



SUSTAINABILITY REPORT 2023



Contents

ABOUT THE REPORT

MESSAGES FROM THE MANAGEMENT

4 MESSAGE FROM OUR GENERAL MANAGER

OUR CORPORATE IDENTITY

- 6 ABOUT US
- 6 OUR VISION AND MISSION
- 7 OUR JOURNEY OF FIRSTS
- 8 OUR ACCOLADES
- 9 OUR COMMITMENT TO SERVICE EXCELLENCE
- 11 OUR CERTIFICATES

OUR CORPORATE GOVERNANCE APPROACH

- 13 OUR PARTNERSHIP STRUCTURE
- 14 OUR ORGANIZATIONAL STRUCTURE
- 15 OUR BOARD OF DIRECTORS AND COMMITTEES
- 22 OUR ETHICAL MANAGEMENT
- 24 OUR RISK MANAGEMENT
- 28 OUR QUALITY MANAGEMENT
- 29 OUR CYBER SECURITY MANAGEMENT
- 30 ECONOMIC VALUE CREATED

OUR ACTIVITIES AT THE CORE OF SUSTAINABILITY

- 32 OUR APPROACH TO SUSTAINABILITY
- 34 SUSTAINABLE TOURISM MANAGEMENT
- 35 OUR AGRICULTURE ON THE TERRACE PROJECT
- 38 OUR SUSTAINABILITY POLICY
- 39 OUR MATERIALITY ANALYSIS

SUSTAINABILITY IN OUR VALUE CHAIN

- 41 OUR STAKEHOLDER COMMUNICATION

43 OUR CUSTOMER RELATIONS MANAGEMENT

44 OUR SUPPLY CHAIN STRUCTURE

OUR INNOVATIVE PROJECTS

46 OUR DIGITALIZATION EFFORTS

OUR COMMITMENT TO NATURE

- 49 OUR ENVIRONMENTAL MANAGEMENT
- 50 OUR EMISSION MANAGEMENT
- 52 OUR ENERGY MANAGEMENT
- 54 OUR WASTE MANAGEMENT
- 56 OUR WATER MANAGEMENT

OUR HUMAN-CENTRIC BEHAVIORS

- 58 OUR HUMAN RESOURCES MANAGEMENT
- 60 RIGHTS WE OFFER TO OUR EMPLOYEES
- 61 OUR EMPLOYEE SATISFACTION MANAGEMENT
- 62 OUR EMPLOYEE TRAINING AND DEVELOPMENT
- 63 DIVERSITY, INCLUSION AND EMPLOYEE SATISFACTION
- 64 OUR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

OUR SOCIAL CONTRIBUTIONS

66 OUR CORPORATE RESPONSIBILITY PROJECTS

APPENDIX

- 69 GRI CONTENT INDEX
- 70 DISCLAIMER OF LIABILITY
- 71 CONTACT

About the Report

With our innovative management approach, we closely monitor global trends and industry needs, maintaining leadership through pioneering initiatives and achieving our vision of being "the best shopping center in the world," as recognized by national and international awards.

We strengthen our reputation for reliability by transparently sharing our commitments, policies, projects, and performance, reflecting our pioneering role in sustainability through detailed reporting.

Offering diversified services across retail, food & beverage, office, and hospitality sectors, we diligently integrate sustainability into our operations and corporate culture.



MESSAGES FROM OUR MANAGEMENT

Message from our General Manager

Dear Stakeholders,

As a pioneering company with 30 years of experience in the real estate sector, distinguished by our innovative and superior service approach, we are proud to present our first-ever Akmerkez Sustainability Report.

The pandemic, which caused significant contractions in many sectors globally and in Türkiye, also had a negative impact on the real estate and retail industries. Despite optimistic trends emerging during the normalization process, we faced a challenging year with inflationary pressures, rapid interest rate increases, and rising costs and wages. In the face of these challenges, Akmerkez effectively managed risks and maintained steady progress toward our goals. Recognizing the critical role of the real estate sector in achieving a sustainable future, we not only provided customers with experiences beyond shopping but also enhanced our performance through our financially robust structure. Since our establishment, we have embraced a conscious and responsible approach, contributing to the sector and creating employment while leading with innovative projects, collaborations, and forward-looking plans.

