumption (m³/year) = Mains Water Consumption (m³) + Groundwater Consumption (m³) + Surface Water Consumption (m³/year)

¹ <https://www.ipcc.ch/>

Amount of 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 m³ 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 (m³) = [160 (m³/day) x 365 (day)] + Saline Wastewater Amount (m³)

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 (m³/year) = Annual Average Number of Employees (person) x 256 (liter / (person x day) x 365 (day)

• Amount of Water Discharged by Sewage Truck (m³/year) = 20 m³ x Number of Sewage Truck Trips
Amount of Water Discharged (m³/year) = Volume of Water Discharged to Sewerage (m³/year) + Volume of Water Discharged by Sewage Truck (m³/year)

Hazardous and Non-hazardous Waste

Hazardous and non-hazardous waste are monitored by the authorized personnel of the Group 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 Emission Data (Scope 1 and Scope 2 Emissions)

Scope 1 emissions calculations include the 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 the indirect greenhouse gas emissions resulting from Group's electricity consumption.

CO₂ equivalent factors consisting of CO₂, CH₄, N₂O and HFCs (SF6 and refrigerant gases) equivalent emission factors were used in the calculations. The emission factors used are detailed in the table below. Global Warming Potential (GWP) coefficients are taken from the Intergovernmental Panel on Climate Change (IPCC AR6)¹, and the UK Government GHG Conversion Factors (DEFRA) report. The resulting ton CO₂-e value is calculated by multiplying it with appropriate coefficients. Grid emission factor calculated by the Republic of Türkiye Ministry of Energy and Natural Resources, using relevant annual data provided by TC. Türkiye Electricity Transmission Inc. (TEİAŞ).

Leakage emissions from refrigerants and fire extinguishers are calculated based on leakage rates and GWP coefficients are taken from the Intergovernmental Panel on Climate Change¹ (AR5 and IPCC AR6) and UK Government GHG Conversion Factors (DEFRA)² report.

Formula:

$Emission\ Amount = Activity\ Data \times Density \times Emission\ Factor$

$Emission\ Amount = Activity\ Data \times Leakage\ Rate \times GWP$

Global Warming Potential (GWP) ¹	
CO ₂	1
CH ₄	27.9
N ₂ O	273

Emission Source – Scope 1	CO ₂ Factor (kgCO ₂ /ton)	CH ₄ Factor (kg CH ₄ /ton)	NO ₂ Factor (kg NO ₂ /ton)
Natural Gas	2,692.8	0.048	0.0048
Generator – Diesel	3,186.3	0.129	0.0258
Generator – Gasoline	3,066.99	0.1329	0.02658
Private Car- Diesel - On Road	3,186.3	0.1677	0.1677
Private Car - Gasoline - On Road	3,069.99	1.1075	0.3544
Private Car - Diesel - Off Road	3,186.3	0.17845	1.2298
Private Car - Gasoline - Off Road	3,069.99	2.215	0.0886
LNG	2,844.06	0.1329	0.02658
LPG	2,984.63	0.0473	0.00473
Coal	2,667.72	0.0282	0.0423

Emission Source – Scope 1	Intensity
Natural Gas (kg/m ³)	0,71 ⁴
Diesel (kg/L)	0,84 ⁵
Gasoline (kg/L)	0,745 ⁵

Emission Source– Scope 2	Emission Factor	Emission Factor Unit
Türkiye Electricity Energy (Grid-Connected Consumption Point Emission Factor)	0.44	kg CO ₂ -e/kWh

² <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>

³ <https://enerji.gov.tr/evced-cevre-ve-iklim-elektrik-uretim-tuketim-emisyon-faktorleri>

⁴ <https://ghgprotocol.org/>

⁵ <https://www.resmigazete.gov.tr/eskiler/2011/10/20111027-5.htm>



1. Social Indicators

Occupational Health and Safety

ICA İçtaş Altyapı – Yavuz Sultan Selim Köprüsü ve Kuzey Çevre Otoyolu İşletmesi only reported in-person training, excluding online training from the total.

Formula:

Total Reportable Injury Rate (TRIR) (%) = (Number of Fatalities + Number of Lost Workday Cases + Number of Restricted Workday Cases + Number of Cases Requiring Medical Treatment) / Total Working Hours × 1,000,000

Rate of Injuries Resulting Loss of Work Capacity (LTIR) (%) = (Number of Fatalities + Number of Lost Workday) / (Total Working Hours) × 1,000,000

OHS Training Provided (person x hour) = In-person Onboarding Training and Other OHS Training (person x hour) + Online Onboarding Training and Other OHS Training (person x hour)

Restatement

The measuring and reporting of verified data inevitably involve a degree of estimation. Where there is a change of more than %5 in the data at group level, a re-statement of opinion may be considered.



