



**Sustainability Report  
2023**



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# Transparency and Responsibility for a Better Future

We believe that a better future lies in protecting the planet, environmental compliance as well as responsibility and transparency in operational processes. In line with these principles guiding our actions, we have improved our ESG performance and secured our place at the “A Leadership Level” (Global A List) in CDP Climate Change Reporting by raising our CDP Climate Change score to “A-” and our Water Security score to “A”.





# Carbon and Emission Management for a Better Future

We position ourselves as a driver of societal decarbonization, through our power grid operations, services and products that enable a cleaner, smarter and more sustainable way of living. As part of our climate strategy, until 2030 we commit to reduce our Scope 1 and 2 emissions by 30% and our emission intensity of sold electricity related to our Scope 3 emissions by 40% compared to the baseline year of 2021. Our 2025 target for absolute Scope 1 and 2 emissions reduction is 10% and emission intensity target of Scope 3 related sold electricity is 25% reduction.





# Building Momentum for a Better Future

At Enerjisa Enerji, we are driven by a vision of a sustainable, equal, smart, and green world, understanding that the choices we make today will define the future for generations to come. With this sense of responsibility, we launched the 'For a Better Future Platform' in 2023. This initiative brings together key stakeholders -government, academia, businesses, civil society, and the arts- to collaborate on projects that promote economic efficiency and contribute to a brighter, more sustainable future.





# Protecting Biodiversity for a Better Future

We place great emphasis on protecting ecosystems, habitats, and biodiversity in all areas where we operate. We are announcing our Strategy and Ambition Statement for biodiversity here, in our 2023 Sustainability Report, for the first time. We aim to implement actions based on this strategy in collaboration with our shareholders, industry partners, NGO's and all other stakeholders.





# Efficiency for a Better Future

At Enerjisa, we understand that energy consumption plays a vital role in our core operations and in the broader economic landscape. In recognition of this dual impact, we are committed to driving energy efficiency across all business units. Through innovative projects and process optimization, we continually enhance our operational efficiency. Our environmental policy prioritizes energy use and efficiency as key pillars in our efforts to reduce consumption and support the transition to a low-carbon economy.



# Equality for a Better Future

**We support and contribute to gender equality in all areas of society and work life. Since 2019, we have been a signatory of the Women's Empowerment Principles (WEPs). We contributed to the "WEPs from Words to Action" project, launched by the UN Women, as one of the 10 companies selected, to increase good practices. The goal of the project is to expand the impact area of the United Nations Women's Empowerment Principles and to deepen their implementation.**







## ABOUT THE REPORT

**In our 2023 Sustainability Report, we are focusing on ESG issues and trends that are becoming increasingly important for both internal and external stakeholders.**

Enerjisa Enerji A.Ş. is committed to managing climate-related impacts and continuously improving its Environmental, Social, and Governance (ESG) performance recognizing its responsibility to build a sustainable future. The Company annually publishes a Sustainability Report, with the 2023 edition covering the period from January 1, 2023, to December 31, 2023<sup>1</sup>, aligned with the financial reporting cycle. Enerjisa has been reporting in accordance with the Global Reporting Initiative (GRI) Standards since 2018, including this 2023 report, ensuring adherence to recognized sustainability guidelines. This report underscores our dedication to transparency, stakeholder engagement, and sustainable growth across all business segments and operational activities, further validated through external assurance by PwC, as a third party.

As a leading energy company operating exclusively in Türkiye, Enerjisa's operations encompass electricity distribution, electricity retail, distributed energy solutions, energy efficiency solutions, and e-mobility solutions. The Company sets a standard for innovation and sustainability in the energy sector, demonstrating Enerjisa's commitment to advancing the future of energy.

The report includes comprehensive data from all locations and activities under the Enerjisa Enerji A.Ş. umbrella, specifically for its subsidiaries Başkent Elektrik Dağıtım A.Ş. (BAŞKENT EDAŞ), Enerjisa Başkent Elektrik Perakende Satış A.Ş. (BAŞKENT EPSAŞ), İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş. (AYEDAŞ), Enerjisa İstanbul



Anadolu Yakası Elektrik Perakende Satış A.Ş. (AYESAŞ), Toroslar Elektrik Dağıtım A.Ş. (Toroslar EDAŞ), Enerjisa Toroslar Elektrik Perakende Satış A.Ş. (Enerjisa Toroslar EPSAŞ), Enerjisa Müşteri Çözümleri A.Ş. and Eşarj Elektrikli Araçlar Şarj Sistemleri A.Ş. (Eşarj), ensuring a holistic representation of our sustainability performance. Enerjisa stands out with its distinctive approach to sustainability, recognizing the critical importance of addressing climate change and having successfully integrated sustainability into its core business strategy.

The report has been informed by the Integrated Reporting (IR) framework, which recently became part of the IFRS Foundation. This report is also compliant with the Task Force on Climate-related Financial Disclosures (TCFD), which provides important information on the Company's climate

strategy and quantitative targets. The Company has reviewed its sustainability priorities for 2023, considering specific ESG issues and trends that are becoming increasingly important for both internal and external stakeholders. The Company proactively engaged with its stakeholders in order to manage its ESG performance holistically, which is comprehensively reflected in the report. To provide continuous, measurable and comparable performance data, the report primarily includes 2023, 2022 and 2021 data. It also highlights the Company's contributions to the Sustainable Development Goals (SDGs), United Nations Global Compact (UNGC), and Women's Empowerment Principles (WEPs).

<sup>1</sup>All data in the report refers to 2023 data unless stated otherwise.



# ENERJISA SUSTAINABILITY FRAMEWORK

## Our Sustainability Strategy

We are aware that decarbonization, urbanization, customer centricity, deregulation, decentralization, and digitalization are the five sectoral trends that disrupt our way of doing business. Therefore, we are developing innovative, impactful, and sustainable products and services not only to better face the ongoing challenges but also to lead the energy sector transformation while working for accessible and uninterrupted energy.

As a leading electricity distribution, retail, customer solutions and e-mobility company in Türkiye, we take over responsibility for delivering prosperity to people and the future. Our purpose is shaping and connecting the new energy world as a role model and continue being a provider of public service to millions.

## Our Approach to Sustainability

Sustainability is at the core of our business and integrated into our entire organization. We respect the right to life of all beings; hence we focus on the impact of our services and products for a low-carbon energy sector and to empower people equally.

We will monitor, measure, and transparently disclose our performance and progress. We committ ourselves to the following areas.

## Sustainability Impact Areas

**BUSINESS FOR IMPACT** – We drive business growth by offering sustainable products and services, supported by a responsible value chain and a commitment to innovation.

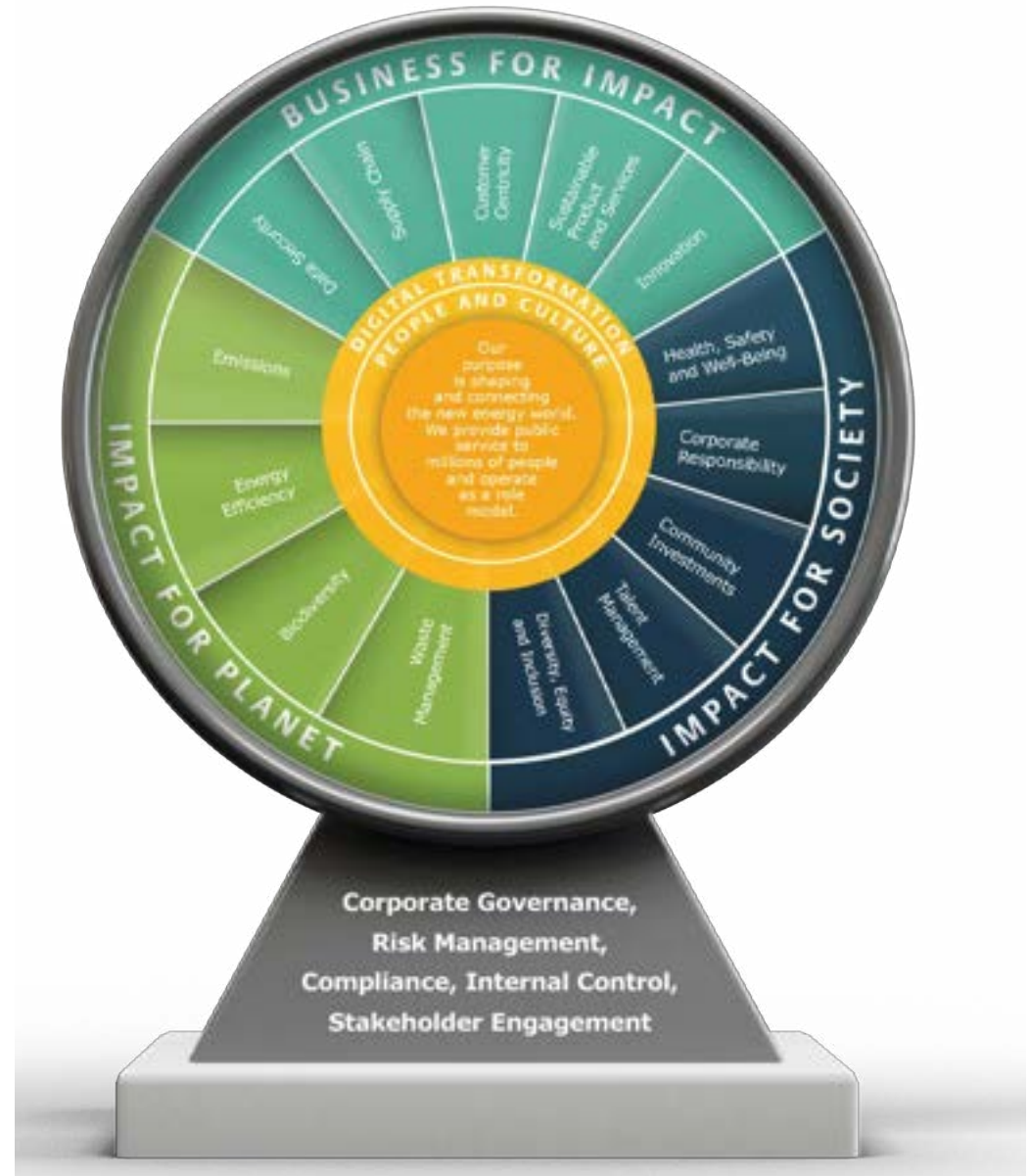
**IMPACT FOR SOCIETY** – We empower people for an inclusive society and prosperity, encourage a talented and diverse workforce in a safe working environment, and act responsibly for creating a wider positive impact on the community.

**IMPACT FOR PLANET** – We reduce our ecological impact through enabling a transition to a carbon-neutral business and zero-waste operations.

## Enablers and Foundations of Our Performance

To enable our purpose and achieve our targets, we put people and culture and digital transformation at the center of our business. We are dedicated to continuously investing in them as they are essential resources and tools to create value in our impact areas.

We believe that strong corporate governance, compliance, integrated risk management and internal control mechanisms, and effective stakeholder engagement are the backbones for sustaining our performance. We focus on engaging with our stakeholders regarding our impact and performance.





## ESG MILESTONES/ESG JOURNEY

### 2019 ▶

#### 1st Sustainability Report Issued

1<sup>st</sup> Stakeholder Engagement Plan issued

Sustainability Committee and Working Groups established

United Nations Women's Empowerment Principles (WEPs) signed

UN Global Compact signed Environment Policy and Management System issued

First Corporate Governance Rating 9.45 out of 10

Inclusion in BIST Sustainability Index and BIST Corporate Governance Index

### 2020 ▶

#### Sustainability Strategy and Roadmap developed

Stakeholder Engagement Plan updated with Company priorities

Internal Control System established Turkish Ethics and Reputation Society (TEID) membership

Code of Conduct updated

Human Rights Policy issued

"Equal Opportunities in the Electricity Distribution Sector" project launched in collaboration with the Gender Equality Program Coordination Office of the EBRD

"İvme Entrepreneurship Acceleration Program" launched, bringing start-ups into our distribution companies

Customized Stakeholder Engagement and Cultural Heritage Management Plans prepared for each distribution company, along with a "Social Management and Monitoring Plan"

E-TERNAL, our digital transformation model, was developed

### 2021 ▶

Sustainability strategy and roadmap revised

Stakeholder Engagement Plan updated

"Net Zero Project" launched

Sustainability and Corporate Capabilities function established

Commitment to Transparency International Principles

Diversity and Inclusion, Anti-Retaliation, Third-Party Relations and Compliance Policies issued

#### CDP Climate Change and Water Score increased to "B"

Acquisition of 14% minority stake in the e-mobility company Eşarj, increasing the total stake to 94%

"Future of Work" studies initiated

"Not Without You" (Sensiz Olmaz), Diversity, Equity and Inclusion Platform launched

Inclusive and Green-focused loan agreement signed with EBRD

Green Finance Framework completed and Second Party Opinion received

### 2022 ▶

Stakeholder Engagement Plan expanded and updated

Mid-term reduction targets set with third-party consultation

Inclusion in Bloomberg Gender Equality Index

Climate-related risks and financial impacts were aligned with the TCFD framework

SENTRUM, our sustainable tourism center project was completed and the relevant tourism site opened to the public

Strong performance in ESG further improved (i.e. Refinitiv score increased from 86 to 89)

Eşarj becomes Türkiye's first and fastest network of electric vehicle charging stations, with 788 plugs at 422 public locations

Phase 1 of "Net Zero Project" completed

Water Policy updated

Climate Strategy published

#### Commitment to 30% reduction of Scope 1 and Scope 2 emissions by 2030

### 2023 ▶

#### CDP Climate Change score has increased to A- and CDP Water Security score has increased to A

#### Climate Strategy revised with new target of 40% reduction related to Scope 3 emission intensity of sold electricity by 2030, mid-term target 25% reduction

#### Declaration of Circularity and Biodiversity Ambition Statements

Increase in stake at Eşarj to 100%

The scope of short, medium and long term ESG targets have been expanded.

Responsible Supply Chain Project has been launched

ESG related risks and opportunities mapped within the existing Enterprise Risk Management System

"The Better Future Platform" was launched

ESG Targets have been introduced in the Company performance management system to be used in 2024

ESG working groups have been restructured as Biodiversity, Circular Economy, Emissions, EU Taxonomy for capacity building efforts and to ensure a broader decarbonization implementation

We contributed to the "WEPs from Words to Action" project, launched by the UN Women, as one of the 10 companies selected to increase good practices. The goal of the project is to expand the impact area of the United Nations Women's Empowerment Principles and to deepen their implementation.



# KEY SUSTAINABILITY ACHIEVEMENTS IN 2023

## BUSINESS FOR IMPACT<sup>1</sup>

### Operations

**TL 13.6 billion** grid investments

**TL 6 billion** total environmental investments

**TL 4.8 billion** income from sustainable products and services

**1,780** number of EV charging sockets

**29.5 MWp** of total installed Solar Power Plant capacity

**917,000 MWh** of electricity supplied from renewable energy sources

### Innovation & Digitalization

**TL 27.76 million** in R&D and innovation investments

Number of RPA<sup>2</sup> robots in processes increased by **33%** year over year, number of transactions performed by robots increased by **87%** yoy, accuracy rate reached **99.8%**

**121** ideas were received by the **Corporate Entrepreneurship and Innovation Program NAR**. Five have been accepted for acceleration

### Responsible Supply Chain

Over **3,000** suppliers, **100%** of distribution business suppliers are local

**117** Operation Centre Warehouses and **18** Logistics Service Centres, covering a total area of **351,835 sqm**

### Customer Centricity

Retail business Net Promoter Score (NPS) increased to **40** in 2023 from **18** in 2022

CSAT<sup>3</sup> score of retail business increased to **4.03** in 2023 from **3.89** in 2022 and CSAT score of the distribution business increased to **4.47** in 2023 from **4.27** in 2022

### Data Security

**1,104 hours** of Personal Data Protection Law training for **1,089** employees

### Management Systems

**ISO 22301**  
Business Continuity Management System

**ISO 9001**  
Quality Management System

**ISO 27001**  
Information Security Management System

**ISO 37301**  
Compliance Management System

**ISO 10002**  
Customer Satisfaction Management System

**ISO 20000**  
IT Service Management System

## IMPACT FOR SOCIETY<sup>1</sup>

### Talent Management

**81%** employee satisfaction score and **72%** employee engagement score, which is above the energy sector and Türkiye averages

Women in managerial positions **27%**

**35** training hours per employee

### Corporate Social Responsibility and Community Investments

**5,175** Enerjisa employees dedicated a total of **16,233** hours to volunteering activities

**TL 168 million** donations

### Diversity and Inclusion

**3,291** customers used the **Device Dependent Patient (Hasta Var) program** for uninterrupted electricity for machine-dependent patients

**1,030** hours of **Human Rights** training received by **210** employees

### Management Systems

**ISO 45001**  
Occupational Health and Safety Management System

<sup>1</sup>Data as of 2023

<sup>2</sup>Robotic Process Automation

<sup>3</sup>Customer Satisfaction Score



## ● KEY SUSTAINABILITY ACHIEVEMENTS IN 2023

### IMPACT FOR PLANET

#### Water, Circularity and Waste, Biodiversity

**15,234 tons** of waste recycled and Zero Waste Management System certification process has been continued in our locations

**266 tons** of rainwater harvested compared to **85 tons** in 2022

Water consumption reduction **9.60% per m<sup>2</sup>** in 2023 compared to 2022

**17,228 km<sup>2</sup>** total protected area within the scope of biodiversity

#### Energy

Direct electricity consumption supplied by **98.68%** green energy

**676 GWh** of renewable energy certificates were sold (Customer Solutions)

Eşarj Renewable Energy Sales **10 GWh**

Renewable energy volume procured from liberalized market **1,465,440,000 kWh**

Volume transferred from **K3 to K2** portfolio **2,086,000,000 kWh**

#### Emissions

**30%** Absolute Scope 1+2 Emission Reduction Target and **40%** Emission Intensity Target of Scope 3 Related Sold Electricity by 2030 compared to the baseline year 2021

Over **48,430 tons** potential CO<sub>2</sub> per annum prevented by helping our customers reduce their energy consumption and environmental impact through innovative and efficient energy solutions on the **Enerjisa Customer Solutions and Eşarj sides in 2023**

The share of electric and electric/hybrid vehicles in the administrative fleet surged from **16%** in 2022 to an impressive **44%** in 2023

#### Management Systems

**ISO 14001**  
Environmental Management System

**ISO 50001**  
Energy Management System

CDP Climate Change Score

**A-**

CDP Water Security Score

**A**



## ESG RATING SCORES



### CDP Climate Change

Reporting Date: 2023  
Rating Score Range: D-, D, C-, C, B-, B, A-, A  
Enerjisa Enerji Score: **A-**

### CDP Water Security

Reporting Date: 2023  
Rating Score Range: D-, D, C-, C, B-, B, A-, A  
Enerjisa Enerji Score: **A**



### FTSE Russell

Reporting Date: June 2023  
Rating Score Range: 0-5  
Enerjisa Enerji Score: **3.8**  
Sector Ranking\*: Within 81 percentile among distribution companies



### Corporate Governance Rating

Reporting Date: December 2023  
Enerjisa Energy Score: **96,32**



### Refinitiv

Reporting Date: December 2023  
Enerjisa Energy Score: **85 out of 100 (Environment: 81, Social: 88, Governance: 88)**  
Sector Ranking: 5<sup>th</sup> place in the world among participating electricity distribution and independent power generation companies



### Bloomberg Gender Equality Index

Reporting Date: September 2022  
Rating Score Range 0-100  
Enerjisa Energy Score: **79,41\*\*\***



### Sustainalytics\*\*

Reporting Date: April 2023  
Assessment Score Range: ESG Risk Rating Overall Score Range (Negligible / Low / Moderate / High / Severe)  
Enerjisa Enerji Risk Rating: Low Risk  
Enerjisa Enerji Risk Score: **19**  
Sector Ranking: Among the top 7% of 271 electricity distribution sector companies.

\* According to the FTSE assessment, "1" means the Company is in the bottom 1% of the value set, and "100" means the Company is in the top 1%.

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\*\*\* Enerjisa Enerji has become one of the 12 companies from Türkiye included in the Bloomberg Gender Equality Index, which includes 484 companies from 11 different sectors and 45 countries. 2023 results has not been announced yet.



# Statements from Management

## Front Row Left to Right:

**Murat Pınar** *CEO*

**Ebru Taşcıoğlu** *Head of Sustainability and Corporate Capabilities*

**Dr. Philipp Ulbrich** *CFO*

## Top Row Left to Right:

**Ersin Esentürk** *General Manager of Retail Companies*

**Yakup Aydılek** *Head of People and Culture*

**Mehmet Fırat** *Head of IT and Digital Business Management*

**Oğuzhan Özsürekcı** *General Manager of Distribution Companies*

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## CHAIRPERSON'S MESSAGE

### Our vision of “A Better Future for Everyone” continues to guide us on our sustainability journey.

Dear Stakeholders

In line with our vision of “A Better Future for Everyone”, we continue to move forward despite all kinds of challenging conditions. I am happy to share with you our 2023 Sustainability Report, which is one of the proofs of our determination and our resilience.

Apart from various factors such as macroeconomic and political uncertainties on a global scale, the effects of the climate change and ongoing regional wars, it is undeniable that 2023 was a year of great challenges for Türkiye. The devastating earthquakes that hit our country in February painfully reminded us the fragility of life. Our hearts continue to ache for all our citizens who lost their lives, especially our 17 colleagues, and for those who lost their loved ones. As Enerjisa Enerji, we have been and will continue to be at the forefront to heal the wounds and re-electrify the region to resume normal activities.

We continued our investment operations without interruption and increased capacity in order to recover the infrastructure that was almost completely destroyed in the earthquake region. In addition to its distribution networks, Enerjisa Enerji continued investing in Customer Solutions and E-mobility, with total investments exceeding TL 15.7 billion in 2023, nearly three times the 2022 figures.

The three most important elements of a robust and sustainable energy ecosystem are security of supply, affordability and environmental sustainability of energy. This delicate balance, known as the Energy Trilemma, is becoming increasingly complex due to the rapid transition towards decentralized, decarbonized and digital energy systems.

At Enerjisa Enerji, we are uniquely positioned to carefully manage the right balance amongst all three pillars. We increase energy security and reliability by investing in electrification, grid expansion, modernization and digitalization. Our renewable energy and energy efficiency solutions support environmental sustainability.







## CHAIRPERSON'S MESSAGE

### This report underlines our commitment to building a sustainable energy future for all.

Furthermore, by expanding our e-mobility infrastructure, we contribute to equal access to clean transportation, reduce dependence on fossil fuels and improve air quality. We play a key role in shaping Türkiye's sustainable energy future with our decarbonization efforts in line with Türkiye's 2053 net zero target. In 2023 we reinforced this role by strengthening our commitment to the UN Global Compact by committing to reduce our emission intensity of sold electricity related to our scope 3 emissions by 40% and reaffirmed our commitment to reduce Scope 1 and Scope 2 emissions by 30% by 2030, compared to the baseline year of 2021. Our unwavering commitment to environmental compliance is yielding significant results. In 2023, we have enhanced our ESG performance, securing a position at the prestigious "A Leadership Level" (Global A List) in CDP Climate Change Reporting by elevating our Climate Change score to "A-" and achieving an "A" in Water Security.

We recognize the importance of creating meaningful positive social impact. Each year, we expand our social good initiatives with a focus on education, productivity and environmental sustainability, and contribute to building a stronger and more resilient society.

As part of our "For a Better Future" communication strategy which was one of Enerjisa Enerji's key milestones launched in 2023, the "For a Better Future Platform" was established to support projects that drive economic efficiency in our country. With the unifying power of Enerjisa Enerji, it brought together the public, academia, the business world, civil society, and the art community around the same table. The initiative gave its first fruit with the "Regional Restructuring and Development Centers." As the first and only private sector representative in these centers, Enerjisa Enerji supported small and medium-sized enterprises in the earthquake zone, including in provinces outside its area of operations area, by providing financial assistance, workspace support, education, collaboration opportunities, and access to finance.

We prioritize the effective implementation and management of diversity, equity and inclusion in our activities and policies, which are key components for ensuring both social and economic sustainability. We aim to create a stronger, more innovative working environment by embracing the differences of our employees. We provide equal opportunities for everyone to reach their full potential. In addition, our zero-tolerance policy against violence aims to provide a safe and respectful working environment.

We have implemented good corporate governance as the building block of our operations. By ensuring transparency, accountability and ethical behavior at all levels of the Company, we strengthen our governance practices and build trust with our stakeholders.

Looking to the future, we are excited about the opportunities that await us. The energy sector is undergoing a rapid transformation and we are leading the way in Türkiye. This report underlines our commitment to building a sustainable energy future for all. Our vision of "A Better Future for Everyone" continues to guide us on this journey.

I would like to extend my sincere thanks to our employees for their dedication and resilience. Their commitment to our vision is instrumental to our success. I would also like to thank all our stakeholders for their important support in this transformative journey for a more sustainable and better future.

Sincerely,

**Kıvanç ZAIMLER**  
**Chairperson**



## ● MESSAGE FROM THE CEO

### **Our investments not only enhance our network quality and contribute to an uninterrupted energy supply and a successful energy transition, but also reaffirm our responsibility to both society and the environment.**

Dear Stakeholders,

I am proud to announce that we achieved strong operational and financial results, despite the challenges of 2023, while intensifying our efforts and activities focused on sustainability—the driving force behind our vision for a “better future for everyone.”

The year 2023 was transformative for Enerjisa Enerji, driven by global megatrends and Türkiye’s decarbonization efforts. Trends such as digitalization, decarbonization, deregulation, decentralization, urbanization, and customer-centricity reshaping our industry, are guiding us to lead the changes in the energy sector. We have maintained our critical and leading role in Türkiye’s transition to sustainable energy in line with our vision of a better future for everyone.

In our core business of electricity distribution, we provide electricity to over 22 million people across 14 provinces. In line with our responsible investment vision, we significantly strengthened our energy infrastructure through network investments in 2023, increasing by over 200% compared to 2022, to support the integration of renewable energy sources. These investments not only enhance our network quality and contribute

to an uninterrupted energy supply and a successful energy transition, but also reaffirm our responsibility to both society and the environment.

In our retail business, we achieved electricity sales of 43.2 TWh. In our other business line, customer solutions, we reached an installed capacity of 29.5 MW throughout Türkiye, through energy performance contracts (EPCs) in 2023, using a sustainable and customer-centric model. Additionally, through nearly 50 energy efficiency projects for our corporate customers, including LED and process efficiency initiatives, we continue to lead the energy transformation towards Türkiye’s sustainable future.

Aligned with our vision to develop the sustainable transportation infrastructure of the future, we have increased our share in Eşarj, our e-mobility company, to 100% and are rapidly expanding our services. In 2023, we successfully met the target of installing 495 fast charging units as part of the national charging tender by the Ministry of Industry and Technology. We are driving the green transformation of transportation, playing a pivotal role in advancing sustainable mobility nationwide with 1,780 charging sockets across 1,003 stations in all provinces throughout Türkiye as of end of 2023. We are continuously expanding





## MESSAGE FROM THE CEO

### As a signatory of the United Nations Global Compact, we commit to universal principles on environmental protection, labor rights, human rights, and anti-corruption in our strategies and operations.

our e-mobility network, in June 2024 we reached 2,163 charging sockets across 1,265 stations. Our ESG targets are being seamlessly integrated into the Company's performance management system, underscoring Enerjisa's bold and forward-thinking sustainability agenda. Beyond our ambitious climate strategy, our objectives span all pillars of sustainability, including achieving zero waste certification across all business units and transitioning to 100% renewable electricity in our operations. Equally, we are dedicated to fostering gender diversity, with a strategic emphasis on increasing female representation in management and STEM roles. At the same time, we will uphold critical management system certifications, further solidifying our unwavering commitment to environmental stewardship and safety excellence. We continue to thoroughly examine and monitor the risks and opportunities arising from climate change in line with the TCFD (The Task Force on Climate Related Financial Disclosures) framework.

In July 2023, we launched the "For a Better Future Platform" together with the government, international institutions, and numerous national and local stakeholders, committing to work collectively for a sustainable, equitable, smart, and green world with a focus on productivity. As the platform's first concrete outcome, we published

the "Türkiye Productivity Research Report" and "Türkiye Productivity Map," which illustrate the perception, acceptance and level of productivity-enhancing practices among businesses in our country. As a platform, we also became the sole private partner in the RRDC (Regional Reconstruction and Development Centers) project, implemented in collaboration with UNDP, Needs Map, and the Adana and Gaziantep Chambers of Commerce, to support economic and social development in earthquake-affected regions and rebuild communities. In addition to providing grants to businesses affected by the earthquake, we supported them with training and mentoring.

As a signatory of the United Nations Global Compact, we reaffirm our commitment to universal principles on environmental protection, labor rights, human rights, and anti-corruption in our strategies and operations.

Recognizing the impact we have on society, we place diversity, equity, and inclusiveness at the heart of both our business processes and services. In 2023, we became one of the 12 companies included in the "Bloomberg Gender Equality Index." As a signatory of the WEPs (Women's Empowerment Principles), we were among the 10

companies that participated in the "From Words to Action WEPs" project led by UN Women in 2023. Through our diversity, equity, and inclusion platform, "Sensiz Olmaz- Not Without You" we are committed to achieving equal opportunities for everyone in the workplace.

Our inclusive approach extends to all our business processes, workspaces, services, and projects, ensuring no one is left behind. Our participation in the "UN Human Rights Accelerator" program in 2023, along with the human rights compliance audit we conducted, once again demonstrated our commitment to a fair, sustainable, and inclusive future. Our zero-tolerance policy towards gender-based violence and harassment, supported by our developed policies and procedures, raises awareness among all our stakeholders and creates safer working environments.

With our sense of corporate citizenship, we continue to implement sustainable and impactful social responsibility and community investment projects. By involving our employees in these projects, we aim to foster a greater awareness and culture of volunteerism within our workforce. Believing in the importance and power of "Partnerships for the Goals," the 17<sup>th</sup> Sustainable

Development Goal, we collaborate with local, national, and international institutions and organizations that share our vision and expertise, expanding the reach of our projects.

The challenges we faced this year have strengthened our determination to create a sustainable future. As Enerjisa Enerji, 2023 was not just about responding to crises; we also turned these challenges into opportunities to produce innovative and sustainable solutions. Our societal and environmental responsibilities have further empowered us with every step, deepening our connection with the community. In the coming years, the lessons learned from these challenges will continue to guide us as one of the pioneers of sustainability in the energy sector of Türkiye.

At Enerjisa Enerji, we will continue our efforts and activities for a smarter, greener world and a "better future for everyone."

I would like to express my gratitude to our stakeholders, customers, investors, partners, and employees for their support as we move towards a sustainable tomorrow.

Sincerely,

**Murat Pınar**  
CEO



# Company Profile

- 20 Our Business at a Glance
- 23 Memberships
- 24 Awards



## OUR BUSINESS AT A GLANCE

### Distribution and Retail Regions:

#### Baskent Region:

**Distribution:** Baskent Elektrik Dağıtım A.Ş. (Başkent EDAŞ)

- Service Area: Ankara, Zonguldak, Kastamonu, Kırıkkale, Karabük, Bartın, and Çankırı provinces
- Population: 7.7 million

**Retail Sales:** Enerjisa Baskent Elektrik Perakende Satış A.Ş. (Baskent EPSAŞ)

#### AYEDAŞ Region:

**Distribution:** İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş. (AYEDAŞ)

- Service Area: Districts on the Anatolian side of İstanbul
- Population: 5.6 million

**Retail Sales:** Enerjisa İstanbul Anadolu Yakası Elektrik Perakende Satış A.Ş. (AYESAŞ)

#### Toroslar Region:

**Distribution:** Toroslar Elektrik Dağıtım A.Ş. (Toroslar EDAŞ)

- Service Area: Adana, Gaziantep, Mersin, Hatay, Osmaniye, and Kilis provinces
- Population: 8.6 million

**Retail Sales:** Enerjisa Toroslar Elektrik Perakende Satış A.Ş. (Toroslar EPSAŞ)



Enerjisa Enerji is the largest electricity distribution and retail company in Türkiye. The electricity distribution network in Türkiye is divided into 21 distribution regions. The Company operates in three regions: Başkent, AYEDAŞ, and Toroslar. As of December 31, 2023, it served 12.2 million distribution connection points and 10.7 million contracts, representing 22% of the Turkish market. Enerjisa Enerji is dedicated to delivering best-in-class public services with a strong emphasis on customer needs. Founded in 1996, Enerjisa Enerji reaches approximately 22 million people with affordable and reliable electricity across 14 provinces with the support of over 11,500 employees. Our commitment to maintaining high-quality standards is reflected in the continuous modernization and expansion of our electricity grid and the growth of our retail, customer solutions, and e-mobility operations nationwide.

At Enerjisa Enerji, we strive not only to achieve profitable growth and enhance shareholder value but also to fulfill our societal responsibilities by setting industry benchmarks. We adopt a sustainable and holistic approach to our long-term strategy, seamlessly integrating Environmental, Social, and Governance (ESG) factors to ensure comprehensive and responsible business practices. This integration underpins our commitment to delivering high-quality investments and services.

To maintain its leading position in Türkiye's electricity market, Enerjisa Enerji invests in energy infrastructure and technology-oriented business models. Since 2020, under the "The Energy of My Business" (İşimin Enerjisi) brand, we have been offering services such as solar

power plant installations, energy efficiency solutions, cogeneration/trigeneration projects, electric vehicle charging station operation and green energy certification. These solutions enable corporate customers to enhance energy efficiency and reduce carbon emissions by sourcing their energy consumption from renewables. Our strategy focuses on sustainable growth by expanding our high-quality energy infrastructure and retail operations nationwide. This approach aims to create continuous value for shareholders while ensuring to remain a leader in innovation and efficiency within the industry.

Enerjisa Enerji A.Ş. maintains a strong governance structure with an ethical and responsible management approach. The Company's ownership structure consists of 40% Hacı Ömer Sabancı Holding, 40% E.ON International Participations N.V., and 20% publicly traded shares.



## OUR BUSINESS AT A GLANCE

**We centrally manage and monitor all our distribution and retail sales activities in three regions through a responsible value chain approach and innovation.**

### Retail Customers

**10.7**  
million

### Distribution Connection Points

**12.2**  
million

### Population Reached

**22**  
million

#### Distribution

Enerjisa Enerji successfully conducts electricity distribution activities across three major regions in Türkiye through its subsidiaries Başkent Elektrik Dağıtım A.Ş. (Başkent EDAŞ), İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş. (AYEDAŞ), and Toroslar Elektrik Dağıtım A.Ş. (Toroslar EDAŞ). Each of these distribution companies is responsible for constructing, maintaining, and operating of the electricity distribution network within their designated regions.

Enerjisa Enerji's overarching goal is to deliver high-quality and uninterrupted service to its customers, contributing to the reliability of the electricity distribution network in Türkiye.

In Türkiye, electricity distribution is defined as the distribution of electricity to end consumers through lines with a voltage level below 36 kV. The sector was privatized between 2009 and 2013 and now, all distribution regions in Türkiye are operated by private companies. The Company has standardized network



management processes, complies with performance indicators set by the Energy Market Regulatory Authority (EMRA), and controls over local networks to ensure reliability and efficiency.

Enerjisa Enerji has diversified its customer communication channels to enhance service accessibility and efficiency. Customers can reach the Company through various means such as e-mail, telephone, the Company website, mobile application, social media platforms, WhatsApp Support Line, and a Chatbot.

Additionally, Enerjisa Enerji manages one of the largest call center operations in the sector, employing a team of approximately 800 people. The Company offers 24/7 service through its Call Center, ensuring continuous customer support.

In its distribution business line, Enerjisa Enerji carries out numerous services such as infrastructure installation, network construction, and maintenance and repair work. These

activities are supported by more than 3,000 suppliers with whom Enerjisa Enerji partners. The Company's logistics operations are managed through central logistics service centers and satellite warehouses. A dedicated logistics fleet ensures the timely supply of materials and parts for ongoing construction and maintenance projects.

#### Retail

Enerjisa Enerji is the leading company in Türkiye's retail energy sales sector, holding the largest market share in sales volume and customer base. By the end of 2023, the Company secured a significant 22% market share based on the number of customers.

Operating across three regions, Enerjisa Enerji is the primary retail company within the regulated electricity market under a supply license granted by the Energy Market Regulatory Authority (EMRA). In its operation regions, Enerjisa Enerji provides electricity to customers who fall below the eligible consumer threshold, and to those



## OUR BUSINESS AT A GLANCE

### Enerjisa Enerji secured a significant 22% retail market share by the end of 2023.

#### Network Length

**325,955**  
km

#### Total Installed Solar Capacity

**29.5**  
MWp

above it who have yet to choose an alternative supplier. The Company is also authorized to offer electricity to eligible consumers within its designated areas and across the country without regional restrictions.

Enerjisa Enerji emphasizes customer-oriented digitalization, evident in its extensive service channels and robust after-sales support network. Serving around 10.7 million customers and a population of 22 million, Enerjisa Enerji utilizes a mix of physical, digital, and remote channels to meet customer needs, add value

to electricity supply, and ensure uninterrupted after-sales service. The Company's service network includes 39 Customer Service Centers, 69 Transaction Centers, and 10 Mobile Service Vehicles. Additionally, Enerjisa Enerji provides digital services through an Online Service Center, internet platforms, mobile applications, and e-Government integrations, designed to respond effectively to customer needs. Remote services are available through a 24/7 Call Center, supported by active tele-sales services. Retail sales operations are managed by Enerjisa Başkent Elektrik Perakende Satış A.Ş., Enerjisa İstanbul Anadolu Yakası Elektrik Perakende Satış A.Ş., and Enerjisa Toroslar Elektrik Perakende Satış A.Ş. Throughout 2023, Enerjisa Enerji continued to expand its product and service offerings, with a strong focus on sustainability and customer-driven digitalization initiatives such as digitalization of relocation and application procedures, the expansion of payment channels and the improvement of the user experience in mobile applications and the digital channels.

#### Customer Solutions

Enerjisa Enerji prioritizes addressing commercial or corporate customer needs for sustainable and innovative solutions nationwide. To strengthen this focus, Enerjisa Müşteri Çözümleri

A.Ş., the Customer Solutions Business Unit of Enerjisa, was established in 2017 to manage and enhance customer-oriented activities. Since October 2020, Enerjisa Enerji has provided comprehensive solutions tailored for corporate clients, aiming to balance their energy consumption with renewable energy production and reduce carbon emissions by enhancing energy efficiency throughout Türkiye..

These efforts are bundled under the initiative "The Energy of My Business" (İşimin Enerjisi).

The portfolio of Enerjisa Customer Solutions includes a range of products and services around renewable energy and energy efficiency. These solutions encompass solar power plants (SPP), wind power plants (WPP), energy storage, lighting conversion projects, and process efficiency solutions such as heat pumps and waste heat recovery solutions. The Company also offers Renewable Energy Certificates and Carbon Reduction Certificates alongside cogeneration and trigeneration systems, biomass power plants, and e-mobility solutions under Eşarj brand.

Enerjisa Enerji's commitment to those solutions extends nationwide through a network of dealers across different major cities. These dealers facilitate the delivery of renewable energy and energy efficiency applications to corporate clients in every region of Türkiye. The Company's approach is characterized by innovative business models carefully designed to meet each customer's unique requirements. The Energy Performance Contract (EPC) model, Enerjisa offers to its corporate customers, is designed to reduce the financial burden on customers, fostering long-term partnerships

and successful installations. The EPC model includes end-to-end services covering financial investment, project development, installation, and ongoing maintenance.

By the close of 2023, the Company has reached a total installed solar capacity of 29.5 MWp, preventing 22,950 tonnes of CO<sub>2</sub> emissions in 2023. One of the key installation projects in 2023 include collaborations with Kilis Municipality for a 6 MWp SPP. In addition, a contract with Medical Park for a total capacity of 75MWp SPP is signed in 2023. Kilis Municipality project is expected to reduce CO<sub>2</sub> emissions by 6,426 tonnes per year, and Medical Park project is expected to reduce CO<sub>2</sub> emissions by 72,860 tonnes per year when completed.

#### E-Mobility - Eşarj

By the end of 2023, Eşarj has established Türkiye's pioneering and most rapid electric vehicle charging network, featuring 1,780 charging sockets, with 1,387 of them being fast chargers nationwide. Eşarj is strategically positioned in all 81 provinces of Türkiye, across 1003 public stations.

Enerjisa Enerji promotes the widespread use of electric and highly efficient vehicles to contribute to developing a low-carbon ecosystem. The Company seizes opportunities in various innovative business areas, such as electric vehicle charging stations and electricity storage. In 2018, Enerjisa Müşteri Çözümleri A.Ş. became the majority shareholder of Eşarj Elektrikli Araçlar Şarj Sistemleri A.Ş. (Eşarj) by acquiring 80% of its shares, increasing its shareholding to 94% in December 2021. By 2023 Eşarj became wholly owned by Enerjisa Müşteri Çözümleri A.Ş.



## MEMBERSHIPS

### Our ongoing commitment to gender equality was recognized as we were named one of the 12 companies included in the Bloomberg Gender Equality Index.

As the sector leader, we take pride in our chairperson’s pivotal roles in various non-governmental organizations and initiatives. Our Chairperson serves as Deputy Chairperson of the Board and Chairperson of the Executive Board for the World Energy Council Türkiye. He is a Board Member of the Sabancı University Istanbul International Energy and Climate Center (IICEC).

Our Chairperson also serves as Deputy Chairperson of the Electricity Distribution Services Association (ELDER) and is a member of the Advisory Council of the SHURA Energy Transformation Center. In 2023, we continued collaborating with non-governmental organizations to enhance our environmental performance. We actively participated in the TUSIAD [Turkish Industry and Business Association] Environment and Climate Change Working Group and the Circular Economy Sub-Working Group. Additionally, we sustained our efforts with the Environmental Working Group of ELDER, established in 2021, to promote unity and compliance among electricity distribution companies in environmental management.

We are also part of the Business Plastics Initiative established by TUSIAD and maintain cooperation with the Business Council for Sustainable Development (BCSD Türkiye). Our CEO holds the presidency of EUROGIA2020, the EUREKA Cluster for low-carbon energy technologies. EUROGIA2020 is a market and sector-oriented initiative that spans the entire energy value chain, from renewable energy to efficiency improvements and reducing carbon emissions from fossil fuels. Moreover, our CEO is a Board Member of ELDER and serves as the Chairperson of the E-mobility Operators Association (E-MOD). Enerjisa Enerji’s senior management team is actively involved in several associations, including the Blockchain Türkiye Platform, the Artificial Intelligence and Technology Association, the Digitalization in Energy Association, the Young Executives and Business People Association, and the Women in Technology Association.

As a founding member of the Sabancı University Business Against Domestic Violence (BADV) project and the Network of Companies Against Domestic Violence, we actively engage in initiatives to raise awareness and consciousness about domestic violence.



In support of

**WOMEN’S EMPOWERMENT PRINCIPLES**



These efforts, spearheaded by the Sabancı University Corporate Governance Forum with the backing of the Sabancı Foundation and UNFPA [The United Nations Population Fund] and hosted by TUSIAD.

We are also proud to support and participate in initiatives that empower women, such as TurkishWIN and the Women in Technology Association. In 2023, our ongoing commitment to gender equality was recognized as we were named one of the 12 companies included in the Bloomberg Gender Equality Index and one of the 10 companies participating in the “Women’s Empowerment Principles (WEPs)” project led by UN Women.

Enerjisa also actively promoted its performance and efficiency-focused products at various high-profile events, such as renewable energy solutions and energy efficiency applications. These included the Antalya Hotel Equipment and Food Specialization, Energy Congress and Fair events in Gaziantep and Istanbul, the Energy Producing Factories Summit and Exhibition, the Turkish Wind Energy Conference (TÜREK), and the 3<sup>rd</sup> Eurasia Cogeneration Conference, which attracted both domestic and international participants.

The list of all memberships of Enerjisa is provided in the Appendix.





## AWARDS

### 2023 The Globee Golden Bridge Awards

- Söğütözü Office - “Best Workplace of the Year” and “Achievement of the Year for People Focused Workplace”
- Young Talent Programs - “Achievement of the Year in Learning and Development” Award
- Retail X Young Talent Program - “Achievement of the Year in Youth Employment” Award
- On the Path to the Future Program - “Human Resources Outstanding Performance of the Year” Award
- Meta/OR Metaverse project - “Training and Education Innovation” Award

### Bonds, Loans & ESG Capital Markets CEE, CIS & Türkiye Awards 2023

- “Local Currency Bond Deal of the Year”

### Brandon Hall Excellence Awards 2023

- Golden Award for Most Distinguished/Creative HR Program and Best Talent Management Strategy Award with Enter, ITalent, and Retail X Programs
- Golden Award for Achievement in Talent and Skill Development, Golden Award for Best Team Development Program, and Silver Award for Most Distinguished/Creative HR Program with Energy Management Academy

- Silver Award for Best Sales Talent Management Program and Silver Award for Best Talent Acquisition Program for Sales Professionals with Retail X Young Talent Program

### Brandverse Awards (Marketing Türkiye and BoomSonar)

- SENTRUM project - Sustainable Cities and Living Areas category - Bronz Award

### Crystal Deer Awards

- “Oyun Gezer” Project with Enerjisa & TEMSA Collaboration - “Social Responsibility Project of the Year”

### Crystal Tree Awards

- METU – Sustainability Category - “The Leading Company of the Year in Sustainability”

### Dünya Newspaper

- Social Benefit Awards - Value Adding Projects – Local Values and Tourism Award with SENTRUM Project

### TEKNOFEST 2023 Awards

- Kozalak Early Fire Detection System project - Disaster Technologies Category - Best Start-Up Award

### James Dyson Foundation Awards

- Kozalak Early Fire Detection System project - Sustainability Oriented Engineering Category - James Dyson Award

### LEED GOLD Green Building Certificate

- Ankara Söğütözü Headquarters Office Design

### MUSE Creative Awards

- “I Protect My Energy” - Gold Muse
- SENTRUM - Silver Muse

### Stevie Best Employers Awards

- 3 Gold and 7 Silver awards in 9 different categories for
- “On the Path to the Future Program”
  - “The Young Talent Program”
  - “The Elpis Career Architecture”
  - “Energy Management Academy”
  - “Meta – Or”
  - “Söğütözü Office”

### Stevie International Business Awards

- Silver Stevie in Achievement in Human Resources
- Gold Stevie in Career and Workforce Readiness Solution with the Elpis-Career Architecture Project
- Bronze Stevie in Corporate Learning/ Workforce Development Solution with the Meta – Or Onboarding Training



# Enerjisa Sustainability Approach

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## INDUSTRY AND SUSTAINABILITY TRENDS

### Enerjisa Enerji views the regulatory changes not as obligations but as opportunities to elevate its sustainability practices further and set new benchmarks within the industry.

Enerjisa Enerji is committed to integrating sustainability into its core operations, viewing new regulations as opportunities to improve practices and set industry standards rather than just obligations. The company recognizes that true leadership in the energy sector requires a proactive approach to sustainability—one that anticipates future challenges and embraces innovation. This unwavering commitment ensures that sustainability is not just a reporting exercise for Enerjisa Enerji but a fundamental principle guiding all aspects of its business.

The past year has presented significant challenges for the electricity utilities sector, with global disruptions affecting economies worldwide. Geopolitical shifts, rising interest rates, and record-high inflation have slowed economic growth, while ongoing conflicts have created uncertainty in energy and raw material supplies. In response, there is a growing urgency to accelerate the energy transition, with ambitious goals from COP 28 to phase out fossil fuels by 2050 and triple renewable energy capacity by 2030.

In this evolving context, sustainability reporting is gaining increasing importance. Türkiye introduced new reporting standards on January 1, 2024, to enhance transparency and align with EU standards.

#### Global Disruptions and Economic Challenges

Over the past year, the Electricity Utilities sector has faced a series of interconnected disruptions. Geopolitical shifts following the pandemic, significant increases in interest rates, and record-high inflation have led to downward revisions in GDP growth across many countries. Additionally, ongoing conflicts, rising tensions in various areas, and fragile relationships between major global economies have increased global uncertainty.

These issues have particularly affected energy supply, raw materials, and food markets, delaying the normalization of global inflationary pressures.



#### Accelerating the Energy Transition

The urgency of meeting the Paris Agreement targets is more pressing than ever, necessitating a faster energy transition to limit the rise in average global temperatures to within 1.5°C above pre-industrial levels. At COP 28 in Dubai, in 2023, ambitious targets were set to phase out fossil fuels by 2050 and triple renewable energy capacity by 2030, increasing it from 3.6 TW in 2022 to 11 TW.

#### UN Sustainable Development Goals and Forward Faster Campaign

Progress towards the UN Sustainable Development Goals (SDGs) has significantly lagged, with only 15% on track due to various

interconnected crises and tensions. In response, the UN Global Compact launched the “Forward Faster” campaign in September 2023, urging companies to accelerate efforts in climate action, finance and investment, water resilience, gender equality, and living wage initiatives. Governments and regulators increasingly recognize the need for energy independence through renewable sources, with distribution networks playing a crucial role in meeting demand and integrating new renewable capacities alongside energy storage systems.



## INDUSTRY AND SUSTAINABILITY TRENDS

### Türkiye became one of the first countries to fully adopt and integrate IFRS sustainability standards into its national legislation and make their implementation mandatory.

#### Integrating Climate Change, Human Rights, and Just Transition

Global priorities for action now encompass climate change, human rights, and a just transition. These are the principles reaffirmed by the Paris Agreement and COP 28. Addressing the climate crisis has significant social implications, emphasizing the importance of centering efforts on people to ensure support and engagement. An increasing focus on nature and biodiversity has been highlighted by commitments at the World Economic Forum to initiate nature-related disclosures based on the Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations. This represents a crucial turning point for the private sector to consider the synergies between people, nature, and climate. Leading ESG ratings demand commitments from companies on biodiversity conservation, and the Global Reporting Initiative (GRI) has released “GRI 101: Biodiversity 2024” to enhance transparency and location-specific reporting.

#### The Rise of Digitalization and AI Ethics

The rise of digitalization, driven by artificial intelligence (AI), presents both opportunities and challenges. This trend has prompted regulatory responses and concerns about AI ethics and its implications for the workforce. Recognizing the need for responsible and safe use of AI, the European Union has approved a draft law regulating large language models and generative AI, emphasizing the importance of ethical considerations in technological advancements.

#### Mandatory Sustainability Reporting

Mandatory sustainability reporting is gaining global traction, led by the European Corporate Social Responsibility Directive (CSRD) and the International Sustainability Standards Board. This trend necessitates increased cooperation among financial institutions, regulatory bodies, corporate entities, and civil society organizations worldwide.

As of January 1, 2024, sustainability reporting has become mandatory for certain companies under the new Türkiye Sustainability Reporting Standards (TSRS), published on December 29, 2023. TSRS represents a significant milestone, as it marks Türkiye’s full adoption and implementation of the International Financial Reporting Standards (IFRS) for sustainability. Türkiye has pioneered global sustainability reporting practices by being one of the first countries to fully adopt and integrate IFRS sustainability standards into its national legislation and make their implementation mandatory.

The TSRS enhances transparency and accountability in reporting environmental, social, and governance (ESG) performance. By adhering to IFRS principles, TSRS provides investors, consumers, and business partners with detailed, comparable information about a company’s sustainability performance, thereby influencing their decision-making processes. Moreover, TSRS helps companies meet obligations under the Corporate Sustainability Reporting Directive (CSRD) and

the Corporate Sustainability Due Diligence Directive (CSDDD), aligning with both Turkish and European Union standards.

Issued by the Public Oversight, Accounting, and Auditing Standards Authority (KGK), TSRS consists of two sections: TSRS 1, which ensures the transparent disclosure of sustainability-related risks and opportunities affecting financial viability, and TSRS 2, which requires disclosures on responses to climate-related risks and opportunities. This dual compliance, rooted in the IFRS framework, offers significant opportunities and incentives for companies to adopt robust reporting practices, thereby enhancing their credibility and sustainability performance.

## STAKEHOLDER MANAGEMENT

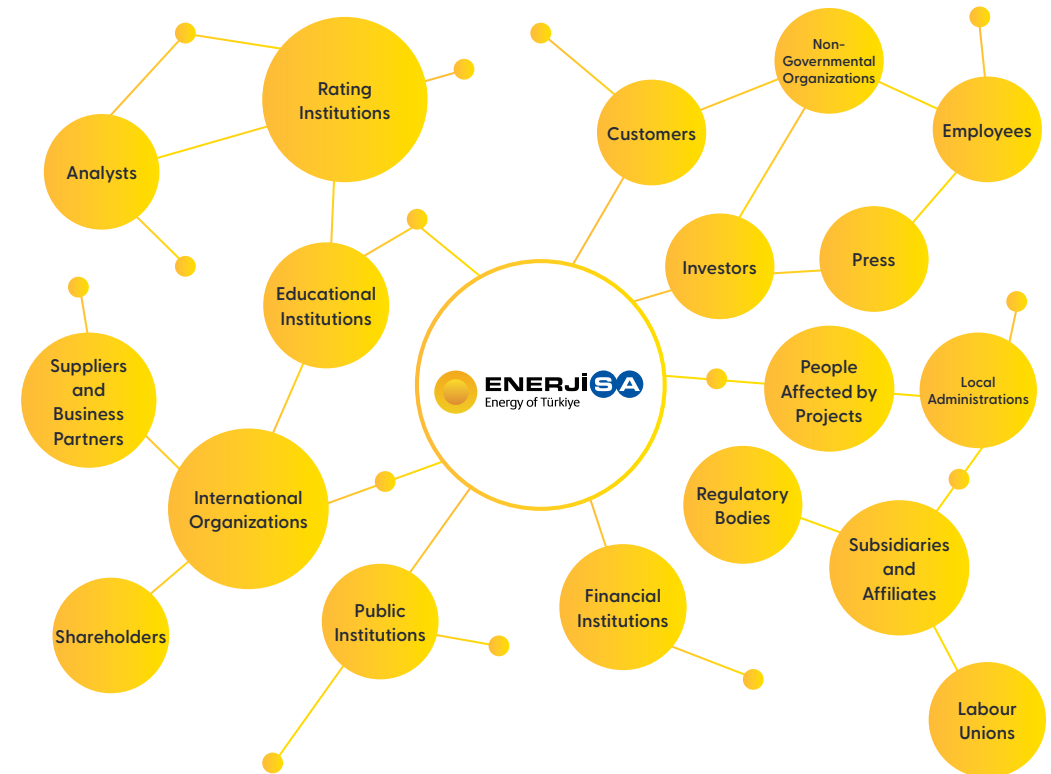
**Our stakeholders are identified through a stakeholder mapping process, considering their impact and importance on our business.**

Enerjisa's stakeholder network includes 10.7 million customers, over 11,500 employees, and various governmental figures like Governors, District Governors, and Mayors in our operating regions. We also maintain ongoing interactions with public institutions and local administrations, more than 8,200 village Mukhtars, suppliers, business partners, civil society organizations, educational institutions, and international organizations. Our operations directly or indirectly impact these stakeholders, making effective relationship management essential for our success.

Our Head of Sustainability and Corporate Capabilities oversees Corporate Capabilities and is primarily responsible for engaging with our stakeholders. Our method of identifying stakeholders follows the AA1000 Accountability Stakeholder Engagement Standard. In 2022, we carried out a stakeholder analysis to better understand our stakeholders' views. Building on this analysis, we shaped our strategy in 2023 to align with these insights, ensuring that our initiatives and actions resonate with our stakeholders and reflect their priorities.

We conducted an online survey to gather insights into the expectations of our employees and external stakeholders. These external stakeholders include customers, investors, non-governmental and international organizations, financial institutions, affiliated organizations, academic institutions, media, business partners, suppliers, government bodies, regulatory entities, and local governments. The survey had a response rate of 42%.

In 2019, as part of the loan agreement with the European Bank for Reconstruction and Development (EBRD) and in accordance with EBRD Performance Requirement 10 (EBRD PR10): "Information Disclosure and Stakeholder Engagement," we established a "Corporate Stakeholder Engagement Plan." This plan is revised annually to ensure its continued relevance and effectiveness. It provides the foundation for stakeholder engagement, public consultations, stakeholder identification, and grievance mechanisms at the corporate level and details the respective implementation procedures. This plan also



ensures stakeholders receive adequate and timely information and have opportunities to express their views and concerns, which are considered in company decisions.

Our stakeholders are identified through a stakeholder mapping process, considering their impact and importance on our business. We employ various methods to identify and address our stakeholders' material concerns and meet their expectations, such as online

or face-to-face meetings, press releases, social media posts, field analyses, focus group meetings, and surveys.

Gathering information about our workforce's expectations and the perspectives of our external stakeholders plays a vital role in achieving our environmental, social, and governance goals. Therefore, we know that meticulously managing our relationships with stakeholders is essential for long-term success and sustainable growth.