Placing sustainability at the core of all our activities, we aim to grow responsibly by materializing the environmental and social impacts of development. We provide a wide range of services to our visitors by integrating residence and office functions with our shopping center. By closely monitoring international developments and industry needs, we identify risks and opportunities to stay ahead in a dynamic landscape. We incorporate environmental, economic, and social factors into our business processes, developing sustainable, long-term solutions.

At Akmerkez, we materialize in reducing energy costs and minimizing our environmental footprint, collaborating with our Sustainability Committee and relevant teams to implement actionable plans. To this end, we have set ambitious goals to lower greenhouse gas emissions and begin energy efficiency certification processes by 2023. In line with our sustainability commitments, we continue to deliver on our promises through impactful projects, collaborations, and research. We actively promote local, ethical, and natural food while supporting small producers, sustainable brands, and women entrepreneurs through initiatives and events under Akmerkez roof, guided by our principle of investing in the future. With a customer-centric approach, we embrace digitalization in our services, extending the unique experiences we offer into the digital realm. Launched in 2023, the Akmerkez Mobile application offers our customers and guests a range of digital solutions with numerous convenient features.

At Akmerkez, we adopt a people-oriented service approach, carefully observing the evolving needs of our employees, tenants, and the society in which we operate. Through our commitment to innovation, we strive to set new benchmarks for the sector by enriching the shopping experience and continuously adding leading brands from various industries. In line with this vision, we remain dedicated to sustainability, aiming to create value for all stakeholders and offering a vibrant living space beyond a traditional shopping mall, supported by the cultural events we organize.

Kind regards,
Hakan TÜMKAYA
General Manager

GRI 2-12; GRI 2-17; GRI 2-22

We actively promote local, ethical, and natural food while supporting small producers, sustainable brands, and women entrepreneurs through various events that have become synonymous with Akmerkez.

Hakan **TÜMKAYA**
General Manager



OUR CORPORATE IDENTITY





About Us

Established in 1993 in Etiler, the heart of Istanbul, Akmerkez began its journey as Türkiye's and Europe's third shopping center, bringing together the city's elite business, art, culture, and entertainment communities under one roof.

Akmerkez welcomes an average of 1 million visitors each month, supported by a dedicated team of 255 employees, including 55 cleaning staff, 90 security staff, and 76 technical and management personnel, as well as additional support staff for cleaning, security, and general maintenance, operating daily from 10:00 AM to 10:00 PM.

Situated on a 180,000-square-meter complex, Akmerkez features three interconnected atriums across eight floors, including four floors of retail space and four parking levels with a capacity for 1,255 vehicles.

The complex also includes two office towers with 14 and 17 floors, a 23-story residential building, and approximately 150 stores. With its distinguished brands, stores, offices, residences, entertainment venues, and food & beverage areas, Akmerkez continues to be a premier destination for memorable experiences and a favored meeting point in the city. Designed for seamless circulation, our triangular complex connects its three atriums with main routes, offering visitors ease of movement via 35 escalators, 2 panoramic elevators, and 28 additional elevators for pedestrian and service access.

At Akmerkez Shopping Mall, we provide all the amenities of a modern lifestyle center, featuring a wide array of shops and services, including women's, men's, and children's textiles, stationery, optics, jewelry, toys, sports equipment, shoes, souvenirs, hairdressers, a currency exchange bureau, electronics, a shoe shine salon, a tailor, a music store, a fitness and beauty center, a cinema, a pet shop, fast-food outlets, third-wave coffee shops, restaurants, cafés, and a supermarket.

Beyond shopping, we strive to fulfill all the needs of our visitors and take the lead in shaping a new lifestyle through the social and cultural events we organize.

GRI 2-1; GRI 2-6



Our Vision

To achieve steady growth by materializing transparency and reliability, positioning ourselves as one of Türkiye's leading investor and developer companies through exemplary business practices, a robust organizational structure, strong corporate values, and principled management.



Our Mission

To sustain and enhance value for our shareholders through steady growth and high profitability by leveraging investments and resources with innovative thinking and a unique perspective, while becoming the most trusted name associated with a customer-focused approach, superior quality of life, and an exceptional shopping experience.