ASSURANCE STATEMENT



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 2023 Sustainability Report (the “Sustainability Report”) for the year ended 31 December 2023 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2023, which is subject to our limited assurance work, set out in the pages 97, 146, 147, 148, 149, 150 and 151 of the 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 (m³/year)
 - LPG Consumption (kg/year)
 - LNG Consumption (lt/year)
 - Coal Consumption (kg)
 - Total Energy Consumption (GJ)
- Water Consumption Data
 - Mains Water Consumption (m³/yr)
 - Surface Water Consumption (m³/year)
 - Total Water Consumption (m³/year)
 - Amount of Water Discharged (m³/year)
- Waste Data
 - Hazardous Waste Amount (ton)
 - Non-Hazardous Waste Amount (ton)
 - Total Waste Amount (ton)
 - Recycled Waste Amount (ton)
- Emission Data
 - Scope 1 Greenhouse Gas Emissions (tCO₂eq)
 - Scope 2 Greenhouse Gas Emissions (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 (#)

OHS Key Performance Indicators

- Total Reportable Injury Rate (TRIR) (%)
- Rate of Injuries Resulting Loss of Work Capacity (LTIR) (%)
- OHS Training Provided (person*hour)

Our assurance was with respect to the year ended 31 December 2023 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with in the Sustainability Report and, any other elements included in the Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Group to prepare the Selected Information is set out in section “IC Holding Sustainability Report –Reporting Principles” (the “Reporting Principles”) on pages 170, 171, 172, 173, 174, 175, 176, 177, 178, 179 and 180 of the Sustainability Report.

The Group’s Responsibility

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

Inherent Limitations

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

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

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



Our Independence and Quality Management

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

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

Our Responsibility

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

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (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 2023, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Group as a body, to assist the Board of Directors in reporting IC İbrahim Çeçen Yatırım Holding A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Sustainability Report for the year ended 31 December 2023, 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, 3 January 2025



GLOSSARY OF TECHNICAL TERMS

AC: Association for Coaching

AİÇÜ: Ağrı İbrahim Çeçen University

AKTOB: Mediterranean Touristic Hoteliers & Investors Association

AMPHIBIAN: Animals able to live both on land and in water

R&D: Research and Development

ASECAP: European Association of Operators of Toll Road Infrastructures

ASO: Ankara Chamber of Industry

ATO: Ankara Chamber of Commerce

ITS: Intelligent Transportation Systems

BAİB: Western Mediterranean Exporters Association

UN: United Nations

CCTV: Closed-Circuit Television

CILT: The Chartered Institute of Logistics and Transport

ESG: Environmental, Social, and Governance

DASHBOARD: Instrument Panel

DEİK: Foreign Economic Relations Board

EDİS: Employers' Union of Electricity Distributors

ELDER: Association of Electricity Distribution Services

ESG: Environmental, Social and Governance

ETD: Energy Traders Association

EÜD: Electricity Producers Association

EYDK: Impact Investing Advisory Board

FAUNA: Animal communities

FLORA: Plant communities

SPP: Solar Power Plant

GJ: GigaJoule

GOST: A regional standards organization operating under the auspices of the Commonwealth of Independent States (CIS).

GRI: Global Reporting Initiative

GÜYAD: Energy Investors Association

GW: Gigawatt

HATAY YELLOW: A silkworm species facing extinction

HAYTAP: Animal Rights Federation (Animal Rights Active Coalition Platform)

HEPP: Hydroelectric Power Plant

HESİAD: Hydroelectric Power Plants Industrialists Association

IC: İbrahim Çeçen

IEA: International Energy Agency

IMPACT OF DEVELOPMENT: Impact of Development

IoT: Internet of Things

İMİB: İstanbul Mineral Exporters Association

İNTEs: Turkish Employers' Association of Construction Industries

İPG: Business Plastics Initiative

OHS: Occupational Health and Safety

OHSE: Occupational Health & Safety and Environment

KALDER: Quality Association of Türkiye

KAZAN SİAD: Kahramankazan Industry and Business Association

KPI: Key Performance Indicator

CSR: Corporate Social Responsibility

KUYAB: Kundu Tourism Investors Association

kW: kilowatt

kWh: kilowatt/hour

LACP: League of American Communications Professionals

LED: Light Emitting Diode

LÖSEV: Foundation for Children with Leukemia

MESAM: Musical Work Owners' Society of Türkiye

MIA: Makyol, İçtaş and Astur

ML: Machine Learning

MSG: Society of Musical Work Owners' Group

MÜ-YAP: Professional Union of Phonogram Producers and Related Rightholders

MÜYOBİR: Professional Union of Musical Performers

MW: megawatt

MWe: megawatt electricity

MWm: Mechanical Installed Capacity

OAİB: Central Anatolia Exporters' Association

OCR: Optical Character Recognition

SEU: Significant Energy Use

RATEM: Professional Union of Radio & Television Broadcasters

RPA: Robotic Process Automation

SDG: Sustainable Development Goals

SKD: Sustainable Development Association

CSO: Civil Society Organization

SMS: Sustainability Management System

TAPDK: Tobacco and Alcohol Market Regulatory Authority

GE: Gender Equality

tCO2eq: ton of carbon dioxide equivalent

TED: Turkish Education Association

Tekirdağ TSO: Tekirdağ Chamber of Commerce and Industry

TİSK: Turkish Confederation of Employer Associations

TOBB: Union of Chambers and Commodity Exchanges of Türkiye

TOÇEV: Tüvana Education Foundation for Children Willing to Study

TRIR: Total Recordable Incident Rate

BETUYAB: Belek Tourism Investors Joint Association

TÜSİAD: Turkish Industry and Business Association

UNFCCC: United Nations Framework Convention on Climate Change

VEGETATION: The time it takes for a plant to grow from a seed until it is able to produce seeds again.

VMS: Variable Message Signs

WEC: World Energy Council

WEF: The World Economic Forum

WEPs: Women's Empowerment Principles

WHSD: Western High-Speed Diameter

WiLAT: Women in Logistics and Transport

WMO: World Meteorological Organization
Work Front Management System: Work Front Management System

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