# STAKEHOLDER MANAGEMENT

## Enerjisa Stakeholder Engagement Plan

Stakeholder Group	Stakeholder Category	Stakeholder Communication Platform and Methods	Communication Frequency	Objectives and Success Self-Evaluation Criteria
Credit Rating Agencies	External	Meetings, teleconferences and telephone calls, e-mail	Continuous	Increasing transparency Ensuring a fair value for the Company's equity Improving the Company's reputation Financial sustainability
Customers	External	Customer Service Centers, Enerjisa Operation Centers, alternative sales channels, call centers, digital channels (mobile application, website), customer representatives, social media channels, SMS and customer satisfaction surveys	Continuous	Developing customer-oriented solutions Increasing customer satisfaction Providing a continuous electricity from renewable energy resources Providing data security Expanding smart technologies
Directly affected relevant specialists (electrical technicians/ electrical engineers)	External	Face to face meetings, telephone calls, SMS, Mobile App, e-mail, communication through the website and other Enerjisa channels, authorization training for electricians	Continuous	Enhancing stakeholder engagement Supporting capacity building and improvement of knowledge (project design, changing legislation, etc.) Engagement of and cooperation with authorized electrical technicians and electrical engineers
Financial Institutions	External	Meetings, teleconferences and phone calls	Continuous	Increasing transparency Improving the Company's reputation Financial sustainability
International Organizations and Initiatives	External	Joint projects	Continuous	Leadership and increasing awareness on energy efficiency
Investors and Analysts	External	Meetings, conferences, telephone calls, quarterly investor teleconferences, activities to inform analysts, podcasts, webcasts, General Assembly Meetings, Investor Relations website	Continuous	Increasing transparency Informing the market about the Company Company valuation reports Improving the Company's reputation Transparently sharing the sustainability (environmental, social, governance) performance Compliance with Corporate Governance Principals Financial sustainability
Labor Unions	External	Face-to-face meetings, telephone calls, SMS	Continuous	Collaboration for the protection and continuity of labor peace and welfare. Managing HSE risks, strengthening HSE culture and taking action for Zero Accident Journey
Local Administrations/ Mukhtars	External	WhatsApp Mukhtar Support Line, regular meetings with mukhtars	Continuous	Building stakeholder dialogue Transparency in customer communication
NGOs	External	Conferences, management meetings, focus group activities, volunteer activities	Continuous	Support and collaboration in line with our strategy, leader representation
People Affected by the Project (land owners/ users/ local communities)	External	Face to face meetings, e-mail, telephone calls, SMS, Mobile App, communication through the website	Continuous	Managing social risks of the projects and mitigating adverse impacts Accurately informing those affected by the projects Enhancing stakeholder engagement
Press	External	E-mail campaigns, sponsorships and sectoral events, regular and irregular press releases, press conferences, interviews	Continuous	Accurately informing the public Improving the Company's reputation and brand value Building strong relations with members of the press
Public Institutions and Regulatory Bodies	External	Meetings, teleconferences and telephone calls, e-mail	Continuous	Improving stakeholder engagement Increasing transparency in customer communication Financial sustainability
Suppliers and Business Partners	External	Joint projects	Continuous	Establishing alternative supply infrastructures for uninterrupted energy in distribution regions Providing customer satisfaction and uninterrupted energy supply
Universities	External	IKON, mobile applications, intranet, employee engagement focus groups, team leaders' information meetings, CEO briefing meetings, management meetings, people and culture meetings (happy hour), Trend Talks	Min. four times a year	Collaboration with stakeholders Attracting qualified talent Investment in R&D
Employees	Internal	Meetings, Board meetings	Continuous	Attracting qualified talent Broadening the knowledge and skills of employees, primarily blue-collar employees Increasing employee loyalty Investing in smart technologies Increasing HSE investments
Subsidiaries	Internal	Meetings, Board meetings	Continuous	Promoting leadership in the use of new technologies Managing sustainability risks Financial sustainability



## MATERIALITY ANALYSIS

**In 2023, while keeping the same materiality topics, we revamped our practices to address changing conditions and demonstrate our commitment to sustainability and ethical business practices.**

In our commitment to growth, sustainability, and adherence to global standards, we have confirmed the material topics from the Enerjisa 2022 Sustainability Report. MSCI, GRI, SASB, and other relevant standards have been reviewed in relation to our material issues to ensure maximum compliance and validity. In 2023, while keeping the same materiality topics, we revamped our practices to address changing conditions and demonstrate our commitment to sustainability and ethical business practices.

By 2025 and beyond, Enerjisa plans to undertake both a short-term financial materiality study and a long-term double

materiality study. While our current impact materiality approach, aligned with GRI standards, has been effective, it does not sufficiently address economic impacts. To bridge this gap, we are exploring adherence to new global and regional standards such as the European Financial Reporting Advisory Group (EFRAG)'s Materiality Guidance and the International Financial Reporting Standards (IFRS) S1 and S2 and their reflection TSRS S1 & S2. These frameworks, anticipated to be widely adopted globally, will strengthen our robust reporting processes by aligning us with emerging best practices and deepening our commitment to transparency, sustainability, and comprehensive financial reporting.

### Enerjisa 2023 Material Topics

1 Climate Change and Carbon Management	10 Diversity, Equity and Inclusion
2 Occupational Health and Safety	11 Corporate Responsibility
3 Sustainable Products and Services	12 Innovation and Digitalization
4 Ethics and Anti-Corruption	13 Talent Management
5 Employee and Human Rights	14 Stakeholder Engagement
6 Customer Satisfaction and Guidance	15 Biodiversity
7 Supply Chain	16 Data Security
8 Risk Management	17 Waste Management
9 Energy Efficiency	18 Water Management

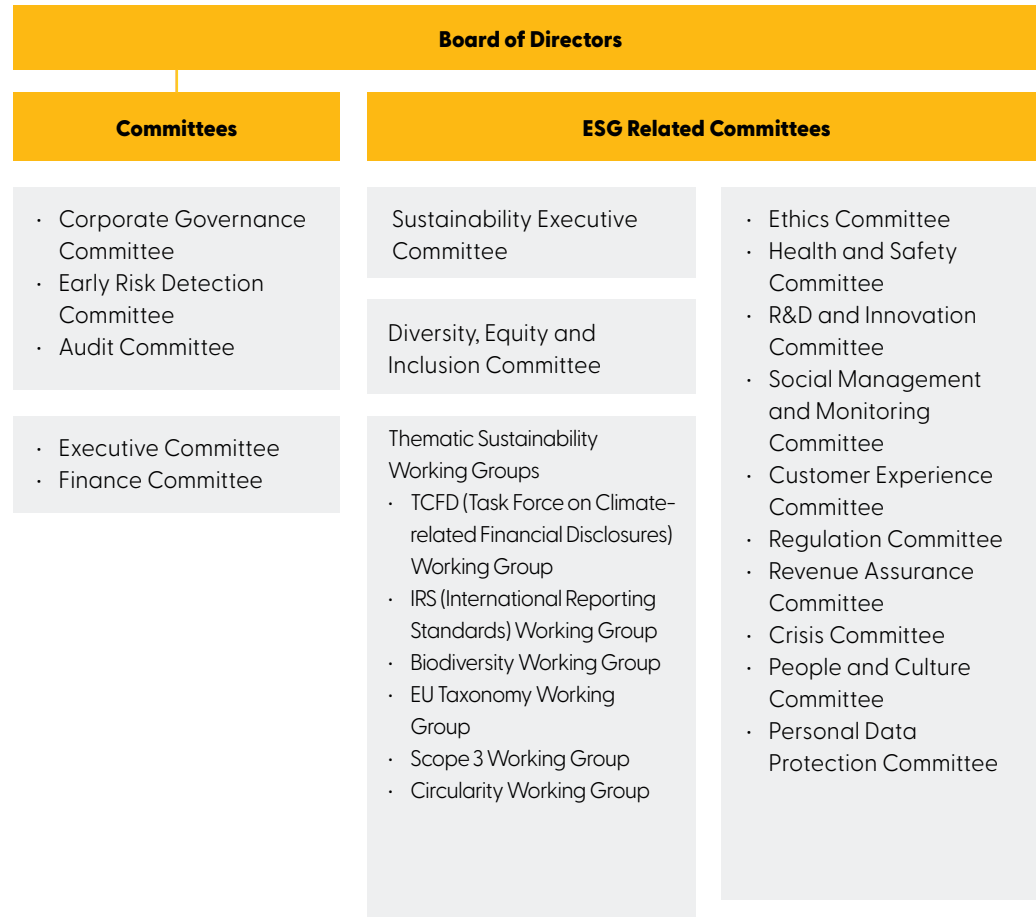
### Materiality Matrix





## SUSTAINABLE MANAGEMENT

### Sustainable development is integrated into the agenda of the executive committee meetings, making it part of corporate strategies.



Enerjisa operates under a robust corporate governance system, with the Board of Directors as its highest governance body. The Board comprises eight members, including two independent directors, ensuring objective decision-making aligned with principles of transparency and accountability. The Board size is defined in the Articles of Association of Enerjisa Enerji. The Company's Board of Directors are elected by shareholders at the general shareholders' meeting in accordance with local laws and regulations. This composition ensures an objective decision-making process. The Chairperson leads the Board and promotes effective management and sound corporate governance practices, crucial for achieving the Company's strategic goals.

Sustainable development is integrated into the agenda of the executive committee meetings, making it part of corporate strategies. Regarding review and approval responsibilities, the Company's sustainability report is reviewed and approved by the CEO and CFO, including the organization's material topics. The Sustainability Principles Compliance Form (SUIR), submitted annually to the Public Disclosure Platform according to Capital Market Board (CMB) regulations, also references the Sustainability Report and is approved by the Board of Directors. All controls are managed through approval processes involving relevant governance bodies, including the CEO and CFO. The Executive Committee members actively engage in national and international sustainability forums. In 2023, our Chairperson and Sustainability team attended the COP28 conference and contributed as speakers. Additionally, we participated in

the HBR Business Review Sustainability Summit, contributing as speakers and gaining insights as attendees. The Head of Sustainability and Corporate Capabilities joined NY Climate Week.

The Board of Directors is pivotal in defining the Company's sustainability strategy, identifying ESG material issues, risks, and opportunities, and establishing appropriate ESG policies. The Sustainability and Corporate Capabilities function, created in 2021, maintains a strategic and integrated approach to corporate sustainability, maximizing stakeholder value. Under the Sustainability and Core Capabilities Function, Enerjisa has a dedicated Sustainability Department, Environment Departments, and Occupational Health and Safety Departments (HSE). The HSE Departments working under the distribution and sales business units of Enerjisa have access to the CEO through the Head of Distribution Business Unit and the Head of Sustainability and Corporate Capabilities Function. Upper management is also directly involved with the voluntary ESG-related committees, the Sustainability Executive Committee, and Thematic Sustainability Working Groups. To support the Board of Directors, Enerjisa has established several key committees, such as The Audit Committee, Early Risk Detection Committee, and Corporate Governance Committee all of which are Board of Directors' Committees. All of the Board of Directors' Committees are authorized to make decision to buy services from consultancy firms, external auditors, or other experts to ensure that committees carry out their responsibilities. The Sustainability Executive Committee, on the other hand, is an executive committee comprising executive managers of the Company.





## SUSTAINABLE MANAGEMENT

### Board of Directors' Committees

#### The Audit Committee

The Audit Committee is composed of two independent and non-executive members, ensures financial oversight and rigorous accountability within Enerjisa Enerji A.Ş. It assists the Board of Directors by advising on the integrity of financial statements, internal audit processes, and regulatory compliance. The committee examines significant accounting issues, reviews changes to accounting principles, and monitors financial reporting processes. It ensures the effectiveness of internal control systems, including IT security, and reviews internal and external audit scopes. At Enerjisa Enerji, the Internal Audit Department reports directly to the Audit Committee, composed of independent board members per the principle of independence. The committee guarantees the objectivity and performance of the internal audit team, approves the internal audit plan, and oversees the independent audit company's selection. In 2023, the Audit Committee achieved a 100% participation rate.

#### Early Risk Detection Committee

Early Risk Detection Committee Consists of four members, including two independent board members and two board members who are representatives from Hacı Ömer Sabancı Holding A.Ş. and E.ON International Participations N.V. This committee's primary role is to identify and mitigate risks that could threaten the Company's existence, development, and strategies. Key responsibilities include advising on risk detection and mitigation, assisting in risk management decision-making, and reviewing the suitability of risk management principles and methodologies. The committee ensures the effectiveness of risk management systems, oversees Business Continuity Management methodologies, and consults external experts when necessary. The Chairperson, an independent board member, leads the meetings, sets the agenda, and coordinates with the Board and other managers. The Reporter assists with agenda preparation, records decisions and minutes, and organizes meetings. The committee's decisions are advisory, with final decisions made by the Enerjisa Board. In 2023, the Early Risk Detection Committee achieved a 100% participation rate, highlighting our commitment to proactive risk management.

#### Corporate Governance Committee

Corporate Governance Committee is chaired by an independent board member and includes a licensed investor relations expert among its four members. This committee ensures adherence to corporate governance principles, reinforcing transparency and accountability. Formed and authorized by the Board of Directors, the committee advises on implementing governance principles, monitors compliance, and addresses conflicts of interest. It also performs the duties of the Nomination and Remuneration Committees, establishing a transparent system for identifying, evaluating, and training suitable candidates for the Board and managerial positions and determining relevant policies and strategies. The committee supervises the Investor Relations Department, reviews the "Corporate Governance Compliance Report" for accuracy, and recommends improvements based on international best practices. It evaluates the structure and efficiency of the Board, facilitates discussions on committee findings, and reviews the composition and effectiveness of other Board committees annually. Additionally, the committee oversees human resource strategies and executive succession plans and determines remuneration criteria. Meetings are held at least four times a year, with decisions being advisory to the Board. In 2023, the Corporate Governance Committee achieved a 93.75% participation rate.

#### Sustainability Executive Committee

Sustainability Executive Committee is chaired by the Head of Sustainability and Corporate Capabilities and comprises all unit heads; this committee directly reports to senior management, including the CEO and CFO. Its primary role is to shape and advance the corporate sustainability strategy, ensuring adherence to best practices and monitoring the Company's ESG impacts. The committee meets at least four times a year to review performance, deliberate on strategic initiatives, and provide advisory decisions to guide the Company's sustainability efforts. As part of the sustainability calendar, CEO & CFO briefings and Sustainability Executive Committee meetings ensure that review and approval processes by senior management are consistently conducted. Key responsibilities include advising on sustainability strategies and organizational structure, monitoring ESG impacts, assisting in decision-making processes, designing sustainability roadmaps and targets, defining performance metrics, fostering a sustainability culture, and ensuring company-wide participation in ESG discussions. The committee can invite relevant managers, engage external consultants, and establish sub-committees for specific tasks. Meetings are conducted to clarify and follow up on decisions, with reports submitted to the Board of Directors to bolster sustainability initiatives. In 2023, the committee met four times to address key sustainability issues, initiatives, and various written circulations.

#### Finance Committee

The Finance Committee is composed of 3 members, the CFO and two non-executive board members who are the CFO of Hacı Ömer Sabancı Holding A.Ş. and the CFO of PreussenElektra within the E.ON International Participations N.V. as representatives of the 2 major shareholders of Enerjisa. All members of the committee have significant expertise in finance. The primary role of the committee is to monitor the Company's financial health and to ensure alignment with corporate goals. The committee guides long-term financial strategy, including budgeting, financing strategy, capital allocation, investment decisions, and financial risk management. Another core function of the the committee is to ensure that organization adheres to financial regulations, accounting standards, and reporting requirements. The committee meets at least five times a year and the CFO leads the meetings, sets the agenda, and coordinates with the Board and other managers. In 2023 the committee met 5 times.



## SUSTAINABLE MANAGEMENT

### The Company’s ESG performance targets are set annually based on the CEO’s proposal and finalized with the Board of Directors’ approval.

#### Diversity and Inclusion in Governance Structure

Enerjisa’s Diversity and Inclusion Policy underscores the significance of a diverse Board of Directors to enhance effective management. The policy sets a minimum target of 25% female board members, recognizing that diversity in knowledge and experience contributes to effective governance. During board nominations, principles of diversity and inclusion are prioritized to support independent decision-making. The Corporate Governance Committee continually evaluates the Board’s structure and efficiency, recommends changes, conducts self-assessments, and reviews nominations to ensure a diverse and inclusive governance framework. Currently, the Board includes three women, making up 37.5% of the members, reflecting Enerjisa’s commitment to diversity. Women also represent 100% of the Audit Committee, 50% of the Early Risk Detection Committee, and 50% of the Corporate Governance Committee, promoting gender balance in governance.

#### Board Structure, Election Process, and Shareholder Engagement

The Board of Directors, chaired by a non-executive, is elected by a majority vote of shareholders at the general assembly meeting, in line with the Turkish Commercial Code, capital markets legislation, and the articles of association. Each share carries one vote, and there are no differential voting rights. Agenda items are presented objectively and in detail to ensure transparency. Board members are elected for terms of up to three years and may be re-elected after their term expires. Under capital markets legislation, independent board members can serve a maximum of six years within a ten-year period, ensuring a balance between fresh perspectives and experienced oversight. Shareholders have equal opportunities to express opinions and ask questions during meetings. Questions are answered directly unless they involve a commercial secret. According to Capital Market Board (CMB) rules, if a question is not related to the agenda or is too complex to answer during the meeting, it must be addressed in writing within 15 days by the Investor Relations Department. All questions and answers are published on the Company’s website within 30 days of the meeting, ensuring full transparency.

#### Ratio of Women Board Members

37.5%

#### Executive Remuneration and Performance Incentives

Enerjisa Enerji’s executive remuneration policy is founded on principles of fairness, transparency, and competitiveness, aiming to reward high performance and reflect the Company’s size, performance, and the executives’ skills and contributions. This policy seeks to enhance employee motivation and loyalty, maintain wage balance within the Company and industry, ensure market competitiveness, and retain a skilled workforce to achieve the Company’s goals. The Company’s performance targets, covering financial, environmental, social, and governance objectives, are set annually based on the CEO’s proposal and

#### Weight of ESG KPIs in Company Scorecard

25%

approved by the Board of Directors. After the performance year, these targets are evaluated on a set scale and presented to the Board, directly influencing performance bonus payments to ensure fair and aligned remuneration with company performance. Enerjisa Enerji’s strategy, governance, and operations are guided by its sustainability strategy and scenario analysis, with sustainability KPIs included in the Company scorecard. The weight of decarbonization KPIs rose from 5% in 2021 to 10% in 2022 and remained at 10% in 2023, separate from other ESG KPIs, whose total weight increased to 20%. Climate-related KPIs also affect C-level executive remuneration, and performance evaluations of operational units include



## SUSTAINABLE MANAGEMENT

**Performance evaluations of operational units include climate-related KPIs such as data collection, reporting improvements, and awareness.**



climate-related KPIs such as data collection, reporting improvements, and awareness. Enerjisa Enerji incentivizes employees who exceed sustainability targets by more than 10%, focusing on gender equality and health and safety. These targets are tracked via the Company's scorecard. In 2023, the CEO's performance, including ESG targets, was evaluated based on the scorecard, with incentives related to ESG targets amounting

to around 60% of the CEO's total annual base wage and bonus. The CEO is responsible for advancing the Net-zero roadmap, with KPIs tied to achieving board approval for emission reduction targets, tracking progress, and securing approval for the climate transition plan. The CEO's remuneration KPIs also include goals related to solar power plant capacity for customers, improving data reporting and monitoring, revenue from customer solutions

products, and grid decarbonization efforts. Enerjisa Enerji applies a clawback policy in its performance bonus process, allowing bonuses to be fully or partially revoked in cases of ethics violations, misconduct, or misrepresentations affecting financial results. The Board of Directors may cancel or reduce unearned bonuses and recover paid bonuses if such behavior is detected.

### Governance Policies and Shareholder Rights

Enerjisa allows Board members to hold positions outside the Company during their tenure, provided there is no conflict of interest. Any external roles are disclosed to stakeholders via the Public Disclosure Platform. Given their valuable experience, which enhances the Board's effectiveness, no additional restrictions on external roles are deemed necessary. Enerjisa's subsidiaries are wholly owned, with no dominant partnerships or shared ownerships with suppliers or stakeholders, ensuring transparency and fairness. Enerjisa also has no cross-ownerships, avoiding potential conflicts of interest. Enerjisa recognizes shareholders holding 5% of the share capital as minority shareholders and protects their rights under relevant legislation. There is no evidence of conflicts between the interests of block shareholders and the Company.



## ENERJISA ESG STRATEGY

**Our comprehensive ESG strategy is designed to address a broad range of issues in an integrated manner, ensuring that we align our operations with the most relevant and impactful sustainability goals.**

As a key player in Türkiye's energy sector, Enerjisa Enerji drives the transition towards a more sustainable and resilient energy future through its comprehensive ESG strategy. As the leading electricity company in Türkiye, Enerjisa Enerji serves over 22 million people across 14 provinces; we are one of the most significant contributors to national and global sustainability efforts.

Our holistic approach includes ambitious decarbonization targets such as a 30% reduction in Scope 1 and 2 emissions by 2030, based on 2021 levels, and a 40% reduction in the emission intensity of sold electricity related to Scope 3 emissions also compared to 2021 as a base year. To achieve these goals, Enerjisa prioritizes integrating renewable energy solutions, natural resources and biodiversity protection, electric vehicle infrastructure, and innovative technologies to advance climate goals and create positive societal impacts. Beyond environmental initiatives, Enerjisa

is committed to social responsibility and governance excellence, emphasizing diversity, inclusion, human rights, compliance, and ethical business practices. Through a robust framework that includes the Task Force on Climate-related Financial Disclosures (TCFD) and rigorous ESG performance metrics, Enerjisa strives to maintain transparency and accountability in its operations.

Enerjisa Enerji Sustainability Executive Committee has operated since 2022 to oversee all aspects of ESG risk management, ensuring that our strategies are proactive and responsive to the evolving sustainability landscape. In addition, our annual data assurance process consistently validates environmental, social, and economic indicators. This ensures that the data provided in our reports is verified by independent third-party verification bodies, enhancing the transparency and credibility of our ESG efforts over the years.

Enerjisa also focuses on understanding the financial impacts of climate-related risks and opportunities, continuously working to integrate these considerations into our strategic planning. Excluding extraordinary conditions, the Company's operations do not include any polluting gas emissions other than burning fossil fuels for heating and transportation, nor does it engage in financial activities related to fossil fuels.

At Enerjisa, our Energy Management Policy is designed to systematically manage energy consumption across all activities, emphasizing the efficient use of resources and reducing energy costs. We aim to establish, implement, and maintain an energy management system continuously improving energy performance and efficiency. This approach is grounded in several core principles. Firstly, Enerjisa ensures compliance with all legal requirements and contractual obligations related to energy use. Our commitment to measurable targets drives us to enhance energy efficiency in our operations, with these targets being monitored and reported regularly to both internal and external stakeholders.

Furthermore, Enerjisa prioritizes energy efficiency in all products, design, and service purchases, ensuring that the resources and information necessary to achieve our energy goals are readily available and accessible. To stay abreast of technological and sectoral developments, we regularly review and, when needed, update our energy management policy. This adaptive approach ensures that Enerjisa remains at the forefront of energy efficiency and sustainability practices.

Enerjisa's climate strategy is aligned with the latest regulations, including those from the Energy Market Regulatory Authority (EMRA). Our strategy provides a clear roadmap within regulated market conditions, allowing us to set and achieve greenhouse gas emissions targets while continuously assessing risks and dependencies. As a leader in energy transition and societal decarbonization, Enerjisa remains dedicated to developing solutions and collaborations that advance national and global climate goals.



## ENERJISA ESG STRATEGY

**Until 2030 we commit to reduce our Scope 1 and 2 emissions by 30% and our emission intensity of sold electricity related to our Scope 3 emissions by 40% compared to the baseline year of 2021.**



### Climate Strategy

#### Enerjisa Enerji's Role and Commitment to Decarbonization

We, as the leading power company in Türkiye, reach to over 22 million people in 14 provinces by distribution and retail. We play a central role in energy transition nationwide with our energy solutions.

We position ourselves as a driver of societal decarbonization, through our power grid operations, services and products that enable a cleaner, smarter and more sustainable way of living.

Within the scope of our strategy and sustainability framework, we attach significance to setting rational targets, improving all our business processes and taking action along the Decarbonization Journey.

To tackle climate change and ensure a better future for everyone, we acknowledge the Intergovernmental Panel on Climate Change (IPCC)'s Call to Action<sup>1</sup> for limiting the global warming to 1.5°C and in step with society's progress towards the goal of UN Paris Agreement on climate change, we commit to aligning our business with a Net Zero Pathway by 2050.

Until 2030 we commit to reduce our Scope 1 and 2 emissions by 30% and our emission intensity of sold electricity related to our scope 3 emissions by 40% compared to the baseline year of 2021.

In addition to our emission targets, we acknowledge that gender equality is an accelerator of climate action. The full, equal and meaningful participation of women in the clean energy transition would be instrumental to a greener and more sustainable future.

#### Baseline Year

We have improved and expanded our reporting scope and methodology for 2021 emission data, therefore we

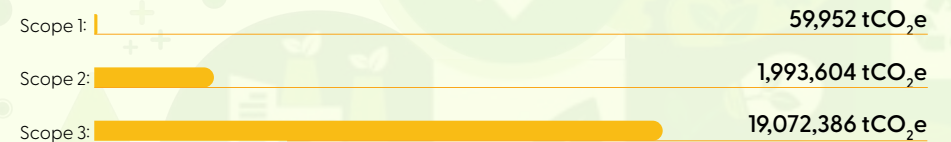
have chosen 2021 as the baseline year for the absolute emission reduction and emission intensity reduction targets in order to reflect the impacts of our decarbonization initiatives more accurately. The emission baseline year provides a benchmark to compare any variations in emissions output throughout a reporting period and the targets.

Our performance in emission reduction will be calculated by the following baseline year data.



*\*Calculated by the ratio of emissions from generation of electricity sold to customers within the scope of fuel and energy-related activities to the total energy portfolio.*

#### Enerjisa Enerji Baseline Year (2021) Emissions:



*(Scope 3 included categories; Purchased Goods & Services; Fuel and Energy Related Activities, Employee Commuting, Business Travel, Waste)*

**Total: 21,065,942 tCO<sub>2</sub>e**



## ENERJISA ESG STRATEGY

**Our company’s climate strategy provides a determined roadmap in regulated market conditions to set and achieve rationale targets associated with greenhouse gas emissions and considers relevant risks and dependencies continuously and closely while reinforcing our role in energy transition and societal decarbonization.**

These targets are set considering the latest regulations including Energy Market Regulatory Authority (EMRA) regulation. Realization of these targets are highly dependent on the national regulation as well as Türkiye’s energy strategy affecting the grid emission factor.

Our company’s climate strategy provides a determined roadmap in regulated market conditions to set and achieve rationale targets associated with greenhouse gas emissions and considers relevant risks and dependencies continuously and closely while reinforcing our role in energy transition and societal decarbonization.

In this context, Enerjisa Enerji will continue showing determination on developing solutions and collaborations for the achievement of national and global climate goals.

### Our Emissions Reduction Targets



**Scope 1 and 2**  
We will reduce our Scope 1 and 2 emissions 30% by 2030 compared to the baseline year 2021.

It is an absolute reduction target that aims to reduce the total amount of greenhouse gas emissions as a part of our climate change mitigation efforts.

We aim to reach this target by improving our grid infrastructure and increasing the efficiency of the grids across all regions we operate, accompanied by transforming our vehicle fleet and reducing the use of refrigerants.



**Scope 3**  
We will reduce emission intensity of sold electricity related to our Scope 3 emissions 40% by 2030 compared to the baseline year 2021.

It is an intensity reduction target that aims to reduce the emission intensity of each unit of electricity sold as a part of our climate change mitigation efforts. Our Scope 3 constitutes the most significant proportion of Enerjisa Enerji’s emissions footprint driven by emissions from the generation of electricity procured in order to sell to our customers.

We aim to reach this target by extension of renewable counterparty portfolio and resource diversification accompanied by renewable energy sales strategy and efforts. Although our Scope 3 emissions are highly dependent on the national electricity generation and installed capacity mix, we commit to achieve this goal by transforming our sourcing strategy and increasing the proportion of renewable energy in our portfolio.



**2021**  
Baseline Year



**2025 Target**

Absolute Scope 1+2 Emission

**10% Reduction**

Emission Intensity Reduction of Scope 3 Related Sold Electricity

**25% Reduction**



**2030 Target**

Absolute Scope 1+2 Emission

**30% Reduction**

Emission Intensity Reduction of Scope 3 Related Sold Electricity

**40% Reduction**



## ENERJISA ESG STRATEGY

### In recognition of the Intergovernmental Panel on Climate Change (IPCC)'s call to action on climate change, Enerjisa is committed to aligning its business practices with a Net Zero Pathway by 2050.

#### Climate Transition Plan

Enerjisa Enerji has developed a comprehensive climate transition plan aligned to limit global warming to 1.5°C, underscoring its commitment to sustainability and environmental stewardship. This strategy emphasizes adherence to the principles of the Green Finance Framework, ensuring that no significant harm is done to green objectives such as polluting heavy industry and fossil fuels. While the plan does not completely eliminate investments in activities contributing to fossil fuel expansion, Enerjisa prioritizes renewable energy alternatives. This commitment is integrated into the Company's strategic priorities, and transparency is maintained through rigorous monitoring and reporting. In recognition of IPCC's call to action and the United Nations Paris Agreement on climate change, Enerjisa is committed to aligning its business practices with a Net Zero Pathway by 2050.

The climate transition plan involves engaging stakeholders, building capacity for sustainable practices, and leveraging green finance instruments to fund environmentally sustainable projects. This approach facilitates a shift towards

a low-carbon economy and promotes the adoption of renewable energy sources, such as solar and wind power. Enerjisa Enerji prioritizes advancements in energy storage technologies to address the intermittent nature of renewables and initiatives to promote electrification of end uses.

Enerjisa Enerji actively seeks shareholder feedback on its climate transition plan during Annual General Meetings (AGMs), ensuring alignment with stakeholder expectations and fostering collaboration. The transition plan's success depends on supportive regulatory frameworks, technological advancements, and international collaboration for expertise, technology transfer, and financing. Key assumptions include the growth of renewable energy capacity due to declining costs, the integration of digitalization and smart grid technologies, and increased public awareness driving demand for sustainable energy solutions.

Progress against the climate transition plan includes improved disaster response capabilities, diversification of revenue streams,



and strengthened financial stability amidst the growing share of renewables. The focus on sustainability at Eşarj and expanded supplier networks reinforces the resilience of Enerjisa Enerji's business model. The Company has taken measures to adapt to supply chain challenges and build strong supplier relationships, ensuring its ability to provide reliable energy services. Water management is a topic that has been carefully considered through the TCFD working group in relation to Enerjisa's operations, particularly in upstream and direct activities. While Enerjisa primarily focuses on the distribution and sale of electricity, upstream concerns, such as hydropower risks due to changes in precipitation, are acknowledged. Although the Company's direct impact and dependency on water are relatively low, Enerjisa recognizes the global challenges posed by water scarcity and the potential implications these could have on energy pricing and customer payment capacity. Enerjisa Enerji remains committed to responsible water stewardship, implementing measures like awareness campaigns, water-saving devices, and rainwater harvesting to reduce water consumption and

contribute to broader conservation efforts. The amount of rainwater collected and reused increased significantly from 2021 to 2023, from 32 tons to 266 tons, marking an overall increase of approximately 731.3%.

#### Integrating Climate Scenarios for Strategic Planning and Resilience at Enerjisa Enerji

Enerjisa Enerji's scenario analysis incorporates multiple climate scenarios to evaluate potential risks and opportunities and align with global sustainability goals. By utilizing the IEA NZE 2050 scenario, Enerjisa focuses on achieving net-zero CO<sub>2</sub> emissions by 2050, taking into account factors like consumer environmental awareness, carbon markets, and electrification. Scenarios like RCP 8.5 and RCP 2.6 further prepare Enerjisa for diverse climate impacts, from severe physical risks to moderate, well-managed transitions. This comprehensive approach allows Enerjisa Enerji to enhance its infrastructure resilience, operational stability, and market competitiveness, ensuring reliable energy services and strategic growth in response to various climate-related challenges and opportunities.



## ENERJISA ESG STRATEGY

### Enerjisa Enerji's scenario analysis serves as a roadmap for the global energy sector to achieve net-zero CO<sub>2</sub> emissions by 2050.

#### Climate Scenarios

##### Scenario Used: IEA NZE 2050

Enerjisa Enerji's scenario analysis uses the IEA NZE 2050 scenario, a roadmap for the global energy sector to achieve net-zero CO<sub>2</sub> emissions by 2050. This scenario is applied both qualitatively and quantitatively across the organization, considering risks like policy, market, reputation, technology, and liability. It focuses on consumer environmental awareness, changes in carbon markets, increased reporting, electrification, and a greater share of renewables. Key assumptions include universal electricity access by 2050, constant economic activity and population unless specified, and projections on fuel prices, carbon pricing, and electricity prices. With a projected population increase to over 9.6 billion by 2050 and urbanization trends, Enerjisa Enerji sees opportunities in expanding its distribution network and EV charging business. The NZE 2050 scenario aligns with Enerjisa Enerji's strategy, supporting key UN SDGs and providing a framework to meet global sustainability goals and limit global temperature rise to 1.5°C.

##### Scenario Used: RCP 8.5, SSP4

Enerjisa Enerji also incorporates the RCP 8.5 scenario into its analysis, using a combination of qualitative and quantitative approaches across the organization. This scenario focuses on acute and chronic physical risks driven by climate change, examining changes to the state of nature, the number of ecosystems impacted, and climate change as a key driver of environmental change.

A Representative Concentration Pathway (RCP) is a greenhouse gas concentration trajectory adopted by the IPCC, with RCP8.5 representing a radiative forcing value of 8.5 W/m<sup>2</sup> by 2100. This high-emission scenario anticipates severe climate impacts, such as mass climate migration, rising temperatures, changing precipitation patterns, sea level rise, water stress, wildfires, floods, heat waves, and cold waves. According to the IPCC 5<sup>th</sup> Assessment Report, RCP8.5 projects a temperature rise exceeding 5°C and a minimum sea level rise of 0.8 meters by 2100 on coastal areas.



The choice of the RCP 8.5 scenario allows Enerjisa Enerji to prepare for severe climate outcomes and assess physical risks across its facilities and business activities. These risks may lead to increased operational and maintenance costs, disruptions in energy generation, and revenue reductions due to infrastructure damage and demand pattern changes. However, the scenario also presents opportunities, such as increased electricity demand due to higher temperatures, which can drive revenue growth. By addressing these risks and capitalizing on opportunities, Enerjisa Enerji enhances its infrastructure resilience and operational robustness, ensuring reliable energy services amidst climate uncertainties.

##### Scenario Used: RCP 2.6, SSP1

The RCP 2.6 scenario is a key part of Enerjisa's scenario analysis, using qualitative and quantitative methods across the organization. This scenario focuses on climate change as

a driver of ecosystem changes and assesses acute and chronic physical risks. RCP 2.6 is a strict mitigation scenario aimed at limiting global warming to below 1.5°C by achieving near-zero or negative greenhouse gas emissions by 2100. It projects a maximum temperature rise of 2.3°C and a sea level rise of over 0.4 meters by 2100. These projections help Enerjisa Enerji plan for moderate climate impacts, such as smaller temperature increases, stable precipitation, limited sea level rise, and reduced climate migration. The choice of the RCP 2.6 scenario aligns with Enerjisa's goals of resilience against climate impacts and sustainable growth. It supports planning for moderate operational costs, fewer energy generation disruptions, and increased demand for sustainable energy. By addressing these risks and opportunities, Enerjisa Enerji enhances its infrastructure resilience, operational stability, and market competitiveness, ensuring reliable energy services amidst climate uncertainties.





## ENERJISA ESG STRATEGY

### By integrating climate-related scenario analysis, Enerjisa can broaden strategic thinking and improve planning decisions, considering multiple futures that include economic, political, and social realities.

#### Outcomes of Organization's Scenario Analysis

Enerjisa Enerji's scenario analysis comprehensively impacts business processes, influencing risk and opportunities identification, strategy and financial planning, business model resilience, capacity building, target setting, and transition planning across the organization. The analysis covers all aspects of the Company, ensuring a thorough understanding of potential impacts on various environmental issues.

As an electric utility company, Enerjisa Enerji is deeply intertwined with the energy market and commodities. Scenario analysis focuses on the prices and demand for these commodities, which are influenced by national and global politics, policies, regulations, innovation, and climate change. The NZE2050 scenario results indicate that higher-capacity distribution networks will be necessary with urban population growth, necessitating access to capital and compliance with emerging regulations, allowing a smooth expansion with minimal risks. In contrast, the

RCP4.5 and RCP8.5 scenarios highlight potential disturbances in renewable electricity production due to temperature increases, leading to market irregularities and financial challenges in the energy sector. Changes in end-user energy prices would directly impact on Enerjisa Enerji, requiring adaptation to evolving market conditions.

The scenario analysis is guiding Enerjisa Enerji's decision-making processes, including investments in the EV sector and climate strategy improvements through the purchase of Eşarj. The analysis informs decisions on lobbying activities and investments, helping Enerjisa Enerji prioritize actions to align with climate goals, such as reducing Scope 1 and Scope 2 emissions by 30% by 2030 compared to 2021. Insights from the NZE2050 scenario have also driven infrastructure improvements and grid efficiencies, ensuring preparedness for a low-carbon future. These analyses have shaped Enerjisa Enerji's strategic direction, emphasizing investments in renewable energy and a transition to a carbon-neutral business model.

#### Climate Risk and Opportunity Assessment

The Climate Risk and Opportunity Assessment section provides a detailed summary of the activities undertaken to evaluate Enerjisa Enerji's position in relation to climate risks and opportunities. First, we comprehensively reviewed our climate risks and opportunities in line with climate scenario analyses and have made it compatible with the TCFD process. To effectively map our ESG risks and opportunities within our system, we established specific risk entry and tracking categories aligned with ESG and Driver/Impact topics. This process created a qualitative risk heatmap, which assessed Enerjisa Enerji's exposure to various climate risks and opportunities. This process identified 7 transitional and 10 physical risks across the Company's value chain.

Among the 17 risks identified, the most important items were "Electrification of end use," "Changes in carbon market dynamics," and "Storms/extreme wind/heavy snowfall."

8 opportunities identified, the most important items were defined as "Electrification of end use and increased adoption of distributed energy resources (DERs)," "Developments in energy storage technologies" ve "Increased share of renewables in the energy mix."

Most of these risks, apart from those affecting our operations, were identified at the upstream level, particularly in energy generation. We already recognized many of the identified risks; however, some new risks emerged, such as disruptions in the materials value chain, which have the potential to impose moderate financial impacts. Additionally, our strategic positioning

in the Turkish energy distribution market and its proactive approach led to identifying eight climate-related opportunities with significant potential across the value chain.

We identify several business areas that are influenced by environmental risks and opportunities. These include products and services, the upstream and downstream value chain, investment in research and development, and operations. These areas are shaped by both risks and opportunities, which in turn affect our strategic direction and market positioning.

By integrating climate-related scenario analysis, we can broaden strategic thinking and improve planning decisions, considering multiple futures that include economic, political, and social realities. This approach allows us to develop mitigation and adaptation strategies for different climate scenarios, such as 1.5°C, <2°C, and 3.5-4°C worlds. Extending time horizons is crucial for assessing the impacts of transition risks, enabling the Company to align with long-term targets like those for 2030, 2050, and 2053, which aligns with Türkiye's net-zero target. Current practices involve transition scenarios embedded in strategies with a maximum ten-year horizon, supported by global and local market research.

In response to the shift towards distributed energy systems, we seek opportunities in sustainable and innovative business areas, such as electric vehicle charging stations, electricity storage systems, smart home technologies, green energy, energy efficiency solutions, and consumer-produced electricity systems. This strategic focus is exemplified by the acquisition



## ENERJISA ESG STRATEGY

### **Enerjisa Enerji’s strategic investments in decentralized energy and smart grids position the Company as a leader in the transition to a resilient energy system, driving long-term growth and profitability.**

of Eşarj, an e-mobility solutions provider, in 2018. Eşarj provides both public and private charging stations, with a strong focus on renewable electricity procurement through wind and solar IREC certificates, which helps reduce our offerings’ carbon footprint. Furthermore, Enerjisa provides alternative energy products and services such as Renewable Energy Solutions, Energy Efficiency Solutions, Cogeneration, and Tri-Generation through its Customer Solutions business unit. These offerings cater to customers looking to manage climate-related risks and reduce their environmental impacts. In 2023, our solar and energy efficiency projects enabled customers to save 22,950 tons of CO<sub>2</sub> emissions annually, with an installed capacity of 29.5 MWp of Solar Power Plants (SPPs). According to the Company’s ESG targets, Enerjisa aims to expand its cumulative contracted Solar Power Plant capacity for its customers to over 250 MWp by 2025.

Our research and development unit drives the development of new products and systems, fostering a culture of innovation and collaboration. Enerjisa’s internal innovation accelerator program, NAR, identifies and supports projects that align with strategic

priorities, such as developing commercialized products, services, or business models. Notable projects include Metaoda, a virtual reality-based climate change concept gamification project, and Smart Grids and Microgrid controls for renewable energy integration and battery storage compatibility. We also address climate-related risks through research and development initiatives like the Daphne project, which involves tree plantation to mitigate fire risks, and Pençe, a portable vehicle palette system designed for harsh winter conditions.

We operate under strict regulations to limit emissions from SF<sub>6</sub> gas, implementing accurate monitoring to set reduction targets as part of its Net Zero Project. We have significantly reduced Scope 2 emissions for direct consumption, with almost all purchased electricity now sourced from renewables. We are committed to decreasing technical losses, increasing efficiency, and reducing its carbon footprint through distribution network maintenance and repairs, compensation, voltage transformation, low-loss transformer, and network connection for charging stations. Hazardous waste management is a priority, with waste stored in compliance with legislation and disposed

of through licensed recycling companies. We have established Logistics Services Centers with Hazardous Wastes Temporary Storage Areas in various cities, equipped with spill kits and optimized logistics to minimize environmental impact. We are in the process of replacing diesel forklifts with electric ones and optimizing shipment models to reduce emissions related to logistics.

Our financial planning is significantly influenced by environmental risks and opportunities, affecting revenues, direct costs, indirect costs, capital expenditures, and access to capital. We recognize the interconnectedness of climate change-related dependencies and financial performance. Our revenues are directly linked to climate change-related developments, such as service interruptions due to changing energy mixes and fluctuations in customer demand. Our financial plans focus on supporting ICT (Information Communication Technology)-backed electrification, connecting more distributed and renewable energy resources, and ensuring an uninterrupted electricity supply. We prioritize grid investments to renew and expand its infrastructure, aligning with increasing distributed energy resources and

regulatory changes. The decline in renewable generation costs and the electrification of transportation drive the need for grid upgrades to support increased electrification, renewable energy systems, and electric vehicle charging stations. While these grid investments benefit our business model, they also contribute to national decarbonization efforts. We aim to grow its customer solutions services and Eşarj revenue, anticipating increased demand for low-carbon solutions. Our investment plans focus on mitigating climate-related risks, such as grid stability with renewable energy reliance, while seizing new opportunities, such as the growth of unlicensed renewable energy capacity. Our strategic investments in smart grids, decentralized energy generation, and renewable energy solutions are expected to significantly enhance the efficiency, reliability, and sustainability of energy distribution, positioning us as a leader in the transition to a more resilient and low-carbon energy system while also driving long-term growth and profitability.



# ENERJISA ESG STRATEGY

## Electrification of end use, carbon market changes and extreme storms stand out as top climate-related risks for Enerjisa Enerji.

Across Enerjisa Enerji's value chain, 7 transitional and 10 physical risks have been identified. While we have already recognized and monitored many of these risks, some have emerged as new concerns. For instance, materials value chain disruptions have been identified as a risk with a potentially moderate financial impact. Notably, apart from risks associated with our operations, the majority of identified risks are concentrated at the upstream level of our value chain, which corresponds to the energy generation sector not operated by our company or owned by us.

Actions are being carried out within the scope of the identified risks, and we can summarize the top 3 risks and the studies carried out within these scopes as follows.

### Planned/implemented projects within the scope of these risks:

Improving Forecasting Models, Cost Security Measures, Consultancy and Expertise, Infrastructure Investments, Electric Vehicle (EV) Compatibility Studies, Distribution Infrastructure Enhancement, Diversification

of Business Portfolios, Expanding Sales Channels, Investment Parameter Identification, Load Growth Modeling, Digitalization of Operations, Green Product Expansion, Low-Carbon Supply Chain Ecosystem, Comprehensive Insurance Coverage, Emergency Preparedness, Physical Protection Measures, Underground Distribution Investments, Disaster Contractor Agreements, Grid Flexibility and Capacity Enhancement, Flood Risk Management, Monitoring and Surveillance, Distribution Pole Strengthening, Backup Power Solutions, Procurement Policy Revisions.



## Top climate-related risks for Enerjisa Enerji

Physical (P)/ Transition (T)	Risk Category	Risk Driver	Applicability to value chain			Risk Score	
			Upstream	Own Operations	Downstream	<2°C World	3.5-4°C World
T	Technology	Electrification of end use	✓	✓	✓	High	High
T	Policy & Legal	Changes in carbon market dynamics	✓	✓	✓	High	High
T	Acute physical	Storms/Extreme wind/ Heavy snowfall	✓	✓	✓	High	High

Low Medium High



# ENERJISA ESG STRATEGY

## Top climate-related opportunities for Enerjisa Enerji

Opportunity Category	Opportunity Driver	Applicability to value chain			Opportunity Score	
		Upstream	Own Operations	Downstream	<2°C World	3.5-4°C World
Energy source	Electrification of end use and increased adoption of distributed energy resources (DERs)			✓	High	High
Products & Services	Developments in energy storage technologies	✓	✓	✓	High	High
Energy source	Increased share of renewables in the energy mix	✓	✓		High	High

Low
  Medium
  High

### Energy Transition Opportunities

Given Enerjisa Enerji's strong position in the Turkish energy distribution market and its proactive preparedness, numerous climate-related opportunities with significant potential have been identified. In total, 8 opportunities have been identified across the entire value chain. The top 3 opportunities are presented in the table above.

Our multifaceted approach encompasses technology, infrastructure, and operational resilience enhancements to safeguard our

assets and ensure reliable energy supply. Below, we outline our specific actions to mitigate these risks across various domains. Actions are being carried out within the scope of the identified opportunities, and we can summarize the top 3 opportunities, and the studies carried out within these scopes as follows.

### Planned/implemented projects within the scope of these opportunities:

PTF Reduction Strategies, Battery and Deep Storage Investments, Partnerships with Renewable Startups, and Scenario Analysis for Renewables.

### Enerjisa Enerji's EU Taxonomy Journey

Enerjisa Enerji is embarking on a comprehensive journey to align its operations with the EU Taxonomy, a critical framework that guides sustainable finance and investment practices in Europe. This journey reflects Enerjisa Enerji's commitment to sustainability, transparency, and regulatory compliance.

We carried out capacity-building studies and measured our EU Taxonomy maturity. Additionally, EU taxonomy-related calculations are made for the Climate Change Mitigation objective for the

Distribution business unit (4.9 CCM - Transmission and distribution of electricity) evaluations within the scope of the EU Taxonomy together have been carried out before the Türkiye Taxonomy process, which is on the agenda to be included in the country's legislation in the future. Taxonomy Eligible CAPEX/OPEX/Revenue outputs have been defined in line with the review of business activities.

*\*Please see economic indicators (Annex).*

## ESG TARGETS AND IMPLEMENTATION

**As 2025 mid-term target, we aim to achieve a 10% reduction in absolute Scope 1 and 2 emissions, progressing towards our long-term target of a 30% reduction by 2030, including all operational buildings.**

In setting our ESG targets for 2024 and beyond, we have rigorously considered the findings from our risk-opportunity study, ensuring that our approach not only aligns with global sustainability standards but is also resilient to climate-related risks and seizes emerging opportunities while taking our stakeholders' views into accounts.

Our environmental strategy focuses on reducing emissions, enhancing energy efficiency, and promoting sustainable resource management. As a mid-term target for 2025, we aim to achieve a 10% reduction in absolute Scope 1 and 2 emissions, progressing towards our long-term target of a 30% reduction by 2030, including all operational buildings. This effort reflects our commitment to minimizing our carbon footprint, with 2021 serving as the baseline year.

We are also addressing Scope 3 emissions with an intensity reduction target of **25% by 2025**, emphasizing our responsibility across the entire value chain. Additionally, our goal of achieving **58% zero waste certification** in all operational buildings by 2024 underscores our dedication to waste reduction, with a plan to reach full certification by 2030.

Water conservation is another important aspect of our environmental impact strategy. Guided by our environmental teams, we are shifting to a measurement of water consumption per square meter, aiming for a 3.5% reduction in total water consumption for 2024.

Our renewable energy initiatives include maintaining a **100% share of renewable electricity** in our direct electricity consumption and sustaining our ISO 14001 Environmental Management System, implemented in all Enerjisa Energy sites and ISO 50001 Energy Management certifications, demonstrating our commitment to high standards in environmental management.

Enerjisa Enerji is committed to fostering an inclusive and equitable workplace while supporting community development. We are working to increase the representation of women in our workforce, with a target of 33.5% for white-collar female employees and 27.9% for female employees in management by 2024. We also aim to achieve a 28.5% representation of women in STEM (Science, Technology, Engineering, and Mathematics) roles, reflecting our commitment to diversity in technical fields.



Our corporate social responsibility (CSR) projects are strategically designed to deliver a social return on investment (SROI) greater than 1.0, meaning that we generate more than a dollar's worth of social value for every dollar invested. This approach ensures that our initiatives cover their costs and create substantial and measurable positive impacts in our communities, reinforcing our commitment to driving meaningful change and sustainable development. We aim to reach **37,500 individuals through CSR projects and inclusion programs in 2024**.

Safety is a top priority, and we continue to enhance our safety practices by maintaining ISO 45001 Health and Safety Management Certification across all business units. Additionally, we are on track to achieve ISO 39001 Road and Traffic Safety Management System Certification for our Distribution Business Unit.

Innovation and sustainability are at the core of Enerjisa Enerji's business strategy. We plan to double our Eşarj renewable energy sales to 20 GWh in 2024 and expand our charging station network to over 1,300 units, aiming for a 250 GWh sales target by 2030.

Our energy efficiency products and services are evolving, with new technology-driven projects enhancing our offerings. We are on track to exceed 250 MWp of cumulative contracted solar power plant capacity for customers by 2025, strengthening our contribution to clean energy solutions.

Financially, we continue our efforts to improve sustainable products and services and increase EU Taxonomy-compliant revenue by 2025. We are collaborating with external experts to refine our calculations and methodologies to ensure accuracy and transparency in our reporting.



## ESG TARGETS AND IMPLEMENTATION

### ESG targets are designed to drive positive change and reinforce Enerjisa’s position as a leader in sustainable energy solutions.

Infrastructure improvements remain a focus, with plans to install over 164,360 automatic meter readings and extend our electricity distribution underground cables to 89,834 km by 2024. These initiatives are designed to enhance operational efficiency and resilience to climate impacts.

Enerjisa Enerji’s governance framework is built on transparency, accountability, and ethical standards. With a corporate governance rating of 9.63/10 in 2023, we aim to maintain this high level of performance in 2024 and beyond. Our Human Rights Project focuses on enhancing HR policies, establishing grievance mechanisms, and implementing risk mitigation measures, and its completion is expected in 2024.

We are committed to maintaining our ISO 37301 Compliance Management System Certification and integrating ESG performance into executives’ and management’s remuneration, ensuring alignment with our sustainability objectives.

#### Enerjisa 2023 Target Realizations Overview

In 2023, Enerjisa continued its commitment to sustainability and operational excellence by setting and pursuing a series of ambitious targets across various impact areas, including ESG metrics. The 2023 targets address key areas such as emissions reduction, waste management, renewable energy usage, diversity and inclusion, corporate governance, and more. The following overview highlights Enerjisa’s achievements, areas for improvement, and ongoing initiatives that underscore the Company’s commitment to its ESG principles.

#### Enerjisa’s ESG Targets for 2024 and Beyond













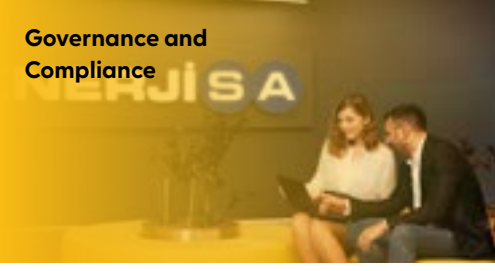








Enerjisa’s ambitious goals include reducing Scope 1+2 emissions 30% by 2030, achieving 100% zero waste certification across all business units, and increasing the share of renewable electricity to 100% in our operations. We are also committed to enhancing gender diversity, aiming to increase the representation of women in management and STEM roles while maintaining critical management system certifications that underscore our dedication to environmental management and safety.





# ESG TARGETS AND IMPLEMENTATION

## 2023 ESG Target Realization

	ESG Targets	2023 Target	2023 Actual	Related Sustainable Development Goals
 <p><b>Impact for Planet</b></p>	Absolute Scope 1+2 Emission Reduction Percentage	N/A <sup>1</sup>	<b>N/A<sup>1</sup></b>	    
	Zero Waste - Certification of All Business Units (Cumulative)	25%	<b>28%</b>	
	Water Consumption Reduction (per capita)	1%	<b>7.78%</b>	
	ISO 14001 Environmental Management System Certification	Maintain	<b>Maintained</b>	
	Share of renewable electricity in direct electricity used	100%	<b>98.68%</b>	
	ISO 50001 Energy Management Certification - Distribution Business Unit	Maintain	<b>Maintained</b>	
	Severe Environmental Accidents	0	<b>0</b>	
 <p><b>Impact for Society</b></p>	White Collar Female Ratio	32%	<b>31.9%</b>	    
	Ratio of Female Employees in top management (N-1 level head & above)	17%	<b>16.6%</b>	
	Ratio of Female Employees in management (leader & above)	28%	<b>27.5%</b>	
	Ratio of Female Employees in STEM	26%	<b>26.5%</b>	
	SROI for CSR & Community Investment Projects	>1.0	<b>-<sup>2</sup></b>	
	Zero Accident Journey: Critical Accidents	35	<b>33</b>	
	ISO 45001 Health and Safety Management Certification - All Business Units	75%	<b>75%</b>	
	Number of people reached through CSR, Community Investment projects and inclusion programs	> 45000	<b>48162</b>	
 <p><b>Governance and Compliance</b></p>	Corporate Governance Rating	Maintain	<b>9.63/10</b>	  
	Integrating Human Rights into Business	Due Diligence	<b>Completed</b>	
	ISO 37301 Compliance Management System Certification	Maintain	<b>Maintained</b>	
 <p><b>Business for Impact</b></p>	Number of cities with charging stations (total)	81	<b>81</b>	   
	Number of charging stations (total)	1000	<b>1003</b>	
	Cumulative Contracted Solar Power Plan Capacity for Customers	125 MWp	<b>141.3 MWp</b>	
	EU Taxonomy Compliant Products & Services Revenues to Total Revenue	2.98%	<b>3.7%</b>	

<sup>1</sup>Absolute Scope 1+2 Emission Reduction Target is set for 2025 and 2030.

<sup>2</sup>Impact of social investments for selected projects are measured in the following year. The 2023 results will be determined at the end 2024.



# ESG TARGETS AND IMPLEMENTATION

## 2024-25-30 Short, Mid, Long Term ESG Targets

Impact for Planet	ESG Targets	2023 Actual	2024 Target	2025 Target	2030 Target	Related Sustainable Development Goals
	Absolute Scope 1+2 Emission Reduction Percentage	N/A <sup>1</sup>		-10%	-30%	    
	Emission Intensity Target of Scope 3 Related Sold Electricity			-25%	-40%	
	Zero Waste - Certification of All Business Units (Cumulative)	28%	44.4%	57.9%	100%	
	Water Consumption Reduction (per m <sup>2</sup> )*	9.60%	3.50%			
	ISO 14001 Environmental Management System Certification	Maintained	Maintain	Maintain	Maintain	
	Share of renewable electricity in direct electricity used	98.68%	100%	100%	100%	
	ISO 50001 Energy Management Certification - Distribution Business Unit	Maintained	Maintain	Maintain	Maintain	
	Severe Environmental Accidents	0	0	0	0	
	White Collar Female Ratio	31.9%	32.8%	33.5%	36.5%	    
	Ratio of Female Employees in management (manager & above)	25.7%	26.9%	27.9%	32.3%	
	Ratio of Female Employees in STEM	26.5%	27.5%	28.5%	33.5%	
	SROI for CSR & Community Investment Projects	- <sup>2</sup>	> 1.0	> 1.0	> 1.0	
	Zero Accident Journey; Critical Accidents	33	40			
	ISO 45001 Health and Safety Management Certification - All Business Units	75%	75%	100%	Maintain	
	ISO 39001 Road and Traffic Safety Management System Certification - Distribution BU		Certification	Maintain	Maintain	
	Number of people reached through CSR, Community Investment projects and inclusion programs	48,162	37,500			
	Corporate Governance Rating	9.63/10	>9/10			 
	Human Rights Project Implementation inc. Governance	HR DD Completed	Completion			
	ISO 37301 Compliance Management System Certification	Maintained	Maintain	Maintain	Maintain	
	ESG performance is incorporated into executives'/management's remuneration.	Yes	Maintain	Maintain	Maintain	
	Eşarj Renewable Energy Sales (GWh)	10	20	35	250	    
	Number of charging stations (total)	1,003	>1,300	>1,500	>5,000	
	Further Diversification of Energy Efficiency Products & Services	2 Products	3 Products			
	Cumulative Contracted Solar Power Plant Capacity for Customers	141.3 MWp	175 MWp	>250 MWp		
	EU Taxonomy Compliant Products & Services Revenues to Total Revenue	3.7%	11.8%	9.8%	12.05%	
	Number of Automatic Meter Reading in Distribution Operations	115,215	164,360	225,330	421,394	
	Length of Electricity Distribution Underground Cable (km)	88,334	89,834	91,334	98,834	

<sup>\*</sup>The data realized in 2023 was calculated in per capita terms.

In 2024, with the guidance of the environmental teams, we think it would be more accurate to follow our water consumption reduction target with the ratio of consumption per square meter instead of the ratio of consumption per employee. Since the calculation of consumption per employee will be affected by variations in the number of employees in locations due to processes such as remote working and location changes, it would be more accurate to follow the water consumption by dividing it by square meters.