Our Journey of Firsts

Founded on **December 18, 1993**, through a joint venture of Akkök, Tekfen, and İstikbal groups—each a pioneer in their respective industries—we set out to provide diverse shopping opportunities and create a high-quality living space for the elite members of the business world. We began operations in Etiler, one of Istanbul's busiest districts, redefining the concept of a “shopping center” for Istanbul residents.

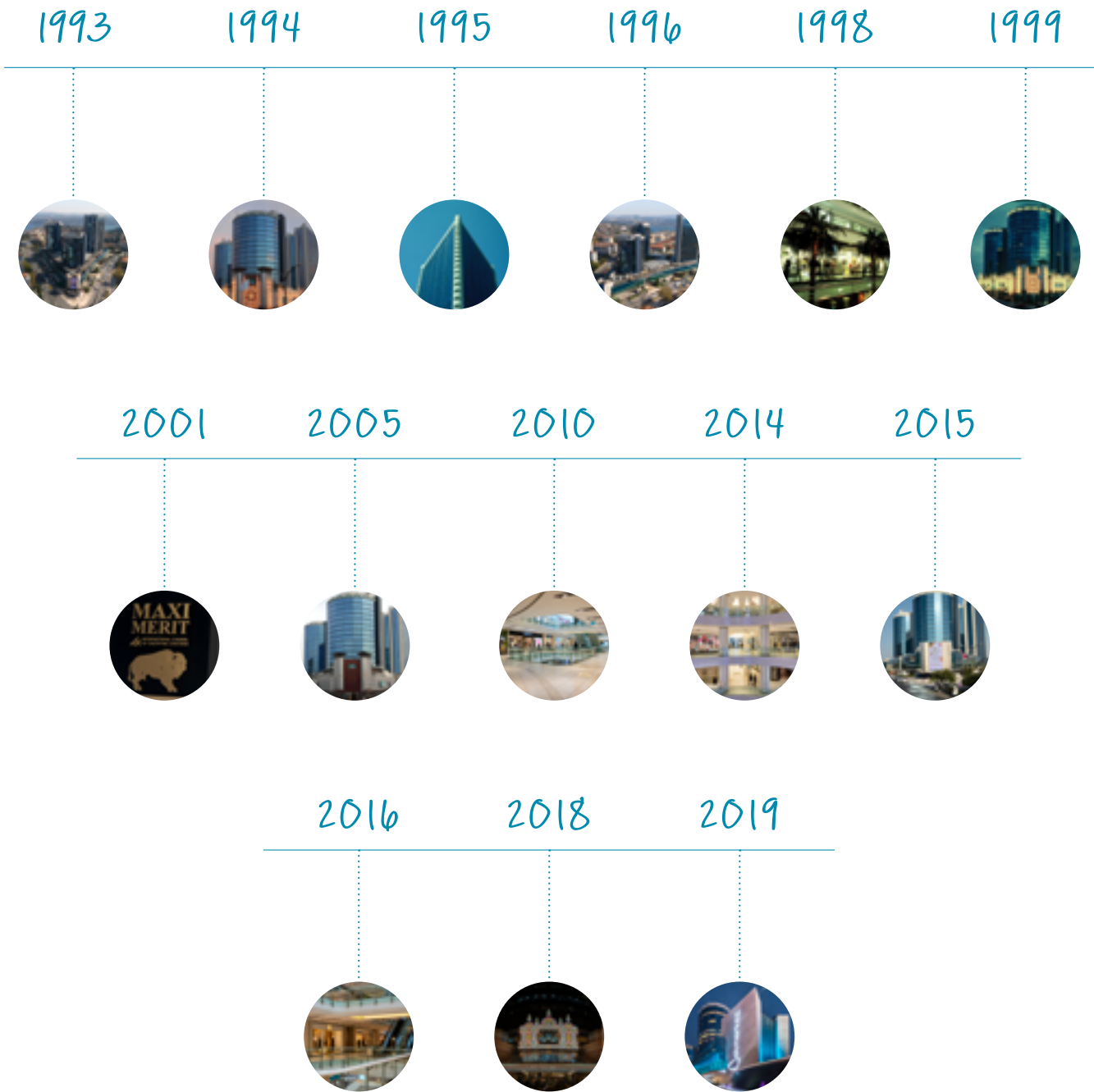
Guided by the visionary strategies of our founders, we have been recognized by prestigious institutions for our achievements since our inception. In **1994**, we expanded our operations with the introduction of our office and residential towers. In **1995** and **1996**, the International Council of Shopping Centers (ICSC) honored us as the best shopping center in Europe and the best shopping center in the world, respectively, awarding us the esteemed “ICSC International Design and Development” accolade—the highest recognition in this field. As the first shopping center in the world to receive both prestigious awards, we set a global benchmark for excellence with our superior construction and design quality and stores catering to refined tastes. In **1998**, we were honored with the TCSCR/AMPD Honorary Award, followed by the Jean Louis Solal Marketing Award in **1999** and **2001**, and the Maxi Awards in the same year, further solidifying our achievements. In **2005**, we transitioned into a Real Estate Investment Trust and successfully completed our public offering process.