In line with the realizations in the first 6 months of 2024 and our consumption reduction projections, we aim for 33.5% reduction in Enerjisa Enerji's total water consumption.

<sup>1</sup>Absolute Scope 1+2 Emission Reduction Target is set for 2025 and 2030.

<sup>2</sup>Impact of social investments for selected projects are measured in the following year. The 2023 results will be determined at the end 2024.





# Business for Impact

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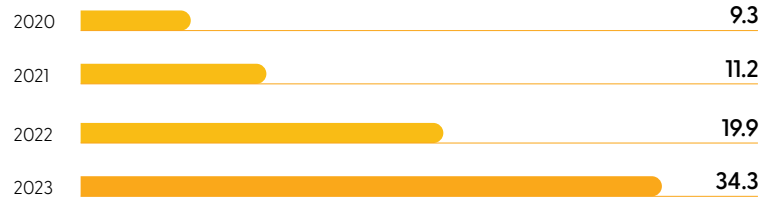


## OUR APPROACH TO BUSINESS MANAGEMENT

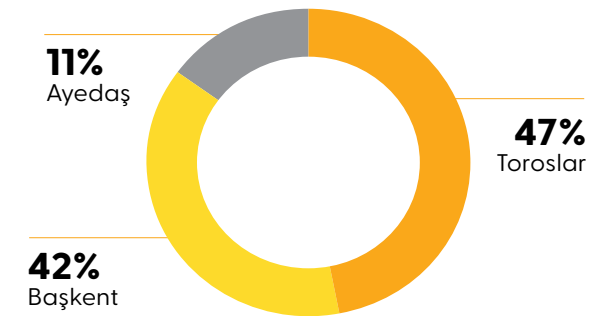
**Our investments in smart grids, EV infrastructure, and renewables position us at the forefront of Türkiye’s green transformation.**

At Enerjisa, our focus is ensuring continuity in energy supply, preparing infrastructure for electrification, and expanding renewable energy capacity to align with national and international climate goals. We reduce carbon emissions, promote sustainable energy consumption, and recognize energy access as a fundamental right. Our commitment to R&D and cutting-edge technologies, such as AI and IoT, supports this mission. We enhance operational excellence and customer satisfaction through initiatives like the E-TERNAL digital model. At the same time, our investments in smart grids, EV infrastructure, and renewables position us at the forefront of Türkiye’s green transformation.

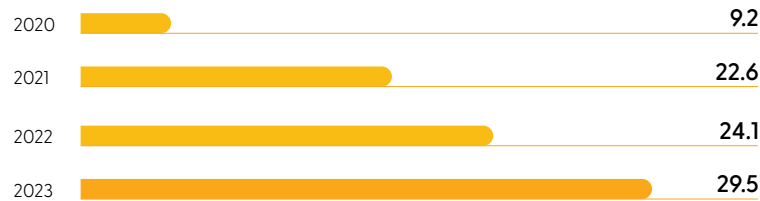
Regulated Asset Base (TL billion)



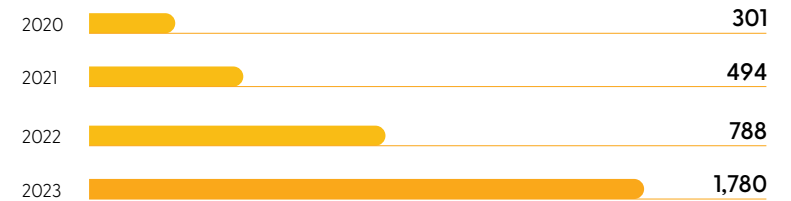
Regional Breakdown of 2023 Investments (%)



Solar Power Installed Capacity (Mwp)



EV Charging Sockets





## ● ACCESS TO ENERGY AND ENERGY RELIABILITY

**Through its distribution activities, Enerjisa ensures the reliable delivery of electricity to millions of customers across Türkiye, upgrading the infrastructure to ensure uninterrupted service.**

Energy efficiency plays a crucial role in Türkiye's sustainable development goals, being central to the country's energy strategies. These strategies are crafted within the framework of three-year Medium-Term Programs and five-year national development plans. They are further detailed in seven-year National Energy Efficiency Action Plans. Enerjisa's initiatives align with Türkiye's energy efficiency policies, making significant strides in increasing energy efficiency and reducing carbon emissions.

The First National Energy Efficiency Action Plan (NEEAP), from 2017 to 2023, marked Türkiye's initial comprehensive approach to energy efficiency. The plan aimed for cumulative savings of 23.9 million tons of oil equivalent (MTOE) by 2023, with a targeted investment of USD 10.9 billion. By 2023, the country achieved cumulative energy savings of 24.6 Mtoe, backed by investments amounting to USD 8.5 billion. During this period, Enerjisa Distribution Companies made progress in reducing Türkiye's theft and loss rate calculated based on the 2023

EMRA Electricity Sector Report in electricity distribution from 13.4% in 2016 to 11.0% by 2023, while in 2023, the average theft and loss ratio in Enerjisa Distribution regions is realized as 7.9%.

This was achieved through strategic network investments aimed at loss reduction, combating illegal electricity usage, and expanding distributed generation. Furthermore, initiatives such as installing over 80,000 LED luminaires and implementing the National Smart Meter Systems Project, starting with field installations in Samsun, underscore Enerjisa's commitment to enhancing energy efficiency and modernizing the grid.

Looking ahead, the Energy Efficiency 2030 Strategy and National Energy Efficiency Action Plan II (2024-2030) outline ambitious goals and actions across seven thematic areas: Industry and technology, buildings and services, energy, transport, agriculture, common issues, start-ups, and digitalization. The strategy sets forth 10 strategic goals, 23 targets, and 61 actions encompassing 266

Türkiye  
Average Theft & Loss Ratio

11.0%

activities, with an estimated USD 20.2 billion earmarked for energy efficiency investments between 2024 and 2030. These efforts are projected to yield a cumulative saving of 37.1 Mtoe of primary energy, thereby reducing Türkiye's primary energy consumption by 16% and reducing emissions by 100 million tons of CO<sub>2</sub>.

Enerjisa Distribution Companies will continue to play a pivotal role in this action plan. Energy efficiency obligations will be established for energy distribution and supply companies, aligning with Türkiye's climate targets. These obligations will be integrated as quality performance criteria, with legislative frameworks expected between 2024-2026 and implementation by 2027. Additionally, distribution and supply companies will be mandated to educate consumers on energy efficiency and provide detailed energy consumption data via websites and mobile

Enerjisa Distribution Regions  
Average Theft & Loss Rate

7.9%

applications. By 2026, these measures will ensure consumers are well informed and can make energy-efficient choices. Energy bills for commercial entities like hospitals, shopping malls, and hotels with high energy consumption will include past consumption statistics, enabling more informed decisions.

As an electricity utility company, Enerjisa is dedicated to enhancing people's quality of life and supporting social welfare by reliably meeting their energy needs. Through its distribution activities, Enerjisa ensures the efficient and reliable delivery of electricity to millions of customers across Türkiye, maintaining and upgrading the infrastructure to meet the growing demand and provide uninterrupted service. The Company also focuses on innovation and efficiency in grid management, contributing to a more sustainable and resilient energy system. In



## ● ACCESS TO ENERGY AND ENERGY RELIABILITY

**In 2023, we contributed to prevent 48,431 tons of CO<sub>2</sub> emissions within the scope of potential gains with solar energy projects, energy efficiency studies and charging projects.**

parallel, Enerjisa's customer solutions play a vital role in addressing the diverse energy needs of its clients throughout Türkiye. By offering tailored solutions such as renewable energy installations and energy efficiency projects, Enerjisa helps customers reduce their environmental impact and optimize energy usage, thereby contributing to broader sustainability goals.

At Enerjisa Enerji, we enable impact minimization through our renewable energy products, including solar power plant solutions provided by our Customer Solutions business unit. These services offer substantial economic and environmental benefits, such as job creation, reduced environmental footprints, and enhanced energy efficiency, all contributing to sustainable energy consumption in the renewable energy sector.

Enerjisa Enerji provides International Renewable Energy Certificates(I-REC) and Carbon Reduction Certificates to its customers under green energy solutions. The solutions we provide for our customers in renewable energy reflect our dedication to environmental sustainability, complemented by various projects to boost energy efficiency within our operations. Under the Energy of My Business initiative, Enerjisa Enerji offers innovative solutions to corporate customers, helping businesses balance energy consumption with renewable energy sources and lower carbon emissions through energy efficiency. As part of our commitment to promoting renewable energy and energy efficiency solutions, Enerjisa Enerji actively engages in national and international events.

We are also committed to helping our customers reduce their energy consumption and environmental impact through innovative and efficient energy solutions on the ECS and Eşarj sides. In 2023, we contributed to prevent 48,431 tons of CO<sub>2</sub> emissions within the scope of potential gains with solar energy projects, energy efficiency studies and charging projects.





## SUSTAINABLE PRODUCTS AND SERVICES

### Our green energy solutions enable customers to achieve greater sustainability in their energy use.

#### Customer-Centric Energy Solutions

Enerjisa Enerji is a 360-degree solution partner that gathers all its customers' energy-related needs under a single roof. We continuously maintain and upgrade our infrastructure to meet the growing demand and ensure uninterrupted service. By offering tailored solutions such as renewable energy installations and energy efficiency projects, we help customers reduce their environmental impact, optimize energy usage, and contribute to broader sustainability goals.

Our IoT-based Energy Monitoring and Management Platform offers real-time monitoring and AI-supported data analysis, covering all stages from energy generation to consumption. This platform empowers businesses with multiple locations to monitor energy consumption on a device basis, compare sites, and manage energy expenses effectively.

Moreover, Enerjisa Enerji analyzes customer needs, starting with a site survey visit, providing necessary equipment and software support, and managing installation

and commissioning processes. We also offer ongoing support through periodic maintenance and repair services, ensuring that our customers' energy systems remain efficient and reliable throughout the contract period.

As part of our commitment to sustainability, Enerjisa Enerji provides renewable energy products, including solar power plant solutions through our Customer Solutions business unit. Our green energy solutions, such as International Renewable Energy Certificates (I-REC) and Carbon Reduction Certificates, enable customers to achieve greater sustainability in their energy use.

Additionally, our lighting conversion initiative, which involves replacing 19,400 luminaires with energy-efficient LEDs, is expected to conserve 4,900 MWh of energy annually and reduce CO<sub>2</sub> emissions by 2,725 tons annually.

We have set ambitious goals to reduce Scope 1 and Scope 2 emissions by 30% in our Retail and EMEA Business Units by 2030 compared to our 2021 baseline. We are implementing

various energy efficiency measures to achieve these targets, such as switching to photocell lamps in sinks across all Enerjisa Customer Service Centers and optimizing temperatures in system rooms.

Furthermore, we are increasing the number of EPC-based energy efficiency projects for industrial processes. Notable projects like the Lighting Transformation and Process Efficiency initiatives carried out with Brisa are expected to save 5,044,000 m<sup>3</sup> of natural gas annually and reduce CO<sub>2</sub> emissions by 3,750 tons annually. These efforts exemplify our ongoing dedication to providing sustainable and cost-effective energy solutions.

Enerjisa Enerji's achievements in 2023 reflect our unwavering commitment to operational efficiency, technological innovation, and

customer engagement. Our cogeneration and trigeneration facilities are expected to yield significant efficiency gains, preventing more than 30,000 tons of CO<sub>2</sub> emissions over the next decade. Our renewable energy initiatives further contribute to an annual reduction of 26,150 tons of CO<sub>2</sub> emissions.

#### Wide Range of Sustainable Products and Services Offered Nationwide

Using renewable energy resources supports the fight against the climate crisis worldwide and in our country. Enerjisa Enerji plays an active role in this effort by advocating for renewable energy sources. In this context, 9 Enerjisa Customer Solutions dealers in 7 provinces offer corporate customers energy solutions.

#### Enerjisa Customer Solutions Product Portfolio

Renewable Energy Solutions	Energy Efficiency Applications	Green Energy	E-Mobility
Solar Power Plants (SPP)	Lighting Transformation Projects	Renewable Energy Certificate	Electric Vehicle Charging Stations and Systems
Wind Power Plants (WPP)	Process Efficiency Projects	Carbon Reduction Certificate	
Energy Storage Solutions	Biomass Energy Plants (BEP)		
	Cogeneration and Trigeneration Solutions		



## SUSTAINABLE PRODUCTS AND SERVICES

### In 2023, our renewable energy initiatives further contribute to an annual reduction of 26,150 tons of CO<sub>2</sub> emissions, showcasing our commitment to minimizing environmental impact.

#### Renewable Energy Solutions

**Solar Power Plants (SPP):** Enerjisa Enerji provides innovative business and financial models for solar power plants to meet industrial, commercial, and public organizations' unique needs. The Company aims to alleviate customers' initial investment costs and offers various services, including financial costs, analysis, project design, turnkey installation, maintenance, repair, and integrated solutions. The Company also manages administrative processes, professional engineering support, product warranty, energy storage, and electric vehicle charging infrastructures. In 2023, SPP projects resulted in 22,950 tonnes of CO<sub>2</sub> emission reduction, and Enerjisa aims to expand its

cumulative contracted Solar Power Plant capacity for its customers to over 250 MWp by the end of 2025. In 2023, a 6 MWp SPP project was installed under the Revenue Sharing Model with Kilis Municipality. Kilis Municipality anticipates this initiative to reduce CO<sub>2</sub> emissions by 6,426 tonnes annually. Furthermore, a land-mounted SPP contract with a total installed capacity of 75 MWp was signed with Medical Park in 2023. This facility is intended to reduce CO<sub>2</sub> emissions by 72,860 tonnes annually, when completed. Additionally, in line with the cooperation with Brisa, a Sabancı Group company, a SPP with a power of 1.17 MWp is planned to be installed at the Brisa Aksaray facility. Scheduled to be commissioned in 2024, this facility is expected to help Brisa reduce 1,291 tonnes of CO<sub>2</sub> emissions annually.

#### Total Installed Capacity of SPPs (MWp)



#### Self-Consumption Model Capacity of SPPs (MWp)



#### CO<sub>2</sub> Emission Reduction of SPPs (tons)



**Wind Power Plants (WPP):** As a solution partner in wind energy, Enerjisa Enerji develops customized business models for businesses. With the Energy Performance Contract (EPC) Model, the Company saves its customers from seeking financing and offers long-term cooperation. Thanks to this model, businesses can benefit from the advantages of wind energy at the highest level. In 2023, the first offers for Wind Power Plant Solutions were submitted, but currently, nothing is under construction or operation.

**Energy Storage Solutions:** Enerjisa Müşteri Çözümleri A.Ş. has obtained preliminary licenses for 5 electricity generation facilities with storage based on a solar energy source with a total installed capacity of 287 MWp / 205 MWe / 256 MWh in Ankara and Çankırı provinces. The EMRA approved these preliminary licenses. Permitting processes for five projects have started and are progressing within the legal framework. With these projects, Enerjisa aims to increase sustainability in energy generation and ensure uninterrupted energy supply.

**Lighting Transformation Projects:** Enerjisa Enerji aims to increase the energy efficiency of its customers through LED conversion projects. As of the end of 2023; 48,634 shipowners in 46 projects have implemented LED conversion within the Energy Performance Contract (EPS) scope. These projects achieved 12,763 MWh of energy savings and 7,083 tonnes of CO<sub>2</sub> emission reduction annually. In 2023, especially within the scope of the Brisa LED project, 2,424 shipyards were converted to LEDs, and 851 MWh of energy savings and 472 tonnes of CO<sub>2</sub> emission reduction are expected annually during the contract period.

**Process Efficiency Projects:** In 2023, Enerjisa Enerji started the construction of a waste heat recovery project with Çimsa, a Sabancı Group company. With this project, 40,000 MWh of energy will be generated annually at the Çimsa Cement Eskişehir Plant, and 25% of the annual electricity consumption of the plant will be met. This amount is equivalent to the annual electricity consumption of approximately 13 thousand households. The project will be completed by the end of 2024 within the scope of the EPC signed for 54 months. Additionally, within the scope of the cooperation with Brisa, a compressor that will save 642 MWh per year will be replaced at the Brisa İzmit Facility. With this compressor Brisa is expected to achieve an annual CO<sub>2</sub> emission reduction of 356 tonnes. The installation is planned to be completed in 2024.

#### Renewable Energy Sales and Green

**Energy Certificates:** Aiming to contribute to environmental sustainability, the Company began supplying and selling green energy certified by internationally accredited organizations in 2019. The Company has significantly increased its renewable portfolio volume and signed bilateral agreements for direct electricity supply from power plants produced from renewable energy sources. Through these agreements, the total volume of electricity supplied from renewable energy sources in 2023 reached 917,000 MWh. While Enerjisa Enerji supplies green energy to its customers, it also uses green energy in its headquarters buildings, customer service centers, and distribution facilities. In addition to the renewable energy supply, throughout 2023, Enerjisa Enerji sold 693,405 MWh of green energy certificates to customers in



## SUSTAINABLE PRODUCTS AND SERVICES

**While Enerjisa Enerji supplies green energy to its customers, it also uses green energy in its headquarters buildings, customer service centers, and distribution facilities.**

the free portfolio. Through these certificates, the Company has certified that it procures the energy it consumes in its facilities from renewable sources. In 2023, Enerjisa Enerji supplied 1.6 TWh of green products to its customers, amounting to nearly 4% of its total electrical energy sales, which was realized at 43.2 TWh. Looking ahead to 2024, the aim is to increase the renewable energy provided to customers within its portfolio. Through these initiatives, the Company contributes to sustainability and reduces environmental impact through renewable energy solutions. The Company sold 676 GWh of renewable energy certificates (excluding internal renewable energy certificates) in 2023, empowering customers to engage in the shift towards cleaner energy sources actively.

### E-mobility: EŞARJ

Enerjisa Enerji is leading the transition to a low-carbon ecosystem by promoting the adoption of highly efficient electric vehicles. The Company is focused on innovative business areas, including electric vehicle charging stations, electricity storage systems, smart home technologies, and consumer-

driven electricity generation. Enerjisa Enerji provides nationwide comprehensive services to electric vehicle users, such as public charging at Eşarj stations, testing, training, installation of home charging stations, and after-sales support. Additionally, Eşarj develops software solutions and platforms, serving various industry players and exploring new business opportunities in these sectors. Eşarj, a subsidiary of Enerjisa Enerji, is a pivotal player in Türkiye's electric vehicle infrastructure, operating the country's first and fastest electric vehicle charging network. By the end of 2023, Eşarj had established 1,780 charging sockets, with 1,387 fast charging sockets spread across 1,003 public stations in all 81 provinces. A significant aspect of Eşarj's commitment to sustainability is its use of certified renewable energy for charging, as evidenced by the I-REC and the Renewable Energy Resource Guarantee System (YEK-G) certificates it has secured since July 2020. This initiative underscores Eşarj's role in contributing to carbon emissions reduction in tandem with its expanding network. Eşarj's objectives are clear: to utilize a comprehensive national station network



and operating system to deliver customer-focused charging solutions across Türkiye, provide essential support for infrastructure development, and meet diverse charging unit needs with a broad product range. Eşarj is committed to expanding its network in response to market demands, ensuring both investors and customers benefit from its services.

Ahead of the United Nations Climate Summit (COP26) in Glasgow, Türkiye announced its goal of creating a carbon-neutral ecosystem by 2053. It also pledged that all new car and van sales would be in the lead-up to the United Nations Climate Summit (COP26) in Glasgow, Türkiye announced its ambitious goal of achieving a carbon-neutral ecosystem by 2053. A key component of this vision is the commitment to transition all new car and van sales to zero-emission vehicles by 2040, setting the stage for rapid growth in the country's e-mobility market. Eşarj is aligned with these national targets, driven by a vision to deliver technology-focused e-mobility solutions that foster a sustainable, innovative, and environmentally friendly electric future.

The Company prioritizes maintaining high quality standards in products and services to meet and exceed consumer expectations. With a strategic focus on technology and software, Eşarj aims to diversify its offerings, enhancing products and solutions. Central to Eşarj's mission is its commitment to environmental stewardship, which includes championing strategies to reduce carbon emissions and supporting Türkiye's efforts to decrease its economic and strategic reliance on energy imports. We carefully monitor the emissions caused by the energy provided by the charging service we provide for electric vehicles. Although the charging service has much lower emissions than alternatives such as fuel oil, we are aware of the emissions caused by the energy supplied by the grid. To eliminate this impact, we ensure that all of the energy the charging service provides is supplied from renewable sources. Eşarj certifies the electricity used in all public stations with the Renewable Energy Resource Guarantee System (YEK-G) certificate, thus significantly contributing to reducing carbon emissions. The YEK-G System is designed to monitor all processes of electricity generated



## SUSTAINABLE PRODUCTS AND SERVICES

**As of the end of 2023, Eşarj operates Türkiye's largest and fastest electric vehicle charging network, with 1,780 charging sockets through 1,003 stations.**

Eşarj Charging Sockets

1,780

Eşarj Fast Charging Sockets

1,387

from the producer to the consumer by using blockchain technology to expand the use of renewable energy resources, protect the environment, and make renewable energy accessible to everyone, from sectors and organizations with high electricity consumption to individual users.

### Eşarj Collaborations in 2023

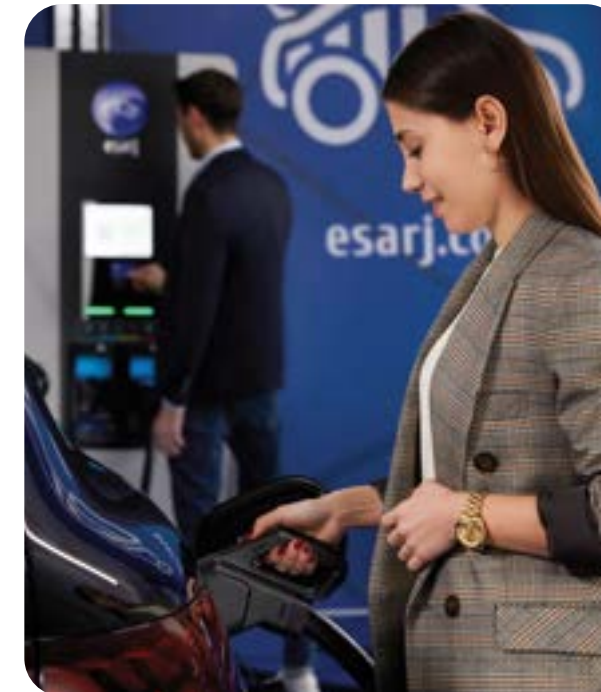
In December 2021, Enerjisa Müşteri Çözümleri A.Ş. increased its stake in Eşarj from 80% to 94% by acquiring an additional 14% minority share, and by 2023, it acquired all shares, making Eşarj a wholly owned subsidiary. Significant developments in 2023 include the expansion of fuel collaborations with Aytemiz, resulting in 28 new stations in 25 locations, and initiating a partnership with Kadoil, leading to 15 stations in 15 locations. Eşarj also forged automotive collaborations with Citroën, Peugeot, Opel, Mercedes, Fiat, and Jeep, offering customers one year of free charging, increasing membership and revenue. The partnership with BYD, the world's leading electric car manufacturer, provided installation services and commercial cooperation. At the same time, the integration

of Visa's 'Visa One Click Pay' enhanced the digital payment experience at all stations. Eşarj continued its partnership with CarrefourSA, installing 16 high-speed charging stations in market car parks and offering a 10% discount on grocery purchases over 500 TL at selected locations. The collaboration with Brisa expanded to 62 stations across Türkiye, and with Hilton, the number of stations grew to 16. Eşarj also offered a 10% discount on E-Kasko purchases from Aksigorta for its members and celebrated the 100<sup>th</sup> anniversary of the Republic by providing free charging services at all stations nationwide. Additionally, Eşarj launched the 'Discharge Point' in Aydın Söke, a relaxing area for drivers to charge their vehicles, and established a charging hub at Ankara Armada Shopping Mall, capable of charging 20 vehicles simultaneously, making it the highest-capacity charging point in Ankara. Finally, the Eşarj mobile application was enhanced with new features for charging, payment management, and loyalty discounts, further improving customer satisfaction.

By the end of 2023, the number of electric vehicles in Türkiye was nearly 80,000, and it is expected to increase exponentially in the coming years. The Ministry of Industry and Technology estimates there will be 1.5 to 2.5 million electric vehicles on the roads by 2030. Several domestic and foreign brands in our country produce and sell 100% electric passenger cars, buses, minibuses, trucks, tractors, and boats. The future projections of these brands reveal how critical the healthy and rapid development of the charging station infrastructure is. As of the end of 2023, Eşarj operates Türkiye's largest and

fastest electric vehicle station network, with 1,780 charging sockets through 1,003 stations. 1,387 of these sockets offer fast charging and provide great convenience to users. Additionally, we invested in our mobile application and 24/7 call center to provide better quality service to our nearly 100,000 customers.

Continuous innovation in electric vehicle technology is essential to sustain and further accelerate this momentum. Our R&D efforts are focused on advancing these technologies, enhancing charging infrastructure, and improving the overall user experience, laying the foundation for the next phase of growth in Türkiye's electric vehicle ecosystem.







## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

**By advancing smart grid technologies and infrastructure, we are playing a crucial role in supporting the transition to cleaner transportation and enabling efficient power distribution for electric vehicles.**

### Research & Development

The Research & Development (R&D) unit focuses on a broad spectrum of technologies and innovations. As part of our strategic efforts, the R&D department expanded its team, reflecting our commitment to accelerating development in electrical grid reliability and resiliency. By advancing smart grid technologies and infrastructure, we are playing a crucial role in supporting the transition to cleaner transportation and enabling efficient power distribution for Electric Vehicles (EVs). We are deeply engaged in developing microgrid solutions with storage systems, which can potentially enhance energy reliability and efficiency. These technologies offer innovative solutions for managing energy loads and ensuring uninterrupted power supply, especially in remote or underserved areas.

In addition to these areas, our R&D efforts extend to the Internet of Things (IoT), information and communication technologies, artificial intelligence (AI), big data, and cybersecurity. These domains are crucial for developing smart, secure, and efficient energy systems. By leveraging AI and big data, we can optimize operations and improve decision-making processes while robust cybersecurity measures protect our systems against emerging threats.

Funding for our R&D projects comes from both domestic and international sources, demonstrating broad support and recognition of our initiatives. Our R&D projects funded by EMRA R&D Fund amounted to TL 50 million in 2023.

Our R&D and Innovation Committee, which includes our CEO and senior managers from all business units, is a collaborative platform where diverse expertise converges to foster the development of innovative products, services, and projects. The outcomes of our R&D activities are shared with EMRA, potentially

shaping future legislation. Committed to leading the evolving landscape of the global energy sector, we partner with universities on R&D initiatives. In 2023, we continued our collaborations with Özyeğin University, Sabancı University, Osmangazi University, and Ostim Technical University. Additionally, we are active participants in the EUROGIA 2020 cluster, part of the international R&D support programme EUREKA. Our CEO, Murat Pinar, is the Cluster Chairperson, contributing to both management and technical evaluation committees.

### Research & Development Projects in 2023

In 2023, Enerjisa reinforced its leadership in the sector with innovation-oriented R&D projects. In this context, the **Noca Code-Free Application Development Platform Project** carried out with ELDER and 21 distribution companies, aims to create a code-free platform for web and mobile applications using visual tools and drag-and-drop methods. The platform will bring together all the necessary tools to allow distribution companies to develop new

applications, update existing systems, integrate process innovations, and strengthen their operational processes for digital transformation projects. The project aims to increase efficiency by facilitating development processes.

Additionally, Enerjisa carried out various R&D projects to accelerate the digital transformation process in 2023. In this context, **the National SCADA Project** aims to develop a web-based SCADA software that includes data collection, monitoring, control, and reporting functions for the electricity and gas distribution sectors. The system is designed to flexibly adapt to both sectors' needs and will be converted into a commercial product after the pilot implementation. It will also be able to compete with international competitors both at home and abroad. In addition, **the Digital Maturity Project**, coordinated by ELDER, was carried out to assess the digital maturity levels of 21 distribution companies, identify investment needs, and prepare development roadmaps specific to each company, region, and strategy.



## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

### Enerjisa continues to lead in developing cutting-edge energy solutions, with a strong emphasis on digitalization through our focused and well-funded R&D efforts.

The project aims to determine the digital maturity levels of the companies and create roadmaps for them to reach their targets by considering factors such as geographical location, customer portfolio, quality parameters, and investment budget. With these projects, Enerjisa aims to increase digital maturity in the sector and become a pioneer in the digital transformation process. **The E-MOBILITY LEAP** project aims to prepare the electricity grid for future high charging demand by providing the necessary infrastructure and support for electric vehicle adoption. The project, supported by EMRA and all electricity distribution companies, ensures distribution companies are prepared for data demands and the electricity infrastructure within Türkiye's E-Mobility Breakthrough framework.

**Bir Fikrim Var (I Have an Idea) Platform:** Launched in 2023, the Bir Fikrim Var platform achieved the highest number of suggestions in the Distribution Suggestion System, collecting a total of 693 suggestions. This mobile application enhances accessibility for all employees, with 47% of suggestions submitted by white-collar workers and 53% by blue-collar workers. To make the Suggestion System more inclusive, categories such as R&D, Environmental and Energy Management, and Occupational Health and Safety have been expanded to include Customer Satisfaction, Sustainability, Efficiency, and Communication-Social Responsibility. All employees whose suggestions are accepted by the category supervisor are now rewarded.

### Innovation

Enerjisa's dedicated Innovation Department cultivates a strong culture of innovation within the company, while reinforcing its leadership in the entrepreneurial ecosystem through impactful collaborations for sustainable growth. Our open innovation activities with technology startups, technology development zones, companies, and universities enable innovative ideas to create value in our business areas. Through these collaborations, we develop new products and services, add existing innovative products to our portfolio, and offer them to our customers.

### Global & Local Collaborations

We collaborate with global acceleration programs and develop joint projects with companies in Europe and North America. Our collaboration with **Plug and Play**, one of Silicon

Valley's leading innovation platforms, steps up sharing knowledge and experience in our ecosystem, creating new projects, partnerships, and investment opportunities. Through this collaboration, we discover startups in eight thematic areas. In 2023, we analyzed more than 100 startups and conducted three critical concept validation studies. **Enline** developed solutions that optimize energy distribution line management in the Toroslar region. **OrxaGrid** focused on improving real-time monitoring of energy and assets in our network. **Rebase** aims to increase the accuracy of unlicensed solar panel production forecasts. In 2023, we also strengthened our local collaborations. We contribute to the regional innovation and entrepreneurship ecosystem by collaborating with Keiretsu Forum Türkiye and the Corporate Venture Platform. Our partnership with Keiretsu Forum Türkiye involves monthly evaluation





## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

**We support our innovation activities within the Company and through solid collaborations with the entrepreneurship ecosystem.**

of potential investment opportunities by introducing selected startups. The Corporate Venture Platform aims to learn directly from the founders of successful corporate venture projects, share best practices, and bring innovation managers together. Work is also underway to create a sub-community within the platform to incubate entrepreneurs.

Our partnerships include exciting collaborations with the following startups:

**OneNewOne:** Our innovative HR solution creates, categorizes, and matches a “Smart Candidate Pool” using advanced AI-based recruitment processes. This cutting-edge technology revolutionizes talent acquisition by efficiently shortlisting candidates through “Smart Interviews.” By leveraging AI, the system intelligently analyzes candidate data, identifies key skills and qualifications, and matches them to the most suitable job openings. This streamlines the recruitment process and ensures that the best-fit candidates are identified quickly and accurately. The “Smart Candidate Pool” provides a dynamic and

continuously updated resource, enabling HR professionals to focus on strategic decision-making and fostering a more efficient and effective hiring process.

**Wyseye:** It is an innovative image processing platform designed to make such technology accessible to businesses of all sizes. Our distribution business units utilize this platform for efficient meter control processes. Integrating Wyseye ensures compliance with occupational health and safety and personal protective equipment usage rules, preventing potential issues during EPDK and TEDAŞ inspections. This system streamlines workforce utilization by enabling remote detection of fraud and meter discrepancies, leading to more effective operations.

In addition, the innovative projects that we are proud of are as follows:

**My Warranty Is You (Garantim Sensin):** An application that digitalizes warranty tracking, includes documentation and a warning system and facilitates warranty management on a single platform.



**Organic Vehicle (Organik Taşıt):** A solar-powered electric bicycle designed for short-distance travel, fast and straightforward deliveries, and cargo transportation.

### University Collaborations

Enerjisa Enerji has been cooperating with ITU Çekirdek, the incubation center of ITU Arı Teknokent, as the primary stakeholder since 2017. The Company conducted pilot studies with Kozalak and Delifer Energy and continues to monitor the development of startups such as Eyes of Solar and Energymen. A grant of TL 300,000 was provided to selected startups at the Big Bang event held on December 14, 2023. In addition, Buradayım, one of Enerjisa Enerji’s

Corporate Entrepreneurship and Innovation initiatives, was among the Big Bang finalists. Our collaborations with university related and independent institutions in the startup ecosystem include Bilkent Cypark, TOBB ETÜ, İzmir Teknokent, and Boğaziçi Ventures. Through these collaborations the parties gain access to each other’s startup networks within the startup ecosystem and to interact with startups within these networks. This interaction aims to contribute to the development of startups, create new business opportunities, and share sectoral knowledge. Enerjisa acts as a mentor and as a jury member in university collaborations. These efforts are intended to help entrepreneurs develop their business models, refine their marketing strategies, and increase their overall business execution skills.



## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

### CORPORATE ENTREPRENEURSHIP AND INNOVATION PROGRAM: NAR

Enerjisa Enerji is collecting innovative ideas through Nar, an internal entrepreneurship and innovation program for nine years. This program allows employees to generate and implement creative ideas around an annual theme. Corporate entrepreneurs participate in acceleration programs, receive theoretical and practical training in entrepreneurship and design thinking, and participate in incubation.

**2023 Nar Program with the theme “Innovative, End-to-End Improvable and Commercializable Products, Services or Business Models” received 121 applications.**

Five projects were accepted to the acceleration phase, which includes online entrepreneurship training and coaching sessions. These five teams were presented to the R&D and Innovation Committee at the Investment Day event held in September, and it was decided to continue the projects.

Successful ideas went through a 12-week development process, including minimum viable product development, field and user testing, and calculation of key marketing metrics. At the end of this process, it was decided that two initiatives would be commercialized and three would proceed operationally.

#### 8<sup>th</sup> Nar Program Achievements

Among the ongoing projects from the 8<sup>th</sup> Nar Program, completed in early 2023, is MIOTE, Enerjisa’s first commercialized internal initiative. MIOTE received a grant from the Çukurova Development Agency and has cut its first invoice and produces systems that detect anomalies in maintenance and malfunctions using IoT. Another project, Buradayım - Fault Mileage Relay, has won cash grants and awards from various acceleration programs and successfully predicts faults with deep learning methods and artificial intelligence integration.

### 9<sup>th</sup> Period Initiatives

**InfAR** is an augmented reality and infrastructure coordination application developed to increase the collaboration of infrastructure service providers and provide end-to-end solutions for project design processes. It aims to reduce inventory losses and labor risks by facilitating information sharing and coordination in collaboration processes complicated by different inventory systems and data formats.

**Digital Fleet** is a portal that minimizes the error margin by digitizing vehicle fleets’ maintenance, repair, financial, and technical operations. By providing functions such as recording all vehicle information and managing service and financial transactions, this system solves the problems of non-digital controls and uncontrolled data overload. It contributes to Enerjisa in financial control, reduction of HSE vulnerabilities, sustainability, and digitalization.

**EDAS** is a sensor system developed to detect illegal electricity use by electromagnetic pulse on meters. The illegal electricity used by this method creates a significant problem as electricity distribution companies and meter manufacturers cannot detect it.

**Biomarker** designs recyclable and biodegradable polymer seals to replace plastic seals used in electricity meters and metering systems. Made with PP and PLA-oriented biodegradable materials, these seals are 100% biodegradable and have a carbon footprint that can be tracked with a laser barcode. The project aims to reduce carbon emissions and protect the ecosystem by replacing unsustainable polycarbonate seals.

**LEO**, is the first mobile application that digitizes all processes related to unlicensed energy operations and allows users to receive online consultancy. The app provides all the information needed by those who generate energy with renewable energy sources and sell the surplus. It makes it possible to receive offers from EMC (Electromagnetic Compatibility), calculate support fees and invoices, access legislative regulations, and get answers to questions.





## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

### Enerjisa continued to push its digital maturity goals through the E-TERNAL digital transformation model, which involves over 500 new digital projects planned for the next five years.

#### Digital Transformation

Enerjisa Enerji's holistic governance plan has merged its sustainability framework with its digital transformation model, enabling the Company to make informed decisions that promote growth, protect the environment, and support communities.

The Company launched several innovative digital projects in 2023 that underscore its dedication to enhancing customer experiences, optimizing operations, advancing technology, and responding to market dynamics. These projects include advancements in robotic process automation (RPA), where RPA technology was implemented across multiple business units such as Legal, System Operations, Finance/Accounting, and Customer Relations, leading to a 33% increase in the number of robots and an 87% increase in the transactions they performed.

Enerjisa Enerji has achieved key milestones in digital transformation and sustainability, focusing on reducing the need for customers to visit physical locations through advanced digital and remote application channels. Since the launch of the digital application system for new connections in August 2021, Enerjisa Enerji has streamlined its connection application process, allowing customers to submit applications online 24/7 via Enerjisa New Connection Portal. This innovation provides convenience to customers and reduces the carbon footprint associated with in-person visits, which is crucial, as Enerjisa Enerji's three distribution companies receive over 100,000 connection applications annually across 45 operation centers. In 2023, these digital advancements are projected to prevent the consumption of approximately 7 million sheets of A4 paper and save around 90 trees annually, enabling Enerjisa reducing its fossil fuel consumption, thereby decreasing its carbon footprint. The Company aims to enable customers to access their invoices instantly by switching to digital invoices and to contribute to protecting the environment by using less paper. In 2023, based



on our customers' preferences, 47.7 million invoices were sent as e-archives, and 4.1 million invoices were sent as e-invoices. With the increase in the digital invoice ratio to the total invoice over the years, we have saved 1,350 trees and avoided the use of 75 tonnes of paper in 2023.

Additionally, the Company focused on strengthening its analytical capabilities by establishing the Analytic Circle community, which facilitated new project ideas in areas like artificial intelligence, generative AI, and image processing. Furthermore, Enerjisa continued to push its digital maturity goals through the

E-TERNAL digital transformation model, which involves over 500 new digital projects planned for the next five years, to create value within 14 distinct digital programs. These efforts collectively highlight Enerjisa Enerji's commitment to driving digitalization in a way that supports both operational efficiency and broader sustainability objectives. Each project represents a step forward in Enerjisa Enerji's mission to blend operational excellence with cutting-edge technology.



## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

### DIGITAL TRANSFORMATION MODEL - E-TERNAL

In 2020, the E-TERNAL digital transformation model was introduced to enhance sustainability holistically through digitalization. “Ternal symbolizes a commitment to improving the world, people, and business, while “E” stands for electron, energy, and Enerjisa.

We conducted a comprehensive benchmarking analysis and various activities with internal and external stakeholders to integrate digital initiatives. To ensure transparent and participatory digital transformation management within the Company, we developed several digital platforms and dashboards. These platforms provide real-time data analytics, project tracking, and performance monitoring, enabling all stakeholders to access up-to-date information, collaborate effectively, and make informed decisions.

We reviewed our past and current projects and identified over 500 new digital projects for the next five years. These projects were organized into 14 digital programs, each named after an inspiring scientist from history, aligning with our value creation areas.

As part of our digital programs within the E-TERNAL model, we conducted a detailed analysis of our digital maturity. In 2023, we reassessed our digital maturity levels by evaluating our current technological capabilities, business needs, sectoral trends, and the latest emerging technologies. Based on this analysis, we established new digital maturity targets for the next three years. These targets include specific goals such as increasing our data analytics capabilities, expanding our use of artificial intelligence in operational processes, integrating advanced IoT technologies for real-time monitoring, and

enhancing cybersecurity measures to protect against evolving threats. Additionally, we identified KPIs to track our progress towards these targets, ensuring that we stay aligned with our strategic objectives and industry best practices.

To ensure the continuity of analytical projects, develop analytical skills, and support employees involved in these projects, the Analytic Circle community was established in cooperation with employees who have received data analytics training and are interested in this subject. This community aims to increase analytical knowledge through comprehensive training and carry out new analytical projects to advance the Company. In 2023, online and face-to-face meetings were held with the community, culminating

in an Ideathon event where 55 participants generated 15 project ideas in areas such as artificial intelligence, generative AI, and image processing. The goal for the coming years is to increase the number of project ideas and bring them to life.

In the energy sector, where repetitive tasks are prevalent, efforts continue to expand Robotic Process Automation (RPA) across all possible processes to ensure more efficient use of resources. In 2023, RPA technology was implemented in many business units, such as Legal, System Operations, Finance/Accounting, and Customer Relations. Compared to 2022, the number of robots in processes increased by 33%, the number of transactions they performed increased by 87%, and the accuracy rate reached 99.8%.



## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

**Our investments in advanced analytics, data solutions, and digital technologies enable us to intervene in outages quickly and safely by remotely monitoring our personnel in the field and taking proactive measures by anticipating problems.**



Within our Sustainability Framework, we contributed through projects in our E-TERNAL Digital Transformation model under various categories until end of 2023: 308 projects under the impact-focused business model, 13 projects for societal impact, 12 projects for planetary influence, and 159 projects under the foundations of our performance.

**Employee Focus:** We utilize machine learning, artificial intelligence, and data analytics projects to support a digital, data-driven, and agile organization, focusing on HR processes for end-to-end digitization.

**Standing by the Customer: The Mobile Application & Online Service Center (OHM) project** aims to improve user experience by increasing digital channel usage, customer satisfaction, and loyalty. It provides the best digital experience for traditional transactions like subscriptions, bill payments, outage notifications, and appointments. **The Licensed and Unlicensed Producers Portal** enables producers to access real-time data, submit demands, and view their data. The portal includes producer information, training documents, operational demonstrations, legislative articles, and customer support. Under Article 26 of the Electricity Market Distribution and Retail Sale Activities Quality Regulation, customers who have suffered damage can now send approved damage applications via WhatsApp, allowing them to submit documents within the legal period.

**Enriched Sales: The D2D Out-of-Area Sales project** streamlined sales outside the region, allowing field staff to process transactions using tablets. **The Customer Solutions CRM project** digitalized customer solution operations, aligning with the existing CRM, and facilitated the integration of customer management, visits, offers, contract

management, billing/collection, feasibility, and data collection processes with other systems.

**Supply Continuity: The Outage Management System** is being improved to ensure supply continuity and minimize electricity outages. **The North Star Project** has launched an application that displays points affected by disasters and their current energy status, based on data from remote points and personnel. This application also provides management reports and enables immediate action to restore power to affected areas. **The IoT Project** aims to create a real-time monitoring, analysis, storage, visualization, and sharing platform for end-to-end encrypted, open-source solutions. This project contributes to various teams, including network operations, investment, and energy network management, by analyzing collected data for decision-making and business development.

**Maintenance:** We are implementing digitalization projects to enhance the efficiency of maintenance and repair operations, minimize occupational health and safety risks, and monitor and report field operations to ensure network supply continuity.

**Asset Management:** The Company is implementing projects focused on GIS (Geographic Information System) to improve data quality and manage field assets. One such project is the Android GENII project, aiming to enhance integration quality, supply continuity, and customer satisfaction in future network



## RESEARCH & DEVELOPMENT, INNOVATION AND DIGITAL TRANSFORMATION

**In 2023, we launched a range of innovative digital projects that highlight our commitment to enhancing customer experiences, driving technological advancement, and proactively adapting to market dynamics.**

digitalization projects while ensuring field operations are performed using the most up-to-date and rapid technologies.

**Safety First:** Our top priority is ensuring HSE through digitalization projects, aiming to minimize work accident risks and implement digital technologies to ensure the highest safety measures during field operations.

**Data-Oriented Operations:** We are implementing numerous analytical projects to enhance our data-driven operations capacity. We have optimized and improved data quality through various projects. **The OGSS Data Synchronization Project** ensures data reliability and synchronization for outages. **The Digitalization of New Connection Field Processes Project** simplifies processes by digitizing traditionally manual, paper-based procedures, making life easier for customers and new connection operations.

**Energy Market:** Our energy management forecasting and operations in energy markets are being digitalized to align with the sector's future, we aim to enhance efficiency through projects like **Price Forecast Model and Visualization, Long-Term Demand Forecasting, and Automation of Reconciliation Reports.**

**Digital Finance:** Enerjisa focuses on digital finance, aiming to enhance efficiency and value through advanced digital technologies in financial processes. We are restructuring financial risks, achieving transaction automation, minimizing error rates, providing faster reporting infrastructure, effectively following risk controls, and achieving resource efficiency. We have also digitized previously manual document processes, ensuring quality documentation. Enerjisa utilizes RPA (Robotic process automation) technology in processes **like Automatic Recording of E-Invoices, Accounts Receivable Management, and Collections Management,** resulting in time savings and operational efficiency.



**M<sup>2</sup>C Journey:** We are implementing digitalization projects to enhance operational efficiency and resource utilization. We aim to meet customer demands quickly and effectively, while supporting operational excellence through **Hyper-automation projects and RPA integrations.**

**Customized Solutions:** Enerjisa has launched the “E-Central” project as part of its “Energy of My Business” model, aiming to provide real-time monitoring and reporting of assets and operations. The centralized monitoring application allows management of operations, maintenance, and asset management on a single platform. The project also aims to

increase work efficiency and customer satisfaction in challenging operational areas, where approximately 130,000 new connection inspections and temporary acceptance of connection lines are conducted by 80 field teams in 45 operation centers across three regions.

**Technological Infrastructure:** Enerjisa Customer Solutions invested in **an SAP S/4HANA project,** transferring all processes and integrations from the existing R/3 system to the HANA system in 3.5 months. This project reduced system load and increased performance, demonstrating the Company's commitment to investing in technological infrastructures to adapt to the latest technologies.





## ● ENERJISA'S SUSTAINABLE SUPPLY CHAIN AND PROCUREMENT

**To mitigate supply chain risks, we implement audits and monitoring processes to ensure adherence to the highest standards of ethical and sustainable practices.**



**MİRAY AYVAZ**  
Procurement Specialist

*“Our Responsible Supply Chain Project aims to establish an ESG-based supply chain management system within Enerjisa, with the goals of reducing compliance risks, selecting suppliers that align with sustainability principles, and improving business ethics and codes of conduct. Our stakeholders include credit institutions, our suppliers, and relevant committee members within our company. The targeted outcomes include creating a responsible supply chain, reducing ESG risks, and supporting the development of suppliers. Our project helps to create a fairer and more sustainable supply chain in the local economy while minimizing environmental impacts on a global scale, protecting workers’ rights, and promoting ethical management practices. Being part of such a project, and contributing to a sustainable and ethical business world, holds great value for me both professionally and personally.”*



**ONUR YAKMACI**  
Procurement and Logistics Manager

*“The responsible supply chain approach adopts ethical and sustainable practices, ensuring compliance with social, environmental, and governance (ESG) criteria in supply processes. As global supply networks play a critical role in fostering social cohesion and fair labor practices, such supply chains are crucial worldwide. They are also essential for conserving natural resources and reducing environmental footprints. Preventing human rights violations such as child labor and forced labor, ensuring fair wages, and providing safe working conditions are possible through responsible supply chains. As Türkiye aligns its production and supply chains with international social and environmental standards, its competitiveness both in domestic and global markets increases. Through this project, we support social welfare, social cohesion, and environmental sustainability by protecting the rights of the local workforce and acting with environmental responsibility.”*

Enerjisa Enerji is deeply committed to ensuring that our supply chain activities support our economic objectives and align with our environmental and social responsibilities.

### Sustainable Supply Chain Practices

Our supply chain processes are designed to drive meaningful change in critical areas such as reducing carbon footprint, managing waste, and promoting fair-trade practices. We prioritize products with high energy efficiency, implement innovative waste management solutions, and actively reduce paper consumption through e-commerce and receiving tender documents via usb and e-signature, e-guarantee applications. We focus on expanding our supplier pool and enhancing competition. We use online tender platforms to ensure a transparent tender process and establish fair commercial conditions. Supplier evaluations play a crucial role; we express gratitude to those with solid performance while developing improvement plans for those who need it. Stakeholder feedback is instrumental in refining our human rights, health, and safety plans. We maintain fair commercial terms by broadening our supplier base and evaluating technical and financial capabilities. Ultimately, supply chain management is a dynamic system that addresses both positive and negative impacts through ongoing monitoring and evaluation. Our company diligently applies these strategies to meet sustainability goals and optimize supply chain processes. As the sustainability of our supply chain is critical, we support our suppliers and business partners in various ways. We support our suppliers through training. We provide training to suppliers that are of critical importance on

our activities in areas ranging from changes in legislation to technical issues related to procurement. Furthermore, we hold Q&A sessions with suppliers prior to calls for tenders, in order to minimize uncertainties that they may experience due to any changes in the regulation (EMRA Procurement Regulation) or the Company’s policies during the procurement process.

### Local Sourcing and Economic Impact

Our extensive supply chain network includes over three thousand suppliers, with approximately 128 identified as critical Tier-1 suppliers. Nearly 100% of our suppliers in the electricity distribution business are locally sourced, contributing to the local economy and ensuring high supply chain reliability.

### Operational Support and Distribution

We operate 117 operation center warehouses across a total area of 351,835 m<sup>2</sup>, dedicated to supporting our operations and ensuring efficient distribution. We strive to support sustainable development within our company and the broader community through careful analysis and management of our supply chain impacts.

### Contracts, Third-Party Control (TPC) and Compliance

We conduct comprehensive preliminary assessments before establishing any business relationship, including financial, technical, and reputational checks. We ensure that the real persons and entities we work with are not included in national and international sanction lists and are not connected with any terrorist organization, terrorist actions, tax fraud or money laundering. We pay our consultants



## ENERJISA'S SUSTAINABLE SUPPLY CHAIN & PROCUREMENT

**We support our business partners in enhancing their environmental performance, ensuring compliance with all applicable environmental laws and regulations, including the Enerjisa Environment Policy.**

only for duly executed and legitimate services. To ensure that our supply chain partners uphold the same standards we do, we require every private or legal entity with whom we establish a business relationship to sign the Enerjisa Third Party Code of Conduct and Declaration of Compliance, committing to our Business Ethics Principles. This declaration enforces compliance with legal regulations, contractual terms, and international standards on anti-bribery, anti-corruption, environmental management standard and environmental protection, health and safety, human rights, international sanctions, and trade controls.

Our comprehensive third party framework specifically includes the Enerjisa Enerji Human Rights Policy, Sustainability Procedure, Third Party Relations Policy, and the Third-Party Code of Conduct and Compliance Statement. These policies ensure rigorous compliance with critical areas such as anti-bribery, anti-corruption, human rights, environmental management, and occupational health and safety. We terminate our contracts with individuals and organizations that do not comply with these policies.

Enerjisa conducts thorough audits of suppliers to ensure compliance with these standards. This includes reviewing documentation at the contract stage and monitoring human rights practices, particularly concerning child labor and forced labor reports from reputable universities and research institutions. We rigorously assess supplier compliance with our policies, including child and forced labor prevention, freedom of association, and mechanisms for employee feedback. These assessments involve obtaining compliance declarations, conducting on-site examinations, and evaluating alignment with UN Human Rights Guidance and ILO Conventions.

In our Customer Solutions business, given the high risks in solar panel production, we evaluate suppliers on working conditions, human rights, and environmental impact, ensuring responsible practices throughout our supply chain. In cases of potential violations, we swiftly enforce the sanctions outlined in our contracts. Suppliers are also evaluated



based on performance, with those excelling receiving commendations, and those needing improvement working with us to implement corrective actions.

### Environmental Compliance

We support our business partners in enhancing their environmental performance, ensuring compliance with all applicable environmental laws and regulations, including the Enerjisa Environment Policy. As described in Enerjisa Third Party Relations Policy, we support Business Partners in the following subjects on environment: Compliance with all applicable environmental laws and regulations, including Enerjisa Environment Policy, continuous improvement of their environmental performance and environmental impact reduction to address climate change, water management, waste management, and biodiversity protection, implementing effective monitoring systems and procedures against industrial accidents and other emergencies, encouragement of their suppliers and third parties to improve their environmental performance.

Our contracts incorporate clauses that mandate compliance with Environmental Law and related legislation at every stage of operation, including waste disposal in accordance with environmental laws. Suppliers are required to provide CDP or sustainability reports, as well as the EHS & ESG Roadmap and GHG monitoring databases.

### Training and Safety Requirements

Enerjisa places significant emphasis on ensuring that our suppliers meet job-specific training requirements to maintain high standards of safety and compliance. We evaluate suppliers through their training achievement certificates and annual training plans, covering essential areas such as basic HSE training, working at heights, electrical safety, confined space procedures, hot works, waste management, and zero waste initiatives.

An effective accident and near-miss recording system, along with documentation, post-incident research, and action processes must be in place. Our thorough evaluation process includes ensuring that all aspects of safety and responsibility are covered in our partnerships.



## ENERJISA'S SUSTAINABLE SUPPLY CHAIN & PROCUREMENT

### Commitment to Fair Competition

At Enerjisa, we firmly believe that responsible and fair behavior is the key to winning and retaining customers and maintaining sustainable relationships with all our stakeholders. Our commitment to fair competition under open market conditions is a cornerstone of our business practices. This commitment is reflected in our adherence to the Law on the Protection of Competition No. 4054 and all related regulations, ensuring that we conduct our business in a manner that promotes healthy competition and protects the interests of consumers and other market participants. Enerjisa's Commitment to fair competition is also described in the Enerjisa Code of Conduct.

### Risk Management and Auditing

We are acutely aware of the potential risks within the supply chain, such as human rights violations and environmental degradation. To mitigate these risks, we implement audits and monitoring processes to ensure adherence to the highest standards of ethical and sustainable practices. Our procurement activities, especially in distribution, are governed by the Regulation on the Implementation of Purchasing and Sales Transactions of Electricity Distribution Companies, issued by the Energy Market Regulatory Authority (EMRA) in December 2020.

This regulation mandates formal contracts for transactions exceeding specified thresholds, reinforcing our commitment to transparency and accountability.

We use a risk-based approach to identify and mitigate compliance risks among our third parties, and to prevent sanctions, corruption, and human rights violations. Our contracts empower us to audit third parties, ensuring they follow ethical rules and contractual obligations. Our supply chain undergoes audits by expert teams or independent institutions for procurement processes in high-risk areas. If a potential violation is identified, we swiftly enforce the sanctions outlined in our contracts. We also evaluate suppliers based on established procedures, rewarding those with excellent performance through thank-you emails to foster long-term mutual satisfaction and collaboration. We conduct preventive and corrective meetings on occupational safety and environmental issues with suppliers and we use supplier evaluation forms, monitor environmental performance and improvement processes. In 2023, sustainability and carbon





# ENERJISA'S SUSTAINABLE SUPPLY CHAIN & PROCUREMENT

emissions were among the major issues discussed during on-site monitoring visits to suppliers. We organize meetings with all relevant departments for those with poor performance to identify and implement improvement actions. This approach enhances the quality and continuity of the services we receive and supports supplier development. Suppliers are evaluated according to several critical requirements, ensuring alignment with our values and expectations. They must have valid ISO 45001 and 14001 certificates, demonstrating a commitment to occupational health, safety, and environmental management. In 2023, internationally accredited independent organizations conducted external audits to ensure the effectiveness and continuity of the management system ISO 14001. The existence of an essential Occupational Health, Safety, and Environment (HSE) methodology is crucial, mainly if subcontractor work is involved, as it should cover relevant subcontractor HSE topics. The availability of a full-time occupational safety specialist is required to oversee safety measures, and support from occupational safety specialists and workplace physicians must be provided in accordance with legal processes. Suppliers are assessed on their ability to communicate risks to employees and to implement identified control measures. Risk assessments must cover all jobs within the work area, identifying acceptable control measures to ensure safety. Risk and severity are assessed in the distribution business unit

using tools such as the Kraljic Matrix. This matrix allows materials and suppliers to be categorized according to market complexity and risk and helps to determine the most appropriate purchasing strategies. Engaging with stakeholders is essential for enhancing the effectiveness of supply chain processes. We regularly visit high-turnover suppliers in distribution purchasing to discuss market conditions and contractual clauses. The insights gained from these discussions are integrated into our Kraljic Matrix risk analyses, allowing us to assess and improve process efficiency. While applying the Kraljic Matrix to planned materials purchases, we not only identified risks in the domestic and global markets for the 2023 period, but also formulated strategies to mitigate these risks. To ensure sustainability of the supply chain, supply continuity risks, including those related to disasters, energy, political processes, and the effects of climate change identified at the beginning of 2023, were incorporated into the supply plans using the Kraljic Matrix. Strategies were developed to ensure supply security against these risks.

In customer solutions business unit procurement processes, the audit process to ensure suppliers' compliance with environmental policies and health and safety plans is underway for 2024.

**Enerjisa Kraljic Matrix**



Kraljic Matrix, also known as the Kraljic model, is applied in the planned material management of our supply chain. The matrix is utilized to assess the complexity and risk of the supply market, as well as the significance of suppliers in terms of their impact on the Company's profitability. This tool enables the Company to define the most appropriate purchasing, planning, and inventory strategies for each materials purchasing category or supplier.



## ● ENERJISA'S SUSTAINABLE SUPPLY CHAIN & PROCUREMENT

**Through comprehensive risk analysis models, we not only identified risks in the domestic and global markets for the 2023 period, but also formulated strategies to mitigate these risks.**

### Responsible Supply Chain Project

The cooperation between EBRD and Enerjisa aims to establish a Supply Chain Management System (SCMS) for the Customer Solutions business unit within Enerjisa. This SCMS is designed as a comprehensive framework that is documented to guide actionable steps in the field. Its primary objective is to create a supply chain system grounded in ESG principles while preventing compliance risks, such as child and forced labor, that may arise within our supply chain. The system encompasses several key components, including supplier selection and evaluation guidelines, a responsible supply chain strategy, a business ethics code of conduct, a risk and audit methodology, and a supplier monitoring approach.

The targeted outputs of the project are ensuring financial compliance processes, outputs on sustainability, ethical standards, transparency, risk management, legal compliance, customer trust and brand image, efficiency and cost savings.

EBRD launched the SCMS project in August 2023 to accurately transfer its requirements and monitor our progress. They appointed a company as the project's auditor and consultant firm. The project is structured into three phases:

- Phase 1 involves creating SCMS documentation.
- Phase 2 includes EBRD document control and approval.
- Phase 3 focuses on implementing SCMS and initiating field audits.

Phases 1 and 2 have been completed. In the upcoming Phase 3, we will implement the requirements of our new SCMS, including remote and field audits, across the lifecycle of several suppliers.

Supplier audits address a wide range of issues, and a committee has been established to ensure comprehensive evaluation by each specialized unit. This committee includes representatives from Procurement, Credit Risk, Finance, People and Culture, Labor Relations, Legal, Compliance, Technical teams (Analysis, Project Implementation, Maintenance, and Repair), Sustainability, and HSE teams.





## ENERJISA'S INFRASTRUCTURE INVESTMENTS

### Our strategic investment planning approach prioritizes customer equality and considers both customer and public benefits.

The main objective of our investment plans is to create a sustainable, environmentally friendly, efficient, and economical distribution network that meets the quality criteria set by the legislation and provides the highest level of service to customers. Accordingly, short, medium, and long-term investment plans are prepared, and master plan studies are carried out to ensure the continuity of network supply. Enerjisa energy infrastructure investment plans are structured by analyzing the current state of the network in detail using structured methods and considering a number of factors such as the future development and growth of the city, regions that may experience natural disasters, especially earthquakes, industrial development (compatible with zoning plans), vertical and horizontal construction. We continuously hold investment planning meetings with local governments and public institutions such as Governors, District Governors, Mayors, Mukhtars, Special Provincial Administrations, Highways, Directorate General for State Hydraulic Works (DSI) to ensure that public institutions have adequate equipment and preparations in response to customer demands. All local and national standards are complied with to ensure that the safety of life and property is never at risk during our infrastructure maintenance and

upgrade works. During works temporary energy cuts, traffic congestion around excavation areas, and environmental noise may occur. Enerjisa ensures its planning and implementation processes are accountable and transparent to prevent these issues from negatively affecting public perception. Our business model is built on a win-win approach, where our partners are not just collaborators but integral to our operations. Their success, which is a direct result of our partnership approach, is our success, and this approach has been the foundation of our operations. Our strategic planning approach prioritizes customer equality and considers both customer and public benefits. This meticulous planning ensures that our decisions are transparent and aligned with Türkiye's e-mobility vision. Enerjisa Enerji's lighting investments enhance life and property safety, while investments targeting energy demand ensure an uninterrupted and continuous supply to our customers. Through these initiatives, Enerjisa can provide superior service quality and address electricity needs efficiently. Additionally, by employing local labor, we contribute to employment, and through the project's supply chain effects, we increase the regional economic activity.



Our investments positively impact production and logistics firms, providing them with necessary inventories and contractor firms for field installations. These efforts support the energy demands of industries and businesses vital to the country's economy, ensuring energy continuity.

Following the natural disasters, such as the floods and snowstorms that have intensified since 2021 and the earthquake disaster in Hatay and its surroundings on February 6, 2023, Enerjisa swiftly repaired the energy infrastructure in these regions. As a result, we significantly contributed to the region's economic and social recovery.

Enerjisa Enerji distribution network investments are categorized as: Meeting energy demands, supply continuity and technical quality,

province/district/critical center primary network redundancy and ring investments lighting facilities, city and village network renewal and improvement, voltage, and modular transformation, energy transmission line displacements and network investments compatible with the investments of public institutions/governments.

We also make technological investments. Grid remote monitoring and control systems such as SCADA, IT/OT investments, and compensation investments to minimize losses are among the environmentally friendly and modern projects prioritizing efficiency and sustainability. In this context, our Company's 2023 distribution investments amounted to TL 13.6 billion.



## CUSTOMER FOCUS AND SATISFACTION

**Serving approximately 10.7 million customers and a population of 22 million through physical, digital, and remote channels, we are committed to addressing customer needs promptly and efficiently.**

At Enerjisa Enerji, we adopt comprehensive and strategic approaches to increase customer satisfaction and improve service quality. In 2023, we expanded our customer interaction channels to understand customer needs better, offer tailored services, and provide quick solutions to problems. Our multi-channel communication network makes it easier for customers to share their requests and complaints, and improves customer experience.

Our Customer Solution Centre works to integrate digital platforms, simplify application processes, and boost customer satisfaction. We also update our mobile apps and online services to improve user experience and accessibility, leading to increased use of digital channels each year. By focusing on customer experience, we monitor real-time feedback and adjust our processes accordingly. We analyze customer satisfaction data to identify areas for improvement and enhance our service quality based on these insights.

We understand that our customers' time is valuable. By establishing a vast communication network, we enable them to reach us through the most convenient channel. Our customers can submit their applications and complaints through various channels. Operating 24/7, our Call Center ensures that help is always available. Serving approximately 10.7 million customers and a population of 22 million through physical, digital, and remote channels, we are committed to addressing customer needs promptly and efficiently. Enerjisa Enerji distribution companies received approximately 23.5 million calls through the Call Center in 2023.

The flexibility we provide through our various channels allows customers to choose the best method and facilitates the collection of valuable feedback and insights. We provide feedback via e-mail, registered e-mail (KEP), letters, WhatsApp, SMS, and telephone, adhering to the customer's preferred method to ensure timely and appropriate responses. By continuously enhancing our communication channels and service

processes, we strive to meet and exceed our customers' expectations, ensuring their interactions with Enerjisa Enerji are always positive and productive.

Our Customer Experience teams collaborate closely with internal stakeholders and customers to enhance every interaction. By gathering insights through customer service

feedback, surveys, and focus groups, we align with customer expectations and plan actions accordingly.

We manage customer experience through five key journeys. Each journey is designed to boost service quality and customer satisfaction.

### Enerjisa Customer Experience Journeys

Sales Journey	Migration Journey	Application and Request Management Journey	Journey from Meter to Payment	Corporate Customer Experience Journey
The Sales Journey covers the entire sales process from pre-sales to invoicing, focusing on service quality and satisfaction metrics.	The Migration Journey maps subscription experiences to improve processes based on customer needs, involving cross-functional teams.	The Application and Request Management Journey involves managing customer requests, solutions, and satisfaction measurement while handling market research.	The Journey from Meter to Payment analyzes processes from meter setup to payment, ensuring satisfaction and addressing non-payment scenarios.	The Corporate Customer Experience Journey maps services for corporate clients, aiming to improve experiences and infrastructure for feedback and development.



## CUSTOMER FOCUS AND SATISFACTION

### In 2023, we demonstrated our commitment to exceptional service and timely resolutions by achieving a Service Level Agreement (SLA) for the application process of 98.38%.

#### Streamlining the Digital Application Journey

Our refactoring project has revolutionized the digital application journey, significantly improving the Online Services Centre and Mobile Application steps. This redesign allows for a more diverse range of application topics that customers can address through these channels and provides clear visibility into the application's stage. For finalized applications, we offer services such as accessing, viewing, and downloading responses, providing our customers with transparency and ease of access.

Our Customer Solution Centre diligently monitors customer requests, complaints, and information requests submitted through all channels, ensuring timely and effective responses via the customer's preferred channel. Recording customer applications in the SAP-CRM system and sending them directly to the relevant department ensures that issues are addressed promptly and solutions are communicated efficiently.

In 2023, we demonstrated our commitment to exceptional service and timely resolutions by achieving a Service Level Agreement (SLA) for the application process of 98.38%. This impressive figure reflects our overall rate of timely completion for customer applications. Specifically, we maintained a 97.63% completion rate for all applications other than invoice objections and an impressive 99.14% completion rate for applications related to invoice objections.

#### Expanding Service Channels and Innovations

At Enerjisa, we have taken the necessary steps to increase customer satisfaction in our retail and distribution operations. Our main service channels include:

- **Physical Channels:** 39 Enerjisa Customer Service Centers, 69 Enerjisa Transaction Centers, and 10 Mobile Service Vehicles.
- **Digital Channels:** Online Service Center (OHM), web, mobile platforms, and e-Government.
- **Remote Service Channels:** 24/7 call centers and tele-sales methods.



We introduced several innovations to enhance our call center operations and customer interactions. We successfully completed the Call Center ISO18295 second interim audits, demonstrating our commitment to high industry standards and the quality of our services. Additionally, new categories and detailed descriptions were added to the Distribution Website. The Online Transactions menu was simplified, allowing customers to repeat their applications from the last six months, making the process more convenient.

Additionally, Enerjisa Enerji holds several ISO certifications, including:

- ISO 9001 – Quality Management System
- ISO 10002 – Customer Satisfaction Management System
- ISO 27001 – Information Security Management System
- ISO 18295 – Customer Contact Center Management System.

We have increased the number of licenses for the Voice Analysis Program to enhance call center operations. We launched the Solution Center Case project to streamline the management of customer requests and introduced the Knowledge Base Smart Question module to improve our ability to provide fast and accurate information to customers. Enhancements were made in customer representative performance measurements, review of complaint and thank you records, and maintenance and repair. We also focused on developing instant communication processes with SCADA (Supervisory Control and Data Acquisition) and analyzing CSAT representatives. Additionally, Experience Ambassadors actively engage in communication activities in the field to promote customer experience awareness.



## CUSTOMER FOCUS AND SATISFACTION

**In 2023, we further enhanced customer convenience by renewing the Retail Mobile Application, which allows customers to reach us through physical, remote and digital channels.**



### Retail Operations and Technological Advancements

In our retail operations, external audits by EYS (TUV-NORD) were completed, further confirming the quality of our operations. The Change Management Process was digitized with the Seatech App, ensuring efficiency and accuracy in managing changes. Our performance management system was moved to the digital platform, allowing us to monitor and improve our service delivery. The

Solution Center V2 project was launched, providing more advanced tools to resolve customer issues. We also implemented the Application Receiving process with Recorded Data Storage (KVS), ensuring customer applications are handled securely and efficiently. The Digital Assistant project, launched in May 2024, automated IVR (Interactive Voice Response) Robot responses, reducing the need for manual intervention and increasing the speed of service delivery.

### Enhancing Customer Convenience

In 2023, we further enhanced customer convenience by renewing the Retail Mobile Application. This renewal allows customers to reach us through:

- Physical Channels: MHM - Customer Services Centre, EIM - Enerjisa Transaction Centre
- Remote Channels: Call Center
- Digital Channels: Online Services Center and Mobile Application

We respond to requests through these channels via telephone, letter, KEP, correspondence KEP, or digital return channels such as e-mail, SMS, and IVR Robot (Manual), ensuring swift and personalized responses that align with customer preferences.

Moreover, in 2023, we integrated the Envision application with SAP CRM, allowing seamless digital handling of application responses and approval stages. This integration enables us to automatically add responses to the customer application in CRM, expediting the closure process. The Solution Centre 2.0 project further enhances this process by ensuring the entire process is completed if information is requested from different departments after the application is registered. The response is sent to the customer without breaking the connection with the initial application number.

### CRM Integration and Voice Recognition

In 2023 we conducted CRM integration project for Application Returns Requiring Legal Opinion that went live the following year, enabling smoother and faster processing of these refunds. With improvements in the Voice

Recognition and Analysis project, we can effectively monitor customers' and employees' emotional states, call trends, and content using artificial intelligence, which helps us better understand and respond to customer needs. When customers contact our call center, our voice response system can instantly identify issues and resolve calls over IVR without needing an agent speeding up the resolution process and increasing customer satisfaction by providing fast solutions. In addition, the voice response system can recognize customers needing e-archive approval and provide approval without connecting to a customer representative, thus making the process easier.

Finally, with the User-Friendly CRM project, the SAP-CRM screens used by our customer representatives were transformed. This transformation increased the efficiency and effectiveness of our customer services by enabling our representatives to access the correct information quickly.

### Distribution Operations and Customer Satisfaction

Thanks to our end-to-end customer satisfaction model, we took the necessary steps toward increasing customer satisfaction in our distribution operations. This model enables us to measure customer satisfaction in 22 processes, including breakdowns, lighting, damage, and switching. By collecting comprehensive feedback, we gain valuable insights into our performance and identify areas for improvement. We also create detailed customer journey maps to improve the customer experience.



## CUSTOMER FOCUS AND SATISFACTION

### Customer Satisfaction and Operational Excellence Projects

Throughout 2023, Enerjisa Enerji undertook important projects aligned with our vision of strengthening and modernizing Türkiye's energy infrastructure. We implemented projects aimed at increasing customer satisfaction and operational efficiency. The main activities we carried out in the retail and distribution segments within the scope of these projects are detailed below:

<b>Digital Channels Refactoring Project</b>	We renewed the infrastructure and interfaces of our existing digital channels to significantly improve the customer experience.	<b>Damage Digitalization Project</b>	This project aims to increase customer satisfaction by digitalizing the delivery process of damaged documents. It also provides fast solutions for damage caused by power outages and improves operational efficiency.
<b>Digital Service Center Project</b>	Services such as subscription transactions, digital tickets, and customer application/complaint management are now offered through digital platforms. This allows transactions to be carried out faster and more efficiently.	<b>186 Campus Application</b>	Designed to facilitate employee access to information, this platform offers applications such as training, surveys, exams, and announcements in a digital environment.
<b>Digital Submission of Subscription and Subscription Cancellation Printouts</b>	Documents resulting from subscription transactions and cancellations are digitally transmitted to customers. This environmentally friendly approach prevents paper waste. Digital Ticket Project: This project enables customers to purchase and store event tickets digitally, significantly improving the user experience.	<b>New IVR Announcement Management Program and Process</b>	Improvements to the IVR system facilitate customer access to announcements. This program improves customer experience by ensuring full automation of the process.
<b>Customer Application and Complaint Management Project</b>	Customer applications and complaints are managed effectively through digital platforms. This system increases customer satisfaction by providing fast and effective solutions.	<b>IVR to Digital</b>	During peak hours at the call center, customers are directed to digital channels to reduce waiting times.
<b>Corporate Sales Dashboard Project</b>	Dashboards that monitor sales and service processes for corporate customers have been created. These dashboards enable better customer relations management.	<b>IVR Optimization Project</b>	The IVR system provides customers with detailed information about planned outages and instant malfunctions. This project aims to increase customer satisfaction.
<b>Large and Private Customers' Contract Management System</b>	Contracts with large and private customers are managed digitally, making the processes more transparent and traceable.	<b>Personalized Customer Experience for the Claims Process</b>	Special teams follow and guide customers who report claims. This approach increases customer satisfaction.
<b>Experience Route</b>	We analyzed customer journeys and created experience routes to better understand and meet our customers' needs and expectations. These analyses have significantly contributed to the development of strategies to enhance our service quality. Launched on October 3, 2023, this project is the cornerstone of our customer-focused program and highlights every employee's commitment to improving the customer experience. The project's success was celebrated with a series of events organized on World Customer Experience Day and live, face-to-face meetings with industry professionals. The project's regular Customer Experience Workshops provided a platform for our corporate customers and senior management team to share valuable customer experiences.	<b>The Enerjisa Mobile and Online Services Center</b>	The renovation project launched in June succeeded significantly. It has received many awards for its user-friendly design and new features, demonstrating our commitment to meeting customer needs. The project's impact was evident in the app market, with scores increasing from 2.5 to 4.5. In addition, two new concept Customer Service Centers opened in Osmaniye and Ankara, developed from a customer experience perspective, received near-perfect satisfaction scores based on customer feedback. Additionally, the modern and accessible customer service centers opened in Söğütözü and Osmaniye are designed to offer closer service to customers and provide quick solutions, thus aiming to increase customer satisfaction.
<b>Digital Claim Form</b>	The digital claim form application was implemented in line with the zero-waste target. This application increases customer satisfaction and provides significant savings in printing costs. Speech Analytics RADAR Project: Speech analytics software analyzes customer calls at call centers, offering continuous solutions and improvement methods to increase customer satisfaction.		



## CUSTOMER FOCUS AND SATISFACTION

Our customer satisfaction efforts are based on quantitative measurements, of which the Customer Satisfaction Survey (CSAT) and Net Promoter Score (NPS) play an important role. These metrics guide us in adapting to customer expectations while improving our services.

Our monthly CSAT surveys, conducted the day after a customer interaction with IVR systems, provide us with real-time insights into our operations and customer touchpoints. These surveys use a 1-5 scale to gauge satisfaction levels immediately following an interaction, allowing us to monitor and respond to customer needs promptly. Meanwhile, the NPS surveys, conducted by an independent research firm, have been instrumental in collecting in-depth customer feedback through live interviews with open-ended questions. This method provides us with qualitative data highlighting customer sentiments, preferences, and areas needing improvement. The success of these NPS surveys reassures us of the effectiveness of this method in understanding customer perceptions and emotions, thus enabling us to make informed decisions.

Our satisfaction measurement system, implemented over the years, is a testament to our commitment to continuously improving our processes and customer journey maps from a customer-centric perspective. In 2018, we introduced an end-to-end model that

measures customer satisfaction on a journey basis, further solidifying our continuous improvement efforts. This model evaluates each step of the customer's journey, from initial contact to issue resolution, ensuring a comprehensive understanding of customer experiences.

In 2023, we expanded our customer satisfaction measurement system to include new touchpoints such as applications, appointments, becoming a customer, and signing up through online transactions. This expansion was driven by the need to capture feedback from digital interactions, reflecting the growing importance of online services. We track satisfaction across 42 customer

touchpoints in real-time, including face-to-face interactions at service centers, phone calls, and digital channels such as mobile apps and websites. This comprehensive approach allows us to capture a holistic view of customer interactions and quickly identify areas for improvement.

Throughout 2023, we collected more than 50,000 pieces of monthly feedback through our customer experience measurement system. We analyzed this data to identify priority issues and improve customer contact processes. Each piece of feedback is meticulously reviewed to detect patterns and trends that indicate systemic issues or highlight exceptional service areas. In

addition, NPS, measured by an independent research company, was conducted with more than 2,000 customers monthly, and our satisfaction levels have consistently increased. This increase is a testament to our ongoing efforts to refine our services and address customer concerns proactively.

We are working to measure and improve customer satisfaction with similar rigor in our distribution operations. We carefully identify key touchpoints for CSAT measurement and collaborate with stakeholders, including senior management and front-line staff, to ensure accurate and effective feedback. We carefully design the question structure, methodology, quota, rule set, and timing of

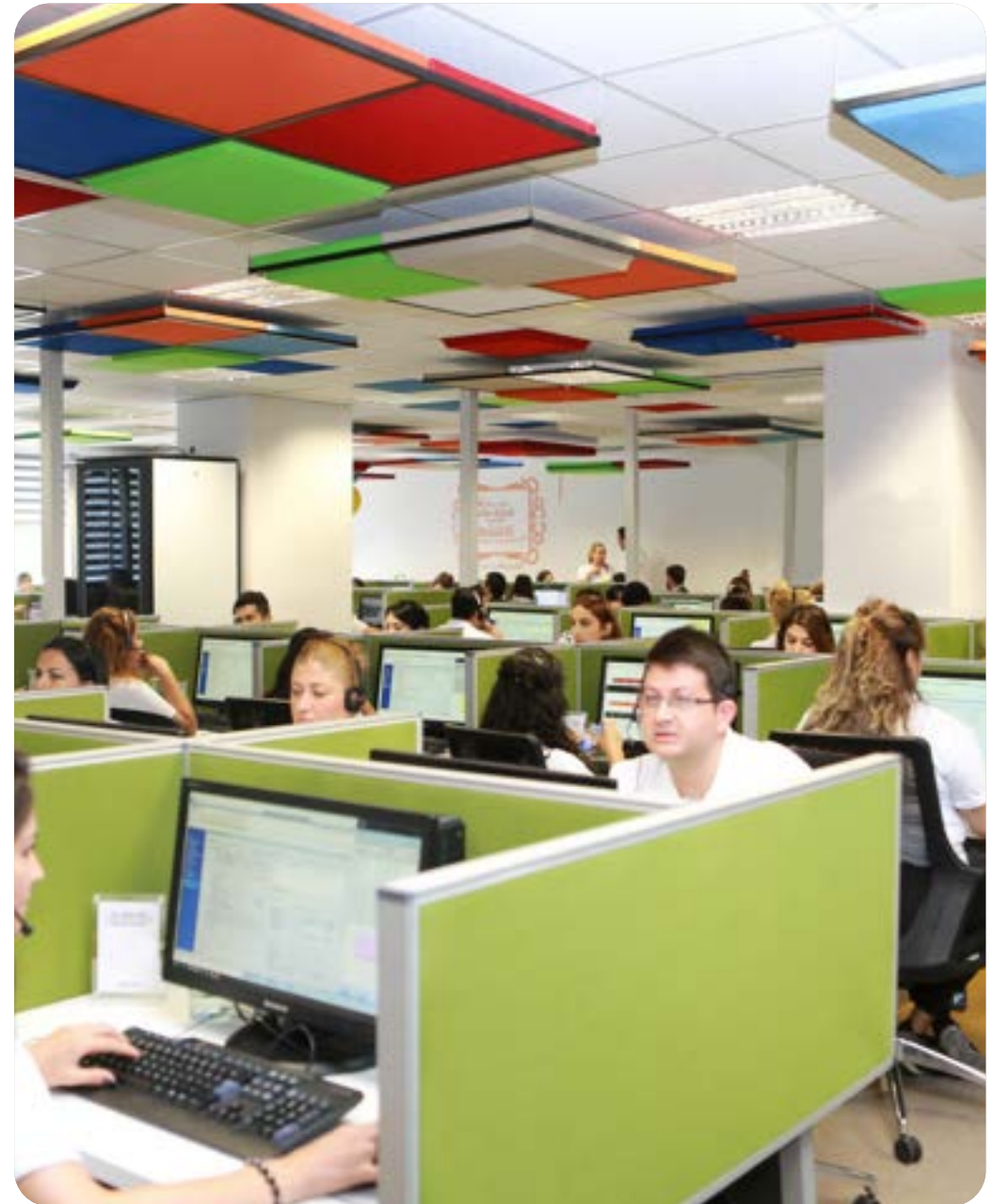
Customer Satisfaction Metrics	2022	2023
Net Promoter Score (NPS), - 100 to +100	18	40
Customer Satisfaction Score (CSAT), out of 5	Distribution: 3.89 Retail: 4.27	Distribution: 4.03 Retail: 4.47
Operator Call Answer Rate in Queue, (%)	Retail: 97.36% Distribution: 95.37%	Retail: 99.82% Distribution : 95.46%
Number of Calls in Operator Queue, (million)	Retail: 2.8 Distribution : 10.9	Retail: 2.3 Distribution : 12.8
Call Answering Speed, (seconds)	Retail: 21.0 Distribution : 1.9	Retail: 3.0 Distribution :7.1
IVR Responded Calls, (million)	Retail: 6.6 Distribution : 18.9	Retail: 4.8 Distribution : 23.5
Call Center Average Response Time, (seconds)	Retail: 245 Distribution : 2.6	Retail: 226 Distribution : 7.1

## CUSTOMER FOCUS AND SATISFACTION

**Our Net Promoter Score (NPS) is measured by an independent research company, conducted with more than 2,000 customers monthly, and our satisfaction levels have consistently increased.**

surveys and set service standards at the time of the experience. For instance, survey timing is optimized to reach customers when their experience is fresh, typically within 24 hours of the interaction. By analyzing the data from previous surveys, we identify the components of the CSAT load list that deliver successful results. This data-driven approach allows us to determine the minimum monthly sample size needed for a statistically valid representation. Our analysis considers response rates, demographic diversity, and transaction types to ensure our samples are representative. When commissioning a new survey, we determine the minimum number of successful surveys per day necessary to ensure representativeness based on transaction data. This precise approach ensures that our data collection methods are statistically sound and reliable. Thanks to these efforts, we have consistently achieved higher customer satisfaction rates in the retail and distribution sectors.

Nine quantitative and two qualitative market research studies were conducted in 2023. Customer call records were analyzed every month, and identified pain points and suggestions for improvement were shared with the relevant teams. CSAT IVR survey results are reported to business units monthly and mid-month. This timely reporting provides our teams with actionable insights and lets us quickly improve our service delivery. Reports include detailed customer feedback analyses, identifying strengths and areas needing improvement. Through these comprehensive and strategic efforts, customer satisfaction is central to our operations, enabling us to build lasting customer relationships through superior service. Our continuous feedback loop, involving all stakeholders through the Customer Experience Committee, ensures that senior management is directly involved in customer satisfaction initiatives, fostering a culture of excellence and accountability throughout the organization.





## DATA SECURITY AND PRIVACY

**We ensure the availability, confidentiality, and integrity of the data we manage, in alignment with our information security management policy and the ISO 27001 standard.**

At Enerjisa Enerji, data security and personal data protection are foundational principles that we adopt without compromise. Our commitment to ensuring and protecting the confidentiality of our customer's data is unwavering, and we meticulously adhere to internationally recognized standards to achieve this.

By prioritizing customer privacy, we enhance trust and loyalty, and safeguard against data breaches and related economic losses through robust data protection policies. We employ a comprehensive approach to responsible business practices, ensuring the security of all information assets.

Enerjisa has an Information Security Management Policy published on Enerjisa and Enerjisa Investor Relations website. Through strong privacy and security policies, we aim to protect individuals' right to privacy, which is a fundamental human right. Privacy practices help protect this right and enable individuals to express themselves freely. While robust policies on data security contribute to protecting human rights, over-regulation may limit innovation. Therefore, as a company, we believe in fostering innovation through our investments

in data solutions and digital technologies, our inhouse entrepreneurship programme NAR and through solid collaborations with the entrepreneurship ecosystem.

Data breaches can potentially occur through our company's activities and business relationships. To mitigate this risk, we adopt a proactive approach by implementing comprehensive technical and administrative measures. These include ensuring that employees adhere to policies and procedures, providing regular awareness training, establishing authorization matrices, and implementing robust cybersecurity measures. Additionally, we ensure that data transfers are conducted with appropriate security audits and training when necessary.

At Enerjisa, we regard all the information we collect and process as critical assets for our company and stakeholders, and our data is meticulously managed according to the accrual procedure. To safeguard the confidentiality, integrity, and availability of our information systems, which are the core pillars of our information security strategy, we implement a range of robust measures. We



place the utmost importance on protecting these assets through an effective Corporate Information Security Management System, guided by the ISO/IEC 27001 Information Security Management System standard. This commitment has earned us the ISO 27001 certification, alongside our distribution and retail companies, following audits conducted by accredited organizations. Furthermore, our distribution and retail companies have obtained the ISO 20000 Information Technology Service Management System and ISO 22301 Business Continuity Management System certificates, underscoring our dedication to maintaining high standards. We recognize that the digitalization process demands heightened sensitivity to data security, and we address this by rigorously implementing procedures outlined in our corporate policies and guidelines. For remote work, employees securely access corporate networks via a private VPN. Third-party employees are provided with read-only access to our data through a virtual desktop application, which is

further protected by two-factor authentication. These measures help us maintain our certifications and safeguard the environments where customer data is stored and processed. Our Corporate Information Security's primary goal is to ensure the availability, confidentiality, and integrity of the data we manage, in alignment with our information security management policy and the ISO 27001 standard.

We comply with several regulations and standards, including the Electricity Licensing Regulation, the Industrial Control Systems (ICS) Information Security Regulation, and the Electricity Distribution and Sales Call Center Service Quality Standards. Through our Cyber Security Group Directorate, we routinely assess compliance with the ICS Security Analysis and Testing Procedures and Principles, as well as the Information and Communication Security Guide from the Digital Transformation Office of the Presidency of the Republic of Türkiye.



## DATA SECURITY AND PRIVACY

Enerjisa is committed to processing personal data in accordance with legal requirements, including data from our customers, as outlined in the Enerjisa Code of Business Ethics (ENETİK 2.0). We have developed a Policy on Processing and Protection of Personal Data to support this commitment. The Enerjisa Enerji Personal Data Storage and Destruction Procedure, Customer Solutions Personal Data Storage and Destruction Procedure, and KVKK Implementation Technical Measures Evaluation Procedure are tools we use to ensure our business processes remain compliant with relevant legislation.

Various procedures and commitments are followed to ensure data security in our retail companies. Processes such as the Procedure for the Protection and Processing of Personal Data, the Procedure for the Protection and Processing of Sensitive Personal Data, the Personal Data Storage and Destruction Procedure and the Data Transfer Procedure are implemented within this scope.

Similar data security procedures are followed in our distribution companies. In addition to basic processes such as Personal Data Protection and Processing, Personal Data Storage and Destruction Procedure and Procedure for Protection and Processing of Special Categories of Personal Data, Personal Data Processing Inventory and Procedure for Updating Clarification and Explicit Consent Texts are also taken into consideration. In addition, there are additional measures such as KVKK Contact Person Appointment Procedure, Document and Communication Management Procedure, Relevant Person Application Form, Data

Owner Application Process Procedure, Cookie Usage Procedure and Data Transfer Procedure. The Explicit Consent Preference Change Management Procedure and the Procedure for the Protection and Processing of Special Categories of Personal Data are also among the processes that are given importance in this context. KVKK Contact Person Appointment Procedure and Explicit Consent Preference Change Management Procedure are constantly updated to ensure the highest level of data security in our companies.

At Enerjisa Enerji, we ensure that technical and administrative measures related to information security and operational processes are carried out by our Cyber Security Group Management Team under the Head of Information Technologies and Digital Business Management Department. We provide the necessary support and tasks to meet information security requirements. Recognizing data as a valuable resource, we adopt the steps and activities outlined in our company policies to ensure the highest level of security and confidentiality for customer information, adhering to all applicable rules and regulations. We conduct necessary technological and administrative controls at every point where data is obtained, processed, transmitted, and stored. Considering the confidentiality level of the data, we process it only as needed for business purposes and ensure that access is restricted to authorized personnel only.

Our information security management system is applied across all operational processes with a clear risk management strategy, following

information security policies, procedures, instructions, standards, frameworks, and guides based on global and sectoral best practices. We make the relevant documentation accessible to all employees and share it through our document management system. We use information security documentation to manage information security risks and ensure that data is properly protected. Even after employees leave the Company, we hold them accountable for adhering to the Information Security Management Policy and related procedures during business processes.

As a data controller under the Personal Data Protection Law (KVKK), we take necessary steps to process all types of personal data we receive verbally, in writing, or electronically from various sources, including headquarters, regional offices, customers, dealers, websites, and call centers. Except for the cases specified in Article 5 of the Personal Data Protection Law, we obtain the explicit consent of customers before any business is conducted or services are provided. Our business units securely store the personal data they process in electronic systems and physical environments used for daily operational activities. To ensure lawful data processing, we communicate with data subjects through various channels, providing explanation texts that include processing purposes, security measures taken, the rights of data subjects, and application channels. If not exempt, we obtain explicit consent in line with KVKK and clearly state this before processing the data.

The security of personal data is one of our top priorities as a data controller. In compliance with

applicable legislation, we establish and update policies and procedures for the protection of personal data and implement necessary and appropriate technical and administrative security measures to protect sensitive data from unauthorized access, misuse, loss, and disclosure. Except for data transfers that do not require explicit consent under Article 5 of the Personal Data Protection Law, we do not share any personal data submitted through our website for product and service sales/applications or already in our system with third parties. Whether explicit consent is necessary according to Article 5 of KVKK is determined by the Regulation Legal Team. We take all possible measures to protect the data entered on our website by customers against unauthorized access. To protect the confidentiality of our customers' personal information, we ensure the highest level of availability for our system and access infrastructure.

In accordance with Article 7 of KVKK, we delete, destroy, or anonymize personal data when the purpose of use ends and the legally permissible retention period expires. When necessary to provide certain services, we may collaborate with other companies. We ensure these companies adhere to our terms and conditions and security principles. We ensure that data processors with whom we collaborate value information security and act responsibly towards each other, for which we also have legal assurance. Data processors act solely on our behalf and in accordance with our instructions and the terms of the contracts we have with them, as defined in the law. We are committed to Article 11 of KVKK, which summarizes the rights



## DATA SECURITY AND PRIVACY

**We take pride in not receiving any negative feedback about the effectiveness of the security measures and processes we implement to protect and ensure the privacy of our customers' data.**



of individuals whose personal data is processed, and we share what these rights entail with our customers through our clarification texts. We respond to requests from our customers within the necessary timeframe by reviewing system logs and customer documents. We remind our customers that they can contact us via the communication channels listed in our clarification texts to exercise their rights regarding the processing of their personal data.

In addition to KVKK, information security training sessions in 2023 were comprehensive and well-attended. The Information Security Interactive Training and exam were delivered through EnAkademi, where 3,567 participants completed a total of 3,148.6 hours of online training. Moreover, Information Security sessions specifically designed for new recruits were conducted in both online and classroom settings, with 683 individuals receiving 683 hours of training in total. Furthermore, the Phishing and Ransomware Attacks Awareness

Training engaged 419 participants, who completed 279.33 hours of specialized instruction aimed at enhancing their understanding and response to such threats. In addition to this training, we periodically carry out phishing drills.

Our Cyber Security Group Management Team has a Cyber Incident Response Team responsible for handling incidents that adversely affect our information or industrial control systems and interfere with regular business operations, regardless of whether they stem from software, hardware, or human error. As part of our incident management procedure, we investigate issues such as malware, phishing attacks, unauthorized access, cyber-attacks, and data leaks. By using monitoring and detection techniques recognized in the information security sector, we continuously monitor our company's applications, systems, and access components. We ensure that incidents detected during monitoring are investigated, necessary actions are taken, and issues are

effectively resolved. In collaboration with our company's KVK Board, we determine which data types require monitoring and track these through our data leakage prevention system. If a data transfer appears unrelated to business needs, we promptly contact the individual responsible, with their manager's awareness, to investigate the reason for the transfer. Additionally, managers receive automatic notifications to inform them about any data outflows involving their team members.

The Cyber Security Group Management Team keeps track of technological developments and security vulnerabilities worldwide through cyber intelligence services. We establish a secure development lifecycle, conduct annual penetration tests by independent teams, and guarantee the security of our company's applications and services. We also conduct source code analysis, maturity tests, and vulnerability scans. During these

reviews, the Cyber Security Group Management Team examines, monitors, and makes recommendations regarding identified flaws. We inform all our employees, including contractors and outsourced workers, about appropriate methods for reporting any information security incidents or vulnerabilities that could lead to incidents. Additionally, we frequently send notifications about these channels. The process document defining the steps to be taken after notification is periodically reviewed and implemented. Moreover, a clause in our Information Security Awareness Declaration, signed with third-party suppliers and vendors, requires them to alert us in case of any data security issues. Enerjisa Enerji has not identified any verified complaints regarding customer privacy breaches or data loss. We take pride in not receiving any negative feedback about the effectiveness of the security measures and processes we implement to protect and ensure the privacy of our customers' data.



# Impact for Planet

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## ● OUR APPROACH TO ENVIRONMENTAL MANAGEMENT

**Our vision is to drive progress towards a low-carbon economy by implementing strategic energy efficiency measures and embracing renewable energy technologies.**

Total Number of People Trained\*

4,798

Total Training Hours\*

7,835

Training Hours per Person\*

1.6

Enerjisa Enerji is committed to creating a sustainable impact on our planet through innovative energy solutions, efficient resource management, and a steadfast dedication to reducing our environmental footprint. Our vision is to drive progress towards a low-carbon economy by implementing strategic energy efficiency measures and embracing renewable energy technologies. Our environmental expenditure has been increased by almost %3 since last reporting period. We are actively reducing greenhouse gas emissions, targeting a 30% reduction in Scope 1 and Scope 2 emissions by 2030 compared to the base-line year 2021. Our initiatives, such as transitioning to hybrid and electric vehicles in our vehicle fleet and optimizing energy consumption in our facilities, exemplify our proactive approach to environmental stewardship. Another target we have as Enerjisa in this regard is to

reduce emission intensity of sold electricity related to our scope 3 emissions 40% by 2030 compared to the baseline year 2021. We aim to reach this target by extension of renewable counterparty portfolio and resource diversification accompanied by renewable energy sales strategy and efforts.

In addition to mitigating emissions, we prioritize biodiversity conservation by assessing and minimizing the impact of our operations on ecosystems and habitats. We collaborate with NGOs to protect sensitive species and implement measures to prevent bird-induced outages on our power lines. Our water management strategies focus on reducing consumption and improving efficiency, with a goal to decrease water usage by 3.5% by the end of 2024. Through our circular economy approach, we aim to eliminate waste and enhance recycling

efforts, targeting Zero Waste certification across all our locations by 2025. By integrating these sustainability practices into our core business operations, Enerjisa Enerji is committed to making a meaningful impact on the planet and contributing to a more sustainable future for generations to come. ESG working groups have been restructured to ensure a broader decarbonization implementation as Biodiversity, Circular Economy, Emissions, EU Taxonomy, the Task Force on Climate-Related Financial Disclosures (TCFD) and International Financial Reporting Standard. We have continued conducting training sessions, workshops, and action activities in collaboration with these working groups.

\*Sustainability and Environment Trainings



## EMISSIONS

# Enerjisa Enerji not only helps its customers to lower their energy costs but also plays a pivotal role in reducing the carbon footprint associated with energy consumption.

The challenges of climate change continue to mount, and companies worldwide play a critical role in mitigating its impacts. Enerjisa Enerji, a leader in the energy sector, understands this responsibility and has committed to managing greenhouse gas emissions and air pollutants with diligence. This commitment goes beyond mere compliance with regulations; it is about taking proactive measures to safeguard the environment and foster sustainable growth. Enerjisa Enerji's approach to emissions management is informed by a comprehensive understanding of the economic, environmental, and social impacts of its operations. The Company's strategic policies and actions are guided by these insights, aiming towards a more sustainable future.

A cornerstone of responsible corporate practices are the assessment of the economic, environmental, and human rights impacts of greenhouse gas emissions. Enerjisa Enerji is dedicated to this analysis, aligning its efforts with international standards to substantially contribute to environmental sustainability and social responsibility. Enerjisa Enerji actively contributes to reducing greenhouse gas emissions by implementing a comprehensive

range of operational energy efficiency projects through its distribution business unit leading reduction on grid energy losses and operational emissions. These initiatives not only lead to a significant positive environmental impact but also enhance the overall efficiency of energy use across various sectors.

Our total direct and indirect CO<sub>2</sub>e emissions (scope 1,2 &3) for 2023 added up to 21,047,334 tCO<sub>2</sub>e. Approximately 0.23 % were direct Scope 1 emissions, 8.08 % were energy related indirect Scope 2 emissions and 91.69% were indirect Scope 3 emissions.

In 2023, we released 48,554 metric tonnes of carbon emissions under Scope 1. Our Scope 2 emissions, which include distribution losses, were 1,700,774 metric tonnes. Our Scope 3 emissions, which include emissions from electricity provided to customers, were 19,298,007 metric tonnes. Our energy intensity (per turnover) in 2023 was 0.12 kg CO<sub>2</sub>/ TL (2022: 0.24 kg CO<sub>2</sub>/TL).

Energy Portfolio Emission Intensity: 0.44 tCO<sub>2</sub>e/MWh (Calculated by the ratio of emissions from generation of electricity sold

### Enerjisa Enerji Emissions (2023) :

Scope 1:	48,554 tCO <sub>2</sub> e
Scope 2:	1,700,774 tCO <sub>2</sub> e
Scope 3**:	19,298,007 tCO <sub>2</sub> e
Total Emissions:	21,047,334 tCO <sub>2</sub> e
Energy Portfolio Emission Intensity:	0.44 tCO <sub>2</sub> e/MWh

\*Details of our emissions can be found in Annex V.

\*\* (Included categories; Purchased Good & Services; Fuel and Energy Related Activities, Employee Commuting, Business Travel, Waste)

to customers within the scope of fuel and energy-related activities to the total energy portfolio.)

As can be understood from the monitored and provided data and information, we see that we are progressing in a suitable trend according to our 2030 targets with our emission values.

Enerjisa Enerji's emission management efforts are diverse and meticulously monitored. The greenhouse gas (GHG) calculation methodology is developed in accordance with GHG Protocol standards and serves as a guide for calculating GHG emissions at the organizational level<sup>1</sup>. Details of our emissions can be found in Annex V.

Enerjisa Enerji's approach to greenhouse gas emission calculations adheres to the GHG protocol, considering all relevant gases, including CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and SF<sub>6</sub> cooling gas included. The emission factors and global

warming potential ratios employed are based on IPCC 6<sup>th</sup> AR and National Inventory data. The Company's emission consolidation method follows the control approach and is reported in alignment with the GHG Protocol requirements. Calculation methodologies draw upon national inventory data for electricity and utilize emission factors from IPCC and Defra for other assessments. Scope 1 emissions encompass direct greenhouse gas emissions associated with resources owned or controlled by Enerjisa Enerji, including fuel consumption, company vehicles, and fugitive emissions.

As part of its commitment to sustainability, Enerjisa Enerji offers Energy Efficiency Solutions tailored to meet its customers' specific needs. These solutions include Lighting Conversion Projects and Process Efficiency Projects that optimize energy usage, as well as advanced technologies such as Cogeneration (CHP) and Trigeneration (CCHP) Solutions, which significantly reduce energy consumption of customers. Moreover, Enerjisa

<sup>1</sup>For Scope 1 and Scope 2 emissions, data is aggregated in units of kilograms (kg), cubic meters (m<sup>3</sup>), liters (L), or kilowatt-hours (kWh) and calculated using DEFRA's intensity coefficients. Scope 3 emissions are processed in units such as kWh, L, m<sup>3</sup>, tons, ton-km, and km, and converted with appropriate emission factors. For electricity consumption, national inventory data at the Tier 2 level is utilized. In contrast, other calculations use the Tier 1 methodology, aligned with emission factors from the Türkiye National Grid Emission Factor, IPCC and DEFRA. First reporting year is 2017, and the base year GHG emission inventory is re-evaluated when new source streams are added. An independent organization verifies the results for the CDP declaration, ensuring compliance with the GHG Protocol standard.

Since Enerjisa Enerji's renewable electricity sales don't cause any emissions, they were not included in the relevant calculation in 2023. In this context, as a result of the checks made for previous years, the 2022 data was updated by taking the same approach into account. As a result of the revision of this data, all other data were also reviewed and the relevant ones were updated. All relevant data are shared in Annex V - 81 Emission table on page 146.



## EMISSIONS

### Enerjisa Enerji engages in emission trading to contribute to carbon reduction efforts by trading I-REC certificate, enabling customers to lower their carbon emissions.



**BÜLENT ANALAY**  
Energy Management Director

*“As Enerjisa, we aim to increase share of renewable energy in our supply portfolio and to expand our customer base for certified green energy products by the end of 2030. Together with our stakeholders; renewable energy producers, certification bodies, and retail customers, we support the use of renewable energy in our country and play a key role against climate change. We are continuously improving these processes we began a few years ago. To reach our 2030 targets, expanded our supply range, and organized training sessions to raise awareness among our customers. We have leveraged technological advancements and digitalization to support our sustainability goals. We successfully implemented robotic process automation to provide renewable certificates at the frequency our customers expect, increasing customer satisfaction while providing services to a larger number of clients with ease. Guided by our manifesto “A Better Future for Everyone,” it brings me great pride and happiness to materialize our transformational journey as Enerjisa, through such a project, and to lead to fulfill our responsibilities to the nature and to future generations.”*

Enerjisa Enerji Sustainability Report 2023

Enerji develops customer-focused alternative energy efficiency solutions under the energy performance contract (ESCO/EPC) model. This model is particularly effective in areas like waste heat recovery, heating, ventilation, and air conditioning (HVAC), pressurized systems, electric engines, and lighting. By leveraging these innovative approaches, Enerjisa Enerji not only helps its customers lower their energy costs but also plays a pivotal role in reducing the carbon footprint associated with energy consumption.

Since Enerjisa Enerji does not engage in electricity generation, the Company’s direct impact on air quality is limited. Nevertheless, Enerjisa Enerji remains vigilant, monitoring emissions from its generators, machinery, and vehicles and striving to minimize them. In day-to-day operations, the Company does not emit pollutant gases other than those resulting from fossil fuel combustion for heating and transportation. The Eşarj business unit emphasizes supporting our vehicle fleet transformation to EV vehicles.

Enerjisa Enerji’s policies and commitments are articulated in its environmental policies, which align with its ambition to contribute to a low-carbon economy.

The Company is committed to reducing both energy consumption and direct and indirect greenhouse gas emissions.

Enerjisa Enerji aims to achieve a 30% reduction in Scope 1 and Scope 2 emissions and a 40% reduction in the emission intensity of sold electricity related to Scope 3 emissions compared the 2021 base year by 2030.

These commitments cover all business units under Enerjisa, further reinforcing the cornerstones of sustainable development. This target is set in accordance with international standards and reflects Enerjisa’s dedication to a sustainable future. The Distribution business unit is transitioning its fleet to electric vehicles, minimizing the SF<sub>6</sub> gas leakages from equipment in the short to medium term while exploring alternative equipments for replacement of SF<sub>6</sub> in grid operations for long term. Energy monitoring systems are deployed to optimize electricity use, and electricity consumption in buildings is consistently monitored. In all business units, energy efficiency projects are implemented to reduce CO<sub>2</sub> emissions and conserve energy. The projects undertaken in 2023 were bolstered by green energy solutions, lighting transformations, and process efficiency enhancements.

One key initiative involves transitioning the Company’s fleet to more sustainable options. Existing hybrid vehicles are utilized in personnel transport activities to curb emissions during business trips, and alternative methods are evaluated for travel planning. In addition, Enerjisa aims to replace diesel vehicles with hybrid and electric vehicles in its administrative fleet, demonstrating a commitment to reducing its carbon footprint.

By implementing a driver tracking system for the fleet vehicles of the distribution business unit, the Company can effectively monitor the requirements of each vehicle, leading to a reduction in the number of vehicles needed and, consequently, a decrease in fuel consumption. This initiative not only optimizes fleet management but also contributes to a significant reduction in emissions. In 2023, the retail business unit of Enerjisa took a major step forward by incorporating 51 electric and hybrid vehicles into its fleet. As a result, the share of electric and electric/hybrid vehicles in the administrative fleet surged from 16% in 2022 to an impressive 43.6% in 2023. The distribution business unit also made significant progress, adding 193 electric and hybrid vehicles (151 electric and 52 hybrid) to its fleet in 2023. This move increased the share of electric and hybrid vehicles in the administrative fleet to approximately 72%.

These initiatives underscore Enerjisa’s dedication to enhancing sustainability in its operations and reducing Scope 1 emissions. These commitments cover all business units under Enerjisa, further reinforcing the cornerstones of sustainable development. This target is set in accordance with international standards and reflects Enerjisa’s dedication to a sustainable future. The Distribution business unit is transitioning its fleet to electric vehicles, minimizing the SF<sub>6</sub> gas leakages from equipment in the short to medium term while exploring alternative equipments for replacement of SF<sub>6</sub> in grid operations for long term. Energy monitoring systems are deployed to optimize electricity use, and electricity consumption in buildings is consistently monitored. In all business units,



## EMISSIONS

### In all business units, green energy solutions, lighting transformations, and process efficiency enhancements are implemented to reduce CO<sub>2</sub> emissions and conserve energy.

energy efficiency projects are implemented to reduce CO<sub>2</sub> emissions and conserve energy. The projects undertaken in 2023 were bolstered by green energy solutions, lighting transformations, and process efficiency enhancements. One key initiative involves transitioning the Company's fleet to more sustainable options. Existing hybrid vehicles are utilized in personnel transport activities to curb emissions during business trips, and alternative methods are evaluated for travel planning. In addition, Enerjisa aims to replace diesel vehicles with hybrid and electric vehicles in its administrative fleet, demonstrating a commitment to reducing its carbon footprint. By implementing a driver tracking system for the fleet vehicles of the distribution business unit, the Company can effectively monitor the requirements of each vehicle, leading to a reduction in the number of vehicles needed and, consequently, a decrease in fuel consumption. This initiative

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Scope 2 emissions include indirect emissions from the consumption of purchased electricity, heat, or steam, as well as emissions resulting from theft and loss. Enerjisa Enerji has an

ambitious goal to reduce its Scope 2 emissions from direct consumptions and reduce T&L in grid operation. The Company closely monitors its electricity consumption to boost efficiency through root-cause analysis and rehabilitation projects. In 2023, Enerjisa Enerji achieved a significant milestone by ensuring that 100% of the energy used outside the distribution business unit and 98.49% of the energy used within the distribution business unit was supplied from green energy sources. As part of its ongoing commitment to sustainability, Enerjisa Enerji initiated a pilot project in 2020 to monitor electricity consumption in real time via the AMRS system across 98 buildings within the distribution business line. By 2023, this project is expanded to other regions, resulting in the real-time monitoring of electricity consumption in 160 buildings. These initiatives demonstrate Enerjisa Enerji's proactive approach to reducing Scope 2 emissions and promoting energy efficiency.

Scope 3 emissions encompass indirect emissions associated with resources not owned or directly controlled by Enerjisa, such as business travel, procured goods and

services, and activities related to fuel and energy. In December 2020, Enerjisa made a pioneering move by signing its first bilateral agreements, known as Power Purchase Agreements (PPAs), to supply electricity directly from power plants generating renewable energy. In relation to Scope 3 categories, capital goods are excluded from calculations due to their limited significance. However, paper and cardboard consumption is accounted for within purchased goods and services. The processes and performance evaluations employed in emission management are intricately woven into the Company's environmental policies, fostering a more sustainable future. Lessons learned from these endeavors are seamlessly integrated into operational policies and procedures to ensure the realization of emission reduction and energy efficiency targets. The 2023 ESG target for Absolute Scope 1+2 Emission Reduction Percentage the baseline year is 2021 with targets of a 10% reduction by 2025 and a 30% reduction by 2030, with no specific target for 2023.



## ENERGY EFFICIENCY

**Since 2020, our initiatives have resulted in a 5% reduction in energy consumption within our Distribution Business Unit, with further reductions targeted by 2025.**



**SİNEM YILDIZÇELİK**  
*People and Culture, Administrative Affairs and Purchasing Director*

*“Each step towards an environmentally conscious and sustainable future impacts both today and future generations. Through the projects we have implemented in this field, we fulfill our responsibility to the environment while strengthening our goal of providing a more livable world for future generations. Our contribution to water resource conservation through the rainwater harvesting project, the fuel savings achieved with our electric/hybrid vehicle transformation project in our fleet, and the LEED GOLD certification we received for our environmentally friendly materials and sustainable design approaches at our Ankara Söğütözü office demonstrate the importance and value of the steps we have taken in these areas. Being part of every step taken towards building an environmentally conscious future brings me immense happiness. I would like to once again thank all my colleagues who contributed to the project.”*

### Improving Operational Efficiency and Energy Management

At Enerjisa, we recognize that energy consumption is not only crucial to our core operations but also a fundamental driver of economic development. Understanding this dual significance, we are deeply committed to advancing energy efficiency across our business units, implementing innovative projects, and optimizing our processes to enhance operational efficiency. Our environmental policy, particularly Articles 2 and 5, underscores the importance of energy use and efficiency, forming a crucial framework for reducing energy consumption and supporting the transition to a low-carbon economy.

In 2023, as part of our ongoing commitment, we installed cogeneration and trigeneration facilities with a combined capacity of 3.8 MWe. These installations have significantly contributed to reducing emissions and improving our operational efficiency. This effort aligns with our adherence to the ISO 50001 Energy Management System framework, which guides us in setting specific targets and implementing robust energy management programs. Since 2020, these initiatives have resulted in a 5% reduction in energy consumption within our Distribution Business Unit, with further reductions targeted by 2025.

The significance of energy efficiency extends beyond individual projects. We employ international energy management methodologies to continuously monitor energy performance across our Distribution Business Units. This approach ensures that we can effectively assess the success of our strategies and make necessary adjustments to maintain and improve performance. Additionally, the Charging Business Unit plays a key role in our sustainability efforts by monitoring emissions related to our charging services, thereby reinforcing our commitment to responsible energy management.

Our focus on energy efficiency is also evident in the advanced technologies we deploy across our facilities. We utilize sensor systems, automatic meter reading systems (OSOS), and centrally controlled heating and cooling systems to optimize energy use. These technological solutions are integral to reducing consumption while providing our customers with effective energy solutions.

To embed sustainability deeply within our organizational culture, we prioritize educating our employees on energy conservation. By fostering a culture of energy awareness and efficiency, we ensure that our workforce is actively engaged in our sustainability efforts. Since 2020, our rigorous tracking and calculation of emissions and consumption data have provided a solid benchmark for ongoing improvements, helping us maintain momentum in our energy reduction initiatives.

Our commitment to sustainability is further reflected in our future plans. In 2024, we aim to conduct a circular economy-based review of our waste management system, enhancing our operational efficiency and aligning with our broader waste management initiatives. Energy consumption's role in economic

development is clear, and as a distribution company, we closely monitor our energy use to ensure it aligns with our sustainability goals. The direct relationship between energy consumption and economic growth positions the energy sector at the heart of economic development. Our renewable energy solutions, such as solar power plants, exemplify our dedication to sustainable growth by enhancing energy efficiency and reducing emissions.

However, we are also acutely aware of the environmental impact of energy consumption, particularly the use of fossil fuels, which contributes to climate change through increased greenhouse gas emissions. In response, we have implemented various measures across our Distribution Business Unit to manage energy consumption more effectively. By adhering to the ISO 50001 framework, we set clear targets, implement strategic programs, and consistently report our emissions, all of which are vital for minimizing our environmental footprint.

The Retail and EMEA Business Unit also shares in this commitment. We have set an ambitious goal to reduce scope 1 and scope 2 emissions by 30% by 2030, compared to our 2021 baseline. To achieve this, we are implementing a series of energy efficiency measures, such as switching to photocell lamps in sinks across all Enerjisa Customer Service Centers and optimizing temperatures in system rooms. These measures, combined with the use of lighting automation systems, are designed to reduce energy usage and support our sustainability objectives.

Continuous monitoring and assessment of energy performance across all business units ensure that our energy efficiency strategies are not only effective but also adaptable to changing circumstances. Reliable data collection and analysis enable us to calculate reductions in energy consumption and maintain a sustainable decrease in energy usage over time.



## ● BIODIVERSITY

**We designated protected areas in our operational regions and we undertake pole erection, facility-kit construction, and overhead line cabling.**

Total Protected Area

**17,228**

km<sup>2</sup>

Total Area of Activity

**109,472**

km<sup>2</sup>



**SAVAŞ SELOĞLU**  
*Occupational Health and Safety and Environment Group Manager*

*“The Bird Protection Project aims to protect biodiversity and to enhance Enerjisa’s environmental sustainability strategy. Through this project, we prevent the electrocution of bird species in areas where our overhead power lines are located, contributing to the conservation of biodiversity both locally and internationally. As we aim to continuously improve our efforts, we have integrated biodiversity initiatives into our Decarbonization Project. In this context, we are assessing our alignment with the Task Force on Nature-related Financial Disclosures and aim to develop our impact assessments according to the LEAP approach. By doing so, we aim to analyze our impact on the ecosystem in detail and create sustainable management strategies. In order to ensure the sustainability of the project we shape the project methodology by evaluating the opinions of experts, field observations from nature associations, and by taking the sensibilities of the local community into consideration.”*

Within the scope of our environmental policy, we place great emphasis on protecting ecosystems, habitats, and biodiversity in all areas where we operate. Our aim is to safeguard and enhance biodiversity, and to achieve this, we continuously monitor our biodiversity performance through our biodiversity action and monitoring plans. The biodiversity impacts of our operations are assessed by independent organizations, which include measures to avoid and protect critical habitats in alignment with our commitments to international lenders. If critical habitats are discovered within our areas of operation, we adjust our line routes where possible and take necessary measures to minimize our impact on biodiversity.

Enerjisa is committed to protecting and improving biodiversity and has conducted a ‘Biodiversity Risk Assessment Study’ for the operational areas of our three distribution companies. This study complies with international obligations and national legislation, such as the EBRD, BERN Convention, CITES Convention, UN Convention on Biological Diversity, and RAMSAR Convention.

Our assessments include evaluating the relationship between energy distribution lines and protected or wildlife development areas, important bird and plant areas, sensitive areas, National Protected Areas (National Parks, SEPA, etc.), RAMSAR sites, wetlands, etc., as defined by national and international legislation and conventions. Our evaluations consider ecosystem diversity and characteristics, habitat types, sensitivity, rarity, conservation priority status, and the impact of electricity distribution activities on ecosystems and connected habitats. We develop risk assessment and action plans that balance biodiversity conservation and utilization.

As the 14 provinces where Enerjisa operates encompass approximately 60% of Türkiye’s biogeography, flora, and fauna experts have prepared ‘Ecosystem Risk Assessment Reports’ to evaluate the current situation. We conduct ecosystem risk assessments during expropriation and operation within our three distribution companies and in areas of responsibility across 14 provinces. In the Ayedaş region, 95% of the expropriated areas are located within protected areas, cultural

protection areas, and forest areas. This rate is 39.12% in the Toroslar region and 35.78% in the Başkent region. In these regions, we undertake pole erection, facility-kit construction, and overhead line cabling. The facility-kit construction is small-scale, typically occupying an area of 10 m<sup>2</sup>, and is completed within 4-5 days. To further minimize the impact on biodiversity, we use trenches with a maximum depth of 1 meter for underground cabling. Our measures align with relevant national and international legislation and adhere to the Biodiversity Protection Action Plan.