In **2010**, we revamped our interiors based on a project by the internationally acclaimed and award-winning design firm, “Concept-i Corporate.” This renovation earned us the “Interior Design 5 Star” award at the Europe & Africa Property Awards 2010, held as part of the International Property Awards

In **2014**, the Klepierre Group joined Akkök, Tekfen, and İstikbal—the visionary partners behind the concept of “Akmerkez”—as our investment partners.

In **2015**, renowned designer Aziz Saniyer reimagined our building, transforming it into a unique and vibrant space on Nispetiye Street. In the same year, we introduced our “Triangle Terrace” project, earning 13 prestigious international awards. By **2016**, we had received a total of 18 distinguished international accolades

In **2018**, along with securing nine additional awards, we broke new ground in Türkiye and globally by launching a store concept where Instagram interactions served as currency. Building on this innovation, in **2019**, we won eight distinguished international awards for the “Givin Yard Sale Store” project, which transformed an online donation platform into the world’s first physical store within a shopping mall.



Our Commitment to Service Excellence

RETAIL

- Total Area: Spread across 55,033 m² with a Gross Leasable Area (GLA) of 33,077 m².
- Occupancy Rate: Achieving an impressive 98% occupancy rate.
- Facilities and Operations: Home to a six-screen movie theater, a fitness club, an electronics store, a music store, and nine dining areas on the top floor, offering seating for approximately 1,000 people.
- Global Tenants: Features leading global brands such as Starbucks, Marks & Spencer, Villebrequin, Boss, Massimo Dutti, Sephora, Decathlon, Mango, and Zara.
- Local Brands: Hosts prominent local brands, including Vakko, Vakkorama, Macro Center, D&R, and Paşabahçe.

EATING & DRINKING

- Diverse Dining Options: Restaurants offer a variety of world cuisines to satisfy every palate.
- Varied Categories: Food and beverage services spanning fit & form, fast food, and cozy cafés for every preference.

OFFICE

- Premium Office Towers: Two Class A office towers spanning a total of 30,194 m², with one tower featuring 17 floors and the other 14 floors.
- Strategic Location: Convenient access to highways and public transportation, including metro services.
- Workforce and Units: 31 office units hosting approximately 1,500 white-collar professionals.
- Prestigious Tenants: Home to leading companies such as Intel, Novo Nordisk, Bain & Company, Bitexen, Société Générale, and Netflix.

ACCOMMODATION

- Residential Tower: A 23-story building featuring 94 self-contained apartments available in four different unit sizes, offering security, housekeeping, 24-hour reception, and social services. Apart Hotel Services: 24 apartments in four configurations designed for both long-term and short-term rentals.
- Comprehensive Amenities: Security, cleaning services, and 24-hour reception ensure a seamless and comfortable stay.

At Akmerkez, we seamlessly integrate residential, office, and shopping center functions to offer a comprehensive range of services to our visitors. Since our inception, we have enriched city life with our prime location in the heart of Istanbul, our exceptional construction and design quality, **and our sprawling 180,000-square-meter triangular complex**. We proudly host over 160 brands across various categories, including food and beverage, retail, and services.