Enerjisa formulated a ‘Biodiversity Conservation Action Plan’ in 2020 for the three distribution regions within the scope of a loan study conducted with the EBRD. The action plan incorporates an ‘Ecosystem Risk Assessment’ prepared in accordance with the EBRD’s Guidelines on Biodiversity Conservation and Sustainable Management of Living Natural Resources. It also includes a ‘Bird Protection Plan’ based on the results of ornithological studies. As Türkiye is situated on two major bird migration routes, it serves as a crucial feeding and breeding ground for birds. Enerjisa has



## BIODIVERSITY

### We designated protected areas in our operational regions and we undertake pole erection, facility-kit construction, and overhead line cabling.

designated protected areas in its operational regions, which cover approximately 60% of Türkiye's biogeography. The electricity grid operated by AYEDAŞ, Toroslar EDAŞ, and Başkent EDAŞ intersects bird flight routes. The action plan's objective is to establish a database of guidelines for measures to be taken during work in natural environments and to address issues caused by wildlife and birds.

Our overhead lines have a direct impact on biodiversity due to strikes caused by winged fauna. We aim to minimize the environmental impacts of our operational activities through measures such as waste management, the use of electric vehicles, and preventive maintenance activities. However, bird-induced failures in our overhead lines are irreversible. Bird-induced outages are evaluated annually, and isolation planning is implemented for risky lines, according to maintenance plans. We are aware of the sensitive species present in our operational areas and are improving our processes related to biodiversity. In this context, our Karkas Notification System installation is ongoing. We identify high-risk lines and poles using bird-induced fault records and data and observations from NGOs active in our areas of operation. Subsequently, we carry out isolation

works on the identified lines and poles, aiming to protect birds likely to be affected by our lines, particularly those on bird migration routes and endangered species according to the IUCN Red List.

In cooperation with the Nature Association (Doğa Derneği), the Turkish representative of Birds International, we undertake projects to identify high-risk lines and poles and implement isolation measures to minimize the impact of our distribution companies on ornithofauna. By taking into account GPS data of migratory birds, field observations, and bird-induced outage records, we strive to reduce bird-induced outages. Bird-induced interruption data on lines where isolation or bird-proofing measures were applied were analyzed, and a decrease was observed. We identify risky areas in collaboration with NGOs and plan to minimize our impact by monitoring our environmental risks. We assess all our facilities for location-based potential impacts and remain committed to protecting and improving biodiversity through these comprehensive approaches.

The projects carried out by Enerjisa for biodiversity protection are as follows: The High Voltage Aerial Line Insulator Project aims

to address the dangers faced by winged fauna, particularly migratory birds, that may face the risk of electrocution when landing, nesting, or entering between two conductors on distribution networks. Such interactions can result in accidents causing the death of many birds. At the end of 2017, insulators were installed on certain power lines as part of the High Voltage Line Insulator Project. Toroslar EDAŞ continued its efforts against bird strikes in 2023, especially during migration, in regions including Adana, Gaziantep, Hatay, Kilis, Mersin, and Osmaniye. Hosting millions of migratory birds annually, Hatay, Adana, and Mersin, where global bird migration routes intersect, Toroslar EDAŞ maintained its collaboration with the Nature Association to protect all the birds sharing the sky with its overhead lines. Through this cooperation, insulating materials for 18,727 meters of conductors and 7,638 insulators that could cause bird strikes were installed, particularly on lines in migration-concentrated areas. In 2023, insulation was applied to 100 poles in the Toroslar region through collaboration with our stakeholder, the Nature Association.

To prevent bird deaths, the installation of insulators on lines along the migration route or considered risky has commenced under the Bird Deterrent project. A line in Adana was selected for the installation of insulators, and monitoring of the line has begun. This project aims to protect both the bird population in the region and poultry biodiversity. Additionally, Bird Deflectors were installed on selected aerial line sections to minimize bird deaths due to electric shock. In 2023 alone, more than 12,000 insulators were installed, and over 10,000 bird deflectors were used to protect biodiversity.

Enerjisa remains steadfast in its commitment to minimizing the environmental impact of its investments that traverse sensitive, protected, or developmental areas concerning biodiversity and natural ecosystems. Our efforts are conducted in alignment with national and international legislation and our dedication to maintaining a balance between biodiversity conservation and the sustainable utilization of natural resources. In general Enerjisa Enerji's biodiversity conservation strategy and ambition is as follows.

#### Strategy and Ambition Statement

Enerjisa Enerji is committed to contributing to the United Nations Sustainable Development Goals (SDGs), including those related to the conservation of biodiversity. We recognize that we have impacts and dependencies on biodiversity across our operations and value chains, which can have financial, business and operational consequences for our company. As our objective is to minimize our impacts, we consider biodiversity a strategic priority both in our day-to-day and business decisions. Being aware of the challenges such as data limitations and the lack of simplified biodiversity metrics, Enerjisa Enerji recognizes the importance of taking early actions and we aim to contribute to the Global Goal of halting and reversing biodiversity loss.

We will realize this aim by developing a robust baseline, detailing the specific impacts and dependencies on biodiversity for each Business Unit of Enerjisa Enerji, then re-evaluating and enriching our Biodiversity Action Plans accordingly. We aim to implement these in collaboration with our shareholders, industry partners, NGO's and all other stakeholders.

## ● WATER MANAGEMENT

### We increased our Water Security Score to A in 2023.



Enerjisa is committed to minimizing its impact on water resources and increasing water efficiency through robust policies and practices in water management. We acknowledge the dual nature of our water consumption's impact on the local economy. Our water policy is designed to maximize the efficient use of natural resources and elevate recycling rates while implementing measures to prevent water pollution. In 2023, we successfully achieved our goal of a 1% reduction in water usage per capita compared to 2022. This accomplishment spans all Enerjisa Energy business units,

reflecting our commitment to enhancing water efficiency across the organization. Enerjisa continuously assesses the current and potential positive and negative impacts of our water usage on the economy, environment, and human rights, tailoring our water management strategies accordingly. Our operations do not discharge industrial pollutants, and domestic wastewater is responsibly released into municipal sewerage systems. In alignment with this approach, we adhere strictly to legal regulations, and we can confidently state that we have not faced any administrative or monetary penalties

related to official sanctions. Enerjisa follows domestic wastewater discharge standards in its operational buildings to guarantee compliance with laws. Enerjisa fully respects laws governing water withdrawal quantity and quality and is committed to protecting water as a common resource within the framework of our water policy.

In all Enerjisa subsidiaries, comprehensive strategies have been developed to ensure effective water management. Efforts are focused on reducing water consumption within operational areas and minimizing the impact on local water resources. Initiatives have been launched to curtail water use and harvest rainwater, thereby mitigating water scarcity risks. Water-saving taps and devices are employed to enhance efficiency, with targets set to reduce consumption, and regular monitoring conducted across facilities. Additionally, there is a strong emphasis on the efficient use of natural resources, enhancing recycling efforts, and systematically reviewing water and climate-related risks and opportunities. Priorities include setting targets for reducing water consumption, monitoring usage levels, implementing measures to protect water resources, and preventing pollution across all operational areas.

Enerjisa has established water consumption targets for 2023 and is intensifying efforts to decrease water use. All Business Units are monitoring and striving to reduce water consumption in alignment with the targets

set under ISO 14001 Management. In pursuit of water savings, aerators have been installed at the ends of all taps, effectively reducing water consumption. A rainwater harvesting project has been executed at the Zonguldak and Sincan customer service centers, where approximately 70 tonnes of rainwater have been collected at these sites. The harvested rainwater has been repurposed for cleaning and toilet flushing. The retail business unit has also replaced all washbasin faucets with new sensor-operated, cost-efficient models.

Various tools and methodologies are employed to identify and manage water-related impacts. Enerjisa uses both national and international methodologies to recognize its water-related impacts and shares these findings publicly. Water risks and opportunities are assessed within the scope of ISO 14001, utilizing the Water Risk Atlas. The identification and management of water-related impacts are conducted using the Aqueduct Water Risk Atlas and direct measurements such as meter readings. Domestic wastewater is directed into the municipal sewerage system, and no industrial pollutants are discharged. Since there are no discharges of hazardous substances, there are no hazardous waste discharges.

The water consumption was determined as 102.504 m<sup>3</sup> in 2022 and 103.260 m<sup>3</sup> in 2023. When these consumption values are calculated as per capita amounts as included in Enerjisa targets, significant results were obtained in terms of water consumption in 2023.



## ● WATER MANAGEMENT

**We have decided to measure our water consumption reduction targets based on the consumption ratio per square meter instead of per employee.**

Decrease in Water Consumption  
Per Capita (2023)

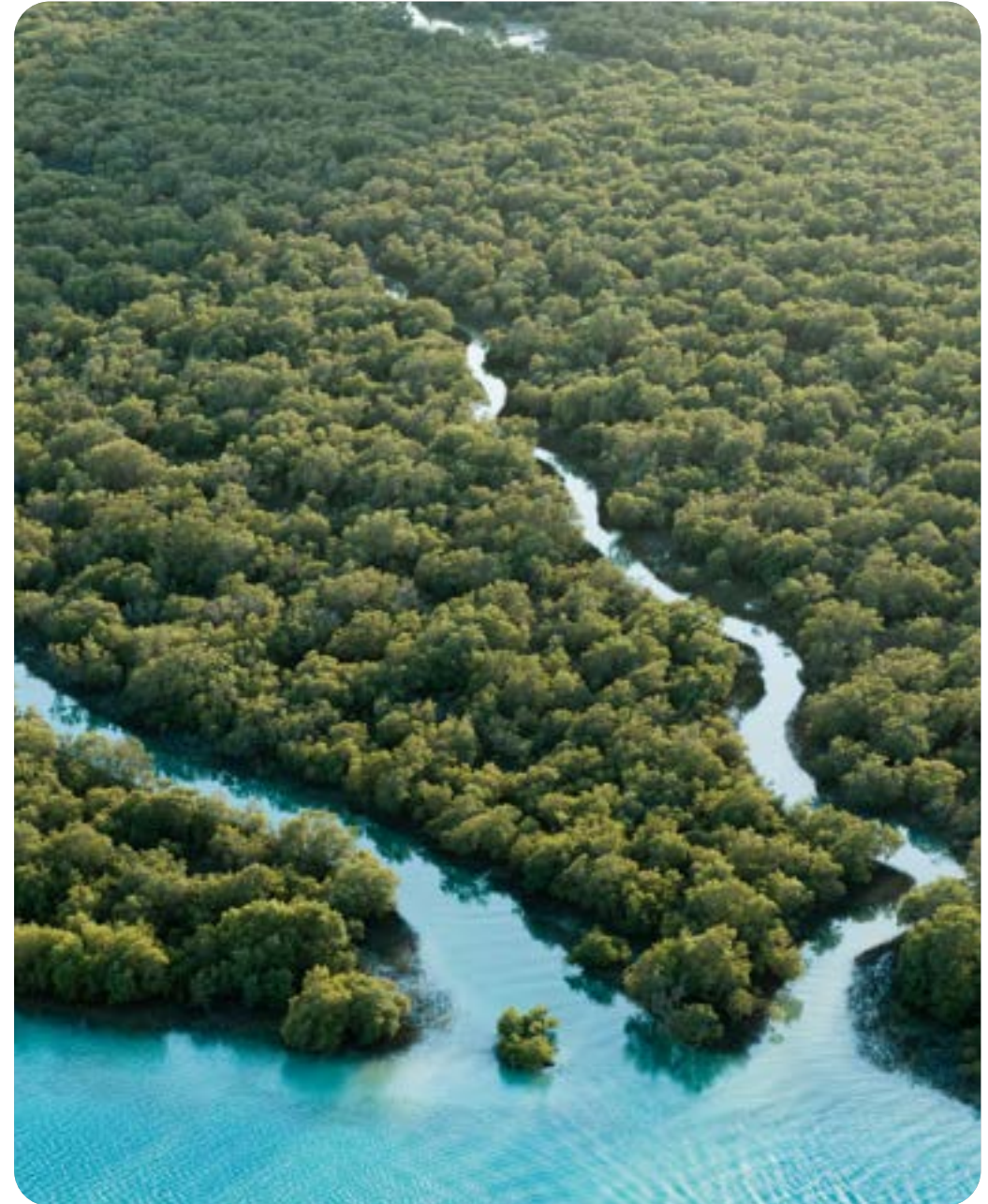
**7.78%**

Decrease in Water Consumption  
Per Square Meter (2023)

**9.60%**

In 2023, Enerjisa achieved significant outcomes in its water consumption management, successfully reducing total water consumption from 102.589 in 2022 to 97.251. This reduction represents a decrease of 5.338 units. The Company also surpassed its 2023 target for per capita water consumption reduction, achieving a 7.78% decrease against the initial target of 1%. Looking ahead to 2024, Enerjisa plans to shift its focus from a per capita basis to a per square meter basis for measuring water consumption, with a new goal of reducing usage by 3.5%, following a recalibration from a per capita basis due to variations in employee numbers and remote working conditions. The Company's commitment to monitoring and optimizing water use effectively is reflected in these

significant achievements. When the new method (per square meter) was reviewed, we calculated our water consumption reduction in 2023 as 9.6% compared to 2022. For 2024, Enerjisa is shifting its focus toward a more precise method of tracking water consumption. We have decided to measure our water consumption reduction targets based on the consumption ratio per square meter instead of per employee. This change is motivated by the need for accuracy, as variations in employee numbers at different locations, influenced by factors such as remote working and location changes, can skew per-employee calculations. By calculating water consumption per square meter, we can ensure a more consistent and reliable measurement that truly reflects our efficiency in resource management.





## CIRCULARITY APPROACH AND WASTE MANAGEMENT

**As Enerjisa, we want to be the sustainable energy provider of the future. We recognize that Circular Economy supports our zero waste and decarbonization efforts towards 2050.**



### Circular Economy Ambition Statement

To improve our circularity performance, we will act in line with circular pillars to minimize waste, maximizing the lifespan of goods through promoting reusing, refurbishing and recycling.

We focus on sustainable use of resources across all operations in collaboration with our value chain partners, as our ambition is not only to deliver electricity efficiently, but also contribute to a more sustainable and circular future.

Circularity holds immense importance, offering numerous economic, environmental, and social benefits. At Enerjisa, we recognize the critical role that waste management plays in shaping sustainable outcomes. Our commitment to aligning waste management practices with both national and international standards aims to reduce negative impacts while fostering a sustainable future. By focusing on preventing waste generation at its source and recycling

what is produced, we acknowledge the significant implications of waste management on economic development, environmental preservation, and human rights. Collaborating with licensed local companies creates employment opportunities and contributes to local economic growth. Our Material Recovery unit is dedicated to recycling materials that have substantial environmental impacts. In 2023, Enerjisa launched a 6 Sigma project to enhance the efficiency and sustainability of our material recovery processes, demonstrating our commitment to innovation and leadership within the energy sector. Collaborating with licensed local companies creates employment opportunities and contributes to local economic growth. Our Material Recovery unit is dedicated to recycling materials that have substantial environmental impacts. In 2023, Enerjisa launched a 6 Sigma project to enhance the efficiency and sustainability of our material recovery processes, demonstrating our commitment to innovation and leadership within the energy sector.

Enerjisa is driven by the ambition to adopt circular economy principles and pursue waste management from a sustainable perspective. Rather than relying on traditional methods, we actively participate in the Zero Waste Movement, undertaking activities to reduce waste, separate it at its source, and raise awareness about waste management across our locations. By the end of 2025, our goal is to establish a Zero Waste system in all our locations and complete the Basic Level Zero Waste certification process. Thus far, we have successfully implemented a zero-waste management system in our Head Office, two

Regional Directorates, and six Customer Service Centre buildings across 14 provinces, with nine locations already awarded the Basic Level Zero Waste Certificate. To further promote the “Zero Waste” approach, we continue to provide training and engage in waste minimization activities across all business units.

In our commitment to waste management, we have adopted various strategies to reduce waste and improve efficiency. As a signatory of the Business World Plastics Initiative, we set a target to eliminate single-use plastic consumption by 100% by the end of 2023. One of our significant actions in this regard was replacing cardboard cups with glass cups in our customer service centers. Additionally, we have focused on reducing network waste within our distribution companies, monitoring targets and performance indicators regularly. The outcomes of these efforts are integrated into our operational policies and procedures. Our digitalization initiatives have led to a reduction in paper consumption, while the 6 Sigma project launched in 2023 further improved the efficiency of our material recovery processes.

Enerjisa’s waste management activities are conducted according to the waste hierarchy and in compliance with the latest regulations in Environmental Legislation and circular economy principles. We regularly monitor and report the types and quantities of waste generated, recycled, and disposed of, ensuring continuous improvement in our processes. Our waste management practices extend to customer sites, where we manage waste through subcontractors and ensure compliance with specified criteria through



## CIRCULARITY APPROACH AND WASTE MANAGEMENT

**In line with our circular economy ambition, a circular economy roadmap has been developed to achieve environmental goals.**

audits. Reporting these data to the Ministry's system between January and March each year guarantees transparency and efficiency in waste management processes. We ensure waste is collected, recycled, and disposed of appropriately, in line with our contractual obligations, utilizing declarations through MoTAT and uploading waste receipts to the AA+ system.

Enerjisa's strategies for reducing waste have yielded significant outcomes. By the end of 2023, we replaced plastic carboys with water dispensers equipped with treatment systems across 170 locations in our Distribution Business Units. This transition not only reduced the consumption of 550,000 plastic carboys annually but also conserved the raw materials used in PET plastics, thereby decreasing emissions and preserving water and energy resources throughout the lifecycle of these materials. In alignment with our goal to eliminate disposable plastics from our company buildings, we have implemented waste separation practices in all locations under the Zero Waste Management System. This system enables the separate collection of plastic,

paper, metal, glass, biodegradable, and non-recyclable wastes, enhancing recycling efforts and reducing environmental impact. E-wastes are sent to recycling companies through licensed companies and is subject to recycling processes. Equipment such as computers and phones used within the Company are also used until their lifespan expires and then sent to licensed recycling companies.

At Enerjisa's Material Quality Control and Recycling Test Centres, significant environmental materials such as distribution transformers, cells, and circuit breakers are targeted for recycling. In 2023, we successfully recycled 819 distribution transformers, 373 cells, and 238 circuit breakers, reducing the environmental impact during the production phase by adhering to lifecycle management principles. Additionally, all paper used in our printers comes from certified industrial productions with Forest Certification. Our suppliers are required to align their waste management plans with Enerjisa's operations, ensuring that separated wastes are recycled or disposed of in compliance with legislation. Waste paper is separated for recycling and



delivered to contracted local authorities for further processing.

In the second half of 2023, Enerjisa's Retail Business Unit aimed to reduce non-recyclable waste and resource consumption by transitioning from cardboard cups to glass cups in Customer Services. A transition plan is being prepared to implement this initiative at the Company's headquarters. To further reduce paper usage, we have implemented a double-sided printing system across all

business units, a measure that helps prevent deforestation, reduces natural resource consumption, and lowers carbon emissions. In line with our circular economy ambition, a circular economy roadmap has been developed to guide sustainable practices and achieve environmental goals. Enerjisa's dedication to sustainability is evident in our comprehensive approach to reducing environmental impact and promoting a circular economy. We are leading the way toward a more sustainable future through innovative practices and responsible waste management.



# Impact for Society

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## ● OUR APPROACH TO SOCIETY, PEOPLE & CULTURE

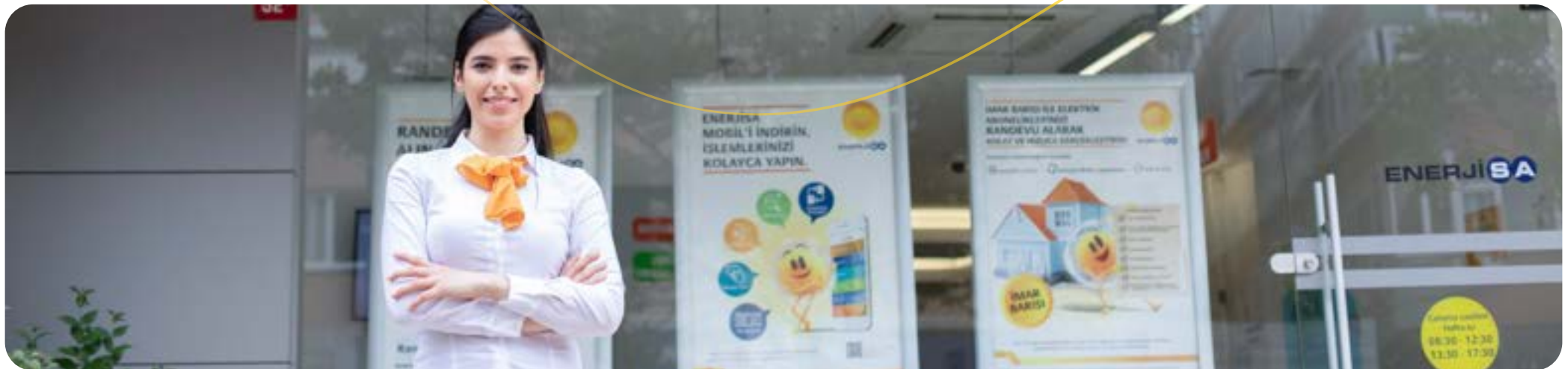
**We are building a workplace where innovation thrives through blend of diverse perspectives, where everyone’s voice is not just heard but also valued and celebrated.**

At Enerjisa Enerji, we believe that our success is not just measured by numbers but by the positive impact we make on society, our employees, and the cultural environment we thrive in. We’re more than an energy company; we’re a community driven by the power of inclusivity, diversity, and empowerment, values that inspire and guide every decision we make.

We’re passionate about making a tangible impact through our corporate social responsibility initiatives. Whether it’s through supporting education, advocating for energy efficiency, or promoting sustainability, we’re actively working to create a better world. Programs like “I Am Protecting the Energy of the World” inspire and educate the next generation about the importance of energy conservation and environmental stewardship.

With the contributions and efforts of Enerjisa employees, we support social collaborations and social responsibility projects and develop a culture where everyone has the power to contribute. Our efforts to support youth development, enhance accessibility for individuals with disabilities, and promote gender equality reflect our unwavering commitment to societal progress. At our “For

a Better Future” platform, we work alongside partners to rebuild communities and drive economic revitalization in regions affected by natural disasters. We work to address critical social issues such as gender-based violence and to ensure equal opportunities for all. We support young talents of the future through mentorship and talent programs.





## CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENTS

### In 2023, we focused our corporate social responsibility and community investment initiatives on education, energy conservation, and environmental and societal welfare.



**PELİN RODOPLU**  
*UNDP Türkiye Inclusive and Sustainable Growth Portfolio Manager*

“As one of the key drivers of development, the tourism sector, by its nature, can exert pressure on the environment and social structures. Therefore, it is crucial to develop more sustainable models that protect nature while providing social and economic benefits to local communities. When defining sustainable tourism, we emphasize an approach that aims to preserve cultural and natural values, contribute to the region’s agricultural production and biodiversity conservation, and support the reduction of carbon emissions through the use of clean and renewable energy sources. As the United Nations Development Programme (UNDP), in collaboration with Enerjisa Enerji and Sabancı University, we took the first step towards building center of change and transformation in sustainable tourism through SENTRUM in Ayvalık, Küçükköy. Since 2021, with the initiative known as SENTRUM - Sustainable Energy-Based Tourism Application Center, we have contributed to the transformation of Ayvalık

*Küçükköy into a model of sustainable tourism through practices such as energy efficiency, renewable energy, the rational use of natural resources, and the creation of a green destination model. Building on the experience we gained from this, we expanded the SENTRUM partnership to include the Turkish Tourism Promotion and Development Agency (TGA) under the Ministry of Culture and Tourism, with the aim of ensuring that the project’s outcomes align with national and international tourism standards and progress even further. Through this partnership structure, we aim to continue the efforts that began with the green destination model in Ayvalık Küçükköy, and to implement similar activities in different regions, in alignment with international standards. We believe that this initiative will create new success stories across various regions of Türkiye, powered by the strength we receive from our partners. With the SENTRUM project, we are directly contributing to Türkiye’s development priorities by addressing Sustainable Development Goals (SDGs) such as SDG 7: Affordable and Clean Energy, SDG 8: Decent Work and Economic Growth, and SDG 12: Responsible Consumption and Production.”*

At Enerjisa, we are committed to creating a positive impact on society through our meaningful corporate responsibility initiatives and financial contributions to social well-being. In 2023, we focused our corporate social responsibility and community investment initiatives on education, energy conservation, and environmental and social welfare. We also encourage our employees to participate in voluntary work to amplify our positive impact on society.

Cooperation and effective communication with local communities are essential when realizing our company’s social investment and social responsibility projects. Projects cooperating with regional communities provide economic benefits, supporting local development, employment creation, and empowerment. The sustainable impact continues with the use of renewable energy resources, sustainable tourism practices, and energy efficiency concepts.

#### For A Better Future Platform

Enerjisa is making significant progress in its mission to create a smarter and more sustainable future with its “For a Better Future Platform.” This visionary initiative supports long-term projects focused on sustainability, aligning perfectly with Enerjisa’s broader goal of fostering a more intelligent and eco-friendly world.

In 2018, Enerjisa embarked on a landmark journey to institutionalize the energy sector by offering a 20% stake to the public. This

significant milestone was supported by a comprehensive communication campaign across Türkiye, featuring the slogan, “As long as Türkiye has this energy, the future is much brighter.” The public offering not only enhanced Enerjisa’s brand recognition and corporate identity but also marked a crucial step towards the institutionalization of the industry.

Enerjisa is dedicated to simplifying the lives of its customers through strategic investments and innovative products aimed at creating a better, greener, and smarter future for people across Türkiye. In July 2023, the Company launched its “For a Better Future” platform, a project designed to improve Türkiye’s economic efficiency. A key outcome of this platform is the “Türkiye Productivity Survey Report,” which examines businesses’ perceptions, acceptance, and practices related to productivity enhancement. The report aims to map Türkiye’s productivity landscape and lay the foundation for new initiatives.

Guided by an Advisory Board of experts, Enerjisa focuses on practical applications that promote productivity. Following the devastating earthquakes on February 6, the Advisory Board intensified its efforts to address the economic challenges faced by



## CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENTS

### The “I Protect My Energy” initiative is ranked among Türkiye’s top 20 Corporate Social Responsibility Projects and has been ongoing for over a decade.



**ALİ ÇALIŞKAN**  
Sabancı University Secretary General

“As Sabancı University we have been striving for 25 years to build confident individuals who are responsive to the needs of society, focused on creating solutions, and open to continuous development, with our vision to be among the world’s leading research universities and our innovation-driven work. As we pursue this goal, we also place great importance on sustainability. We work in various areas such as resource utilization, operational efficiency, gender equality, and climate awareness through the collaborations we establish. In this context, we are pleased to be one of the initial stakeholders of the SENTRUM project since 2021, which we embarked on together with Enerjisa Enerji and UNDP (United Nations Development Programme), and whose stakeholder map continues to expand. Hosted by the Creative Technologies Workshop in Küçükköy, Ayvalık, SENTRUM aligns with our strategy of ‘cultivating individuals to solve specific global and regional issues’ and provides us with the opportunity to be part of the solution in areas such as energy efficiency, responsible tourism, climate awareness, and gender equality and directly contributes to our sustainability focus.”

the hardest-hit regions. Enerjisa partnered with UNDP Türkiye and regional Chambers of Commerce through the Regional Reconstruction and Development Centres (RRDC) project, which aims to rebuild and revitalize the affected areas in 11 provinces. As the sole private sector partner of RRDC, Enerjisa is committed to helping individuals, communities, and institutions overcome economic hardships and contribute to the reconstruction of a resilient region.

Enerjisa’s involvement includes financial support for 20 businesses to stimulate economic activity and employment in the aftermath of the earthquake. Beyond financial aid, the Company provides assistance in workspaces, education, collaboration, and access to finance, all aimed at equipping the region for a better future. This commitment encompasses economic, social, and cultural redevelopment and the rebuilding of civil society.

The “For a Better Future Platform,” in alignment with Enerjisa’s mission to create a smarter and greener world, will continue to develop long-term projects with a focus on impactful

sustainability. Through these efforts, Enerjisa Enerji aims to pave the way for a more sustainable and prosperous future for all.

#### I Am Protecting the Energy of the World

Energy conservation is a crucial issue in Türkiye, and Enerjisa Enerji is dedicated to raising awareness about energy efficiency, especially in primary schools, to positively impact society. Since 2010, our “I Am Protecting the Energy of the World” project, in collaboration with the Ministry of National Education, has educated children on energy efficiency. Over 300,000 students from 750 schools across 14 provinces have participated, with 450 employees volunteering.

In 2023, we celebrated the project’s fourteenth anniversary with children’s theatre performances, reaching approximately 6,000 children and educating them on energy conservation. The project’s Social Return on Investment (SROI) was independently assessed, showing a return of 2.7 TL for every 1 TL invested.

The “I Protect My Energy” initiative is ranked among Türkiye’s top 20 Corporate Social Responsibility Projects and has been ongoing for over a decade. In 2023, the project expanded with the Energy Savers Program, launched in collaboration with Bilim Virüsü, a social enterprise. This program connects university volunteers with students aged 7-11 to foster awareness of energy efficiency, sustainability, and global consciousness.

Participants in the Energy Savers Program receive training in energy and sustainability, storytelling, and interactive learning. These young volunteers then conduct workshops

on “Energy Saving,” “Sustainability,” and “Global Awareness” for children aged 7-10 in their communities, promoting energy conservation as part of the Energy Savers Community.

#### Sustainable Energy-Based Tourism Practice Centre (SENTRUM)

In 2022, we successfully completed the 18-month transformation of the Sustainable Energy-Based Tourism Practice Centre (SENTRUM) in Ayvalık Küçükköy, in partnership with the United Nations Development Program (UNDP) and Sabancı University. This project aims to directly or indirectly contribute to 10 of the 17 United Nations Sustainable Development Goals. SENTRUM’s objectives include:

- Raising awareness of energy efficiency by developing a Sustainable Green Destination Model.
- Supporting social, environmental, and economic transformation in sustainable tourism.
- Promoting community-based socioeconomic development by educating on energy efficiency and renewable energy use.
- Creating a scalable and repeatable Sustainable Green Destination Model in Ayvalık Küçükköy.

#### Project Outcomes:

- A current situation analysis was conducted to assess tourism resource values, identify marketable cultural and natural assets, and engage stakeholders.
- We examined green destination standards globally and adapted relevant standards for Küçükköy, developing roadmaps for green purchasing, sustainable transportation, and production and consumption. Feedback was obtained from public institutions and the local community.



## CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENTS

### On the Republic's 100<sup>th</sup> anniversary, we reached 500 young individuals, enhancing their new-generation competencies, digital skills, and career planning abilities.



**ABDULLAH APAK**  
Hilton Türkiye Training and Development Manager

*"At Hilton, in line with our principle of filling the world with the light and warmth of hospitality, we base all our projects on the goal of creating positive change in the world. With our 2030 goal, we are committed to doubling our social impact investment across our value chain and halving our environmental footprint by 2030, guided by our responsible hospitality approach. The SENTRUM project has become a highly integrated initiative with our brand goals in terms of creating both environmental and social impact. We were very pleased to share our managers' tourism experiences with businesses in Ayvalık Küçükköy, providing insights into the fundamental aspects of tourism management, from revenue management to finance, marketing, and human resources. We fully believe that the practices implemented through the SENTRUM project will support more destinations in the tourism sector and raise even greater awareness in the field of sustainability."*

- Energy surveys were conducted for tourism enterprises and public buildings, leading to the support of eight businesses with energy-efficient lighting and appliances. Solar power and energy efficiency applications were implemented in two public buildings, and one private enterprise received energy application improvements.
- Training was provided to 140 high school students, business owners, and women on energy efficiency, sustainable tourism, waste management, climate change, and gender equality.
- Enerjisa Enerji's "I Am Protecting the Energy of the World Children's Theatre" reached over 500 children, educating them on energy efficiency.
- The Sabancı University Creative Technologies Workshop in Küçükköy was positioned as the SENTRUM to raise awareness of energy efficiency and renewable energy.
- A permaculture garden was established at SENTRUM to support sustainable agriculture and educate visitors, with practical

applications supporting trainings on energy efficiency, renewable energy, permaculture, composting, rainwater harvesting, and climate change.

- A Gender Equality Action Plan was formulated to increase women's participation and empowerment.
- In collaboration with the Ministry of Energy and Natural Resources, young engineering graduates from Ayvalık and nearby provinces participated in energy manager training, leading to certification and increased employment opportunities.
- Alternative walking and cycling routes were established, with energy use statistics displayed to enhance visitor experience.
- As a supporter of SENTRUM, Enerjisa Enerji implemented energy efficiency practices in Küçükköy under "The Energy of My Business" initiative, contributing to local economic development and sustainable tourism. Energy efficiency and solar power applications were carried out at the Necmi Komili Primary and Secondary School and Küçükköy Cultural Centre.
- Building improvements included exterior insulation, air source heat pumps, temperature-controlled windows, and thermostatic radiator valves.

Enerjisa Enerji invested TL 10 million in Küçükköy's Green Destination transformation. In Küçükköy, through "The Energy of My Business" applications, we achieved annual energy savings equivalent to 15,000 kg of coal and prevented carbon emissions averaging 90,000 kg/year. Annual energy production reached 80,000 kWh.

### Sustainable Fishing Project

Together with the Karataş Municipality and Karataş Fisheries Cooperative, we are carrying out a comprehensive "Support to Sustainable Fisheries" project to promote local development and protect the environment. Adana, Karataş, among our operational locations, has one of the highest marine biodiversity levels in Türkiye, yet the amount of plastic waste in its seas increases each year. This issue impacts the entire fishing ecosystem, the primary source of income in the region. Within the framework of Support to Sustainable Fisheries, we are addressing this challenge through the establishment of a waste collection and recycling centre in the Cooperative area, where we collect ghost fishing nets and other plastic waste from the seas. This initiative not only helps clean our seas, but also provides additional income to members via the recycling of collected waste. Simultaneously, we aim to meet a significant portion of the Cooperative's energy needs from renewable sources by installing a solar power plant on the roof of the ice production facility. The resulting electricity bill savings will contribute to women's employment within the Cooperative. Through project-related training sessions such as "Sustainable Fishing," "Ergonomics in Fishing" and "Plastic Waste Management," members enhance their awareness, acquire new competencies and develop skills, ultimately boosting the technical capacity of the Karataş Fisheries Cooperative. In an event organized with our 300 volunteers in Karataş as part of the Sabancı Republic Mobilization, we conducted a sea, coast and port cleanup, raising awareness and collecting 878 kilograms of waste.





## CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENTS

**We encourage our employees to participate in voluntary work to amplify our positive impact on society.**

### Tomorrow Is Possible with You

Under the Sabancı Republic Mobilization, we execute the “Tomorrow is Possible with You” project in collaboration with Çimsa, SabancıDx, and Sabancı University. On the Republic’s 100<sup>th</sup> anniversary, we are reaching 500 young individuals, enhancing their new-generation competencies, digital skills, and career planning abilities.

The project provides workshops on critical thinking, learning to learn, creativity, leadership, and emotional resilience. A mentoring program connects participants with experienced mentors from the Sabancı Group, helping them develop a career vision and gain insights into valuable career development skills.

### Science Heroes Meet/First Lego League Tournaments

In collaboration with the Science Heroes Association, we engaged with 548 teams from 54 cities and over 4,000 Science Heroes in ten tournaments, both online and in-person, during the FIRST LEGO League Super Powered – The Story of Energy season. Our partnership included a webinar on Renewable Energy Applications, and volunteer employees provided jury support in tournaments in Ankara and Istanbul.

### Employee Volunteer Activities

Enerjisa actively supports its employees’ voluntary participation in social responsibility projects, emphasizing the significance of contributing to social welfare in every aspect. During the year, Enerjisa employees participated in the Republic Mobilization, a significant initiative that Sabancı Holding led between October 29 and November 10. This mobilization saw enthusiastic employee volunteers and their families participating in waste collection, a waste separation workshop, olive crushing activities, and even the 45<sup>th</sup> Istanbul Marathon.

To enhance the management of volunteering projects, Enerjisa introduced the Abilitypool digital platform in 2023. The introduction of the Abilitypool digital platform in 2023 marked a significant step forward in streamlining volunteer project management. This innovative application allows the Company to execute and document all volunteer activities and employee volunteer hours on a unified platform. Through Abilitypool, Enerjisa introduces its own “Energetic Hearts” projects to employees, enabling employees to independently apply to various NGO projects



that align with their skills and interests. As a result, there has been a noticeable increase in employee volunteering hours, in 2023, a remarkable number of 5,175 Enerjisa volunteers dedicated a total of 16,233 hours to various volunteering activities.

### Başkent EDAŞ Sports Club

Enerjisa supports youth development in sports and education, protecting them from harmful habits and promoting well-being. Active since 2010, the Başkent EDAŞ Sports Club participated in leagues for ages 12 to 18 in 2023, with 135 athletes under two coaches. The club won championships in U13 and U15 leagues and placed second and third in other categories, preparing youth for a healthy future through sports and team spirit.



## ● EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

### Enerjisa Enerji is committed to continuously offering new opportunities and development avenues to support our employees' personal and professional growth.

At Enerjisa Enerji, we are dedicated to investing in the development and retention of our employees, supporting their personal and professional growth. Our commitment to creating a comprehensive and inclusive working environment is central to achieving these goals. Recognizing the power of a diverse workforce, we focus on increasing diversity in terms of gender and age, particularly in managerial positions. We believe that a diverse and inclusive environment drives innovation and success. We are dedicated to continuously improving our occupational health and safety processes while proactively supporting the well-being of our employees.

Our People and Culture (P&C) practices are designed to foster a positive organizational climate and create a meaningful working environment characterized by open communication and a strong corporate culture. We develop leaders and promote effective management practices. We also ensure that all potential and existing employees are offered equal opportunities without discrimination.

We are an equal opportunities employer and diversity and inclusion are fundamental core values.

Our "You Choose (Sen Seç)" program provides flexible working hours, a dress code, remote work options, and a flexible benefits system based on the needs of the employees Enerjisa if the job description of the role is suitable for remote work. We provide various support options to facilitate remote work, including ergonomics support and inventory and communication packages. Since 2021, our Flexible Benefits System has allowed employees to customize their benefits to meet the personal needs. 64% of white-collar employees participated in the program in 2023. In 2022, we introduced a Meeting Culture Manifesto to help employees better manage their time and focus, promoting meeting-free working hours, which continued to be a practice in 2023.

#### **Competitive Remuneration, Benefits, and Pension Plans**

Enerjisa formulates competitive and fair wage policies. We consider the wage market, industry practices, and macroeconomic

indicators to ensure our policies are always just and equitable. This practice attracts and retains the best talent and encourages high employee loyalty. We align our compensation policies with the framework of Labour Law No. 4857 to protect our employees' rights. This guarantees that compensation payments made in the event of employment termination are fully compliant with legal regulations.

At Enerjisa, we establish our basic wage policy by participating in annual wage surveys and regulating blue-collar wages through collective labor agreements. Currently, all of our blue-collar employees, making up 64% of our permanent employees, are covered by collective bargaining agreements. The collective bargaining agreement clearly outlines our recruitment, training, and development programs and the rewards and benefits for blue-collar employees. The collective bargaining agreement for our blue-collar employees has been concluded at a balanced point within our budget targets, reasonably meeting their expectations.

Annual salary surveys and performance evaluations, including independent third-

party audits of Enerjisa Enerji's ESG targets, shape our remuneration policy. We use salary reports and surveys from third-party consulting firms to determine position levels, employing a globally recognized external job evaluation methodology. Our remuneration policy for white-collar employees includes fixed wages, bonuses, fringe benefits and performance based variable payments. We determine fixed salaries according to our employees' experience and positions. We regularly review these salaries to maintain sectoral balances. Variable payments are based on company and individual performance. Additional wages are paid when performance targets are reached, in line with the criteria set by our company. In contrast, collective labor agreements determine our blue-collar employees' wages and benefits. This comprehensive approach ensures competitive and fair remuneration that reflects industry standards and company performance. Enerjisa Enerji firmly believes that individual success is the foundation of organizational success. Therefore, we employ various talent management systems to identify and evaluate employee performance and competencies. Enerjisa Enerji develops



## EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

**In 2023, an impressive 87% of managerial appointments were filled by internal candidates, showcasing our commitment to nurturing talent from within.**

short- and medium-term succession plans for all critical positions, aligning them with annual potential evaluation studies to ensure organizational sustainability. We closely monitor employee career development, ensuring our workforce is well-prepared for future challenges. In 2023, an impressive 87% of managerial appointments were filled by internal candidates, showcasing our commitment to nurturing talent from within. Our company also supports its employees with leadership, individual, and professional development programs and tools, resulting in an average of 34.92 training hours per person in 2023.

At Enerjisa, we implement competitive remuneration policies in line with market standards, offering benefits and opportunities that are attractive and equitable. All employees are entitled to private health insurance, starting from 2025, this will also apply to blue-collar employees. Furthermore, we provide our employees with life insurance to guarantee financial security for them and their families in the event of unexpected circumstances. Our Employer Contributed, private, Individual Pension system offers significant benefits to our white-collar

employees, with participation being entirely voluntary. This support is designed to guarantee the financial security of our employees and ensure they can save more for their retirement. This contribution, which covers only our white-collar employees, is set at a rate of 3% of their monthly gross income and is transferred regularly to their pension accounts. This rate is calculated without additional payments. We transfer the Company contribution to our employees' personal pension accounts on a regular basis, helping them to build up their long-term financial savings. This practice increases employee satisfaction and loyalty and demonstrates that our company values its employees. These contributions to the Individual Pension System are an essential part of our employees' financial planning, ensuring a comfortable retirement. Currently, 57% of our white-collar workforce takes advantage of this system.

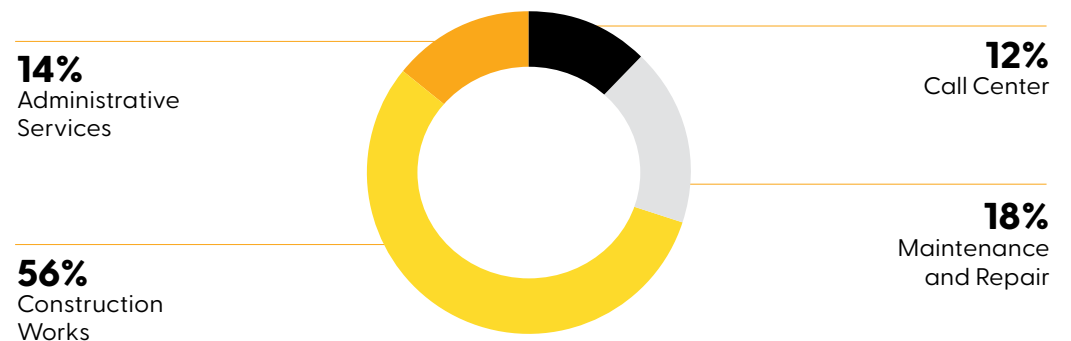
All full-time employees have access to pension arrangements, but we do not offer employee share ownership options to any employees, regardless of their employment status. Parental leave is available to all employees, covering both white-collar and blue-collar



roles. Disability and invalidity coverage is provided to all employees, including part-time staff, ensuring no discrimination in benefits. Fringe benefits are provided to all full-time employees as we only employ full-time staff.

At our company, subcontractors are the most common type of non-permanent workers. We conduct rigorous wage audits for our other non-permanent workers (subcontracted employees) to ensure their earnings meet or exceed the local minimum wage. These audits are part of our commitment to maintaining fair remuneration policies and protecting our employees' living standards.

Contractors by Service Type





## EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

**Our CEO conducts “CEO Talks” sessions through live broadcasts, which provide insights into the Company’s strategic priorities, goals, achievements, and allow employees to ask questions.**



### Internal Communication Channels and Platforms

As a publicly traded company, Enerjisa Enerji ensures that developments concerning shareholders and relevant company issues such as organizational developments, changes, appointments, new hires, newly introduced process and procedures and their changes, sector and external stakeholder updates, regulations, policies and information at the shareholder level and concerning

the overall company organization or specific business units are communicated to employees within applicable legislation and internal regulations. Employees are informed via appropriate communication channels including e-mails and IKON, the Company’s mobile application, is accessible to all employees and serves as a platform for disseminating company announcements and notifications, before, during, or after changes occur. We employ a variety of

internal communication channels to ensure that all employee-related matters are communicated effectively and promptly. IKON application is instrumental in managing company procedures and practices such as performance evaluations, recognition-appreciation programs, suggestion systems, compliance processes, and occupational health and safety processes as well. It is actively utilized to enhance employee experience and streamline workforce management. Enerjisa Newsletter Announcements are periodically published on the Outlook platform, providing employees with current updates about Enerjisa Enerji and its affiliated business units. The Company’s social media accounts, managed by corporate communications, broadcast current developments related to Enerjisa Enerji and its business units. These platforms are part of the Company’s transparent communication policy, targeting employees and external stakeholders, including customers. Workplace notice boards are employed for occupational health and safety updates or administrative matters. Furthermore, union-related developments and information on collective bargaining agreements are communicated by the union using designated boards. The CEO of Enerjisa Enerji conducts “CEO Talks” through live broadcasts on the IKON platform, reaching out to employees periodically. These sessions provide insights into the Company’s strategic priorities, goals, achievements, and allow employees to ask questions. As part of senior management field visits, top executives engage in face-to-face discussions and hold informational meetings with both office and field employees.

### Employee Engagement, Union Relations

People & Culture Teams organize periodic meetings and field visits, which facilitate direct communication with employees and allow for their questions to be addressed. These visits ensure that white-collar and blue-collar employees receive information about company developments. People, Culture, and Administrative Affairs Directorate conducts communication meetings with union headquarters and branch presidencies. These discussions take place with union headquarters and branch administrations to address issues related to executing the collective labor agreement for blue-collar employees who are union members. Additionally, regional People and Culture employees at various workplaces collaborate with workplace union representatives to address and resolve current questions and complaints from blue-collar employees.

Within the scope of the collective bargaining agreement, our blue-collar employees have the freedom to choose whether to become union members. Currently, a number of blue-collar employees fully benefit from the collective bargaining agreement even without being members of the authorized union. Our Human Rights policy, which clearly states the principle of freedom of association, is readily accessible to all employees through IKON, our company’s mobile application and Enerjisa website. If our blue-collar employees have any concerns regarding their freedom of association, they can communicate these issues to their managers, People and Culture or through our other grievance reporting channels. They also have the legal right to approach



## EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

**Recognizing that HSE safeguards employee well-being, enhances operational efficiency, and strengthens the company’s reputation, Enerjisa remains steadfast in its commitment to improve and uphold its HSE practices continually.**

relevant institutions and the judiciary for such complaints. Additionally, a plan to include information about union freedom in the orientation presentation for new blue-collar hires is ongoing.

### Feedback Management

At Enerjisa Enerji, we recognize that employee satisfaction and loyalty are crucial to the success of our company, and we aim to communicate effectively with our employees. To achieve this, we continuously refine our internal communication channels, taking employee feedback into account. At Enerjisa Enerji, we employ various methods to gather employee feedback, including one-on-one interviews, focus group studies, mobile application IKON and surveys to ensure every employee feels comfortable expressing their thought freely. Additionally, employee requests related to administrative issues are collected through a help desk system accessible to all employees. When a request is submitted, it is directed to the relevant personnel, who then initiate the resolution process. Upon completion of the requested action, the responsible party updates

the system, notifying the employee who submitted the request. These requests are addressed proactively, with actions planned and implemented accordingly. In 2023, Enerjisa Enerji received 13,765 requests, 96% of which were resolved.

### Occupational Health and Safety at Enerjisa

Enerjisa firmly integrates occupational health and safety (HSE) into its corporate culture, positioning itself as a leader in the sector through dedicated efforts in this area. Recognizing that HSE safeguards employee well-being, enhances operational efficiency, and strengthens the Company’s reputation, Enerjisa remains steadfast in its commitment to improve and uphold its HSE practices continually. This dedication is evident in the Company’s approach, where occupational health and safety are seamlessly embedded into business processes. In our Occupational Health and Safety policy, we emphasize that HSE is an inherent part of our business, with a focus on cultivating and maintaining an HSE culture. We commit to adopting preventive approaches, fulfilling legal and other obligations, proactively identifying and addressing risks, continuously improving our



management systems, and maintaining an uncompromising stance on occupational health and safety issues.

By focusing on minimizing risks through preventive strategies and diligently fulfilling legal obligations, Enerjisa ensures that safety is paramount. The Occupational Health, Safety, and Environment (HSE) Department operates under three distinct business units: Distribution, Retail, and E-Mobility, each with its own reporting structure:

- In the Distribution Business Unit, the HSE Department reports to the Head of the Distribution Business Unit, who reports to the CEO.
- In the Retail Business Unit, the HSE Department reports to the Head of the Sustainability and Corporate Capabilities Department, who also reports to the CEO.
- In the E-Mobility Business Unit, the HSE Department reports to the General Manager, who reports to the CEO.

The HSE policy outlines the senior management’s commitment to occupational health and safety, emphasizing that all health and safety-related issues must be addressed at the senior management level.

Enerjisa’s HSE risk management and emergency preparedness activities are carefully executed within a structured framework of established procedures. These risk assessment procedures involve identifying potential hazards and their impacts, implementing protective measures to mitigate these risks, and raising employee awareness about the potential dangers they might encounter. The Company proactively informs its workforce by organizing regular training and awareness programs. These initiatives ensure that employees are equipped with the knowledge to maintain safe working conditions. Moreover, Enerjisa is committed to staying abreast of technological advancements and methodological developments, continuously updating its procedures accordingly. As a concrete indicator of all these efforts, at Enerjisa the occupational health and safety investments have increased by approximately 89.4% since 2021.

Improving HSE performance is an ongoing endeavor at Enerjisa, with regular performance monitoring and a strong emphasis on employee participation. Employee opinions are actively solicited and evaluated during HSE boards and



## ● EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

### The Company is committed to enhancing Occupational Health and Safety performance by actively involving its employees and stakeholders in critical processes.

meetings, ensuring that there is a continuous feedback loop aimed at enhancing processes. Enerjisa recognizes and rewards successful employees, reinforcing positive behavior and commitment across all organizational levels, and fostering a culture that values safety. Employees are also encouraged to share their field experiences, which contribute to refining the effectiveness of HSE procedures and instructions.

Stakeholder engagement is another cornerstone of Enerjisa’s HSE culture. The Company integrates employee feedback into process improvements, evaluating these inputs in periodic meetings where actions are decided upon. These meetings also serve as a platform for analyzing past work and environmental accidents, identifying field risks, and sharing mitigation measures.

Enerjisa has embraced a comprehensive approach to occupational health and safety by implementing the ISO 45001 Occupational Health and Safety Management System across all its operations. This dedication to safety management extends to the initiation

of certification studies for the ISO 39001 Road Traffic Safety Management System. Adhering to legal regulations and international standards is a core part of Enerjisa’s strategy, which is further enhanced by competent teams conducting thorough risk assessments. This commitment ensures that any hazardous situations and near-miss incidents are promptly reported and addressed through an innovative Occupational Health and Safety (HSE) software program. This program empowers employees at all locations to report any dangerous or unusual situations, fostering a proactive safety culture and facilitating constant communication between employees and their managers.

Enerjisa believes managing occupational health and safety in line with international standards is vital. The ISO 45001 Occupational Health and Safety Management System is applied across all locations and facilities along with all the contractors that the Company works with. This system’s focus on continuous improvement and efficiency has been demonstrated through audits, which reveal that the Occupational Health and Safety Management System has transformed

to focus on preventive actions through a more integrated approach based on risk and opportunity.

Annual interim audits in 2023 showed that activities were conducted in accordance with the HSE Management System, and the commitments specified for continuous improvement were fulfilled.

Enerjisa establishes monthly and annual targets to promote higher HSE awareness, aiming to improve HSE performance and identify risk areas more effectively. Collaboration and participation of employees and stakeholders are key components of this effort. Employees and contractors must participate and provide feedback during risk assessments and incident investigations. Enerjisa also involves employees in relevant decision-making processes regarding HSE issues through HSE committees that include employee representatives.

The views of employees, union representatives, and field workers are considered in selecting Personal Protective

Equipment, ensuring their participation in the material selection process. Employees are given the tools to conduct pre-job risk analyses and exercise their right to avoid work if necessary. In the event of work-related incidents, thorough investigations are conducted, and lessons learned are communicated to all employees, reinforcing the Company’s commitment to transparency and continuous improvement. Periodic health examinations are another aspect of Enerjisa’s commitment to employee welfare. These examinations are rigorously carried out during recruitment and for existing employees, with annual check-ups for those in highly hazardous roles and triennial examinations for those in less hazardous positions. Infirmity services are readily accessible for all employees to address any health concerns.

The Company is committed to enhancing Occupational Health and Safety (HSE) performance by actively involving its employees and stakeholders in critical processes. This engagement includes participation in risk analysis and incident investigations, empowering employees to

## EMPLOYEE ENGAGEMENT AND WORK ENVIRONMENT

### **Enerjisa diligently prepares health data according to its Health Surveillance Procedure, in line with relevant health legislation, to ensure employee well-being.**

influence decision-making through HSE committees. These committees ensure that employees' field opinions are integral to the selection of personal protective equipment, promoting a culture where safety is a shared responsibility. Enerjisa encourages the use of suggestion systems, valuing employee input for process improvements, which underscores the importance of their recommendations. Furthermore, Enerjisa mandates that its suppliers and business partners comply with occupational health and safety legislation as well as the Company's HSE policy. This compliance includes providing thorough training in occupational safety and ensuring the availability of essential personal protective equipment for all employees. Regular health monitoring is a requisite, reinforcing Enerjisa's commitment to employee well-being. Enerjisa's Third Party Relations Policy defines the corporate responsibility expectations for all suppliers and business partners with a focus on occupational health and safety. Key principles include adherence to relevant legislation, provision of comprehensive occupational safety education and protective gear, and ensuring regular health checks for their workforce.

Awareness-raising events are organized across all regions to reinforce the importance of safety and improve communication with contractors and business partners. Contractors are briefed about occupational accidents and near-miss incidents within facilities to ensure understanding and adherence to HSE requirements. HSE committees, organized according to relevant regulations, diligently follow up on decisions made and ensure compliance and continuous improvement. Additionally, collective labor agreements for blue-collar employees encompass HSE issues, providing an additional layer of protection and assurance.

Employees in electricity distribution companies face significant hazards, including electric shocks, falls from heights, and accidents during lifting and transmission operations. To mitigate these hazards, electricity distribution companies have developed specific working methods and provide thorough training to ensure employees understand and follow safety procedures and instructions, with tailored personal protective equipment for each job. To track and improve safety performance, companies calculate metrics such as Total



Recordable Incident Frequency (TRIF) and Critical Incident Frequency (CIF) over one million work hours. Health and safety data are meticulously collected and reported following established procedures. Enerjisa diligently prepares health data according to its Health Surveillance Procedure, in line with relevant health legislation, to ensure employee well-being. The Company is

committed to fostering a strong occupational health and safety culture and providing a safe workplace. Regular training and improvement activities are conducted to reduce HSE risks for employees and contractors, ensuring a healthy work environment. HSE training remained a priority during the pandemic, comprising 38% of total employee training for the year.



## TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

**Our development programs cater to a broad audience, from young professionals to executives, and use blended learning methods with top suppliers.**

At Enerjisa, our approach to talent management is based on employees taking ownership of their development, with support from managers through coaching and mentoring. We aim to equip our employees with the knowledge, skills, and competencies required for today's and tomorrow's business world.

Our development programs cater to a broad audience, from young professionals to executives, and use blended learning methods with top suppliers. We emphasize the importance of providing training and development opportunities tailored to all our employees' needs. We have a comprehensive Training and Development Procedure to ensure fair and equal opportunities for skill development and career progression, and this commitment is reflected in our Human Resources Policy.

Every year, we hold the Leaders' Summit to make sure all employees, regardless of management level, are equally educated about our strategy and long-term goals and can represent the Enerjisa culture to their respective teams. We host CEO Live Streams every three months so that all employees can learn about our present situation and ask the CEO questions. To enhance their leadership abilities for the future, we offer training and development opportunities to all Enerjisa leaders in areas such as social-gender equality, remote leadership to teams, and holistic well-being. Through innovative training programs, we aim to improve our employee's knowledge and skills sustainably. Role-based leadership development programs, vocational programs covering energy efficiency and renewable energy, and mentoring programs focusing on digitalization enhance our company's environmental sustainability and economic performance.

For the continuous improvement of our training activities, we regularly send training evaluation surveys to collect feedback from employees. In addition, questionnaires are also sent to the managers of employees who receive training to evaluate the effectiveness of the training. To improve the effectiveness of training programs, we organize focus group meetings to collect feedback and use the data obtained to improve existing programs' content and prepare new programs.

### Enerjisa Programs in 2023

#### Leadership Development Purposed Programs

The leadership development programs are conducted regularly with annual content improvements.

#### 1. I WE ALL (1 year, 7 participants):

The program implemented for the Enerjisa Management Team consists of three modules: individual development, team development, and the latest trends and developments in the energy world.

#### 2. LEAP (1 year, 24 participants):

LEAP aims to enhance the director-level management team's knowledge and awareness of new technologies, their applications in the energy sector, and their leadership skills in the modern business world.

#### 3. STEP (1 year, 105 participants):

STEP is a development program designed to enhance the leadership skills of managers and group managers. It provides a flexible and comprehensive approach to leadership development by integrating various learning methods, including remote learning, onsite training, and practical simulations.

#### 4. JUMP (1 year, 390 participants):

This program is designed to increase productivity and develop the managerial skills of employees in team and process management roles. Offering flexible, social, and individual development, the program combines learning techniques such as distance learning and simulations.







## TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

Through innovative training programs, we aim to improve our employee’s knowledge and skills sustainably.



### Individual Development Purposed Programs

#### 1. YODA Mentorship – Reverse Mentorship (1 year, 160 participants):

YODA Mentoring is a development tool that guides Enerjisa employees who want to spare time for professional and personal development. Yoda Reverse Mentoring aims for different generations to learn from

each other and enables young employees to mentor Enerjisa senior management. This program allows young mentors to benefit from senior management’s experience and explain their generation’s dynamics and expectations. On the other hand, mentored employees understand the new generation’s dynamics and can use this knowledge in their personal and professional lives.

**2. Gate:** (1 year, 1,473 participants): GATE is a development program for specialists and assistant specialists, offering remote learning, webinars, and onsite training to enhance their competencies and understanding of future business trends in Enerjisa.

**3. INSIDER** (1 year, 815 participants): Insider Platform ensures that Enerjisa employees exchange knowledge and experiences with one another to foster cultural awareness within the organization. With this program, participants concentrate on developing their technical and competency skills while learning about one another’s cultures through training led by internal experts in their fields.

**4. Language Training** (1 year, 497 participants): Enerjisa facilitates the development of employees seeking language assistance through various methods, including digital platforms, speaking classes, and group lessons. In 2023, 497 participants received language support through this training.

### Young Talent Development Purposed Programs

**1. YOUNG ENERGY** (1.5 years, 22 participants): Young Energy is a one-and-a-half-year program designed to support and accelerate the development of high-potential young Enerjisa employees at the start of their careers. Beginning in mid-2023 with 22 participants, the program includes four modules to enhance leadership, technical, and professional competencies. Participants receive mentorship from leaders and gain experience managing projects using agile methodology.

The program prepares them for future positions by helping them overcome obstacles to their full potential and performance.

**2. ENTER** (9 months, 43 participants): ENTER is a nine-month program for fourth-year and graduate students in specific departments from universities in Enerjisa Distribution regions. It includes rotations through various departments, allowing participants to learn about Enerjisa Distribution’s procedures and discover their interests. The program covers the Electricity Distribution Path, Functional Units Path, and Data Management Path, with talent coaches guiding participants in professional development and personal hobbies.

**3. ITALENT** (9 months, 13 participants): This long-term intern program targets fourth-year and graduate students with digital skills who aim to work in the energy sector. It prepares them for the technology world by offering career experience in IT and digitalization, along with training modules for personal and professional development. The program focuses on developing young professionals interested in digital transformation.

**4. RETAIL-X** (1 year, 19 participants): This Young Talent Management Trainee Program recruits new graduates with up to two years of experience to work in Enerjisa’s electricity retail sales and customer solutions companies. It aims to strengthen Enerjisa’s strategic position in the retail sector and develop new talent through long-term training, mentorship, coaching, and rotation opportunities across different functions.



## TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

**We emphasize the importance of providing training and development opportunities tailored to all our employees' needs.**

**5. SPARK** (1 month, 63 participants): The SPARK summer intern program is a 20-day program for third- and fourth-year students in engineering, economics, administrative sciences, or social sciences. It aims to introduce students to the electricity distribution sector and includes personal development, technical training, coaching support, project work, technical trips, and project presentations.

### Professional Development Purposed Programs

**1. Sales School** (1 year, 245 participants): Sales School, launched with Sabancı University in 2014, offers behavioral and technical training for employees in Customer Service Centres. Focusing on sales and customer service, the program aims to improve service quality, operational excellence, and customer satisfaction.

**2. KOZA Development Program** (1.5 years, 59 participants): The Koza Development Program, redesigned in 2019, has supported sales teams for over 1.5 years by addressing the needs of three participant profiles. It includes technical and competency training, inspiring meetings,

and a project module, where participants present improvement suggestions to upper management.

**3. Corporate Sales Academy** (1.5 years, 28 participants): The Corporate Sales Academy is a 1.5-year program that enhances corporate sales teams' skills and strategic perspectives. It includes technical and ability training and inspirational meetings with key industry figures. The goal is to help sales teams reach their highest potential in alignment with the Company's vision and goals.

**4. Technology Development Academy:** The Technology Development Academy program is designed to keep technology teams updated with the latest trends and improve performance. It ensures that they align with Enerjisa Enerji's vision and strategy and are regularly renewed to ensure continued growth and development.

**5. Patika Development Program** (1 year, 362 participants): The Patika Development Program, created with Sabancı University EDU and Bilge Adam, aims to enhance employees'

administrative, supervisor, and technician skills. In 2023, participants selected either Time Management or Excel training, with a level exam for those choosing Excel. In 2024, the program will offer online Excel classes based on skill level and provide additional support through webinars on Stakeholder Communication Management and Sustainable Motivation, along with in-class training.

**6. Engineering Development School** (3 months, 519 participants): EnAkademi has launched a digital development program to enhance engineers' technical knowledge and abilities in Enerjisa Distribution firms. The program, consisting of two sessions and eight modules, covers field materials, applications, and calculation methods.

**7. Blue-Collar Training** (1 year, 7,897 participants): In 2023, Enerjisa Enerji completed mandatory certification processes for energy production operations. 749 fault repair operators in Network Operations received a two-day Safe Working in the Field Level 2 training, while 453 employees received a two-day Level 2 Maintenance Training, following the Planned Maintenance Procedures and Principles announced by the EMRA in the 4<sup>th</sup> Implementation Period of 2021 – 2025, the training aimed to improve technical integration and increase efficiency in maintenance work.

**8. Energy Management Academy** (1 year, 22 participants): The Energy Management Academy aims to maximize the potential of the Energy Management team in a dynamic business environment. It offers technical training for energy markets, competency training to enhance and develop skills, and inspirational talks, all designed to add value to the sector and the Company.

**9. Operation Academy** (4 months, 199 participants): The program aims to support the evolving business processes of teams in the Receivables Management, Invoicing, Customer Market Operations, Operations Support, Payment Solutions, and Account Transactions Departments within the Retail Business Unit. It is designed modularly, offering technical development training and inspiring meetings with industry leaders to ensure success and sustainability in a constantly evolving world.

**10. Polaris Program** (1 year, 122 participants): The Polaris Program, launched in 2023, unites Kaizen and Six Sigma projects to foster a culture of continuous improvement and employee involvement. It gathered 111 project ideas, leading to 13 Kaizen and 10 Six Sigma Green Belt projects. Project leaders received Green Belt training, and team members received Yellow Belt training. Both teams hold weekly meetings and ongoing training. Since 2019, Kaizen projects have improved 15 processes. In 2023, the "Toroslar İvme Kaizen team" won the Kaizen Award at the Quality Circles Sharing Conference for their Video Installation Inspection Project.



## ● DIVERSITY, EQUITY, AND INCLUSION

**At Enerjisa, we attach great importance to ensuring equal opportunities and preventing discrimination in all our processes.**

Enerjisa aims to positively impact society by putting diversity, equity, and inclusion at the center of its business processes as critical focus areas. We carry out a wide range of projects ranging from gender equality to equal opportunities, from youth development to the participation of people with disabilities in social life, and we regularly monitor the efficiency of these projects. We aim to create an environment where everyone can benefit from opportunities equally.

In line with our Diversity and Inclusion Policy, we are committed to creating an inclusive work environment that embraces differences and offers equal opportunities to all. Discrimination of any kind, including discrimination based on age, gender, language, religion, nationality, race, ethnic origin, sexual orientation, marital status, health, disability status, political opinion, or union membership, is strictly prohibited under our Diversity and Inclusion Policy. Diversity enriches decision-making processes and makes them more efficient. Enerjisa strongly emphasizes that equity and inclusion are human rights. This approach increases the loyalty of our stakeholders. In accordance with Enerjisa's strategy, there has been a

natural and steady increase in the number of non-employee workers. This growth aligns with our long-term business objectives and operational needs. The number of non-employees has remained stable throughout the current reporting period, without any significant fluctuations.

DEI (Diversity, Equity and Inclusion) Committee is chaired by the Head of Sustainability and Corporate Capabilities. The DEI Committee was established to ensure effective management of diversity, equity and inclusion initiatives and strategies. Committee make recommendations to the CEO and the Sustainability Executive Committee. The meetings of the Committee are organized at least twice in a calendar year. Chairperson may call an ad-hoc meeting ex officio or upon request of one of the members if deemed necessary. Purpose of the Committee is to steer and guide the Company's corporate diversity, equity and inclusion strategy, road map and action plan, advise the CEO and Sustainability Executive Committee accordingly, monitor, measure and report performance and progress of the related initiatives in a holistic, in-depth and transparent manner through Head of



Sustainability and Corporate Capabilities. The committee meets at least five times in 2023. As Enerjisa, we conduct all our business following the current legal regulations and Enerjisa Code of Business Ethics (Enerjisa Code of Conduct - Enetik 2.0). We communicate our working principles to employees and business partners through our Code of Business Ethics, Human Rights Policy, Human Resources Policy, and Diversity and Inclusion Policy. From office workspaces to orientation programs, we do our best to live these values in every area. Established in 2022, the Enerjisa Diversity, Equity, and Inclusion Committee operates to determine and implement our Company's DEI strategies. The committee met five times in 2023. Our Committee encourages our employees to report any actions that may be

subject to discrimination and maltreatment in line with the principles of confidentiality and ensures that necessary actions are taken. The Chairperson of the Committee serves as the Head of the Sustainability and Corporate Capabilities, and the approved decisions and actions are regularly reported to the Sustainability Executive Committee. Additionally, the Committee received an informational session on Basic Concepts of Violence.

At Enerjisa, we attach great importance to ensuring equal opportunities and preventing discrimination in all our processes. We do not subject our employees to discrimination based on language, religion, nationality, race, ethnic origin, age, gender, sexual orientation,



## DIVERSITY, EQUITY AND INCLUSION

### Our DEI (Diversity, Equity and Inclusion) Committee steer and guide the Company’s corporate diversity, equity and inclusion strategy, road map and action plan.



**GÖKÇE DEREBAŞ**  
*Community Investments and Partnerships Manager*

“As Enerjisa, we have participated in the From Words to Action WEPs (Women Empowerment Principles) project, led by UN Women, together with 10 other companies from Türkiye. During the project we reviewed employee and customer experiences, business processes, and all stakeholder relationships in the value chain in through the lens of gender equality and women’s participation in the workforce. We identified areas for improvement and prepared an action plan in light of the WEP principles. As Enerjisa, we are already taking strong and determined steps in this area, and I am very happy add one more initiative to this journey. As a female employee, seeing our management sincerely embrace this issue gives me strength and confidence in the work we undertake. We will continue to develop projects that increase ownership of the Women Empowerment Principles in the business world, especially in the energy sector, and raise awareness to create a better future.”

marital status, health, disability status, political opinion, union membership, or similar reasons. The fact that in 2023, there were no reported cases of discrimination in our Company reveals the importance of the steps we have taken in this regard. In 2023, Enerjisa had a total of 11,583 employees, divided into 1,351 females and 10,232 males. Additionally, within the scope of the targets we set to increase women’s employment, we plan to ensure that the ratio of female members on our board of directors does not fall below 25%. Our young talent recruitment programs aim for a 50% female ratio. In addition, we strive to prevent gender-based prejudices by adopting the “blind CV” application in recruitment. This is

an important step we have taken to minimize gender bias. We periodically analyze gender-sensitive data. We constantly monitor data such as the ratio of women hired and terminated, the ratio of women promoted, the overall ratio of women, the ratio of women in management, the ratio of women in succession plans, the ratio of women to men in wages and benefits, and the ratio of women receiving training. We set targets for our senior management to increase the ratio of women and organize training on gender-based prejudices for all our managers/employees.

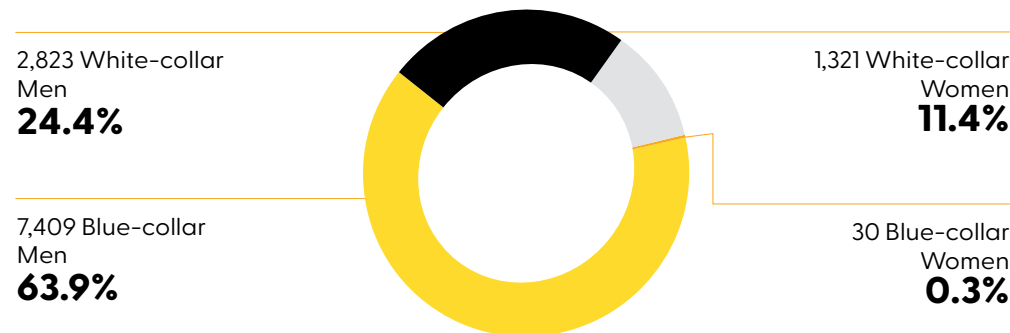
Enerjisa aims to train the leading female labor force in the energy sector. To keep women in business life, it implements flexible and remote working models, provides parental leave beyond the legal period, and offers optional mentoring support to women returning from maternity leave. In addition, it makes agreements with nurseries so that its employees can benefit from discounts and provides breastfeeding rooms at its locations. At Enerjisa gender pay gap is below 5%, indicating that we do not have a share gap for managers, other white-collar employees, or blue-collar employees.

#### Women’s Employment Statistics in 2023

- 11.7% of the total workforce is women.
- 31.9% of white-collar employees are women.
- 0.4% of blue-collar employees are women.
- 37.5% of the Board of Directors are women.
- 27.5% of managerial positions are held by women.
- 17.1% of top management positions (director level and above) are held by women.
- 26.5% of positions in STEM fields (IT, Engineering, etc.) are held by women.
- 27.9% of revenue-generating managerial positions are held by women.

In 2023, Enerjisa took significant steps in women’s participation and focused on increasing women’s power in different business sectors. The Retail-X program in the retail sector achieved 56% female participation, the I-talent program in the technology function 54%, and the Enter program in the distribution sector 48%. These impressive figures demonstrate the importance Enerjisa attaches to gender equality. The Company aims to break down gender-based prejudices by offering special Gender Equality Training for managers and organizing awareness events for all employees.

Distribution of Employees by Gender and Category





## DIVERSITY, EQUITY AND INCLUSION

### We strive to prevent gender-based prejudices by adopting the “blind CV” application in recruitment.



**ELİF SELİN YILMAZ ALTAY**  
Compliance Manager

#### Gender Based Violence and Harassment (GBHV) Project

“While male at every age can certainly be affected by gender-based violence and harassment, statistics show that the vast majority of victims in this area are girls and women. Violence and harassment directed at women often stem from patriarchal values and unequal power dynamics within family structure. It hinders women’s empowerment and career progression, deepening gender discrimination in the workplace. Enerjisa focuses on domestic violence within the scope of the project, recognizing that this is not merely a family issue, but also one that prevents women from fully and actively participating in the workforce. I feel very fortunate and secure that the Company I work for has made this issue one of its core priorities and strives to provide all necessary resources to create a safe and respectful working environment. Even more significantly, I am grateful for the opportunity to offer my perspective and evaluations, not just as a company employee, but as a woman in the workforce.”

These trainings and events aim to foster an egalitarian perspective in personal and professional life and reinforce Enerjisa’s commitment to creating a more inclusive working environment. At Enerjisa, we prioritize creating a culture where everyone is valued and has equal opportunities.

Combating Violence against Women and Harassment: Enerjisa takes a strong stance against violence and harassment against women and carries out various projects to raise awareness. The GBVH (Gender Based Violence and Harassment) Project started upon our commitment within the scope of the EBRD Capex Project. It is a project sponsored by the Compliance, People and Culture, and Sustainability and Corporate Competences functions. All Enerjisa companies are included in the scope and e received consultancy support for the GBVH project. A comprehensive risk assessment was conducted to identify existing risks and plan preventive strategies. Information sessions on gender-based violence were held for senior management, and webinars were organized for all employees. Within the scope of Human Rights training, employees were informed about their rights in case of gender-based discrimination and workplace harassment. With its “Zero Tolerance to Violence” policy, Enerjisa shares this stance with all stakeholders and creates awareness.

Since 2019, Enerjisa has participated in the “Business Against Domestic Violence (BADV)” program led by Sabancı University Corporate Governance Forum. As part of its project, it takes an active role in the fight against domestic violence. In 2022, it became a strategic “Network Against Domestic Violence” member. This network aims to strengthen communication among member companies, disseminate inspiring practices, and grow together by sharing best practices.

#### Gender-Based Violence and Harassment Prevention Project

At Enerjisa, one of our foremost priorities is to ensure that all employees operate in a safe, respectful, and human rights-conscious environment. To strengthen our zero-tolerance stance against violence and harassment, we have implemented the Gender-Based Violence and Harassment Prevention Project across all Enerjisa companies and locations.

The GBVH Project aligns with our commitments under the EBRD Capex Project and is sponsored by the Compliance, People and Culture, Sustainability, and Corporate

Capabilities Functions. This comprehensive initiative encompasses all Enerjisa companies and leverages the expertise of outside consulting firms. Additionally, this project is integrated into the performance indicators (KPIs) of our managers, emphasizing its significance within our corporate framework.

#### Key Objectives of the Project:

- 1. Risk Analysis and Action Plans:** Enerjisa has conducted thorough risk analyses and established action plans to effectively prevent violence and harassment within the workplace.
- 2. Awareness and Development:** The project aims to enhance awareness among employees about the prevention of gender-based violence and harassment and to identify opportunities for development in this area.
- 3. Training and Engagement:** A series of webinars, training programs, and workshops conducted by industry experts are organized to increase awareness and pinpoint necessary areas for development.

#### Average Gender Pay Gap % at Enerjisa

Salaries by Level*	Average Gender Pay Gap	Average (Women/Men Salary)
Management Level (Manager+)**	4%	96%
Non-Management Level	0%	100%
Blue Collar	-1%	101%

\*Calculated according to base salary including premium.  
\*\*All local employees except CEO are included.

## DIVERSITY, EQUITY AND INCLUSION

### Enerjisa takes a strong stance against violence and harassment against women and carries out various projects to raise awareness.

Prevention of gender-based violence and harassment is a vital aspect of Enerjisa's corporate priorities. Through the contributions of the GBVH Project, we strive to create a safer working environment for our employees by taking decisive and impactful steps.

Enerjisa also raises awareness by participating in the UN Women's activism campaign, which is held every year between November 25 (International Day for the Elimination of Violence against Women) and December 10 (Human Rights Day). During this period, we organize various activities to raise awareness among our employees and stakeholders. Our awareness-raising activities for our customers are also significant. In November, we added the contact numbers of the ministries to the electricity bills and provided information about support lines, so that individuals who experienced or witnessed violence can apply, aiming to raise awareness of Violence against Women among a wider range of

#### Enerjisa's Societal Impact: Advancing Gender Equality, Empowering Youth, and Fostering Social Inclusion

Since 2019, volunteers from Enerjisa have been actively participating as mentors in various programs. Enerjisa supports projects aimed at increasing diversity in technology through its corporate membership in the "Women in Technology Association." These projects empower and specialize in underrepresented women who lack the motivation to pursue careers in technology. Additionally, Enerjisa is a corporate member of the "Green-Collar Women Association," which focuses on facilitating Türkiye's transition to clean energy, increasing female employment, and encouraging young STEM graduates to explore new and green technologies.

In 2023, Enerjisa contributed to the "Young Women Building Their Future" project led by the Sabancı Foundation. This project targets the development of young women who are neither in education nor employment by providing mentorship and educational support to help them enter the workforce. Furthermore, Enerjisa collaborated with Yanındayız Derneği and Artı Prodüksiyon to release the "Equality Lullabies" album. This



album challenges traditional gender roles by reversing the lullaby-singing ritual typically associated with women, and all proceeds are donated to the Mor Çatı Foundation, which supports victims of domestic violence.

**She-nergy Programme:** The She-nergy Programme, launched in 2023 by Enerjisa, is a groundbreaking initiative to enhance gender equality and inclusion in the energy sector. The program encourages Electrical and Electronics Engineering students from Türkiye to pursue careers in the electricity distribution sector. With over 2,000 students participating, the program offers webinars, tea chats, and project processes to showcase innovative ideas. In the award-winning project phase, 80 students worked with project coaches to gain fresh perspectives and technical skills. The program is open to all students, regardless of gender or field of study, creating an inclusive environment for learning. The program aims to increase the proportion of women in the industry and strengthen the representation

of female engineers. Enerjisa's commitment to gender equality and inclusion in the energy sector aims to train future energy leaders and create a more egalitarian work environment. The program aims to create a culture that promotes diversity and inclusion in the energy sector, ensuring more women participate in the industry.

#### Tomorrow Is Possible with You Project:

Launched under Sabancı Holding's Republic Mobilization initiative in cooperation with Enerjisa, Çimsa, Sabancı DX and Sabancı University, this project aims to provide 500 young people with educational opportunities, scholarships and internships. The project aims to strengthen young people's skills in digital and technology fields and guide them in their career planning.

**Young Women Building Their Future Project:** This project, led by the Sabancı Foundation, targets the development of young women



## DIVERSITY, EQUITY AND INCLUSION

**In 2023, Enerjisa took significant steps in women’s participation and focused on increasing women’s power in different business sectors. The Retail-X program in the retail sector achieved 56% female participation, the I-talent program in the technology function 54%, and the Enter program in the distribution sector 48%.**

who are not in education and business life and aims to bring them into business life. Enerjisa contributes to this project by providing training and mentoring support.

“Küsmesin Yıldızlar” Theatre Play: On December 3, International Day of Persons with Disabilities, Enerjisa made the theatre play “Küsmesin Yıldızlar” accessible for children to raise awareness of energy efficiency and saving. By adding audio description and sign language, Enerjisa made this play accessible to all audiences and raised awareness of energy saving in society.

### **Building a Culture of Inclusion: Enerjisa’s Internal Initiatives for Diversity, Equity, and Empowerment**

#### **Diversity, Equity and Inclusion Platform: Not Without You**

To provide equal opportunities for everyone in business life, Enerjisa has established the “Sensiz Olmaz” (Not Without You) platform and

structured its activities under the headings of “Eşitlik Olmazsa Olmaz” (Not Without Equality), “Gençlik Olmazsa Olmaz” (Not Without Youth), and “Engel Tanımayanlar Olmazsa Olmaz” (Not Without People Challenging Disabilities). Under these headings, activities are carried out for the society, with priority given to gender equality, youth, and accessible practices. The efficiency of these programs is regularly monitored.

Enerjisa has formed volunteer working groups involving employees to bring diverse perspectives and skill sets to its Diversity, Equity, and Inclusion initiatives. These groups focus on projects and improvement proposals for equality, youth, and disabled individuals, reporting to the Diversity and Inclusion Committee. Enerjisa prioritizes gender equality across all processes, starting from recruitment, and its diversity approach extends beyond gender, supporting age diversity and generational differences as ways for employees to learn from each other.

Additionally, a project team of 18 volunteer employees from various departments was formed in the distribution business unit to focus on inclusivity. The team underwent training and workshops to enhance their understanding of inclusivity. The primary project team held four meetings, and sub-project groups were established to address issues such as physical appearance, age, gender, race, religion, and equal opportunities. These groups met periodically to work on their initiatives. The teams completed their project proposals, and six projects have been prioritized for implementation.

#### **Not Without Equality**

Enerjisa prioritizes gender equality and equal opportunities in every business process. We pay attention to gender balance in recruitment and promotion processes and train managers on gender-based prejudices. This way, we aim to provide a fairer and more equal working environment.

We also organize various campus events to increase the proportion of women in the sector and consider the balance between men and women in our young talent development programs. Our goal is to ensure that everyone has equal opportunities while raising future leaders. As Enerjisa, we work sincerely on this issue and care about contributing to gender equality.

**From Words to Action:** Since 2019, Enerjisa has proudly stood as a signatory of the Women’s Empowerment Principles (WEPs), a powerful global initiative that drives the private sector toward enhancing women’s participation in economic life across every sector and at every level. In 2023, Enerjisa took a bold step forward by joining the transformative “From Words to Action” WEPs Project, spearheaded by UN Women. This commitment is more than just words—it’s a dynamic pledge to deeply embed the Women’s Empowerment Principles within the Company’s core, culminating in a robust action plan that will propel the cause of gender equality to new heights. Consequently, in 2023, our dedication to gender equality was acknowledged when we were selected as one of the 12 companies featured in the Bloomberg Gender Equality Index and one of the 10 companies involved in the “Women’s Empowerment Principles (WEPs)” initiative led by UN Women.

Additionally, Enerjisa supports organizations working in women’s empowerment and collaborates on their projects. The Company is a prominent supporter of the “Million Women Mentors” Program run by TurkishWIN, a global sisterhood platform that connects young women (ages 15–25) studying or working in STEM (Science, Technology, Engineering, and Mathematics) fields with industry leaders through a digital platform.

## ● DIVERSITY, EQUITY AND INCLUSION

### Our goal is to ensure that everyone has equal opportunities while raising future leaders.

#### Not Without the Youth

Enerjisa interacts with young people through high school, university, and NGO events, sharing information about the energy sector and career opportunities and contributing to their personal development. Through Enerjisa's young talent programs, young individuals with high potential join the Company, and 61% of the new employees hired in 2023 were under 30, while 30% were between the ages of 30-49. In addition, 23% of the Company's total employees are under 30, and 74% are between the ages of 30-49.

As part of the Vocational High School Coaches Program, run by the Private Sector Volunteers Association, Enerjisa volunteers provide group coaching to 10<sup>th</sup> and 11<sup>th</sup>-grade vocational high school students. Over two years, coaches meet with a consistent group of 106 students at least 12 times, discussing different personal development topics at each meeting. This program aims to support students' socialization and development while serving as role models to impact their lives positively.

Enerjisa carries out various projects to support young talents and contribute to their career development. Care is taken to ensure that 50% of young talent recruitment programs are female and that various campus activities are organized to increase the proportion of women in the sector.

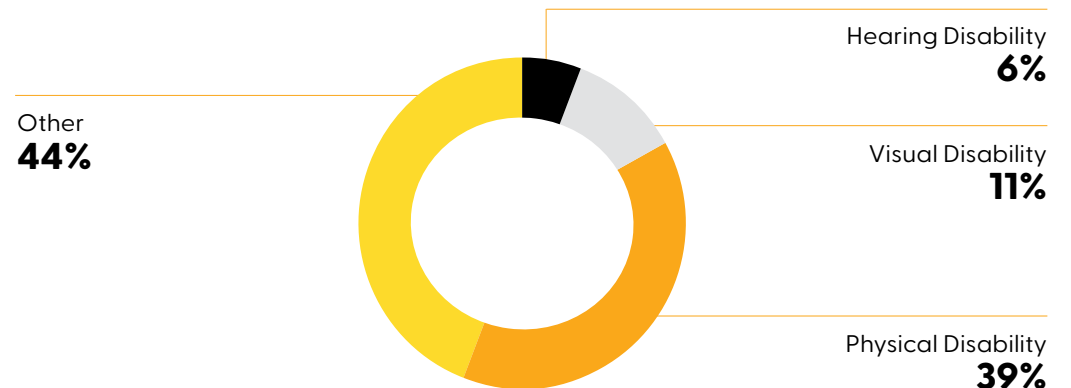
#### Not Without People Challenging Disabilities

Enerjisa takes essential steps to support the equal participation of disabled individuals in social and economic life. In 2023, we exceeded legal requirements by increasing the number of disabled employees to 341, and we want to make a significant difference in this regard. We carry out various activities to improve physical and digital accessibility for our employees and customers.

Enerjisa has been implementing the **En-Biz Project** since 2016, focusing on diversity and inclusion as both a social responsibility and a recruitment practice. In 2022, feedback from focus groups with employees led to a review of business processes to enhance physical, social, and digital accessibility. To overcome barriers in recruitment interviews,



Distribution of Employees by Disability Type







## DIVERSITY, EQUITY AND INCLUSION

### Behavior training and sign language education for all Customer Service Center employees aim to eliminate communication barriers and enhance physical accessibility.

People and Culture teams collaborated with trainers to support communication accessibility improvements. In 2023, the project was structured into three categories: Communication, Career, and Equal Access. Under the Career category, 28 participants attended classroom training sessions. These sessions, designed to support the personal and career development of disabled individuals, included two-day workshops on Interview Techniques, Self-Recognition and Professional Management, Emotional Resilience, and Coping with Stress, followed by Interview Simulation experiences for job application practice.

Enerjisa continues to enhance physical and digital accessibility for both employees and customers. Through **the Equal Access Project**, behavior training and sign language education for all Customer Service Center employees aim to eliminate communication barriers for those with speech and hearing impairments. Efforts are ongoing to make all service locations as physically accessible as possible. Enerjisa's voice billing system allows invoices to be delivered audibly via the call center, and bills and contracts are provided in Braille. Furthermore, digital platforms are equipped with 100% voice

simulation technology to enable visually impaired customers to complete all electricity transactions independently.

#### Management of Vulnerable Customers

At Enerjisa, we recognize the critical importance of ensuring that all members of society, particularly vulnerable groups, have equitable access to essential services. As a leading public service provider, our commitment to social responsibility drives us to make electricity not only accessible but also sustainable for everyone. We have implemented various measures to address the specific needs of special groups within our society, including consumers over the age of 65, individuals with disabilities exceeding 40 percent, and Martyrs' Families and Warriors/Disabled Veterans. These targeted initiatives are part of our broader strategy to ensure that vulnerable communities receive the support they need without facing discrimination or barriers.

Our approach to managing vulnerable customers is rooted in our dedication to social justice. We are committed to providing inclusive, barrier-free access to energy services, ensuring that all individuals—regardless of age, disability, or any other physical limitations—can benefit from the essential amenities they deserve.

#### Device Dependent Patients (Hasta Var Programme):

We have continued to provide emergency supplies to these locations in case of an outage or when a patient's medical condition requires necessary medical equipment.

#### Our Commitment to Barrier-Free Service

At Enerjisa, we are committed to ensuring that all our customers, including those with disabilities, have seamless access to our services. To achieve this, we have implemented barrier-free service points at 11 Enerjisa Customer Service Centers, where customers with disabilities receive priority assistance, allowing them to complete their transactions quickly and efficiently.

We understand the importance of accessibility and strive to remove any obstacles that might hinder our customers' experience. Our barrier-free services are designed to provide Equal Access to everyone:

- **For Customers with Hearing Impairments:** Our call center representatives are trained in sign language, ensuring effective communication and support.
- **For Customers with Visual Impairments:** We have implemented floor reliefs and contrasting wall paintings to assist with navigation.
- **For Customers with Physical Disabilities:** We offer disability-friendly jet kiosks, ramps, call buttons, wheelchairs, and wheelchair-accessible restrooms.

In addition to these services, we have also introduced "Mothers' Rooms" equipped with the necessary amenities to ensure that

customers with children can care for their kids comfortably while visiting our centers.

Our goal is to expand these services to all our service points, making accessibility a standard across our entire network, and thereby enhancing the lives of more of our customers.

#### Ensuring Barrier-Free Communication

To further support our customers with disabilities, we provide specialized training to our Customer Representatives, enabling them to communicate more effectively. This includes:

- **Sign Language Training:** To facilitate independent and effective communication with customers who are deaf or hard of hearing.
- **Accessible Documentation:** We offer important documents, such as contracts and invoices, in Braille and also provide voice-narrated invoices through our call center.

#### Expanding Digital Accessibility with Blindlook

As part of our Equal Access Project, we have partnered with Blindlook to improve digital accessibility for customers with visual impairments. This collaboration allows our visually impaired customers to manage their electricity-related transactions easily through Blindlook.com, utilizing advanced voice simulation technology for a fully accessible digital experience.

At Enerjisa, our mission is to create an inclusive environment where every customer, regardless of their abilities, can access the services they need with ease and dignity. We are dedicated to continuously expanding and improving these services to meet the diverse needs of our customer base.



# Governance and Compliance



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## ● ETHICS, GOVERNANCE AND COMPLIANCE

**By ensuring ethical conduct and legal compliance, we enhance the reliability and sustainability of our services, fostering customer satisfaction and loyalty.**

At Enerjisa, we are dedicated to maintaining respectability, reliability, and responsibility in our operations. Our commitment to these principles is embodied in our Code of Business Ethics (Enerjisa Code of Conduct, ENETİK 2.0), which serves as our ethical compass. This code, approved by our Board of Directors, reflects our deep-rooted values inherited from Sabancı Group and E.ON, guiding us through changing legal requirements, business dynamics, and stakeholder expectations. ENETİK 2.0 ensures we act with integrity and responsibility at every stage, fostering a strong reputation and trust among our customers, employees, business partners, and society. By adhering to this culture, we collectively uphold and strengthen Enerjisa's standing in the eyes of all stakeholders. We have established a dedicated Compliance Management Unit with clearly defined roles and responsibilities to deepen and sustain our commitment to compliance. This unit, supported by the Compliance Management Team, proactively addresses potential compliance violations and harmonizes our actions with internal audit processes.

Our comprehensive approach to compliance is designed to protect our company and benefit our customers and partners. By ensuring ethical conduct and legal compliance, we enhance the reliability and sustainability of our services, fostering customer satisfaction and loyalty. This proactive stance helps us identify and mitigate risks early, ensuring that our operations are transparent, accountable, and aligned with the highest standards of business ethics. The compensation process for potential negative impacts begins with the Internal Audit Department determining if notifications made by the stakeholders regarding an unethical complaint will undergo review or investigation. Upon completing the investigation, the Internal Audit Department prepares an investigation report. Actions are then taken in line with relevant legislation and internal procedures based on this report. At the end of each year, all reported violations and the outcomes of corresponding investigations are compiled into an activity report and presented to the Audit Committee. Additionally, the Internal Audit Department regularly shares summary information on notices and complaints with the Corporate Compliance Manager.



The Board of Directors of Enerjisa is responsible for strengthening all lines of defense regarding ethical risk management, creating the organization necessary to implement the Code of Conduct Rules effectively, and ensuring its continuous supervision. This responsibility extends to the People and Culture and Corporate Capabilities Department, Compliance Management Unit, and Internal Audit Department, all of which are obligated to protect employees from possible harassment and provide job security following violation notifications.

During the reporting period, 87 ethical violations and non-conformities were reported to the highest-level management body, with 37 confirmed as improprieties and ethical violations. These incidents are evaluated based on their potential impact on the environment and business reputation, and

we have taken necessary actions to address them. Notably, Enerjisa has not faced any significant compliance violations resulting in substantial fines or severe reputational consequences, underscoring our effective compliance management.

We have established a Compliance Management System (CMS) according to ISO 37301 standards and it is implemented based on the principle of continual improvement as a living system.

Our compliance management system is designed to safeguard the Company's values, ensure adherence to legal and regulatory requirements, and cultivate a sustainable culture of business ethics. Scope of the CMS is reviewed and revised annually. Senior management, along with other leaders, play a crucial role in maintaining the continuity of this system. Key documents, including the



## ETHICS, GOVERNANCE AND COMPLIANCE

### The Internal Audit Department monitors violations of business ethics rules, with the Corporate Compliance Manager participating as a member of the Ethics Committee.

Compliance Policy, Compliance Function Procedure and the Annual Compliance Roadmap guide their efforts. The Compliance Management System (CMS) is deeply integrated into our business processes and company culture, with compliance to ENETİK explicitly outlined in employment contracts to ensure a consistent commitment to business ethics.

The performance of the CMS is monitored through the Annual Compliance Management Review Report, which includes compliance risk areas and assessment results. Timely updates on the Compliance Report and ad-hoc non-compliance cases are provided to senior management, enabling proactive identification and management of potential non-compliance.

Enerjisa establishes a Compliance Policy within the scope of CMS requirements, regularly reviewed by the board of directors. The Compliance Unit reports CMS performance results through the Corporate Governance Committee, ensuring effective functioning and continuous improvement of the compliance management system. Management is responsible for compliant

behavior within their areas of authority and effectively managing compliance risks. The Internal Audit Department, with support from the Compliance Unit, monitors violations of business ethics rules, with the Corporate Compliance Manager participating as a member of the Ethics Committee.

Our compliance management utilizes a risk matrix to monitor potential risks, tracking and investigating violations of the Code of Business Ethics through the Internal Audit Department, supported by the Compliance Function. The Corporate Compliance Manager's involvement in the Ethics Committee ensures thorough handling of business ethics violations. Internal audit activities comply with international audit standards and Committee of Sponsoring Organizations of the Treadway Commission (COSO) requirements, as documented by independent quality assurance audit confidential communication channels are available for reporting violations of the Code of Business Ethics, with reports analyzed and investigated by the Internal Audit Department as necessary, ensuring no retaliation against employees who make honest and good-faith reports.

As Enerjisa, we have formed a working group with broad participation within the scope of the EU Taxonomy. With this working group, we brought together all the relevant teams and carried out our reviews on the Minimum Safeguards (Human Rights, Corruption, Taxation, Fair Competition) issues and continued our actions.

#### Human Rights

The Enerjisa Code of Business Ethics (ENETİK 2.0) underscores our unwavering commitment to supporting fundamental human rights as articulated in various international agreements, including the United Nations Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, UN Global Compact, ILO Declaration on Fundamental Principles and Rights at Work, and the European Convention on Human Rights. As a company, we have zero tolerance for all forms of child labor and forced labor. We fully support ILO Convention 138 on the Minimum Age for Admission to Employment and ILO Convention 182 on the Worst Forms of Child Labor and the ILO Forced Labor Convention. Under no circumstances are forced or bonded labor, involuntary or exploitative prison labor, slavery, or human trafficking permitted within our organization. Enerjisa firmly opposes child labor at any stage of production or work, both within our organization and among our business partners and third-party associates. We have a zero-tolerance policy toward forced labor and the employment of children. We unequivocally reject all forms of forced labor, including compulsory work, the employment

of illegal migrants, the employment of foreign nationals without a work permit, debt bondage, human trafficking, and gender discrimination. Additionally, we stand firmly against illegal child labor, child abuse, and any abusive or exploitative behavior related to workers. Our business processes are designed to reflect these values, ensuring that no individual under the age of 18 is employed. Enerjisa complies with international conventions on children's rights ratified by the Republic of Türkiye, as well as national legislation, and our practices are open to inspection by public authorities. We expect all our employees and business partners to join us in opposing forced labor, preventing discrimination and harassment, and complying with legal working hours. We also require them to avoid employing illegal child labor and to treat their employees and partners with dignity and respect.

Providing a healthy and safe work environment for our employees and stakeholders is one of our top priorities. No physical, verbal, sexual, or psychological harassment, bullying, abuse, or threats are tolerated. Third Parties we work with are expected to provide a working environment free from violence, harassment, and other unsafe and disturbing conditions arising from work and external threats. In addition to the Enerjisa Code of Business Ethics, a Human Rights Policy was published in 2020. In this Policy, it is emphasized that Enerjisa is a member of the United Nations Global

## ETHICS, GOVERNANCE AND COMPLIANCE

### Providing a healthy and safe work environment for our employees and stakeholders is one of our top priorities.

Compact as of 07.10.2019, and it is stated in the Policy that we defend the ten principles of the Global Compact in the fields of human rights, labor standards, environment, and anti-corruption. Our commitment to Human Rights includes the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social, and Cultural Rights. In 2023 we conducted a study with our outside consultants to identify the human rights related risks in Türkiye and in the sectors Enerjisa operates and a risk analysis report is prepared at the end of the study. In addition, 1030 Enerjisa employees received a total of 210 hours of Human Rights training in 2023.

#### Our Employees

At Enerjisa, we are committed to upholding the highest standards of ethical conduct and integrity. To support this commitment, we encourage all employees to report any potential violations of ethical standards, legal requirements, or company policies through our ENETİK Hotline. This initiative is guided by our Code of Business Ethics, ensuring that every concern is taken seriously and addressed appropriately.

Every employee is required to complete online ENETİK training, while additional targeted training is provided to specific Business Units based on their unique compliance risks. If an employee suspects retaliation, they should report it immediately via the ENETİK hotline or to the Corporate Compliance Officer. The People and Culture Department will promptly act to protect the employee's rights, while the Internal Audit Department investigates the claim. Should retaliation be confirmed, corrective actions are taken, and those responsible are sanctioned. Conversely, reports made in bad faith lead to a disciplinary investigation.

Enerjisa Enerji offers multiple confidential channels for reporting violations of the Code of Business Ethics. These include the Enerjisa Ethics Hotline, accessible by phone at 0 (216) 579 09 14, email at enetik@enerjisa.com, or by mail addressed to the Enerjisa Enerji Internal Audit Presidency at Nidakule Batı 1/1 Ataşehir 34746, İstanbul. Reports can also be submitted through the Sabancı Holding Ethics Hotline. The Internal Audit Department thoroughly reviews and investigates all notifications, ensuring confidentiality and security at every step. Findings from these investigations are



communicated to senior management and, if necessary, to the Disciplinary Board, with the Audit Committee being informed of any cases escalated to the Board. Enerjisa Enerji is committed to protecting employees who report violations or suspected violations honestly and in good faith, as outlined in our Anti-Retaliation Policy. The Enerjisa Anti-Retaliation Policy aims to prevent the grievance of whistleblowers following any matter reported to violate the Enerjisa Code of Conduct and all other company policies. Approved by the Board of Directors, this policy applies across Enerjisa Enerji A.Ş. and its subsidiaries, ensuring that employees can report violations without fear of retaliation, pressure, or sanctions. The policy also fosters

trust in the Company's reporting system, particularly through the Enetik hotline. Employees who report violations in good faith are safeguarded from retaliation, including discrimination, suspension, demotion, or harassment. Any changes to their employment status within six months of the report require approval from the Ethics Committee. The Internal Audit Department is tasked with maintaining the confidentiality of both the report and the whistleblower's identity, unless disclosure is mandated by law. This policy is an integral part of the Enerjisa Code of Conduct and has been approved by the Board of Directors and it is published on the Company and Investor Relations websites..



## ● ETHICS, GOVERNANCE AND COMPLIANCE

### The Company also upholds a zero-tolerance policy against harassment and discrimination, ensuring fair treatment for all employees, regardless of personal characteristics.

Enerjisa encourages ongoing feedback through various channels, such as surveys, interviews, and focus groups. In 2023, the Ethics Hotline handled 87 notifications, demonstrating Enerjisa’s commitment to integrity and transparency. The Company also upholds a zero-tolerance policy against harassment and discrimination, ensuring fair treatment for all employees, regardless of personal characteristics. This commitment enhances employee well-being and attracts diverse talent, which is vital for innovation and growth.

Enerjisa’s policy commitments, publicly available on the Company and Investor Relations websites, reflect a dedication to transparency and accountability. Once approved by the Board, these policies are accessible through the Document Management System (QDMS) and the “İKON” mobile app, ensuring all employees are informed and aligned with the Company’s ethical standards. Compliance with ENETİK principles is fundamental to employment contracts, underscoring the Company’s commitment to ethical conduct. To uphold a culture of integrity, Enerjisa regularly conducts awareness campaigns emphasizing the

importance of ethical behavior. In 2023, 3,182 employees completed 3,085 hours of online ethics training, covering anti-bribery, anti-corruption, human rights, and third-party relations. Mandatory training on Anti-Bribery and Anti-Corruption was introduced in 2021, followed by Human Rights Policy training in 2022 and Third-Party Relations training in 2023, underscoring Enerjisa’s dedication to continuous ethical education.

#### Anti-Corruption

Enerjisa places great importance on anti-corruption and adherence to our ethical business principles, anti-corruption policies, and human rights standards. Enerjisa’s commitment to avoid bribery and corruption in all its operations is described in the Enerjisa Code of Conduct and in the Enerjisa Anti-Bribery and Anti-Corruption Policy. This commitment extends to our business partners as well. We consider sustainable and responsible supply chain management integral to our operations. We actively combat bribery and corruption both internally and externally to protect our reputation and ensure smooth business processes. When regulations fail to address certain issues, we prioritize and closely

monitor responsible procurement processes on our behalf, ensuring that all actions are conducted carefully and ethically. Corruption poses significant economic risks, diminishes environmental awareness, and leads to self-interest-driven decisions. These factors create barriers to achieving a sustainable economy and a balanced environment, both essential for protecting human rights. Consequently, corruption distorts the economy and undermines human rights. Therefore, our unwavering commitment to anti-corruption measures remains critically important. We also emphasize engaging with stakeholders and collaborating with non-governmental organizations in the fight against bribery and corruption. Since 2020, the Company has been a corporate member of the Ethics and Reputation Society of Türkiye. In 2021, Enerjisa Enerji further demonstrated its dedication to upholding high ethical standards by committing to Transparency International’s principles.

#### Ethical Business Principles and Supply Chain Management

We firmly believe that sustainable and responsible supply chain management is a cornerstone of our operations. We actively combat bribery and corruption to protect our reputation and ensure smooth business processes. Recognizing that legal regulations may sometimes fall short, we prioritize and closely monitor responsible procurement processes. Corruption poses significant economic risks, diminishes environmental awareness, and fosters self-interest-driven decisions. These issues create barriers to achieving transparency and reliability, both essential for protecting human rights. Consequently, corruption undermines the foundational values of Enerjisa, highlighting the critical importance of our unwavering commitment to anti-corruption measures.



## ETHICS, GOVERNANCE AND COMPLIANCE

### We require all business partners to sign the Enerjisa Supplier Compliance Declaration, which commits them to comply with our Anti-Bribery and Anti-Corruption Policy.

#### Employee Training and Policy Transparency

To ensure compliance and foster a culture of integrity, we provide all employees with comprehensive online anti-bribery and anti-corruption training. We also organize specialized sessions for relevant business units to deepen their understanding and commitment. Our online ethics training encompasses anti-bribery and anti-corruption modules, ensuring our values are embedded in every aspect of our operations. Our procurement unit plays a vital role by actively participating in all company ethics and compliance training sessions. We are committed to maintaining transparency and accessibility regarding our anti-corruption policies. Our Anti-Bribery and

Anti-Corruption Policy is regularly updated and easily accessible via our Document Management System and website. This ensures all stakeholders know our standards and practices, reinforcing our commitment to ethical business conduct.

#### Enforcement and Compliance

Our Anti-Bribery and Anti-Corruption Policy is binding for all employees and stakeholders, including the Board of Directors, business partners, suppliers and their employees. Enerjisa informs that any behavior contrary to the Anti-Bribery and Anti-Corruption Policy, giving and receiving bribes will constitute a violation of the law and will lead to severe sanctions, including imprisonment, and that

it reserves the right to audit. We require all business partners to sign the Enerjisa Supplier Compliance Declaration, which commits them to comply with our Anti-Bribery and Anti-Corruption Policy. Through the Third-Party Code of Conduct and Declaration of Compliance document, we ensure our business partners commit to opposing all forms of corruption and refrain from accepting or giving bribes under any circumstances to influence any official transaction or decision or to help the Company obtain or maintain business. They must not engage in any behavior that may lead to corruption. Through this declaration, suppliers are expected to comply with all relevant legal regulations, the stipulations outlined in contracts, specifications and similar documents governing the business relationship with Enerjisa Enerji, as well as internationally applicable regulations. Of our 2023 purchases, 99.81% are contracted purchases. In all these purchases, the Third-Party Code of Conduct and Declaration of Compliance (as of 5 April 2023) or the Supplier Code of Conduct and Declaration of Compliance have been signed. Additionally, all transactions must be reported in legal books and records accurately,

transparently, and adequately explained. Our Compliance Management Unit is responsible for developing the Enerjisa Code of Business Ethics and Anti-Bribery and Anti-Corruption Policy, training employees, and responding to opinion requests.

During the reporting period, Enerjisa identified and addressed 10 confirmed incidents of corruption. As a result, decisive actions were taken to maintain our commitment to integrity and ethical standards. Employment contracts for 21 employees were terminated, and 29 employees received various disciplinary penalties. Specifically, three incidents led to staff dismissals directly due to corruption. Additionally, two incidents resulted in disciplinary actions, with the involved employees being reassigned to lower-level positions. Moreover, in accordance with Internal Audit recommendations, contracts with three business partners were terminated due to corruption-related violations. In 2023, no lawsuits, administrative or judicial investigations, or judicial or administrative sanction decisions were filed against the Company for bribery and corruption.

#### Ethics Training

Participant Category	Number of Participants
Blue-Collar	372
White-Collar (Non-Managerial)	679
First Level Manager (Supervisor/Team Leader)	81
Mid-Level Manager (Manager)	48
Senior Level Manager (Director+)	4



## RISK MANAGEMENT AND BUSINESS CONTINUITY

**Risk Management Framework is designed to identify and address potential risks and opportunities that could impact our financial, operational, and strategic objectives.**



### **Enerjisa Risk Management Approach**

Enerjisa Enerji is dedicated to ensuring sustainable and predictable profitability by effectively managing risks within the energy markets and safeguarding the value generated through its sales and distribution activities. The Company's commitment is deeply embedded in its Risk Management Framework, a crucial element of its management strategy. This framework is

designed to identify and address potential risks and opportunities that could impact the Company's financial, operational, and strategic objectives. By facilitating the assessment, classification, and mitigation of risks through various methodologies, Enerjisa enhances transparency in management functions and supports informed decision-making through regular reporting.

A key aspect of Enerjisa's risk management approach is assigning responsibility to business units for risk identification and management, in line with best practices recommended by quality standards such as the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and ISO 31000. Risk coordinators within business units serve as a crucial link between the departments and the central risk management function, ensuring that risk management is integrated across all levels of the Company

### **Risk Governance Structure**

Enerjisa Enerji promotes a decentralized approach to risk management by delegating risk identification and management responsibilities to business units. Risk coordinators within these units act as liaisons between departments and the central risk management function. To enhance this process, annual risk management workshops are held with these coordinators and process owners to review key risks from the previous year, discuss the annual risk management calendar, and refine methodologies for risk analysis, consolidation, and reporting.

The Company's risk governance structure is reinforced by a mandatory committee framework that ensures effective oversight.

The Central Group Risk Management function, operating under the CFO, is tasked with scoring risks, monitoring risk management processes, and reporting on risks and their impacts. These reports are initially presented to the Risk Management Committee, which is chaired by the CFO and includes senior executives from all business units. Following this, the findings are reviewed by the Early Risk Detection Committee, which comprises members of the Board of Directors and is chaired by an Independent Board Member. This committee advises the Board on identifying risks and opportunities, recommends mitigating actions, ensures early detection and intervention, and monitors the effectiveness of the Company's risk management processes.

### **Internal Controls and Digital Risk Management**

In 2023, Enerjisa Enerji enhanced its Internal Control Process Management, Risk Management, Control Activities, and Business Continuity structures by modeling these processes in the Periskop software. This initiative ensures transparent, reliable, and up-to-date information flow regarding business processes, interdependencies, ownership, risks, and controls. Over 1,200 workflows, approximately 750 operational risks, and over 1,200 control activities have been defined, with 13% of these controls being automated.





## RISK MANAGEMENT AND BUSINESS CONTINUITY

**In 2023, a Business Continuity Information workshop was held to enhance awareness and update documents, fostering collaboration with emergency and crisis management units.**

Enerjisa Enerji also integrated Customer Solutions and Eşarj process risks into the Periskop system, demonstrating its ongoing commitment to comprehensive risk and opportunity management. Continuous monitoring and control activities have been effectively implemented, supporting all units in improving control practices.

In addition, the Internal Control team enhanced its competencies by completing the COSO Internal Control Certificate Program offered by the Internal Audit Institute of Türkiye in 2023. This training is part of Enerjisa's commitment to continuous improvement and adaptation to ensure robust internal controls and risk management.

### Business Continuity and Crisis Management

Enerjisa Enerji is dedicated to maintaining reliable operations across all facets of its business, supported by its ISO 22301 Business Continuity Management System

(BCMS) certification. Operating across 26 provinces and 44 sites, the Company focuses on electricity distribution, retail sales, and customer solutions. The BCMS, established in 2015, is designed to ensure uninterrupted and sustainable energy services, preparing the Company to handle potential disruptions or crises effectively.

The Group Risk Department, part of the CFO organization, oversees the global BCMS, ensuring the preparation and implementation of all relevant documents and standards. This department also monitors crisis management processes, providing guidance to the Crisis Management Team during significant disruptions.

Enerjisa's BCMS documentation is aligned with ISO 22301:2019 standards and is reviewed and updated annually. In 2023, the ISO 22301 BCMS certificates for Enerjisa's retail sales companies were renewed following successful audits that included participation



from business continuity departments in Ankara and Adana. While the certification specifically pertains to retail sales companies, the BCMS infrastructure and documentation quality are consistently upheld across all Enerjisa business units, including distribution companies and Enerjisa Enerji A.Ş.

### Enhancements in Business Continuity Practices

In 2023, significant developments were made in Enerjisa Enerji's business continuity practices. Critical departments, identified as those needing to reactivate at least one process within a month following a crisis, were

further supported through Business Rescue Teams responsible for restoring operations after any disruption. A Business Continuity Information workshop was held to enhance awareness and update documents, fostering collaboration with emergency and crisis management units.

To assess the effectiveness of scenarios and forecasts within the BCMS, two methods are employed: the Scenario-Based Desktop Exercise, conducted annually as part of the ISO 22301:2019 certification audit, and the Disaster Recovery Test, a 24-hour exercise involving critical IT applications. These exercises measure key metrics such as Recovery Time Objective, Recovery Point Objective, and Maximum Tolerable Period of Disruption, ensuring alignment with Business Continuity Management standards.



## RISK MANAGEMENT AND BUSINESS CONTINUITY

### Enerjisa conducts regular reviews with industry and regulatory bodies to handle regulatory risks and opportunities.

In 2023, a desktop crisis simulation study explored a hypothetical Istanbul earthquake scenario for the Crisis Management Team. Additionally, the Periskop application, initially used for risk and internal control processes, has been integrated into the Business Continuity Management process. Business impact analysis details for critical processes are now monitored via Periskop, with updates and enhancements implemented to optimize its usage.

Furthermore, a service maturity framework was developed to elevate the maturity of IT applications, with ongoing efforts to review the service catalog and lifecycle framework, including backup procedures and restore tests. These efforts demonstrate Enerjisa's commitment to continuous improvement in business continuity and crisis management practices.

#### Risk Management Procedure

Enerjisa Enerji employs a comprehensive Risk Management Procedure that utilizes qualitative and quantitative methodologies to effectively assess and report risks and opportunities.

- Qualitative Risk Reporting Methodology:** This approach focuses on risks that, while difficult to quantify, can significantly impact the Company's strategic and operational activities. It addresses health, safety, and environmental (HSE), cyber, economic, and reputational risks, assigning probabilities and documenting them in the Risks and Opportunities Report. These risks are prioritized using scales defined by impact levels and probabilities and are visually represented using heat maps. The risk management department continuously monitors both realized and unrealized risks, analyzing them to determine necessary mitigating actions or updates to methodologies.

#### 2. Quantitative Risk and Opportunity

**Methodology:** This approach involves developing best-case, base-case, and worst-case scenarios for each identified risk and opportunity based on input from business units. The probabilities of these scenarios are calculated using numerical analysis, aligning them with expected values. During the consolidation process, correlations between risks and opportunities are considered to understand their potential impact on the Company's net profit. Fluctuations that could affect profitability are reported, and this process is designed to ensure that all financial risks and opportunities are comprehensively addressed.

#### Basic Categories of Risk and Opportunities

Enerjisa Enerji categorizes risks and opportunities into financial and non-financial types, based on their impact on the sector and operations. The risk mapping process involves three key stages: identification, assessment, and classification. This process enhances reporting accuracy and supports better decision-making, improving overall management.



# RISK MANAGEMENT AND BUSINESS CONTINUITY

## Financial Risks and Opportunities

The liberalized electricity distribution and retail sector exposes the Company to various financial risks and opportunities that could affect its market value. These are closely monitored, with sensitivity analyses performed to determine their potential financial implications.

Main Risks and Opportunity Areas	Definition of Risk	How They Are Managed
<b>Regulation and Market Risks and Opportunities</b>	Electricity distribution and retail sales are regulated by the EMRA according to the Electricity Market Law and other legislation. Enerjisa Enerji applies the National Tariff determined by EMRA to regulated customers. This tariff includes the rates applicable to transmission and distribution systems. EMRA determines the National Tariff for each tariff period. Revenue requirements and/or price regulations are determined by EMRA and reflected to consumers via the National Tariff mechanism, accounting for changes and costs over previous regulatory periods. The current regulatory period runs from January 1, 2021, to December 31, 2025. Most of Enerjisa's revenue comes from regulated customers charged as per the EMRA tariff, meaning any changes in this tariff could significantly impact Enerjisa Enerji's financials. EMRA also issues regulations affecting organizational and operational requirements for retail sales and distribution activities, audited by EMRA and other authorities. Any non-compliance could impact Enerjisa Enerji's operations.	Enerjisa conducts regular reviews with industry and regulatory bodies to handle regulatory risks and opportunities. Rational negotiations with market participants and transparent reporting help manage regulatory relationships and support the sector's sustainability.
<b>Energy Price Risks</b>	Enerjisa Enerji is susceptible to financial market fluctuations, affecting its financial stability and interest rates due to the Renewable Energy Resources Support Mechanism (FIT). Enerjisa Enerji faces volatility from over-the-counter market prices and fluctuations in commodity markets due to retail sales activities. This includes price volatility of purchased products and distribution activities, particularly during procurement.	Enerjisa uses systematic approaches to estimate market parameters such as price, inflation, interest rates, and demand. Transactions are optimized and monitored regularly. The effectiveness of these transactions is discussed within the Finance Committee and periodically evaluated by the Risk Committee.
<b>Climate Change Risks</b>	Enerjisa Enerji faces significant risks due to the impacts of climate change, which could affect its operational stability and financial performance. These risks include disruptions caused by extreme weather events, such as storms, floods, and heatwaves, which can damage critical infrastructure, leading to increased maintenance costs and operational downtime. Sea level rise poses a threat to coastal energy assets, necessitating substantial capital investments to enhance resilience. Additionally, the Company must navigate changing regulatory landscapes, including stricter emissions controls and carbon pricing mechanisms, which could lead to increased compliance costs and market volatility.	Enerjisa employs systematic approaches to assess and manage these risks, integrating climate considerations into operational planning and financial strategies. These measures are regularly reviewed and optimized by the Risk Committee to ensure resilience in the face of evolving climate challenges.
<b>Credit Risks and Opportunities</b>	Enerjisa retail companies face credit risks due to sales in both regulated and liberalized markets. Enerjisa Distribution Companies face credit risks from system usage receivables and non-retail companies providing retail services. They also implement strict credit checks for invoicing and illegal electricity use.	Enerjisa mitigates credit risk by obtaining security deposits or guarantees from customers, with close monitoring of large customer credit ratings. In addition to standard credit insurance, Enerjisa uses financial derivatives to manage credit risk exposure.
<b>Operational Risks and Opportunities</b>	Enerjisa faces liquidity risks related to network investments and distribution business activities. The distribution business requires Enerjisa to manage network investments and operations carefully; Enerjisa's operations are exposed to various risks, including external technical development risks, weather events, or focus on electricity generation from renewable sources.	Operational risks are handled by ensuring the secure distribution of electricity, offering energy quality, and reliability in a complex and rapidly evolving technological environment. Distribution Business Unit Operations, Environmental, Energy Efficiency, and Cybersecurity functions are critical areas of focus for Enerjisa's operational risk management strategies.



# RISK MANAGEMENT AND BUSINESS CONTINUITY

## Non-Financial Risks

Main Risks and Opportunity Areas	Definition of Risk	How They Are Managed
<b>Occupational Health and Safety (HSE) Risks and Opportunities</b>	Electricity distribution involves a high level of HSE risk. Accidents, which may occur during the construction, maintenance, and repair of power lines, pose significant risks to the safety of employees and subcontractors as well as the reputation of the Company.	Enerjisa Enerji works towards the goal of zero critical injuries and accidents. Related risks are managed within the scope of the ISO 45001:2018 standard. The HSE issue is under the oversight of senior management. Risks faced by the Company and contractors are proactively managed. Within the framework of the Safety Improvement Plan, types of accidents, and risks are analyzed and preventive measures are defined. The Fine-Kinney method is used to classify risks. Enerjisa Enerji organizes training programs in order to raise risk alerts and provide a healthy workplace for its employees and contractors.
<b>Risks and Opportunities Related to Climate Crisis and the Environment</b>	Severe weather conditions, floods, and fires resulting from climate change may disrupt customer services and the electricity distribution infrastructure. As a result of this situation, Enerjisa Enerji might be subject to fines, depending on the number of customers without energy and how long the energy flow is interrupted. Global warming may lead to droughts, which may also affect energy prices. In addition, developments such as the global and regional regulatory environment and Türkiye's ratification of the Paris Agreement are important for the Company to take the necessary measures to combat climate change. The spilling of transformer oil during the operation, maintenance, or storage, and causing water and soil pollution poses a risk. Because of operating in a highly regulated market of Enerjisa Enerji, there is a risk of facing fines or sanctions if it does not meet relevant regulatory requirements.	Enerjisa Enerji prepared its Biodiversity Conservation Action Plan in 2020. Within the scope of the CDP Climate Change, the issue of climate change is studied from the perspective of risks and opportunities. In the CDP-related study carried out in 2021, a report was prepared under the heading of carbon emissions and climate change, which includes the definitions of risks and opportunities, the financial effects of risks and opportunities, methods of combating risk, and the costs of these methods. In addition, the study to quantify climate change risks was completed. The study examines climate-change-related economic losses and damages, disruptions to service, and penalties for quality standard violations stipulated by the legislation on spills. The Company regularly monitors and reports its environmental performance and carbon emissions. The Company takes part in various initiatives on climate change and energy efficiency, meets with NGOs and regulatory authorities, and develops R&D projects. Enerjisa Enerji offers solutions to customers to help them reduce their carbon emissions.
<b>Risks and Opportunities Related to Digitalization and Customer Privacy</b>	In line with the Paris Climate Agreement and Türkiye's net zero emission targets, Enerjisa Enerji may be subject to carbon tax. As a result of risks related to climate change, such as drought, Enerjisa Enerji customers' activities may be affected negatively. They may have difficulty paying their electricity bills, which may result in a decrease in Enerjisa Enerji's earnings. An increasing population, urbanization, and rising mean temperatures increase the demand for electricity in Türkiye. Increasing demand for products and services results in increasing revenues, and more low-carbon products and services are developed. As a result of connecting renewable energy systems and charging stations to the grid, grid development investments are increasing. In line with green financing mechanisms, diversification of funding resources is increasing.	Insurance is taken out for damage due to severe weather conditions caused by climate change and lack of payment due to drought. Enerjisa Enerji takes all necessary precautions to ensure the confidentiality of sensitive customer information and personal data at the highest level within the framework of the legislation in force. Within this scope, the measures and actions determined in accordance with the legislation are implemented by the Company.



## RISK MANAGEMENT AND BUSINESS CONTINUITY

### Group Risk Management has advanced Risk Reporting Performance Measurement (Backtesting) by implementing digitization projects.

#### Developments in 2023

Risk management departments should monitor both realized and unrealized risks and analyze them effectively and efficiently. Through this analysis, necessary changes in mitigating actions or methodologies are identified, leading to improved risk detection. Simultaneously, Group Risk Management has advanced Risk Reporting Performance Measurement (Backtesting) by implementing digitization projects. An interface has been developed on Periskop, allowing users to track each risk's actual impact, required mitigating actions, action costs, and deadlines. By leveraging technology, this development enables more detailed risk performance measurement and enhances risk detection capabilities.

In 2023, Group Risk Management, in collaboration with the Distribution Business Unit Quality Management team, introduced the qualitative opportunities module on the Periskop system. Enerjisa Enerji uses Periskop software to manage its business processes. Risk Management, Control Activities, and Business Continuity structures at Enerjisa Enerji have been end-to-end modelled in the Periskop software to be managed effectively and efficiently. Once risks on the Periskop system reach a certain maturity level, the module aims to raise awareness of opportunities equally important as risks and track them across the entire company through the Periskop system.

Additionally, in 2023, the process of defining EMÇ and Eşarj processes and their associated risks within the Periscope system was initiated. Systematic ESG and Driver/Impact markings and categorization were completed to facilitate the monitoring of our ESG risks and opportunities from the Periscope system. ESG mapping methodology was applied within the Risk and Opportunity System.

In 2023, we also studied how to implement TCFD-compliant scenario analyses into our strategy, existing scenario analyses and process design for climate scenario-strategy with external consultants. Subsequently, we met with business units to confirm the rankings and scorings in the risk and opportunity assessments and to define actions for the top 3 risks and opportunities identified during the study. These risks and opportunities are presented in the Climate Risks and Opportunities section of this report. In addition Enerjisa started to implement Long Term "Risk Radar", which provides a comprehensive view of potential risks and opportunities and their impact on a four different themes, Future of Life, Future of Society, Future of Energy, Future of Work, which we assume will demonstrate significant impact up to 2050. Our current risk studies are generally short-term. LTRR will provide us with the ability to foresee and assess risks even in the longer term. The LTRR is designed to enhance risk awareness, facilitate communication, and support informed decision-making. It is a proactive tool that helps Enerjisa stay vigilant and responsive to potential challenges and uncertainties.



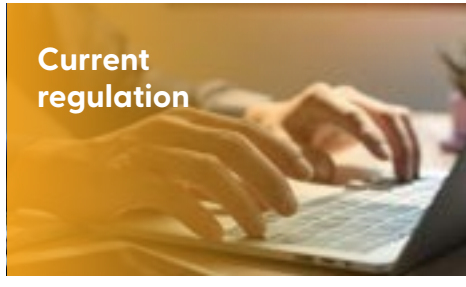




# RISK MANAGEMENT AND BUSINESS CONTINUITY

## Risk Management

### Risk types in Enerjisa's climate-related risk assessments



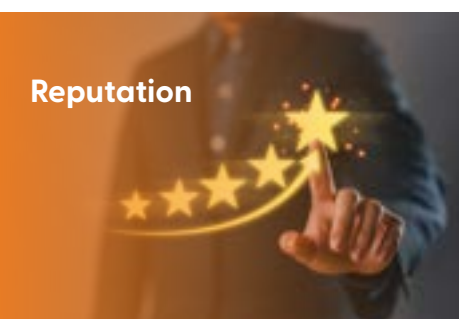
We continuously review the climate-related risks and opportunities impacting our business across various areas, including regulation, technology, legal considerations, market dynamics, reputation, and physical effects of climate change.

Risk type	Explanation & Relevance
 <p><b>Current regulation</b></p>	<p>While most of the regulations covering our distribution operations are not climate-related, any regulation that impacts the electricity generation or distribution sector has a direct impact on our business, in addition to fines and sanctions. The current regulations that are covered by Enerjisa's climate-related risk assessments include the Green Tariff Regulation, F-Gas Regulation, YEK-G (a blockchain based renewable energy exchange system), YEKDEM (a set of renewable generation incentives), and Unlicensed Generation Regulation. Apart from the F-gas regulation, which has the potential to impact Enerjisa's direct operations due to the use of SF6 on switchgear equipment, most of the impacts are either downstream or upstream.</p> <p>Through renewable incentives, green tariffs, I-REC sales and unlicensed generation, both the demand and supply of renewable generation have been increasing rapidly. Enerjisa is responsible for connecting new renewable generation assets to its distribution network.</p>
 <p><b>Emerging regulation</b></p>	<p>Türkiye is in a transitional period and has been rapidly updating its climate-related actions and regulations. For example, the draft Climate Law aims to reduce country's impact on climate change and aims to curb emissions aligned with the Paris Agreement. The Climate Law is expected to be the main legal framework to achieve Türkiye's GHG targets. Market-based mechanisms, especially an emission trading system (ETS) similar to the EU ETS is the main planned mechanism to achieve this target. Enerjisa operations are not covered under the current CO<sub>2</sub> monitoring regulation, therefore we are not expecting any mandates from an ETS regulation in the near term. However, the draft Climate Law references trade of energy efficiency certificates (white certificate), renewable energy certificates (green certificate), and other mechanisms. Türkiye is committed to the Paris Agreement and has set 2053 as the year for its Net-Zero target. These will be followed by changes in regulations on reporting, transparency, ETS, CBAM, e-mobility and renewable energy incentives. Türkiye has committed to selling only EVs by 2040, which will cause regulations to be revised.</p> <p>Before Türkiye's first Climate Conference in 2022, Enerjisa got the opportunity to submit policy recommendations to the Ministry of Environment, Urbanization and Climate Change. We proposed changes for increasing R&amp;D of climate-related opportunities, efforts for collecting more in-depth data, lost and theft related targets, and capacities for unlicensed production of renewable energy.</p>
 <p><b>Technology</b></p>	<p>Enerjisa Enerji conducts climate risk evaluation of emerging regulation, technologies, and scientific studies. In addition, Enerjisa relies on internal estimates by our experts or external partners &amp; shareholders. "Technology" is covered by the risk category "Operational Risks &amp; Opportunities". Enerjisa's operations relies heavily on complex information technology, which brings many risks and opportunities. The power markets are evolving to be more decentralized, renewable (highly intermittent) and decarbonized, and for success of these trends, digitalization is paramount. It is an important tool to increase system flexibility and enable integration across entire energy systems. Digitalization and ICT is vital to decrease theft and loss rates in Enerjisa's distribution operations, which can eliminate significant amount of GHG emissions. To better face potential risks, Enerjisa is exploring wider uses of various digitalization projects and technologies such as IoT Grid Solutions, Smart Grids, Smart Homes &amp; Cities, Advanced Sensors, AI and Blockchain Energy Trading.</p> <p>For instance, Türkiye's commitment to only selling EVs in 2040 will be shifting the technology market too. We consider the expected increase in the sale of new technologies (EVs) as we plan our future charging station investments.</p>



# RISK MANAGEMENT AND BUSINESS CONTINUITY



## Risk Management

Risk type	Explanation & Relevance
 <p><b>Legal</b></p>	<p>Enerjisa Enerji operates in a highly regulated market and We closely follow the legal requirements and climate related legal risks. Enerjisa Enerji Compliance Management Unit is responsible for determination, reporting and prevention of compliance risks, carrying out the necessary awareness-raising and training activities, monitoring violations and implementing an effective compliance management system. In order to build a more compliant management system to better mitigate the legal risks, we have received the ISO:37301 Compliance Management System Certificate upon extensive audit process on Enerjisa group companies conducted by KPMG Germany (Official accreditation by the German Accreditation Body (DAkKS) is pending.)</p> <p>In addition to regulations, climate-related risks, especially ones that may cause legal compliance issues due to acute physical events (flooding, wildfires, etc.) that may harm people and Enerjisa Enerji's grid are closely monitored as well. While operational teams closely monitoring climate-related physical risks, Enerjisa Enerji ensures the safety of its operations through its ISO 45001 Occupational Health and Safety Management System, where these climate related physical risks are also considered. Business Interruption Scenarios, Crisis Management and Emergency Recovery plans are updated annually and then reviewed by the Early Detection of Risks Committee and crisis management team to prevent facing legal issues, fines and sanctions due to climate-related risks.</p>
 <p><b>Market</b></p>	<p>In line with our Risk Management Framework, Enerjisa Enerji conducts climate risk evaluation and monitor customer behaviors, and conduct strategic exercises to assess the future market dynamics and direction of new developments. We prepare for market shifts by helping shape regulations, exploring new business opportunities, and focusing on sustainable energy solutions. Risks and opportunities related to providing new products and services that are increasingly becoming more sought-after, is an integral part of the Company's business plan and risk monitoring. In 2017, we established a separate entity called Enerjisa Customer Solutions to meet the customer solutions demand that is heavily influenced by climate change. Another important climate-related decision was to acquire Eşarj, an e-mobility solutions provider. Since Türkiye has committed to selling only electric vehicles by 2040, this acquisition will become more valuable with the coming shift in demand for EVs. By the end of 2023, the number of electric vehicles in Türkiye has increased by 450% compared to 2022 and reached over 80,000, this number is expected to rise in future.</p> <p>Customer Solutions develops energy efficiency solutions and green products such as solar PV, E-mobility and green energy certificates. The adoption of these services is assessed via risk and opportunities related to market dynamics, such as price, accessibility, incentives schemes and public opinion.</p>
 <p><b>Reputation</b></p>	<p>While the world's power markets are evolving to be more decentralized and decarbonized, consumers are increasingly looking for engaging with companies that offer products and services with purpose. What consumers think about our progress towards the new green era is one of our main considerations. Purpose can drive operations towards outcomes that customers value, creating deeper connection and opportunities for new products and services. Enerjisa Enerji firmly believes that the new energy world of tomorrow is green, digital, decentral, urban and decarbonized. And accordingly, focusing on sustainable energy solutions. Risks and opportunities related to the reputation and profile of Enerjisa Enerji as a proactive and environmental conscious energy company is evaluated, and related actions are integrated into the Company's operations and business plans. Additionally, as Enerjisa we participate in national and international collaborations to support the activities to combat climate change since we believe not engaging in these activities could pose reputational risks.</p>



# RISK MANAGEMENT AND BUSINESS CONTINUITY

## Risk Management

Risk type	Explanation & Relevance
 <p><b>Acute physical</b></p>	<p>Enerjisa Enerji assesses the likelihood and impacts of acute physical risks such as storms, heavy snow falls, floods and wildfires based on historical observations and trend analyses. The frequency of storms and other severe weather events are modelled and concluded to have an increasing negative impact on our business. The Electricity Licensing Regulation requires distribution companies to ensure their assets related to electricity distribution activities with “all risk insurance” against natural disasters, fires, earthquakes, floods, terrorism, sabotage and similar risks.</p> <p>Going forward, increasing severity of climate-related weather events may result in an increase in insurance premiums if the assets are not kept up to date, or additional mitigating actions precautions are not taken. Since the insurance market for electricity distribution companies has become more vital due to environmental risks, it has become harder to obtain certain insurances.</p> <p>Enerjisa Enerji, as a power distribution company, is responsible for preventing blackouts and in case of occurrence as soon as possible, so that customers are customer’s power absence is at a minimum. Heavy snowfalls and intense storm inhibit our repair fleet to reach the infrastructure causing the power interruption and thus increasing the duration of blackouts. Due to increasing number and severity of extreme weather events and changing regulations, Enerjisa Enerji recently purchased 26 new generators.</p>
 <p><b>Chronic physical</b></p>	<p>Coastal regions are flooded more frequently, while drought seasons are getting longer in more internal regions. The impact of global temperature increase on the Mediterranean region is expected to be quite significant as even a 1.5 degree scenario increases annual hot days by at least 8 and increases summer maximum daily temperatures by 1.1 degrees Celsius. Warm extremes over land are expected to increase 173% in Southern Europe/Mediterranean.</p> <p>Rainfall is also expected to increase by 7% (to 17% in a +3 degree scenario). Hydropower generation is accounted for approximately 30% of power generation in Türkiye each year. Excessive heat and decreasing rain and snowfall in Türkiye might result in droughts, which in turn might impact energy supply and prices. Demand is impacted considerably by heating and cooling needs during winter and summer times. In case of any extremities in temperature, the requirements for network investments might increase. The peak in supply along with droughts might lead to increases in prices. Enerjisa carries out hedges to mitigate the price risks. Droughts can have negative financial impacts on sectors with water input (agricultural irrigation etc.) in their activities. These customers can experience difficulties in their payments. Some of our distribution lines can run through forests and climate change increases the risk of forest fires.</p> <p>As a take away of our chronic-physical risk assessment process, it was decided to increase the ratio of underground lines to mitigate the impacts. We increased the ratio of underground lines from 25% in 2020 to 28% in 2023 in our distribution regions. As increases in frequencies and intensities might be harder to detect and mitigate, there is higher risk related to the malfunction of the network grid. Chronic heat waves and increased temperature increases the likelihood of shortening the life span of assets as well as more likely malfunctions (leading to higher frequency of blackouts as well as HSE related accidents). Heatwave-related risks are a part of the Company’s risk identification and include mitigation activities to deal with related impacts.</p>





# RISK MANAGEMENT AND BUSINESS CONTINUITY

## Climate Related Risk & Opportunity Disclosure

### Climate-Related Risk Table

Risks of Organization's Value Chain	Risk Type	Potential Financial Impact	Time Horizon	Likelihood	Magnitude of Impact	Potential Financial Impact Figure
Upstream value chain	Policy risk, (Mandates on and regulation of existing products and services)	Increased indirect [operating] costs	Short-term	Likely	Medium-high	TL 250,807,419

### Climate-Related Opportunity Table

Opportunity of Organization's Value Chain	Opportunity Type	Potential Financial Impact	Time Horizon	Likelihood	Magnitude of Impact	Potential Financial Impact Figure
Downstream value chain	<b>Products and services</b> Development of new products or services through R&D and innovation	Increased revenues through access to new and emerging markets	Medium-term	Very likely	High	TL 166,667,446

Time Horizon:	Likelihood:	Magnitude of the Impact:
<ul style="list-style-type: none"> <li><span style="color: grey;">●</span> Short Term</li> <li><span style="color: darkgrey;">●</span> Medium Term</li> <li><span style="color: black;">●</span> Long Term</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: orange;">●</span> Virtually certain</li> <li><span style="color: orange;">●</span> Very likely</li> <li><span style="color: orange;">●</span> Likely</li> <li><span style="color: yellow;">●</span> More likely than not</li> <li><span style="color: yellow;">●</span> About as likely as not</li> <li><span style="color: lightyellow;">●</span> Unlikely</li> <li><span style="color: lightyellow;">●</span> Very unlikely</li> <li><span style="color: lightyellow;">●</span> Exceptionally unlikely</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: blue;">●</span> High</li> <li><span style="color: cyan;">●</span> Medium-high</li> <li><span style="color: cyan;">●</span> Medium</li> <li><span style="color: lightblue;">●</span> Medium-low</li> <li><span style="color: lightblue;">●</span> Low</li> </ul>



## RISK MANAGEMENT AND BUSINESS CONTINUITY

The Electricity Licensing Regulation penalizes companies based on the number of customers that are without energy for more than 10 hours at a time, as well as the number of customers that are without energy for 48 aggregated hours during each calendar year. While Enerjisa Enerji has the right to file based on force majeure to request to be exempted from penalties, the final decision lies with EMRA. Therefore, not investing sufficiently into grid upgrades may pose future risks from a regulation standpoint. Due to either energy supply shortage or malfunction of the power distribution grids blackouts do occur and cause customers to be without power for several minutes or hours. One of the main reasons for malfunction of power distribution grids is weather-related interruptions due to acute physical climate related risks as Türkiye, located in a climate sensitive geography. Strong storms and heavy snowfalls do not only cause interruptions in the energy supply but also delay the lead time until the energy flow is restored. Due to the severe weather conditions, the repair and maintenance workforce of energy distribution companies might have further difficulties in accessing the sites on time.

The energy supply shortage or malfunction of the power distribution grids blackouts cause severe economical and operational effects for corporate energy users. Since this is in responsibility of Enerjisa Enerji, it is subject to fines as per Service Quality Regulation in Electricity Distribution and Retail Markets depending on the number of customers without energy and for how long the energy flow is interrupted. The penalties due to the energy outages directly affect the

Enerjisa Enerji's financial position, financial performance and cash flows of the organization. While Enerjisa Enerji has the right to file based on force majeure to request to be exempted from penalties, the final decision lies with EMRA. Combating climate-related risks, which are one of the main causes of these interruptions, and including sustainable products and services in investment plans to mitigate and/or adapt to their impacts will provide Enerjisa Enerji with financial gains in the long term beyond protection from risks.

The calculations are based on the fact that the Regulation on Quality of Service in Electricity Distribution and Retail Markets penalizes companies (depending on their scale of operations) based on the number of customers that are without energy for more than 10 hours at a time and the number of customers that are without energy for a total of 48 hours in each calendar year. While Enerjisa Enerji has the right to file based on force majeure to request to be exempted from penalties, the final decision lies with EPDK. The calculation is based on a worst-case scenario, where EPDK does not approve the force majeure, on back of trend analysis and storm modeling, leading to interrupted energy flows with the following assumptions: Number of the affected customers are based on the number of affected customers during power cuts of calendar year 2023.

- 1) 1,449,640 of Enerjisa Enerji's 10 million customers to be without energy for more than 10 hours at a time will lead to TL 183.1 million penalty.
- 2) 242,102 of Enerjisa Enerji's 10 million customers being without energy for more than 48 hours during the whole calendar year will lead to TL 67.7 million penalty.

The penalty payments are calculated according to the Service Quality Regulation in Electricity Distribution and Retail Markets.

This calculation is applied separately for each of the 242,102 customers that has gone through the electricity shortage. The total financial impact is calculated by the Enerjisa Enerji's internal systems automatically. The total impact reach of the risk is thus calculated as TL 183,102,096 by the combination of the two categories above.

According to the Regulation on Electricity Distribution System of Türkiye, a distribution company is obliged to have at least one mobile generator with low voltage level output and at least 50 kVA for each provincial center and districts with a population exceeding 100.000 to use in case of emergency power. Enerjisa Enerji has already 85 generators which is more than required. In 2023, there was no additional generator purchase so the cost of response to the risk sourced from the annual maintenance costs of existing generators. Moreover, drones rented for the purpose of fault detection in case of calamity and the purchase price of are added to the cost of response to risk. Thus, the total cost of response is calculated to be TL 246,156.

HV mobile generator capacity is enough to compensate the increasing severity of extreme weather events such as snowstorms which have caused major outages in Enerjisa Enerji's distribution network so Enerjisa Enerji did not purchase new generators in 2023. Also, the distribution companies have ensured that those generators are operating properly and their annual maintenances were made on time. In order to minimize the risk of blackouts and storm-related energy interruptions, Enerjisa also heavily invests in R&D studies and modernizing its grid and building out new energy lines that are more tolerant and robust. Enerjisa conducts projects to replace power lines from ground-level to underground, to minimize the risk of falling trees or breaking poles to minimize the risk of blackouts. Additionally, Enerjisa conducts tree cutting or pruning near the distribution lines, to mitigate the risks of falling trees on overhead cables and/or contact of trees with overhead lines-with the condition of replanting the trees elsewhere. Enerjisa also carries out renovation projects by switching from open conductor to closed conductor technology in power lines to decrease power interruptions in the areas with heavy snow and frost due to climate change. In the fourth regulatory period (2021-2025), Enerjisa allocated the majority of its CAPEX budget to the modernization of its distribution grid and increasing the overall resiliency for extreme weather-related events.



## RISK MANAGEMENT AND BUSINESS CONTINUITY

Enerjisa Müşteri Çözümleri A.Ş. owns 100 % of the shares of Eşarj Elektrikli Araçlar Şarj Sistemleri A.Ş. (Eşarj). With Eşarj, we aim to create a national network of stations and an operating system of charging stations to offer nationwide charging solutions with a wide range of products for our customers and contribute to the infrastructure in Türkiye. Our main offerings consist of EV charging solutions as well as public charging infrastructure for cities and individuals. Our goal is to accelerate the transition to ultrafast charging in the future. Since 2022 all Eşarj public stations have been operating solely on renewable energy, a first among charging operators. Through International Renewable Energy Certificates (I-REC), Eşarj has certified to its users that the electricity used during charging is produced solely by wind and solar plants. With this development, Eşarj is aiming to act as an enabler for reducing carbon emissions further. It is expected that the revenues of Eşarj will increase in line with the EV uses in Türkiye and global. This will also increase revenues of Enerjisa Enerji, which is a climate-related opportunity.

The use of EV vehicles, one of the most important areas of improvement for decarbonization of the transportation sector, is increasing exponentially on a global scale. Considering the mitigation strategies determined within the global and

national climate change mitigation policies, it is predicted that investments in this field will continue to increase. In parallel with the use of electric vehicles in Türkiye, the need for charging stations is also increasing. Enerjisa Enerji has a significant stake in the installation and operation of electric charging stations in Türkiye with its E-Charging company. This sector is expected to maintain its importance in the Company's investment plans and financial statements and even become a more important opportunity area.

Energy transition for a sustainable world requires a decrease in the carbon intensity of the energy sector. This requires energy efficiency, distributed energy resources and low emission electricity. Transport sector is accounted for approximately 20% of carbon emissions in Türkiye. Electrification of transportation has emerged as a critical driver to reduce global GHG emissions. In 2023, a total of 68700 EV is used actively in Türkiye. However, the future targets of both domestic and foreign brands indicate that the number of EVs will grow exponentially. In 2023, EV sales increased by eight times compared to 2022. Türkiye has committed to only selling EVs by 2040, which will push the demand for EV charging stations. It is estimated that in 2030 there will be more

than 1 million electric vehicles in Türkiye. This requires significant investments into the charging infrastructure and creates demand for hardware as well as software solutions. Enerjisa will benefit from this trend as increasing grid modernization and additional capacity increase demands will require more CAPEX and investments are main driver of income in regulated distribution revenues. Enerjisa's subsidiary Eşarj will profit from increasing EV penetration and charging needs, and we target to increase the share of revenues of Eşarj in our consolidated revenues. It is expected that the Customer Solutions Business and Eşarj combined has the potential to reach between TL 4-6 billion annual revenues by 2025. This is calculated with national and global expectations on EV use and Enerjisa's growth in line with the sector.

Investments of E-Şarj include setting the charging station network, and total investments were increased to TL 453,059,000 in 2023. For our distributed generation and energy efficiency solutions, we make our investments through ESCO/EPS model and in accounting of this model our CAPEX investments are recorded under COGS. The cost provided (TL 453,059,000) includes CAPEX for EŞARJ in 2023. The number is rounded for confidentiality purposes.

Enerjisa Müşteri Çözümleri A.Ş. became the 100% shareholder of Eşarj as of 2022. Eşarj is mainly involved in the operation of charging network for electric vehicles and supply of charging stations equipment. Eşarj is a selected e-mobility business-solution partner by the passenger car manufacturers that launched electric and hybrid cars. Additionally, Eşarj collaborated with various brands from supermarket operators to gas stations to install charging stations. Eşarj's public stations operate solely on renewable energy, a first among charging operators. Through the International Renewable Energy Certificate (I-REC), Eşarj has certified to its users that the electricity used during charging is produced solely by wind and solar plants. With this development, Eşarj aims to support the reduction of carbon emissions. Since 2022, 100% of all public charging related electricity consumption was sourced from renewable sources. The cost provided (TL 453,059,000) is the total cost to maintain and enhance this opportunity.



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## ANNEX I: LIMITED ASSURANCE REPORT



### Limited Assurance Report to the Board of Directors of Enerjisa Enerji A.Ş.

We have been engaged by the Board of Directors of Enerjisa Enerji A.Ş. (the “Company” or “Enerjisa Enerji”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Enerjisa Enerji Sustainability Report 2023 (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 146,147,148,149,150 and 151 of the Sustainability Report with the sign “” is summarised below:

#### Social Indicators

##### Occupational Health & Safety

- Number of Critical Accidents (#)
- Number of Fatal Accidents (#)
- Occupational Diseases (#)
- Injury-related Absenteeism (#)
- Lost Day Rate (%)
- Total Recordable Incident Frequency (excluding slip, trip and fall (STF) incidents) (TRIF w/o STF) (%)
- Total Recordable Incident Frequency (TRIF) (%)
- Lost Work Day Accident Severity
- Rate (LTISR) (%)
- OHS Training Hours (h)

##### Total Number of Employees

- Total Number of Employees (#)
- Number of Employees by Nationality (#)

##### Appointments

- The ratio of women in mid, senior level and executive managerial appointments (%)

##### Distribution of Female Employees

- Women Employees’ Rate (%)
- Number of Employees in Management Positions - Female (%)
- Managers in Revenue-Generating Functions (#)
- The Ratio of Female Managers in Revenue Generating Functions
- Number Employees in STEM Roles (#)
- Ratio of Female Employees in STEM Roles (%)
- Employees entitled to parental leave (#)
- Employees who returned to work following parental leave (#)

#### Trainings

- Total number of employees who received training (#)
- Total Hours of Trainings (h)
- Average Training Hours per Employee (h)
- Total Hours of Trainings by training types (h)
- Total Training Cost (TL)
- Average Training Costs per Employee (TL)

#### Total Number of Employees Hired

- New Employee Hires (#)

#### Total Number of Employees Left

- Employees Who Left Work (#)

#### Turnover Rates

- Employee Turnover (%)
- Vulnerable Groups Reached Through Inclusion Programs (#)

#### Environmental Indicators

##### Energy Consumption by Fuel Type

- Total Net Energy Consumption (MWh)
- Energy Consumption (Excluding Electricity) (MWh)
- Electricity Consumption
- Energy Intensity Ratio (MWh/TL million)

##### Greenhouse Gas Emissions (ton CO<sub>2</sub>e)

- Scope 1 (tCO<sub>2</sub>e)
- Scope 2 (Location Based) (tCO<sub>2</sub>e)
- Scope 2 (Market Based) (tCO<sub>2</sub>e)
- Scope 3 Emissions (tonCO<sub>2</sub>e)
- Total Emissions (Scope 1 + Scope 2 + Scope 3) (tonCO<sub>2</sub>e.)
- Emission Intensity (kgCO<sub>2</sub>e/TL)
- Energy Intensity Ratio (MWh/ TL million)
- Energy Portfolio Emission Intensity (tCO<sub>2</sub>e/MWh)
- Avoided Emission (ton CO<sub>2</sub>e)
- Savings and Reductions Due to Environmental Investments - Environmental Benefit (tons of CO<sub>2</sub>)
- Savings and Reductions Due to Environmental Investments - Financial Savings (TL)



## ANNEX I: LIMITED ASSURANCE REPORT



### Water Consumption

- Total Water Withdrawal (m3)
- Water Consumption (m3)
- Total Discharged Water (m3)
- Municipal water discharged (m3)

### Waste

- Hazardous Waste (ton)
- Non-Hazardous Waste (ton)
- Recycled Hazardous Waste (ton)
- Recycled Non-Hazardous Waste (ton)
- Total recycled waste (ton)
- Total waste (ton)
- Electronic waste (E-waste)
- Plastic consumption (ton)
- Paper consumption (ton)


### Economic Indicators

#### Sustainable Business Model

- The number of sustainable products and services (#)
- Amount of income from sustainable products and services (TL million)
- Sustainability focused R&D, innovation investment (TL million)
- Total R&D and innovation investment (TL million)

#### Environmental Investments and Expenditures

- Total environmental investments (TL million)
- Total environmental expenditures (TL million)
- EU Taxonomy Total Operational Expenditure (TL)
- EU Taxonomy Eligible Operational Expenditure (TL)
- Reportable Operational Expenditure Ratio (%)
- EU Taxonomy Total Revenue (TL)
- EU Taxonomy Eligible Revenue (TL)
- Reportable Revenue Ratio (%)
- EU Taxonomy Total Investment Expenditure (TL)
- EU Taxonomy Eligible Investment Expenditure (TL)
- Reportable Investment Expenditure Ratio (%)

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 Company to prepare the Selected Information is set out in section “Enerjisa Enerji Sustainability Report 2023–Reporting Principles” (the “Reporting Principles”) on pages 135,136,137,138,139,140,141 and 142 of the Sustainability Report.

### The Company’s Responsibility

The Company 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.



## ANNEX I: LIMITED ASSURANCE REPORT



### Our Independence and Quality Management

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

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

### Our Responsibility

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

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

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

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

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company 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 Company'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 Company as a body, to assist the Board of Directors in reporting Enerjisa Enerji 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 Enerjisa Enerji A.Ş. as a body and Enerjisa Enerji 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, 25 September 2024



## ANNEX II: REPORTING PRINCIPLES

This reporting principles (the “Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Enerjisa Enerji A.Ş.’s Sustainability Report 2023 (the “Sustainability Report”). The indicators include **social indicators, environmental indicators** and **economic indicators**. It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Principles.

The data included in this guideline is for the FY 23 (1 January – 31 December 2023), fiscal year ended December 31, 2023, and as detailed in the “Key Definitions and Reporting Scope” section comprises only the relevant operations of the Company in Türkiye that are the responsibility of the Company by excluding information about subcontractors.

### General Reporting Principles

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

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

### Key Definitions and Reporting Scope

For the purpose of this report, the Company defines:

Type	Indicator	Scope
<b>Occupational Health &amp; Safety</b>		
	Number of Critical Accidents (#)	This indicator includes the accidents resulting from; <ul style="list-style-type: none"> <li>· falling from a height of more than 1.8 meters with loss of working days,</li> <li>· electric shock accidents with loss of working days,</li> <li>· electric arc accidents with loss of working days,</li> <li>· traffic accidents with the loss of more than 10 working days,</li> <li>· lifting and conveying accidents with the loss of working days,</li> <li>· accidents requiring treatment in the intensive care unit and injuries resulting from accidents resulting in limb loss occurred during the reporting period.</li> </ul> This indicator includes the Company, its affiliates and subcontractors.
	Number of Fatal Accidents (#)	This indicator reflects the number of fatal accidents resulted in one or more deaths, occurred during the reporting period. This indicator includes the Company, its subsidiaries and subcontractors.
	Occupational Diseases (#)	This indicator reflects the total number of occupational diseases that refer to temporary or permanent illness, physical or mental disability, which occur due to the nature of the work, or the operating conditions of the business. This is followed up through notifications made to the Social Security Institution during the reporting period.
<b>Social Indicators</b>		
	Injury-related Absenteeism (#)	This indicator refers to absenteeism as a result of accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, resulting loss of working days and followed up through notifications made to the Social Security Institution during the reporting period.
	Lost Day Rate (%)	This indicator means the rate of lost workdays due to work accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, and monitored through notifications made to the Social Security Institution during the reporting period.
	Total Recordable Incident Frequency (excluding slip, trip and fall (STF) incidents) (TRIF w/o STF) (%)	This indicator reflects total recordable incident frequency (TRIF) excluding slip, trip and fall (STF) accidents, occurred during the reporting period. This indicator includes the Company, its subsidiaries and subcontractors.
	Total Recordable Incident Frequency (TRIF) (%)	This indicator reflects total recordable incident frequency (TRIF). This is the ratio of injuries of a certain severity (termed recordable injuries) to hours worked. This indicator includes the Company, its subsidiaries and subcontractors.





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Type	Indicator	Scope
Social Indicators	Lost Work Day Accident Severity Rate (LTISR) (%)	It means the frequency rate of accidents that occurred during the reporting period, resulting in loss of working days or permanent incapacity (accidents resulting in medical intervention). This indicator includes the Company, its subsidiaries and subcontractors.
	HSE Training Hours (h)	This indicator represents the total hours of the HSE trainings, delivered to the employees and sub-contractors, that is tracked monitored through the training tracking platform of Human Resources of the Companies during the reporting period.
	<b>Total Number of Employees</b>	
	Total Number of Employees (#)	This indicator represents the total number of women and men employees who were monitored through Human Resources and were reported to the Social Security Institution during the reporting period.
	Number of Employees by Nationality (#)	This indicator represents the total number of employees from different nationalities (Türkiye, Germany, Indonesia, the Netherlands, Spain, Thailand, the U.S.A. and others) working in the Company during the reporting period. Employees by nationality are monitored through the human resources platform and Social Security Institution declarations.
	<b>Appointments</b>	
	The ratio of women in mid, senior level and executive managerial appointments (%)	It represents the percentage of female executive appointments within the management level appointments (total female and male executive appointments) made by the Company during the reporting period.
	<b>Distribution of Female Employees</b>	
	Women Employees' Rate (%)	This indicator means the ratio of the total number of women employees of the Company to the total number of employees during the reporting period.
	Number of Employees in Management Positions - Female (%)	This indicator represents the ratio of the women managers (N-1; senior level who directly reports to the CEO, N-2; mid-level which is two degrees away from CEO and N-3; entry level managerial level is three degrees away from CEO) during the reporting period.
Managers in Revenue-Generating Functions (#)	This indicator means the number of managers worked in the roles that have an impact on the Company's revenue directly during the reporting period. Revenue-generating roles defined as the roles that when vacant, no revenue is generated. It is reported as male and female breakdowns.	
The Ratio of Female Managers in Revenue Generating Functions	This indicator means the ratio of female managers worked in the roles that have an impact on the Company's revenue directly during the reporting period. Revenue-generating roles defined as the roles that when vacant, no revenue is generated.	
Number Employees in STEM Roles (#)	This indicator represents the number of employees worked in STEM (Science, Technology, Engineering, Mathematics) roles and tracked by Human Resources of the Company during the reporting period. It is reported as male and female breakdowns.	
Ratio of Female Employees in STEM Roles (%)	This indicator represents the ratio of female employees worked in STEM (Science, Technology, Engineering, Mathematics) roles and tracked by Human Resources of the Company during the reporting period.	

Type	Indicator	Scope
Social Indicators	Employees entitled to parental leave (#)	This indicator represents the number of male and female employees on parental leave within the periods specified in the regulation and tracked by Human Resources of the Company during the reporting period.
	Employees who returned to work following parental leave (#)	This indicator means the number of male and female employees returned to work after parental leave and tracked by Human Resources of the Company during the reporting period.
	<b>Trainings</b>	
	Total number of employees who received training (#)	Represents the total number of people who participated in the trainings provided by the Company during the reporting period.
	Total Hours of Trainings (h)	This indicator reflects the total hours of training provided to employees that are monitored through the training tracking platform of Human Resources during the reporting period and is reported as gender (male and female), age (below 30, 30-50, above 50) and managerial level (N-3, N-2 and N-1) breakdowns.
	Average Training Hours per Employee (h)	This indicator reflects the average training hours per employee during the reporting period.
	Total Hours of Trainings by training types (h)	This indicator reflects the total hours of training provided to the employees that are monitored through the training tracking platform of Human Resources during the reporting period. It is tracked by types (ethics trainings, diversity, equity and inclusion trainings, sustainability and environment trainings and anti-bribery and corruption trainings).
	Total Training Cost (TL)	This indicator reflects the total costs of the trainings provided to the employees that is monitored through the training tracking platform of Human Resources during the reporting period.
	Average Training Costs per Employee (TL)	This indicator reflects the average training costs per employee during the reporting period.
	<b>Total Number of Employees Hired</b>	
New Employee Hires (#)	This indicator reflects the total number of employees hired and declared to the Social Security Institution with the Employment Declaration during the reporting period. It is tracked by age groups (as under 30, between 30 and 50, and over 50) and genders (male and female).	
<b>Total Number of Employees Left</b>		
Employees Who Left Work (#)	This indicator reflects the total number of women and men employees left and declared to the Social Security Institution of the Companies with the Declaration of Leaving Employment during the reporting period. It is tracked by age groups (as under 30, between 30 and 50, and over 50) and genders (male and female).	
<b>Turnover Rates</b>		
Employee Turnover (%)	This indicator reflects the ratio of the number of employees who quit their jobs declared by the Companies to the Social Security Institution with the Declaration of Leaving Work to the total number of employees within the reporting period.	
Vulnerable Groups Reached Through Inclusion Programs (#)	It refers to the number of people of the vulnerable groups (elderly, disadvantaged people and disabled people) reached by the Company through inclusion programs during the reporting period.	



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Type	Indicator	Scope
<b>Energy Consumption by Fuel Type</b>		
	Total Net Energy Consumption (MWh)	This indicator represents the total amount of energy in MWh (from natural gas, electricity from renewable and non-renewable sources, diesel and gasoline resources) consumed by the Company during the reporting period to carry out its operations.
	Energy Consumption (Excluding Electricity) (MWh)	This indicator represents the total amount of energy excluding electricity consumption, during the operations of the Company in the reporting year; including natural gas, diesel and gasoline consumption.
	Electricity Consumption	This indicator represents the total purchased electricity consumption in the reporting year, followed by invoices given by the service providers. It is reported as renewable (the purchased electricity certificated with I-REC) and non-renewable electricity (non-certificated purchases) breakdowns.
	Energy Intensity Ratio (MWh/TL million)	This indicator represents the ratio of total net energy consumption by Company to the total revenue as million TL in the reporting period.
<b>Greenhouse Gas Emissions (ton CO<sub>2</sub>e)</b>		
<b>Environmental Indicators</b>	Scope 1 (tCO <sub>2</sub> e)	This indicator reflects the emissions of greenhouse gases due to the use of natural gas, diesel and gasoline resources consumption, SF <sub>6</sub> and refrigerant gases and fire extinguishing devices at the relevant locations of the Company during the reporting period. It is reported in tonCO <sub>2</sub> e on a consolidated basis.
	Scope 2 (Location Based) (tCO <sub>2</sub> e)	This indicator reflects the emissions of greenhouse gases due to the use of purchased electricity and Transmission & Distribution losses from Enerjisa Enerji at the relevant locations of the Company during the reporting period. It is reported in tonCO <sub>2</sub> e on a consolidated basis.
	Scope 2 (Market Based) (tCO <sub>2</sub> e)	This indicator reflects the greenhouse gas emissions arising from the Transmission & Distribution losses in Enerjisa Enerji and use of electricity purchased from non-renewable sources (generated from non-renewable sources and without I-REC or YEK-G certification) at the relevant locations of the Company during the reporting period. It is reported in tonCO <sub>2</sub> e on a consolidated basis.
	Scope 3 Emissions (tonCO <sub>2</sub> e)	It represents the equivalent in tons of carbon dioxide of the greenhouse gas emissions caused by the value chain and supply chain activities within the reporting period for the operations carried out by the Company. Scope 3 emissions from indirect operations include the following subcategories; <ul style="list-style-type: none"> <li>· Purchased goods and services, from the production and supply of purchased paper, cardboard, water and plastics,</li> <li>· Generation of electricity sold to customers,</li> <li>· Extraction and supply of energy resources consumed,</li> <li>· Generation and supply of purchased electricity,</li> <li>· Generation of electricity that is T&amp;L during transmission and distribution,</li> <li>· Commuting of company employees to and from work,</li> <li>· Business travels,</li> <li>· Disposal of wastes generated.</li> </ul>

Type	Indicator	Scope
	Total Emissions (Scope 1 + Scope 2 + Scope 3) (tonCO <sub>2</sub> e)	It represents tons of carbon dioxide equivalent of total scope 1, 2 and 3 greenhouse gas emissions resulting from the activities carried out by the Company during the reporting period.
	Emission Intensity (kgCO <sub>2</sub> e/TL)	Represents the ratio of total scope 1 and scope 2 greenhouse gas emissions in kg carbon dioxide equivalent from activities carried out, to total revenue generated by the Company in TL during the reporting period.
	Energy Intensity Ratio (MWh/ TL million)	Represents the total energy consumption from activities carried out, to total revenue generated by the Company in TL during the reporting period.
	Energy Portfolio Emission Intensity (tCO <sub>2</sub> e/MWh)	It represents the ton carbon dioxide equivalent of the amount of emissions generated per MWh of electricity distributed by the Company during the reporting period.
	Avoided Emission (ton CO <sub>2</sub> e)	It represents the Company's total potential yearly avoided emissions by products and services provided which are customer solutions based on renewable energy and energy efficiency, and renewable energy charge stations, during the reporting period.
	Savings and Reductions Due to Environmental Investments - Environmental Benefit (tons of CO <sub>2</sub> )	It represents the greenhouse gas emissions in tons of carbon dioxide equivalent potentially reduced during the year with the impact of hybrid vehicle conversion, energy efficiency, material recovery projects carried out by the company within the reporting period.
<b>Environmental Indicators</b>	Savings and Reductions Due to Environmental Investments - Financial Savings (TL)	It represents the Turkish Lira equivalent in the market of the natural resources saved by the company through material recovery projects and LED recycling projects realized in the reporting period.
	<b>Water Consumption</b>	
	Total Water Withdrawal (m <sup>3</sup> )	This indicator represents the total m <sup>3</sup> of water supplied by the Company from different sources of nature (Municipal water and Rainwater) during the reporting period.
	Total Water Consumption (m <sup>3</sup> )	This indicator represents the amount of water (consumed within the facility and not discharged directly to nature) as a result of subtracting the total amount of water discharged from the total amount of water withdrawn by the Company during the reporting period.
	Total Discharged Water (m <sup>3</sup> )	This indicator represents the total (volume - m <sup>3</sup> ) amount of water discharged from the Company's locations during the reporting period and is reported in m <sup>3</sup> on a consolidated basis.
	Municipal water discharged (m <sup>3</sup> )	It represents the total wastewater discharge in m <sup>3</sup> discharged, with considering 100% of the water supplied by the company from the municipality during the reporting period is converted into wastewater.
<b>Waste</b>		
	Hazardous Waste (ton)	Represents the amount of hazardous waste generated as a result of the activities carried out by the Company during the reporting period. Total hazardous waste consists of the sum of waste recycled/reused at the facility (including plastics and electronic waste), recycled/reused by a third party (including plastics and electronic waste), landfilled, incinerated with energy recovery and incinerated without energy recovery, and is reported in tons on a consolidated basis.



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Type	Indicator	Scope
Environmental Indicators	Non-Hazardous Waste (ton)	Represents the amount of non-hazardous waste generated as a result of the activities carried out by the Company during the reporting period. Total hazardous waste consists of the sum of waste recycled/reused at the facility (including plastics and electronic waste), recycled/reused by a third party (including plastics and electronic waste), landfilled, incinerated with energy recovery and incinerated without energy recovery, and is reported in tons on a consolidated basis.
	Recycled Hazardous Waste (ton)	Represents the amount of hazardous waste generated as a result of the activities carried out by the Company and defined as "R" code by the Ministry of Environment, Urbanization and Climate Change during the reporting period.
	Recycled Non-Hazardous Waste (ton)	Represents the amount of non-hazardous waste generated as a result of the activities carried out by the Company and defined as "R" code by the Ministry of Environment, Urbanization and Climate Change during the reporting period.
	Total recycled waste (ton)	It means total amount of Recycled Non-Hazardous Waste and Recycled Hazardous Waste where the Company's operations take place during the reporting period.
	Total waste (ton)	It means the total amount of hazardous and non-hazardous waste where the Company's operations take place during the reporting period.
	Electronic waste (E-waste)	It means the total amount of electronic waste generated by Company which described (as Electrical and electronic equipment products waste) in Annex-IV waste list of the Regulation on General Principles of Waste Management during the reporting period.
	Plastic consumption (ton)	Total plastic consumption is followed up with invoices and waste declaration forms declared to the Ministry of Environment, Urbanization and Climate Change of Republic of Türkiye; represents the consumption amount of plastic products, pet bottles, bags and plastic packaging.
	Paper consumption (ton)	Represents the total amount of paper material consumed and generated as waste by the Company during the reporting period. Paper consumption is monitored through the Waste Declaration forms of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.

Type	Indicator	Scope
Economic Indicators	<b>Sustainable Business Model</b>	
	The number of sustainable products and services (#)	It refers to the number of mitigation (Products that directly reduce resource use or carbon emissions. Includes activities that are considered unquestionably sustainable.) and enabler (Products that are not considered as direct source/carbon emission reduction activities but facilitate the dissemination of related technologies.) and enhancing positive social impact products and services offered by the Company during the reporting period that provide environmental and social benefits.
	Amount of income from sustainable products and services (TL million)	It refers to the income obtained from the products and services offered by the Company during the reporting period, which provide environmental and social benefits, and have a climate change mitigation (from products and services as renewable energy and renewable energy certification sales, customer based solutions based on solar power plant, process efficiency, lighting and cogeneration installation, low lost transformer and network connection of renewable resources and electric vehicle charging stations) and enabler (from products and services as voltage transformation, OSOS, SCADA, Compensation and Eşarj) nature. It is reported as million TL million on a consolidated basis.
	Sustainability focused R&D, innovation investment (TL million)	It refers to the sustainability-oriented R&D and innovation investments of the Company made during the reporting period. It is reported as TL million on a consolidated basis.
	Total R&D and innovation investment (TL million)	Represents the total expenditures made by the Company for Research and Development activities in million Turkish Lira during the reporting period.
	<b>Environmental Investments and Expenditures</b>	
	Total environmental investments (TL million)	It represents to the mitigation (Products that directly reduce resource use or carbon emissions, includes activities that are considered unquestionably sustainable.) and enabler (Products that are not considered as direct source/carbon emission reduction activities, but facilitate the dissemination of related technologies.) environmental investments carried out by the Company during the reporting period that provide environmental and social benefits. It is reported as TL million on a consolidated basis.
	Total environmental expenditures (TL million)	It represents to expenditures that are legally required and not legally required in the reporting period. It is reported as TL on a consolidated basis.
EU Taxonomy Total Operational Expenditure (TL)	It represents operational expenditures mapped to the consolidated financial report in Turkish Lira, which include non-capitalized direct costs related to the continuity of the day-to-day functioning of the operations, outsourced third-party services and building renovation measures, short-term leasing, maintenance and repair carried out by the Company during the reporting period.	



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Type	Indicator	Scope
<b>Economic Indicators</b>	EU Taxonomy Eligible Operational Expenditure (TL)	It represents operational expenditures eligible for reporting based on EU Taxonomy, mapped to the consolidated financial report in Turkish Lira. Eligible OpEx based on EU taxonomy reporting includes non-capitalized direct costs related to the continuity of the day-to-day functioning of the operations, outsourced third-party services and building renovation measures, short-term leasing, maintenance and repair carried out by the Electricity Transmission and Distribution business unit of Company during the reporting period.
	Reportable Operational Expenditure Ratio (%)	It represents percentage of EU Taxonomy Eligible Operational Expenditure in EU Taxonomy Total Operational Expenditure in the reporting period.
	EU Taxonomy Total Revenue (TL)	It represents the net revenue mapped to the consolidated financial report in Turkish Lira, generated from the operations carried out by the Company during the reporting period. Total revenue includes revenue recognized in accordance with International Accounting Standard (IAS) 1, paragraph 82(a).
	EU Taxonomy Eligible Revenue (TL)	It represents the Company's total EU Taxonomy eligible revenue in Turkish Lira which is mapped in the consolidated financial report, generated from activity of electricity transmission and distribution, indicated in EU Taxonomy in the reporting period. Eligible turnover includes revenue generated by the Transmission and Distribution business unit within revenue recognized in accordance with International Accounting Standard (IAS) 1, paragraph 82(a).
	Reportable Revenue Ratio (%)	It represents percentage of EU Taxonomy Eligible Revenue in EU Taxonomy Total Revenue in the reporting period.
	EU Taxonomy Total Investment Expenditure (TL)	It represents total capital expenditures in Turkish Lira made by the Company in the reporting period according to the EU Taxonomy. For Enerjisa Enerji applying international financial reporting standards (IFRS), CapEx shall cover costs that are accounted based on: (a) IAS 16 Property, Plant and Equipment, paragraphs 73, (e), point (i) and point (iii); (b) IAS 38 Intangible Assets, paragraph 118, (e), point (i); (c) IAS 40 Investment Property, paragraphs 76, points (a) and (b) (for the fair value model); (d) IAS 40 Investment Property, paragraph 79(d), points (i) and (ii) (for the cost model); (e) IAS 41 Agriculture, paragraph 50, points (b) and (e); (f) IFRS 16 Leases, paragraph 53, point (h).

Type	Indicator	Scope
<b>Economic Indicators</b>	EU Taxonomy Eligible Investment Expenditure (TL)	It represents the amount of capital expenditures eligible for reporting according to EU Taxonomy by the business unit responsible for electricity transmission and distribution operations of the company in the reporting period. Eligible Capital Expenditures are mapped in the consolidated financial report and include expenditures on the activity for Electricity Transmission and Distribution, which is included in the climate change mitigation and climate change adaptation objective according to the Taxonomy. For Enerjisa Enerji, applying International Financial Reporting Standards (IFRS), eligible capital expenditures for electricity transmission and distribution operations include costs recognized in accordance with the following: (a) IAS 16 Property, Plant and Equipment, paragraph 73, (e), clause (i) and clause (iii); (b) IAS 38 Intangible Assets, paragraph 118, (e), item (i); (c) IAS 40 Investment Property, paragraph 76, items (a) and (b) (for the fair value model); (d) IAS 40 Investment Property, paragraph 79(d), items (i) and (ii) (for the cost model); (e) IAS 41 Agriculture, paragraph 50, items (b) and (e); (f) IFRS 16 Leases, paragraph 53, subparagraph (h).
	Reportable Investment Expenditure Ratio (%)	It represents percentage of EU Taxonomy Eligible Investment Expenditure in EU Taxonomy Total Investment Expenditure in the reporting period.

### Data Preparation

#### Social Indicators

#### Occupational Health and Safety (HSE) Indicators

The number of accidents and the number of fatal cases is followed by the tables that list the Social Security Institution declarations.

The following definitions and formulas are used in the calculation of occupational health and safety indicators.

#### Formulas:

Lost Day Rate = Accidental Absence / Total Working Hours \* 200,000

#### Distribution of Women Employees Data

The total number of employees represents the total number of employees that the companies have as of the end of the reporting year and that are based on the information included in the annual reports or human resources systems published as of 31 December 2023.

The following definitions and formulas are used in the calculation of women employee distribution indicators.



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### Formulas:

Women Employees' Rate = Number of Women Employees / Total Number of Employees

### Distribution of Female Managers

Managerial levels in the scope are defined as N-1, N-2 and N-3. N-1 level is an executive level who directly reports to the CEO. N-2 level is defined as the middle level which is two degrees away from CEO. Similarly, N-3 is a managerial level is three degrees away from CEO.

### Formulas:

Ratio of women managers (%) = (total number of N-1, N-2 and N-3 level women managers / total number of N-1, N-2 and N-3 level managers) \* 100

### Distribution of Women Managers in Revenue-Generating Roles

Revenue-generating roles defined as the roles that when vacant, no revenue is generated.

### Formulas:

Share of Women Managers in Revenue-Generating Roles (%) = (number of women managers in revenue-generating roles / total number of managers in revenue-generating roles) \* 100

### Distribution of Women Employees in STEM Roles

STEM roles are directly related to Science, Technology, Engineering and Mathematics.

### Formulas:

Share of Women Employees in STEM Roles (%) = (Number of women employees in STEM roles / total number of employees in STEM roles) \* 100

### Parental Leaves

Parental leaves include maternity and paternity leaves during the reporting period.

### Formulas:

Ratio of the Employees who Returned to Work After Maternal Leave = Number of employees returned from maternity leaves / Number of employees left due to maternity leave

### Trainings

It represents the trainings provided to the employees during the reporting period. Total training hours is divided into four sub-categories. Total training hours by gender (women and men), by age (under 30, between 30 and 50, over 50), by training types ("ethics," "diversity and inclusion," "sustainability and environment" and "anti-bribery and corruption").

Total cost of the trainings represents the total cost of all the trainings provided by the Companies to their employees.

### Formulas:

Average Training Costs per Employee = Total cost of all the trainings / the number of employees

### Total Number of Employees Hired

The number of employees hired during the reporting period is divided into three categories as gender (women and men), age (under 30, between 30 and 50, over 50).

### Total Number of Employees Left

The number of employees left during the reporting period is divided into three categories as gender (women and men), age (under 30, between 30 and 50, over 50).

### Turnover Rate

### Formulas:

Turnover rates by gender:

- Number of women employees left / total number of women employees
- Number of men employees left / total number of men employees

### People Reached Through Inclusion Programs in Reporting Period

It refers to the number of people of the sensitive groups (old, youth, women, and disabled people, etc.) reached by the Company through inclusion programs.

Sensitive groups reached in 2023 include the "Device Dependent Patients" (Hasta Var Program), who maintain their life dependent on a device. If the medical condition of a patient requires vital medical equipment, in case of an outage in their residential area, emergency supply is provided. Furthermore, in accordance with the amendments on the Regulation on Electricity Market Customer Services Regulation in 2023, the conditions for cutting off energy to vulnerable customers in case of unpaid bills have been altered. Accordingly, for the families of martyrs, veterans, and disabled veterans, customers over the age of 65 and customers who submitted a health report stating that they had disabilities over 40%; the electricity will be cut only in the case of three consecutive months of failure in payment.



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### Environmental Indicators

#### Energy Consumption by Fuel Type

Within the scope of energy consumption data Enerjisa Enerji natural gas, diesel, gasoline and electricity have been consumed. The data is obtained with the meter, invoice, receipt, and maintenance-repair forms of the service providers.

- Enerjisa Enerji uses the following conversion factors in their energy consumption calculations:
- Since the electricity supply unit is billed in kWh, a conversion factor of 1 kWh=0.0036 GJ is used for conversion to GJ;
- Since the natural gas supply unit is billed in m<sup>3</sup>, a conversion factor [1m<sup>3</sup> \* (Calorific Value) MJ/m<sup>3</sup>]/1000 is used;
- Since the diesel supply unit is billed in liters, the conversion factor [1 ltr \* (Calorific Value) MJ/l] /1000 is used for conversion to GJ;
- Since the gasoline supply unit is billed in liters, the conversion factor [1l \* (Calorific Value) MJ/l] /1000 is used for conversion to GJ;
- Since the unit of all fuel consumption is reported as MWh, a conversion factor of 1GJ=0.277777 MWh is used for conversion to GJ.

#### Purchased Heat/Steam/Cooling

The amount of refrigerant consumed for cooling purposes is reported within the scope of purchased heat/steam/cooling indicator. For this indicator, the total consumption amount of R22 gases and other gases such as SF<sub>6</sub>, R407C, R134A, R410A and CO<sub>2</sub> gases has been calculated based on maintenance/repair forms and related invoices.

#### Formulas:

Greenhouse Gas Intensity = Scope 1 + Scope 2 GHG Emissions (tCO<sub>2</sub>e) / Total revenues in TL

Energy Intensity = Total energy consumption / Total revenues in TL

#### Share of Renewable Energy Consumption in Total Energy Consumption

Renewable energy consumption refers to the renewable energy sourced electricity consumption by the Company. In Enerjisa Enerji It is followed by I-REC (Renewable Energy Certificate).

#### Formulas:

Share of Renewable Energy Consumption in Total Energy Consumption (%) = (Renewable Energy Consumption / Total Energy Consumption) \* 100

### Scope 1, 2 and 3 Emissions

Scope 1 and Scope 2 emissions have been calculated in accordance with ISO 14064-1, with the principle of operational control within the framework of the "Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard."

In the calculations, CO<sub>2</sub> equivalent factors consisting of CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (SF<sub>6</sub> and refrigerant gas) CO<sub>2</sub> equivalent emission factors were used. The emission sources are detailed in the table below. Global Warming Potential (GWP) coefficients are from 5<sup>th</sup> and 6<sup>th</sup> Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) and global warming values Department for Environment, Food and Rural Affairs of United Kingdom and the resultant ton CO<sub>2</sub>-e value is calculated by multiplying with the appropriate coefficients.

Emission sources – Scope 1	Emission Calculation Methodology
Stationary	Emission factors from IPCC 2006 guidelines and DEFRA 2023, fuel NCV and density values are from regulations published by Energy Ministry, DEFRA 2023 and IPCC 2006. IPCC GWP coefficients are from 6 <sup>th</sup> assessment Report.
Mobile	Emission factors from IPCC 2006 guidelines and DEFRA 2023, fuel NCV and density values are from regulations published by Energy Ministry, DEFRA 2023 and IPCC 2006. IPCC GWP coefficients are from 6 <sup>th</sup> assessment Report.
Fugitive	Global Warming Potential (GWP) values are from IPCC 6 <sup>th</sup> assessment Report and DEFRA 2023.
Emission Factors – Scope 2	Ton CO <sub>2</sub> -e/MWh
Türkiye Electricity (from grid)	TEIAS 2022 published data for electricity generation.



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### Water Consumption

The water withdrawals and discharges are monitored through the inlet and outlet meters located within the facilities, monthly activity reports of the Ministry of Environment, Urbanization, and Climate Change of the Republic of Türkiye and payment invoices. Water consumption consists of the amount of water withdrawn from nature by the facilities and not discharged (into the product, evaporation, or leakage) to directly.

#### Formulas:

Water consumption (m<sup>3</sup>) = Water Withdrawal by Source – Total Amount of Water Discharge

### Waste

Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment. Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment (Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation - Article 4). According to the disposal methods, the total amount of hazardous and non-hazardous waste, which is landfilled, recycled in the facility/outside the facility, incinerated for energy recovery and incinerated without energy recovery are reported.

The total amount of hazardous and non-hazardous waste is monitored through official documentation including Waste Declaration Forms, Mass Balance System (MOTAT, KDS etc.) of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change and disposal delivery notes/records, etc.

The amount of recycled waste refers to the amount of waste that goes to the Company's landfill/solid waste site or is recycled by itself or another organization, recovered for energy purposes and reused. Recycled wastes contain on wastes which are disposed as emphasized in "R" code in Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation Annex-I: Waste Code Determination Hierarchy and Waste Code Explanations.

#### Formulas:

Amount of Recycled Waste = Waste Recycled/Reused at the Facility + Recycled/Reused by a Third-Party + Landfilled + Incinerated with Energy Recovery

Reused / recycled waste ratio = Amount of Recycled Waste / (Total Hazardous Waste + Total Non-Hazardous Waste)

### Economic Indicators

The following definitions and formulas are used in the calculation of economic indicators.

#### Sustainable Business Model

Products and services identified as sustainable are;

- Products and services that provide benefits related to the direct reduction of environmental resources / carbon emissions (mitigation),

- Products and services related to the reduction of environmental resource use / carbon emissions in technologies and activities that are not considered sustainable in nature (transition),
- Products and services that are not considered as direct source / carbon emission reduction activities, but facilitate the dissemination of related technologies (enabler),
- Grouped as products and services that create positive social impact.

Revenues from products and services were obtained through product-based sales lists, and total revenue from related product types was reported within the scope of this indicator.

Within the scope of the ratio of SDG-linked product and service revenues to total revenues in TL, total revenues in TL represent the total revenues of the companies as of the end of the reporting year, which are stated in the annual reports published as of 31 December 2023 or in the financial reports subject to independent audit.

The total amount reported within the scope of R&D and innovation investment consists of the investments made within the approved budget of the Company. Amounts reported under R&D and innovation investments represent the total revenue figures of the Companies stated in the annual reports published as of 31 December 2023 or in the financial reports subject to independent audit. The total amount reported within the scope of sustainability-oriented R&D and innovation investment represents the sustainability-oriented investments included in the Company's approved R&D and innovation investment budget.

The amount of SDG-linked product and service revenues has been determined through the sales lists followed under I-REC (Green Energy Certificate), YEK-G (Renewable Energy Resource Guarantee System), Cogeneration, process energy efficiency products, Solar Power Plant and Rooftop Projects, Regulated Green Energy Tariff Sales, Green Energy Originated Whole Sales, Low Loss Transformer, LED (Street Lighting), Lighting (Customer Solutions) and Network Connection revenues for mitigation projects and under SCADA, OSOS, Compensation and Voltage Line Transition, Eşarj AC, Eşarj DC, E-charge Network and maintenance and E-charge Maintenance revenues for enabler projects and were reported on this basis.

#### Formulas:

Ratio of SDG-linked Product and Service Revenues to Total Revenue = SDG-linked Product and Service Revenues / Total Revenue

Ratio of SDG-linked R&D and Innovation Investment to Total Revenue (%) = (SDG-linked R&D and Innovation Investment / Total Revenue) \* 100

#### Environmental Investments and Expenditures

Environmental investments are reported as mitigation investments and enabler investments. The total amounts reported in these indicators are constituted by the expenditures made within the approved budget of the Company. Mitigation investments include LED investments, Connection to Network for Charging Stations renewable electricity sources network connection. Enabler investments include those related to SCADA, OSOS, Compensation, low loss transformer and voltage conversion projects.

#### Restatement

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






## ● ANNEX III: ENERJİSA ENERJİ SUBSIDIARIES

- Başkent Elektrik Dağıtım A.Ş. (BAŞKENT EDAŞ)
- Enerjisa Başkent Elektrik Perakende Satış A.Ş. (BAŞKENT EPSAŞ)
- İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş. (AYEDAŞ)
- Enerjisa İstanbul Anadolu Yakası Elektrik Perakende Satış A.Ş. (AYESAŞ)
- Toroslar Elektrik Dağıtım A.Ş. (Toroslar EDAŞ)
- Enerjisa Toroslar Elektrik Perakende Satış A.Ş. (Toroslar EPSAŞ)
- Enerjisa Müşteri Çözümleri A.Ş.
- Eşarj Elektrikli Araçlar Şarj Sistemleri A.Ş. (Eşarj)





## ANNEX IV: MEMBER ORGANIZATIONS

1.	Artificial Intelligence and Technology Association (YZTD)	
2.	Association of Electricity Distribution System Operators (ELDER)	
3.	Audio Description Association	
4.	Board Directors Association (YUD)	
5.	Borsa İstanbul A.Ş.	
6.	Business Council for Sustainable Development Türkiye (BCSD Türkiye)	
7.	Business Plastic Initiative (İPG)	
8.	Central Securities Depository & Trade Repository of Türkiye (MKK)	
9.	Chamber of Certified Public Accountants of İstanbul (İSMMMO)	
10.	Chamber of Certified Public Accountants of Sakarya (SMMMO)	
11.	Corporate Communication Professionals Association (KİD)	
12.	Corporate Governance Association of Türkiye (TKYD)	
13.	Corporate Volunteers Association (ÖSGD)	
14.	Customer Experience Management and Technologies Association (MDYD)	
15.	Energy Efficiency and Management Association (EYODER)	
16.	Energy Experts Association	
17.	Energy Investors Association (GÜYAD)	
18.	Energy Traders Association (ETD)	
19.	Ethics and Reputation Society (TEİD)	



## ANNEX IV: MEMBER ORGANIZATIONS

20. EUROGIA 2020



21. German-Turkish Chamber of Commerce and Industry (AHK Türkiye)



22. Integrated Reporting Network Türkiye (ERTA)



23. Istanbul Chamber of Commerce (İTO)



24. Learning and Development Platform Association (TEGEP)



25. Moda Sea Club Association



26. Robotel Association



27. The Institute of Internal Auditing-Türkiye (TİDE)



28. Transparency International (TI-Türkiye)



29. Turkish Cogeneration Association



30. Turkish Education Foundation (TEV)



31. Turkish Industry and Business Association (TÜSİAD)



32. Turkish Investor Relations Society (TÜYİD)



33. Turkish Quality Association (KALDER)



34. UN Global Compact



35. United Nations Women's Empowerment Principles (WEPs)



36. Woman in Technology Association (WTECH)



37. World Economic Forum (WEF)



38. Yenibirlider Development Program - The Yenibirlider Association





## ANNEX V: ENVIRONMENTAL PERFORMANCE INDICATORS

ENERGY			
<b>Energy Consumption (MWh)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Energy Consumption (excluding electricity)</b>	119,492	132,127	136,114 ✓
Natural gas	7,022	7,828	9,319 ✓
Diesel*	1,833	118,596*	114,751* ✓
Vehicle fleet (gasoline)	110,637	5,702	12,044 ✓
<b>Electricity Consumption</b>	17,409	18,050	17,710 ✓
Non-renewable electricity consumption	610	502	232 ✓
Purchased renewable electricity	16,799	17,548	17,477 ✓
<b>Total Net Energy Consumption</b>	136,902	150,177	153,824 ✓
<b>Energy Intensity Ratio (MWh/ TL million)</b>	4.48	1.78	0.91 ✓

\*The data name, which was given as "Emergency power units" in previous years, was updated as "Diesel" in 2022 to include the fuel used in generators and company vehicles in a way that covers the full scope.

Portfolio	2023
Renewable energy volume procured from liberalized market (kWh)	1,465,440,000
Volume transferred from K3 to K2 portfolio (kWh)	2,086,000,000
Electricity Sold Under Green Tariff (kWh)	675,927,521

Theft & Loss Ratio	2023			Total
	Aydaş	Başkent	Toroslar	
<b>Theft &amp; Loss Amount (kWh)</b>	627,303	952,162	2,294,503	3,873,968 ✓
<b>Theft &amp; Loss Ratio</b>	4.74%	5.60%	12.06%	7.86% ✓

Avoided Emission (ton CO <sub>2</sub> e)**	2023
E-Şarj	17,515.79 ✓
Enerjisa Customer Solutions	30,915.85 ✓
Total (Enerjisa)	48,431.64 ✓

\*\*For ECS projects, reduction calculations are carried out according to the maximum production performance of the relevant project output equipment/machine. E-Şarj activity data consists of primary data collected annually. Therefore, the sum of the relevant gains is the potential gain in terminology.

Savings and Reductions Due to Environmental Investments	2023
Environmental Benefit (tons of CO <sub>2</sub> )	9,160 ✓
Financial Savings (TL)	31,012,189 ✓

EMISSION				
<b>Greenhouse Gas Emissions (ton CO<sub>2</sub>e)</b>	<b>2021</b>	<b>2022</b>	<b>2022 Restated*</b>	<b>2023</b>
<b>Scope 1</b>	59,952	45,280	45,280	48,554 ✓
Vehicles	29,932	32,447	32,447	33,430 ✓
F-gases & SF6	28,044	10,923	10,923	12,840 ✓
Fuels used inside the buildings	1,484	1,590	1,590	1,889 ✓
Generators (Diesel)	492	320	320	394 ✓
<b>Scope 2</b>	1,933,604	1,590,692	1,590,692	1,700,774 ✓
<b>Electricity consumption - market based</b>	1,933,604	1,590,692	1,590,692	1,700,774 ✓
Transmission & Distribution Losses	1,933,315	1,590,471	1,590,471	1,700,672 ✓
Purchased Electricity	289	221	221	102 ✓
<b>Electricity consumption - location based</b>	1,941,335	1,598,413	1,598,413	1,708,447 ✓
Transmission & Distribution Losses	1,933,315	1,590,471	1,590,471	1,700,672 ✓
Purchased Electricity	8,020	7,942	7,942	7,775 ✓
	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
<b>Scope 3</b>	19,072,386	19,877,523	18,661,036*	19,298,007 ✓
Purchased goods and svcs.	1,502	175	175	208 ✓
Fuel and energy related activities	19,070,418	19,874,956	18,658,469*	19,295,313 ✓
Emissions from electricity sold to customers	18,847,082	19,649,576	18,433,089*	19,084,116* ✓
Well-to-tank emissions of consumed fuels	7,450	7,745	7,745	8,059 ✓
Upstream emissions of purchased electricity	32	30	30	12 ✓
Upstream emissions of T&L losses	215,854	217,605	217,605	203,126 ✓
Employee commuting	154	224	224	229 ✓
Business travel	175	1,096	1,096	1,995 ✓
Waste	137	1,072	1,072	262 ✓
<b>Total Emission (Scope 1+ Scope 2 + Scope 3)</b>	<b>21,065,942</b>	<b>21,513,496</b>	<b>20,297,008*</b>	<b>21,047,335 ✓</b>
<b>Emission Intensity (kg CO<sub>2</sub>/TL)</b>	<b>0.69</b>	<b>0.25</b>	<b>0.24*</b>	<b>0.12 ✓</b>
<b>Energy Portfolio Emission Intensity (tCO<sub>2</sub>e/MWh)</b>	<b>0.53</b>	-	-	<b>0.44 ✓</b>

\*Since Enerjisa Enerji's renewable electricity sales don't cause any emissions, they were not included in the relevant calculation in 2023. In this context, as a result of the checks made for previous years, the 2022 data was updated by taking the same approach into account and the result is presented in the table. As a result of the revision of this data, all other data were also reviewed and the relevant ones were updated.



## ANNEX V: ENVIRONMENTAL PERFORMANCE INDICATORS

WATER			
Water Consumption (m³)	2021	2022	2023
<b>Total Water Withdrawal</b>	95,285	102,589	97,251 ✓
Municipal water	91,760	102,504	96,985 ✓
Groundwater	3,493	0	0 ✓
Surface water	0	0	0 ✓
Rainwater	32	85	266 ✓
<b>Total Discharged &amp; Consumption Water</b>	95,253	102,589	97,251 ✓
Municipal water discharged	91,760	102,504	97,055 ✓
Groundwater used for gardening (consumption)	3,493	0	0
Rainwater used for gardening (consumption)	32	85	196

WASTE			
Waste Amount (ton)	2021	2022	2023
<b>Total Waste</b>	11,367	11,401	15,235 ✓
Non-hazardous waste	7,563	6,279	10,424 ✓
Hazardous waste	3,804	5,122	4,811 ✓
Total recycled waste	11,367	11,401	15,234 ✓
Recycled hazardous waste	3,804	5,122	4,810 ✓
Recycled non-hazardous waste	7,563	6,279	10,424 ✓
Electronic waste (E-waste)	-	-	359.7 ✓

Other Consumption			
Other Consumption Amount (ton)	2021	2022	2023
Paper	1,557	39.66	15.14 ✓
Plastic	25	193	16.09 ✓

## ANNEX VI: SOCIAL PERFORMANCE INDICATORS

### Occupational Health and Safety Indicators

OCCUPATIONAL HEALTH AND SAFETY									
	2021			2022			2023		
	Enerjisa	Contractors	Consolidated	Enerjisa	Contractors.	Consolidated.	Enerjisa	Contractors.	Consolidated
Number of fatal accidents	2	0	2	1	0	1	0 ✓	0	0
Number of critical accidents	25	13	38	19	7	26	21 ✓	12	33
TRIF (w/o STF)	5.2	5.6	5.4	4.6	4.2	4.5	5.5 ✓	5.8	5.6
TRIF	10.1	6.6	8.9	9.1	6	8.1	9.8 ✓	6.8	8.7
LTISR	113.7	150	126.4	83.2	33.5	65.6	76.5 ✓	49.0	66.3
Total working hours (million)	26.2	14.2	40.4	27.9	15.4	43.2	29.37 ✓	17.16	46.53
Occupational diseases	0	0	0	0	0	0	0 ✓	0	0
Lost working days	2,396	1,001	3,397	1,816	560	2,376	2,246 ✓	841	3,087



## ANNEX VI: SOCIAL PERFORMANCE INDICATORS

### People and Culture

EMPLOYMENT						
Employees per Category	2021		2022		2023	
Total employees	11,300		11,673		11,583 ✓	
Female	1,129	9.99%	1,253	10.73%	1,351 ✓	11.66% ✓
Male	10,171	90.01%	10,420	89.27%	10,232 ✓	88.34% ✓
White-collar	3,503		3,863		4,144	
Female	1,080	30.83%	1,202	31.12%	1,321	31.88%
Male	2,423	69.17%	2,661	68.88%	2,823	68.12%
Blue-collar	7,797		7,810		7,439	
Female	49	0.63%	51	0.65%	30	0.40%
Male	7,748	99.37%	7,759	99.35%	7,409	99.60%
Female employees covered by collective bargaining agreements	49		51		30	
Male employees covered by collective bargaining agreements	7,748		7,759		7,409	
White-collar employees (Employment Type)	3,503 (Full Time)	0 (Part Time)	3,863 (Full Time)	0 (Part Time)	4,144 (Full Time)	0 (Part Time)
Blue-collar employees (Employment Type)	7,797 (Full Time)	0 (Part Time)	7,810 (Full Time)	0 (Part Time)	7,439 (Full Time)	0 (Part Time)
Employees with disabilities	325	2.88%	337	2.89%	341	2.94%
Ethnic Minorities Employee Percentage	-		-		0.03% ✓	
Ethnic Minorities Managers Percentage	-		-		0.41%	

Employees in Management Positions	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Total number of employees in management positions	640		688		728 ✓	
Total number of employees in entry-level management - Female	165	475	185	503	200 ✓	528 ✓
Total number of employees in mid management-	111	292	127	313	134 ✓	337 ✓
Total number of employees in senior management - Female	51	155	53	162	60 ✓	162 ✓
<30, Female	3	28	5	28	6 ✓	29 ✓
30-50, Female	5	5	5	7	5	9
>50, Female	156	430	176	455	191	476
Board Members	4	40	4	41	4	43
	2	6	2	6	3	5

Revenue Generating Roles	2021	2022	2023
Managers in revenue generating functions - Female	19	20	38 ✓
Managers in revenue generating functions - Male	59	63	98 ✓
The ratio of all female managers in revenue generating functions	24.40%	24.10%	27.94% ✓
Employees in STEM (IT, engineering, etc.) roles - Female	104	152	183 ✓
Employees in STEM (IT, engineering, etc.) roles - Male	375	461	507 ✓
The ratio of female employees in STEM roles	21.70%	24.80%	26.52% ✓

Appointments	2021	2022	2023
Number of positions filled with internal candidates-Female	97	79	87
Number of positions filled with internal candidates-Male	1,072	7895,055	720
Number of all open positions	2,123	2,129	2,394
The ratio of mid, senior-level and executive management positions filled with internal candidates	93%	71%	-
The ratio of women in mid, senior level and executive managerial appointments	24%	37%	%40 ✓

New Employee Hires by Gender and Age	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Number of New Hires - Total	1,532		1,021		673 ✓	
	112	1,420	228	793	179 ✓	494 ✓
<30	69	1,143	141	522	109 ✓	344 ✓
30-50	43	277	87	267	70 ✓	149 ✓
>50	0	0	0	4	0 ✓	1 ✓



## ANNEX VI: SOCIAL PERFORMANCE INDICATORS

Employees Who Left Work by Gender and Age	2021		2022		2023	
Employees Who Left Work by Gender and Age (voluntary + involuntary turnover)	114	522	107	527	81	661
Total						
<30	32	121	25	164	29	186
30-50	78	346	80	326	51	399
>50	4	55	2	37	1	76
Employee turnover	5.90%		5.50%		6.38%	
Voluntary employee turnover	3.30%		2.90%		3.40%	
Involuntary employee turnover	2.60%		2.60%		2.98%	

Parental Leave	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Employees entitled to parental leave	68	665	92	713	46	670
Employees who returned to work following parental leave	66	664	90	713	32	668

Performance Evaluation	2021	2022	2023
Total number of employees subject to regular performance evaluation	3,503	3,863	4,144
Female	1,080	1,202	1,321
Male	2,423	2,661	2,823
Employees in senior management and above	-	-	7
Employees in middle management	-	-	28
Employees in junior management	-	-	222
Employees in specialist and below	-	-	471

Employee Satisfaction	2021	2022	2023
Average employee length of service of employees	-	-	7
Employee satisfaction score	76%	82%	81%
Employee engagement score	66%	66%	72%

Employee Engagement Score by Age (White Collar)	2021	2022	2023
20-24 years old	71%	70%	77%
25-34 years old	60%	63%	71%
35-44 years old	64%	68%	75%
45-54 years old	74%	76%	78%
>55 years old	91%	86%	74%

Trainings	2021	2022	2023
Total number of employees who received training	11,270	11,497	12,458
Total training hours	415,772	483,375	405,710
Total training hours - Female	52,618	42,716	52,071
Total training hours - Male	363,154	440,659	353,639
Total training hours - Employees in senior management and above	552	743	976
Total training hours - Employees in mid management	9,452	9,080	9,248
Total training hours - Employees in entry level management	25,598	23,237	28,481
Total training hours - Employees in specialist and below	107,935	116,353	129,636
Total training hours - Blue collar	272,236	333,961	237,368



## ANNEX VI: SOCIAL PERFORMANCE INDICATORS

Summary Training Indicators	2021	2022	2023
Total training per person (hour)	36.8	41.3	35 ✓
HSE Trainings (hour per employee)	13.3	14.1	14.4
Total training cost (TL million)	24.9	45.3	99 ✓
Total training cost per person (TL)	2,204	3,881	8,576 ✓

Training hour (according to training type)	2021	2022	2023
Professional development	45,673	68,143	45,038
Technical development	155,437	211,186	128,902
Individual development	53,341	27,723*	44,981
Leadership development	11,216	13,058	20,242
Occupational Health and Safety - Enerjisa	150,105	164,730	166,547 ✓
Occupational Health and Safety - Contractors	126,528	122,800	140,400

\*The value of 25,052 given in the 2022 report has been updated.

Training Hours in Selected Areas	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Ethics	2,908	3,446	1,131	3,174	975 ✓	2,118 ✓
Anti-Bribery & Anti-Corruption	0	0	324	815	110 ✓	285 ✓
Equality, equal opportunity, inclusiveness	201	216	395	669	646 ✓	766 ✓
Sustainability and the environment	499	3,370	1,566	7,307	1,288 ✓	6,547 ✓

### Customers

Vulnerable Groups Reached Through Inclusion Programs	2021	2022	2023
Over the age of 65	1,145,541	1,315,088	1,284,844 ✓
Families of martyrs, veterans and disabled veterans	20,449	21,516	22,164 ✓
Device Dependent Patients (Hasta Var)	2,051	2,181	3,291 ✓
Subscribers who submitted a health committee report	193	-	-
Total	1,168,234	1,338,785	1,310,299 ✓

Customer Privacy	2021	2022	2023
Total number of substantiated complaints of breaches of customer privacy	16	12	4
Total number of complaints received from external parties and verified by the organization	14	11	3
Number of substantiated complaints from regulatory bodies	2	1	2
Total number of Leaks, Thefts or Losses of Customer Data	0	0	0
Number of employees trained on Personal Data Protection Law	-	-	1,080
Total Personal Data Protection Law training duration (hours)	-	-	1,104



## ANNEX VII: ECONOMIC INDICATORS

Economic Performance (TL million)	2022	2023
Direct Economic Value Generated	163,312.31	168,664.64
Distributed Economic Value	16,712.51	22,956.92

Environmental Investments and Expenditures (TL million)	2021	2022	2023
Total environmental investments	330.40	1,694.60	6,092.09 ✓
Mitigation investments	58.40	450.30	3,286.11 ✓
Enabler investments	243.97	1,244.20	2,805.99 ✓
Transition investments	28.05	-	-
Total environmental expenditures	4.60	17.80	47.61 ✓

Sustainable Business Model (TL million)	2021	2022	2023
The number of sustainable products and services (number)	12	19	19 ✓
Amount of income from sustainable products and services	326	1,595	4,846.54 ✓
Mitigation Revenues	309.58	1,196.88	4,092.83 ✓
Enabler Revenues	16.50	398.15	753.71 ✓

OHS Investment (TL million)	2021	2022	2023
Total OHS Investments	80.9	115.46	153.20

R&D Innovation Investments (TL million)	2021	2022	2023
Number of R&D positions	11	10	13
Number of Innovation positions	4	4	1
Number of ideas collected with NAR	130	191	121
Sustainability focused R&D, innovation investment budget	9.17	4.75	13.55 ✓
Total R&D and innovation investment	11.75	13.32	27.76 ✓

EU Taxonomy Eligible CAPEX-OPEX-Revenue	2023
EU Taxonomy Eligible Investment Expenditure (TL)	1,222,583,000 ✓
EU Taxonomy Total Investment Expenditure (TL)	2,089,022,000 ✓
Reportable Investment Expenditure Ratio (%)	59% ✓
EU Taxonomy Eligible Operational Expenditure (TL)	966,277,192 ✓
EU Taxonomy Total Operational Expenditure (TL)	1,302,347,180 ✓
Reportable Operational Expenditure Ratio (%)	74% ✓
EU Taxonomy Eligible Revenue (TL)	64,244,922,000 ✓
EU Taxonomy Total Revenue (TL)	168,664,639,000 ✓
Reportable Revenue Ratio (%)	38% ✓





## ANNEX VIII: CORPORATE GOVERNANCE INDICATORS

Corporate Governance Indicators	2021	2022	2023
Political contributions	0	0	0
Litigation expenses (TL million)		457.75	626.21
The number of definitive convictions the Company was subject to in relation to breach of employee rights	36	19	53
The number of definitive convictions the Company is subject to in relation to health and safety measures	4	7	1
Total compensation of non-executive board members (TL million)	0.41	0.65	1.62
Board Members with different origin and citizenship other than Company domicile	37.5%	37.5%	37.5%
Number of Board Members	8	8	8
Female	2	2	3
Male	6	6	5
Number of Executives	8	7	7
Female	1	1	1
Male	7	6	6
Ethnic Minorities in the Board	37.5%	37.5%	37.5%
White Ethnic Minorities in the Board	37.5%	37.5%	37.5%
Executives with different origin and citizenship other than Company domicile		14.29%	14.29%
Ethnic Minorities in Executives		14.29%	14.29%
White Ethnic Minorities in Executives		14.29%	14.29%
Number of Board Meetings	5	5	5
Board meeting attendance average	94%	90%	95%
Total donations (TL million)*	-	234.04	167.98

\*Amounts for 2022 and 2023 are expressed in thousands of Turkish Lira ("TL") based on the purchasing power of TL as of December 31, 2023. 2022 has been revised accordingly.

## ANNEX IX: OPERATIONAL INDICATORS

### Quality Metrics

		2021	2022	2023
	<b>System Average Interruption Duration Index (SAIDI) (hours)</b>			
Enabling high-quality electricity supply through guaranteeing voltage quality and continuity of supply	AYEDAŞ	11.9	11.5	9.2
	Başkent	39.3	34.6	32.1
	Toroslar	64.5	74.3	60.7
	<b>System Average Interruption Frequency Index (SAIFI) (number)</b>			
	AYEDAŞ	8.6	7.9	7.4
	Başkent	20.5	18.9	18.6
	Toroslar	28.5	30	24.3

### Digitalization

		2021	2022	2023
Digitalization of the grid	Number of meters covered by AMRS	87,730	92,947	102,498
	Number of sensors on SCADA system	926,021	1,165,762	1,299,239



## ● ANNEX X: MANAGEMENT SYSTEM STANDARDS

MANAGEMENT SYSTEMS STANDARDS	Coverage Rate	Calculation Methodology
ISO 9001 Quality Management System	99%	Employee
ISO 45001 Occupational Health and Safety Management System	100%	Location
ISO 14001 Environmental Management System	100%	Location
ISO 10002 Customer Satisfaction Management System	100%	Location
ISO 20000 IT Service Management System	100%	Location
ISO 22301 Business Continuity Management Systems	11%	Employee
ISO 27001 Information Security Management System	100%	IT infrastructure
ISO 50001 Energy Management System	100%	Business Unit - Distribution
ISO 37301 Compliance Management System Certification	100%	Location



## ANNEX XI: TCFD DISCLOSURE

TCFD Recommended Disclosures		Reference	Page Number
<b>Governance</b>	Describe the board's oversight of climate-related risks and opportunities.	Sustainability Management	31-33
	Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Management	31-34
<b>Strategy</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Enerjisa ESG Strategy	42-43
	Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Strategy Enerjisa ESG Strategy Risk Management and Business Continuity	36-37, 40-41, 122
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Strategy Enerjisa ESG Strategy	35-36, 48-44
<b>Risk Management</b>	Describe the organization's processes for identifying and assessing climate-related risks.	Enerjisa ESG Strategy	42-43
	Describe the organization's processes for managing climate-related risks.	Enerjisa ESG Strategy	38-41
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk Management and Business Continuity	119, 121-122, 125-130
<b>Metrics and Targets</b>	Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	Enerjisa ESG Strategy ESG Targets and Implementation	38-41, 45
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Enerjisa ESG Strategy Environmental Performance Indicators	39-40, 146
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Enerjisa ESG Strategy ESG Targets and Implementation	37, 40-43, 44-47



## ANNEX XII: UNGC & UN WEPS DISCLOSURES

### UN WEPS PRINCIPLES INDEX

Principle	Relevant Report Section - Subsection	Page Number
Principle 1: Establish high-level corporate leadership for gender equality.		
Principle 2: Treat all women and men fairly at work - respect and support human rights and nondiscrimination.		
Principle 3: Ensure the health, safety and well-being of all women and men workers.		
Principle 4: Promote education, training and professional development for women	Impact for Society	93-112
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women		
Principle 6: Promote equality through community initiatives and advocacy		
Principle 7: Measure and publicly report on progress to achieve gender equality		

### UNGC INDEX

Area	Principles	Relevant Report Section - Subsection	Page Number
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Business for Impact-Enerjisa's Sustainable Supply Chain & Procurement	65-66, 97-99, 115-118
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Impact for Society- Ethics, Governance and Compliance Employee Engagement and Work Environment	
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Business for Impact-Enerjisa's Sustainable Supply Chain and Procurement	64-68, 97-99, 115
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	Impact for Society-Employee Engagement and Work Environment	
	Principle 5: Businesses should uphold the effective abolition of child labour.	Governance and Compliance- Ethics, Governance and Compliance	
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.		
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Business for Impact-Enerjisa'S Sustainable Supply Chain and Procurement	64-68, 87-88, 89
	Principle 8: Business should undertake initiatives to promote greater environmental responsibility.	Impact for Planet-Water Management -Circularity Approach and Waste Management	
	Principle 9: Business should encourage the development and diffusion of environmentally friendly technologies.		
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Governance and Compliance-Ethics, Governance and Compliance	117-118



## ANNEX XIII: SDG MAPPING

SDG Mapping Topics	Scope of the Topics	Contribution to SDGs	Relevant Report Section	Page Number
<b>Climate Change and Carbon Management</b>	<p>Enerjisa Enerji's climate strategy is centered on ambitious goals to reduce emissions and support the global transition to a low-carbon future. By 2025, we aim for a 10% reduction in absolute Scope 1 and 2 emissions, progressing towards a 30% reduction by 2030, using 2021 as our baseline. We are actively improving grid efficiency, transitioning our vehicle fleet, and optimizing energy usage in operational buildings to achieve these goals. Beyond direct emissions, we are tackling Scope 3 by aiming for a 25% reduction in emission intensity of sold electricity by 2025, focusing on renewable energy integration and enhancing resource diversification.</p> <p>Our renewable energy initiatives include maintaining a 100% share of renewable electricity in our direct operations and expanding solar power capacity to over 250 MWp by 2025, significantly contributing to emissions reduction. We are also committed to achieving 58% zero waste certification by 2024 as part of our broader environmental strategy, targeting 100% by 2030. Through these initiatives, Enerjisa Enerji is not only reducing its carbon footprint but also driving innovation in energy efficiency, renewable energy adoption, and operational resilience, ensuring our leadership in climate action aligns with national and global climate goals.</p>	SDG 13 Climate Action	Enerjisa ESG Strategy	35-43
<b>Occupational Health and Safety</b>	Occupational Health and Safety (HSE) is a critical priority for Enerjisa, especially given the significant risks associated with electricity distribution, such as electric shocks and falls from heights. Our HSE management is embedded in all business processes, with preventive strategies aimed at reducing risks and promoting employee well-being. In 2023, we increased our HSE investments by 89.4% compared to 2021 and implemented the ISO 45001 HSE Management System across all locations. This approach not only ensures the protection of our workforce but also supports broader efforts to promote safe working environments and enhance public health. We conduct regular training, risk assessments, and audits, ensuring that employees, contractors, and business partners comply with safety regulations and use appropriate personal protective equipment. By actively reducing workplace hazards, we help to improve both individual and community well-being while contributing to sustainable economic growth. We continuously monitor safety performance through metrics like Total Recordable Incident Frequency (TRIF) and Critical Incident Frequency (CIF), striving to create a safe, accident-free working environment, which supports long-term social and economic development.	SDG 3 Good Health and Well-being SDG 8 Decent Work and Economic Growth	Employee Engagement and Work Environment	100
<b>Sustainable Products and Services</b>	We aim to provide comprehensive energy solutions, meeting diverse customer needs while addressing environmental challenges. In 2023, we expanded our renewable energy offerings, resulting in the reduction of 26,150 tons of CO <sub>2</sub> emissions annually. Our solar power projects now exceed 250 MWp capacity, and our LED lighting conversion initiative is saving 12,763 MWh of energy each year. Through tailored services like energy monitoring, solar installations, and energy efficiency projects, we empower businesses to optimize consumption and reduce their environmental impact, contributing to a greener future through innovation and collaboration.	SDG 7 Affordable and Clean Energy SDG 11 Sustainable Cities and Communities SDG 12 Responsible Consumption and Production SDG 13 Climate Action	Sustainable Products and Services	52-55
<b>Ethics and Anti-Corruption</b>	At Enerjisa, we are dedicated to conducting business ethically, transparently, and in alignment with the highest standards of integrity. Our core policies, including the Code of Conduct, Anti-Bribery and Anti-Corruption Policy, and Third-Party Relations Policy, ensure that all operations are grounded in responsible and fair practices. In 2023, we handled 87 notifications through our Ethics Hotline, and 3,182 employees completed over 3,000 hours of training on ethics, anti-corruption, and human rights. These efforts contribute to fostering transparent, inclusive business environments and promoting fair treatment and accountability throughout our operations. All employees and business partners are required to commit to our ethical standards through the Enerjisa Supplier Compliance Declaration, promoting responsible behavior across the supply chain. By conducting regular audits and ensuring adherence to these standards, we support the creation of a just and equitable business ecosystem while promoting responsible use of resources and ethical labor practices.	SDG 16 Peace, Justice and Strong Institutions	Ethics, Governance and Compliance	114-118



## ANNEX XIII: SDG MAPPING

SDG Mapping Topics	Scope of the Topics	Contribution to SDGs	Relevant Report Section	Page Number
<b>Employee and Human Rights</b>	At Enerjisa, we are deeply committed to upholding human rights across our operations and supply chain, guided by international principles such as the UN Global Compact and the ILO conventions. Our policies strictly prohibit child labor, forced labor, and any form of discrimination, ensuring that all employees and partners operate in a safe and respectful environment. With robust internal systems like the ENETIK Hotline and zero-tolerance policies, we empower employees to report violations confidently, protected by anti-retaliation safeguards. By actively promoting ethical business practices, we ensure compliance and integrity, contributing to a more equitable and inclusive global workforce.	SDG 8 Decent Work and Economic Growth	Employee Engagement and Work Environment	97-102
<b>Customer Satisfaction and Guidance</b>	With a commitment to delivering exceptional customer service, Enerjisa Enerji has expanded its multi-channel communication network to reach over 10.7 million customers. By integrating digital platforms and real-time feedback systems, the Company ensures that customer needs are met efficiently and proactively. In 2023, Enerjisa Enerji handled over 23.5 million calls and achieved a 98.38% success rate in resolving applications on time, reflecting its dedication to operational excellence. Through innovations like the digital application journey and mobile app enhancements, the Company not only improves customer satisfaction but also contributes to larger goals of enhancing infrastructure and fostering inclusive access to reliable energy solutions.	SDG 10 Reduced Inequality SDG 12 Responsible Consumption and Production	Customer Focus and Satisfaction	70-75
<b>Supply Chain</b>	At Enerjisa, we recognize the importance of maintaining a resilient and sustainable supply chain. In 2023, we worked with over 3,000 suppliers, 128 of which were identified as critical Tier-1 suppliers, with nearly 100% of our electricity distribution suppliers sourced locally. Our suppliers are required to meet strict Environmental, Social, and Governance (ESG) standards, which include adherence to human rights, safety, and anti-corruption policies. All suppliers must sign the Enerjisa Supplier Compliance Declaration, ensuring alignment with our values and legal obligations. We conduct regular audits, and in 2023 alone, we provided over 500 hours of training to our suppliers on key compliance areas such as environmental performance, waste management, and occupational health and safety. This approach ensures a transparent and responsible supply chain that supports both local economies and global sustainability goals.	SDG 8 Decent Work and Economic Growth SDG 12 Responsible Consumption and Production	Enerjisa's Sustainable Supply Chain and Procurement	64-68
<b>Risk Management</b>	At Enerjisa, we focus on ensuring long-term stability and value creation by effectively managing both financial and non-financial risks. Our comprehensive risk management framework allows us to identify potential risks and opportunities that could impact our operational and strategic goals. In 2023, we monitored over 750 operational risks and implemented more than 1,200 control activities to minimize disruptions. This approach supports transparent decision-making and helps us manage risks related to financial markets, climate change, and regulatory developments. By integrating these measures across all levels of the Company, we not only protect our business but also contribute to broader efforts in promoting resilient and responsible growth, environmental protection, and sustainable business practices.	SDG 16 Peace, Justice and Strong Institutions	Risk Management and Business Continuity	119-130
<b>Energy Efficiency</b>	Enerjisa Enerji's comprehensive approach to energy solutions aligns with the broader goal of advancing responsible consumption and production. Through renewable energy installations and energy efficiency projects, the Company not only helps businesses reduce their carbon footprint but also promotes innovation in energy management. The prevention of over 26,150 tons of CO <sub>2</sub> emissions and energy savings from industrial improvements demonstrate a commitment to fostering more resilient infrastructure and sustainable industry practices. By driving the shift towards greener energy, Enerjisa contributes to creating sustainable cities and communities, ensuring a healthier environment for future generations.	SDG 7 Affordable and Clean Energy SDG 13 Climate Action	Access to Energy and Energy Reliability	50-51



## ANNEX XIII: SDG MAPPING

SDG Mapping Topics	Scope of the Topics	Contribution to SDGs	Relevant Report Section	Page Number
<b>Diversity, Equity and Inclusion</b>	Diversity and inclusion are core principles that guide our vision and values, making us stronger and more resilient. We drive our Diversity, Equity, and Inclusion efforts through the "Not Without You" platform, which focuses on promoting equal opportunities for everyone, with special attention to gender equality, youth, and people with disabilities.			
	To empower women in the energy sector, we run various programs aimed at increasing female participation in both technical and leadership roles. For instance, the "She-nergy" program encourages young women to pursue careers in engineering, with over 2,000 participants in 2023. In collaboration with the EBRD, we also implemented the Equal Opportunities in Electricity Distribution project to further enhance female representation in this traditionally male-dominated field.	SDG 5 Gender Equality SDG 10 Reduced Inequality	Diversity, Equality, and Inclusion	106-112
	Our commitment to fairness extends across all people and culture processes, from recruitment to compensation, and training. Blind CV practices are used to minimize bias, and women now hold 37.5% of board positions and 26.5% of STEM roles. For employees with disabilities, our En-Biz project improves both physical and digital accessibility, creating a more inclusive workplace.			
	These efforts contribute to broader societal goals by promoting equality, fostering inclusivity, and enhancing economic opportunities for underrepresented groups in the workforce.			
<b>Corporate Responsibility</b>	We are dedicated to creating a meaningful impact on society by focusing our corporate social responsibility efforts on education, environmental protection, and energy conservation. Through a range of initiatives, including voluntary contributions from our employees and direct financial support to community projects, we aim to foster positive change. In 2023, we expanded our programs to reach more communities, supporting energy efficiency education in schools and promoting sustainable practices in local development. Our efforts also extend to empowering communities by supporting local economic activities and creating awareness on crucial topics like renewable energy, energy conservation, and environmental stewardship. These initiatives help address broader goals of fostering a more sustainable and equitable society.	SDG 14 Life Below Water SDG 16 Peace, Justice and Strong Institutions SDG 17 Partnerships for the Goals	Corporate Social Responsibility and Community Investments	93-96
<b>Innovation and Digitalization</b>	Our R&D initiatives focus on driving technological innovation in energy systems, ensuring operational efficiency, and addressing environmental challenges. In 2023, we dedicated 50 million TL to projects that optimize energy distribution, support electric vehicle infrastructure, and advance AI-driven solutions for managing power grids and enhancing cybersecurity. Collaborating with leading universities and global partners, we aim to strengthen grid reliability and promote cleaner energy solutions. Our digital transformation efforts, including smart grid development and microgrid solutions, are designed to improve energy access, reduce environmental impact, and support long-term resilience in the energy sector.	SDG 9 Industry, Innovation and Infrastructure	Research & Development, Innovation and Digital Transformation	60-64
<b>Talent Management</b>	At Enerjisa, we are committed to preparing our workforce for the future of the energy sector. We prioritize the development of our employees through tailored training programs that enhance their skills and competencies at every career stage. Our leadership and development initiatives, such as the STEP and LEAP programs, are designed to equip managers with the skills needed for the evolving business landscape. Additionally, we emphasize continuous learning through mentorship and skill-building programs like GATE and INSIDER. To adapt to technological changes and shifting work environments, we have implemented our "Adaptation to the Future of Work" strategy, ensuring our employees are ready to thrive in the modern workplace.	SDG 4 Quality Education SDG 8 Decent Work and Economic Growth SDG 10 Reduced Inequality	Talent Management and Employee Development	103-105



## ANNEX XIII: SDG MAPPING

SDG Mapping Topics	Scope of the Topics	Contribution to SDGs	Relevant Report Section	Page Number
<b>Stakeholder Engagement</b>	We recognize that understanding and addressing the expectations of our diverse stakeholders is vital for long-term success. With a network that includes over 10.7 million customers, 11,500 employees, local authorities, and various public institutions, we prioritize effective engagement through multiple platforms such as surveys, focus groups, and direct consultations. Our Corporate Stakeholder Engagement Plan outlines clear processes for communication, consultation, and grievance resolution, ensuring all voices are heard. In 2023, 42% of stakeholders participated in our survey, guiding our efforts to better meet their needs and align with our sustainability initiatives.	SDG 17 Partnerships for the Goals	Stakeholder Engagement	28-29
<b>Biodiversity</b>	We recognize that protecting ecosystems and biodiversity is essential to mitigate both environmental and operational risks. In line with our Biodiversity Conservation Action Plan and relevant national and international regulations, we implement measures to minimize the impact of our investments on sensitive ecosystems. In our operational areas, we conduct biodiversity risk assessments and adjust infrastructure projects, such as pole erection and overhead line cabling, to reduce harm to critical habitats. In 2023, we installed over 12,000 insulators and 10,000 bird deflectors to protect migratory birds and prevent biodiversity loss, demonstrating our commitment to preserving natural ecosystems.	SDG 14 Life Below Water SDG 15 Life on Land	Biodiversity	85-86
<b>Data Security</b>	With the growing importance of digitalization, ensuring data security and privacy has become critical for Enerjisa. We safeguard the confidentiality and integrity of customer data through robust policies that comply with the ISO 27001 Information Security Management System. To mitigate risks of data breaches, our Cyber Security Group implements strong administrative and technical measures, including employee training, secure data transfers, and VPN-protected remote access. In 2023, over 3,500 participants completed data security training to bolster our defenses. Through these efforts, we protect critical information assets and comply with legal standards, ensuring the secure handling and protection of all personal data.	SDG 9 Industry, Innovation and Infrastructure	Data Security and Privacy	76-78
<b>Waste Management</b>	Enerjisa is focused on minimizing waste and integrating circular economy principles into its operations. We have implemented a life-cycle approach to reduce waste generation, emphasizing reuse, recycling, and the responsible disposal of materials. In 2023, Enerjisa reduced its reliance on single-use plastics by replacing cardboard cups with glass cups, contributing to the elimination of 550,000 plastic carboys annually. Additionally, the Company's Material Recovery unit recycled 819 distribution transformers, 373 cells, and 238 circuit breakers, significantly reducing environmental impacts. These efforts promote resource efficiency and align with broader environmental goals, supporting waste reduction and enhancing the circularity of materials used in our operations.	SDG 12 Responsible Consumption and Production	Circularity Approach and Waste Management	89-90
<b>Water Management</b>	Enerjisa is committed to reducing its impact on water resources and improving efficiency. Water is mainly used for domestic purposes, and wastewater is responsibly discharged into municipal systems without releasing pollutants. In 2023, Enerjisa reduced water consumption by 7.78% per capita, surpassing its initial target of 1%. The Company shifted to measuring water use per square meter, achieving a 9.6% reduction. Initiatives like rainwater harvesting, which collected 70 tonnes for reuse, and water-saving devices have further optimized efficiency.  These efforts contribute to the responsible management of water resources, mitigating risks related to water scarcity, which could impact customer operations and energy prices. By continuously monitoring and improving practices, Enerjisa aims to ensure both environmental protection and efficient resource use for the long term.	SDG 6 Clean Water and Sanitation SDG 12 Responsible Consumption and Production	Water Management	87-88





## ANNEX XIV: GRI CONTENT INDEX

### Statement of use

GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
	2-1 Organizational details	Our Business at a Glance	20-22	
	2-2 Entities included in the organization's sustainability reporting	Our Business at a Glance	20-22	
	2-3 Reporting period, frequency and contact point	About the Report, Annex III: Enerjisa Enerji Subsidiaries	8,165	
	2-4 Restatements of information	ESG Milestones/ESG Journey	10, 81, 146	
	2-5 External assurance	Annex I: Limited Assurance Report	132	
	2-6 Activities, value chain and other business relationships	Our Business at a Glance	21-22	
	2-7 Employees	Annex VI: Social Performance Indicators	147-150	
	2-8 Workers who are not employees	Employee Engagement and Work Environment	98	
	2-9 Governance structure and composition	Sustainable Management	31-33	
	2-10 Nomination and selection of the highest governance body	Sustainable Management	31-33	
	2-11 Chair of the highest governance body	Sustainable Management	31-33	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainable Management	31-34	
	2-13 Delegation of responsibility for managing impacts	Sustainable Management	31-34	
	2-14 Role of the highest governance body in sustainability reporting	Sustainable Management	31-34	
	2-15 Conflicts of interest	Sustainable Management	34	
	2-16 Communication of critical concerns	Risk Management and Business Continuity	119-130	
	2-17 Collective knowledge of the highest governance body	Sustainable Management	31-33	
<b>GRI 2: General Disclosures 2021</b>	2-18 Evaluation of the performance of the highest governance body	Sustainable Management	32-34	
	2-19 Remuneration policies	Sustainable Management, Employee Engagement and Work Environment	32-34, 97-98	
	2-20 Process to determine remuneration	Sustainable Management	32-34	
	2-21 Annual total compensation ratio	Annex VIII: Corporate Governance Indicators	152	
	2-22 Statement on sustainable development strategy	Enerjisa ESG Strategy	35-43	
	2-23 Policy commitments	Enerjisa's Sustainable Supply Chain & Procurement, Ethics, Governance and Compliance	65-66, 115-118	
	2-24 Embedding policy commitments	Enerjisa's Sustainable Supply Chain & Procurement, Ethics, Governance and Compliance	65-66, 115-119	
	2-25 Processes to remediate negative impacts	Ethics, Governance and Compliance	115, 118	
	2-26 Mechanisms for seeking advice and raising concerns	Ethics, Governance and Compliance	116-117	
	2-27 Compliance with laws and regulations	Ethics, Governance and Compliance	114	
	2-28 Membership associations	Memberships	23, 144	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	28-29	
	2-30 Collective bargaining agreements	Employee Engagement and Work Environment, Annex VI: Social Performance Indicators	97-99, 148, 149	



## ANNEX XIV: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
<b>Material topics</b>				
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Analysis	30	
	3-2 List of material topics	Materiality Analysis	30	
<b>Climate Change and Carbon Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Enerjisa ESG Strategy, ESG Targets and Implementation	35-43, 44-47	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Annex V: Environmental Performance Indicators	146	
	305-2 Energy indirect (Scope 2) GHG emissions	Annex V: Environmental Performance Indicators	146	
	305-3 Other indirect (Scope 3) GHG emissions	Annex V: Environmental Performance Indicators	146	
	305-4 GHG emissions intensity	Annex V: Environmental Performance Indicators	146	
	305-5 Reduction of GHG emissions	Annex V: Environmental Performance Indicators	146	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Enerjisa's Sustainable Supply Chain and Procurement	64-68	
	308-2 Negative environmental impacts in the supply chain and actions taken	Enerjisa's Sustainable Supply Chain and Procurement	64-65	
<b>Occupational Health and Safety</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Employee Engagement and Work Environment	100	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Employee Engagement and Work Environment, Annex VI: Social Performance Indicators	100-102, 147	
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Engagement and Work Environment	100-102	
	403-3 Occupational health services	Employee Engagement and Work Environment	100-102	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Engagement and Work Environment	100-102	
	403-5 Worker training on occupational health and safety	Annex VI: Social Performance Indicators	150	
	403-6 Promotion of worker health	Employee Engagement and Work Environment	102	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Annex VI: Social Performance Indicators	147	
	403-8 Workers covered by an occupational health and safety management system	Annex X: Management System Standards	153	
	403-9 Work-related injuries	Annex VI: Social Performance Indicators	147	
	403-10 Work-related ill health	Annex VI: Social Performance Indicators	147	



## ANNEX XIV: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
<b>Sustainable Products and Services</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Sustainable Products and Services	52-55	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Enerjisa's Sustainable Supply Chain & Procurement	64-68	
	414-2 Negative social impacts in the supply chain and actions taken	Enerjisa's Sustainable Supply Chain & Procurement	64-68	
	205-2 Communication and training about anti-corruption policies and procedures	Ethics, Governance and Compliance	118	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	205-3 Confirmed incidents of corruption and actions taken	Ethics, Governance and Compliance	118	
	308-1 New suppliers that were screened using environmental criteria	Enerjisa's Sustainable Supply Chain and Procurement	64-68	
<b>GRI 203: Indirect Economic Impacts 2016</b>	308-2 Negative environmental impacts in the supply chain and actions taken	Enerjisa's Sustainable Supply Chain and Procurement	64-65	
	203-1 Infrastructure investments and services supported	Enerjisa's Infrastructure Investments	69	
	203-2 Significant indirect economic impacts	Corporate Social Responsibility and Community Investments	94-95	
<b>Ethics and Anti-Corruption</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Ethics, Governance and Compliance	114-118	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Engagement and Work Environment, Annex VI: Social Performance Indicators	97-98, 148	
	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics, Governance and Compliance	115	
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics, Governance and Compliance	115	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Ethics, Governance and Compliance	117-118	
	205-2 Communication and training about anti-corruption policies and procedures	Ethics, Governance and Compliance	118	
	205-3 Confirmed incidents of corruption and actions taken	Ethics, Governance and Compliance	118	
<b>Employee and Human Rights</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Employee Engagement and Work Environment	97-102	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Annex VI: Social Performance Indicators Employee Engagement and Work Environment, Diversity, Equality, and Inclusion, Annex VI: Social Performance Indicators,	148	
	401-3 Parental leave		98, 107, 149	



## ANNEX XIV: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Engagement and Work Environment, Annex VI: Social Performance Indicators	98, 149-150	
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Development	103-105	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility and Community Investments	93-96	
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Engagement and Work Environment	97, 99	
<b>Customer Satisfaction and Guidance</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Customer Focus and Satisfaction	70-75	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Diversity, Equality and Inclusion	112	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Security and Privacy, Annex VI: Social Performance Indicators	76-77, 150	
<b>Supply Chain</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Enerjisa's Sustainable Supply Chain and Procurement	64-68	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility and Community Investments	93-94	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Enerjisa's Sustainable Supply Chain & Procurement	64-68	
	414-2 Negative social impacts in the supply chain and actions taken	Enerjisa's Sustainable Supply Chain & Procurement	64-68	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Enerjisa's Sustainable Supply Chain & Procurement	64-68	
	308-2 Negative environmental impacts in the supply chain and actions taken	Enerjisa's Sustainable Supply Chain & Procurement	64-65	
<b>Risk Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Risk Management and Business Continuity	119-130	
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Annex VII: Economic Indicators	151	
	201-2 Financial implications and other risks and opportunities due to climate change	Enerjisa ESG Strategy, Risk Management and Business Continuity	42-43, 122-123, 125-130	
	201-3 Defined benefit plan obligations and other retirement plans	Employee Engagement and Work Environment	98	



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GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
<b>Energy Efficiency</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Access to Energy and Energy Reliability	50-51	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Annex V: Environmental Performance Indicators	146	
	302-3 Energy intensity	Emissions, Annex V: Environmental Performance Indicators	81, 146	
	302-4 Reduction of energy consumption	Emissions, Annex V: Environmental Performance Indicators	81, 146	
<b>Diversity, Equity and Inclusion</b>				
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Diversity, Equality, and Inclusion	106-112	
	405-2 Ratio of basic salary and remuneration of women to men	Diversity, Equality, and Inclusion	108	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	There were no legal actions taken or recorded concerning these matters during the reporting period.		
<b>Corporate Responsibility</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Corporate Social Responsibility and Community Investments	93-96	
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Enerjisa's Infrastructure Investments	69	
	203-2 Significant indirect economic impacts	Corporate Social Responsibility and Community Investments	94-95	
<b>Innovation and Digitalization</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Research & Development, Innovation and Digital Transformation	56-64	
<b>Talent Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Talent Management and Employee Development	103-105	
<b>Stakeholder Engagement</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Stakeholder Engagement	28-29	
<b>Biodiversity</b>				
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	85-86	
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity	85-86	
	304-3 Habitats protected or restored	Biodiversity	85-86	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity	86	
<b>Data Security</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Data Security and Privacy	76-78	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Security and Privacy, Annex VI: Social Performance Indicators	76-78, 150	



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GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
<b>Waste Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Circularity Approach and Waste Management	89-90	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Circularity Approach and Waste Management	89	
	306-2 Management of significant waste-related impacts	Circularity Approach and Waste Management	89	
	306-3 Waste generated	Annex V: Environmental Performance Indicators	146	
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Engagement and Work Environment	100-102	
	403-3 Occupational health services	Employee Engagement and Work Environment	100-102	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Engagement and Work Environment	100-102	
	403-5 Worker training on occupational health and safety	Annex VI: Social Performance Indicators	147	
	403-6 Promotion of worker health	Employee Engagement and Work Environment	102	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Annex VI: Social Performance Indicators	102	
	403-8 Workers covered by an occupational health and safety management system	Annex X: Management System Standards	153	
403-9 Work-related injuries	Annex VI: Social Performance Indicators	147		
403-10 Work-related ill health	Annex VI: Social Performance Indicators	147		
<b>Water Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of Material Topics	Water Management	87-88	
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Water Management	87-88	
	303-2 Management of water discharge-related impacts	Annex V: Environmental Performance Indicators	147	
	303-3 Water withdrawal	Annex V: Environmental Performance Indicators	147	
	303-4 Water discharge	Annex V: Environmental Performance Indicators	147	
	303-5 Water consumption	Annex V: Environmental Performance Indicators	147	

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