Our shopping center is designed to ensure a safe, comfortable, and clean experience for visitors, featuring year-round air conditioning, advanced fire alarm and extinguishing systems, modern security measures, continuous music broadcasting, and flawless building automation.

Supported by a dedicated team of approximately 250 staff, we provide top-tier cleaning, security, maintenance, and management services to maintain a modern, peaceful, and welcoming environment. The eight-story complex includes three interconnected atriums, with four levels dedicated to retail and a parking garage with a capacity for 1,255 vehicles on the remaining four levels. **With 28 elevators and 45 escalators, including two panoramic options**, we ensure effortless navigation throughout the center, allowing visitors to explore without fatigue or wasted time. With bus stops located right in front of Akmerkez and a metro station within walking distance, we ensure easy and convenient transportation for all our visitors.

By conducting regular customer research, we continually refresh our store offerings, bringing together exclusive local and international brands under one roof, maintaining a 100% store occupancy rate for many years. We go beyond being a shopping mall by creating a vibrant living space through cultural and artistic events. Aligned with our principle of investing in the future, we engage in social responsibility initiatives that add value to our community.

As a trailblazer in the industry, we have earned recognition as the Best Shopping Center in both Europe and the world, setting a benchmark for others with our modern design and superior service approach.

Our Accolades

With YLZ (Young Lions Zone), a dedicated space for meeting, working, and leisure designed for young professionals aged 18-39,

- We earned numerous prestigious accolades, including the Golden Globe Award for “New Service Launch” at the Golden World Awards by the International Public Relations Association (IPRA)
- The Gold Award in “Marketing Plan” and “PR Communication” at the Hermes Creative Awards
- The Bronze Award for “Brand Repositioning and Brand Renovation of the Year” at the Stevie Awards
- The Gold Award for “Best Marketing Campaign” and “Public Relations/Communications” at the Marcom Awards.

With the Akmerkez Triangle Terrace project, which offers guests a serene green terrace to enjoy the outdoors in the heart of the city,

- We won two Gold Awards in the Gold category at the Hermes Creative Awards
- A Platinum Award at the Marcom Awards, two Gold Awards in the “Communication/Marketing Plan” and “Public Relations” categories at the Hermes Creative Awards
- A Gold Award in the “Marketing Campaign of the Year” category at the Stevie Awards.

The Turkish edition of the GQ Men of the Year competition, a globally recognized event by GQ magazine for over 20 years, took place in December 2015 under Akmerkez’s sponsorship. As the main sponsor of this prestigious event, celebrating celebrities renowned for their success and style,

- We earned three Platinum Awards at the Hermes Creative Awards,
- Gold in the “Communication & PR Campaign of the Year” category,
- Silver in the “Brand Experience of the Year” category at the Stevie Awards,

For “Kings Club,” an exclusive club catering to refined male tastes,

- We received a Silver Award at the ICSC Solal Marketing Awards and an
- Honorary Award at the Hermes Creative Awards.

On Valentine’s Day, February 14th, we earned,

- A Platinum Award at the Hermes Creative Awards in the “Corporate Social Responsibility Program” and “Special Event” categories,
- Along with Bronze and Silver awards in the “Communication and PR Campaign of the Year” category at the Stevie Awards,
- and one Gold and two Honorary Awards in “Strategic Communication,” “Special Event,” “Corporate Social Responsibility,” and “Marketing Campaign” categories at the MarCom Awards.

During the New Year period, our events under the theme “A Happy New Year at Akmerkez”

- Garnered a Gold Award in both the “Event” and “Marketing Plan” categories at the Hermes Creative Awards,
- and four awards at the MarCom Awards, including three Gold and one Platinum, in “Strategic Communication,” “Media Relations,” “Public Relations,” and “Marketing Special Event” categories.

For the 'Akmerkez Pampering Services' project, which redefined guest relations in shopping centers,

- We received the Bronze Award for “Brand Experience of the Year” at the Stevie Awards.

Honorary
Award at
the Hermes
Creative
Awards

“Brand
Experience
of the Year”
category at
the Stevie
Awards

a Silver Award
at the ICSC
Solal Marketing
Awards

2018

With our Like Store project, where purchases are made using Instagram likes,

- We won the Silver Award in the "Communication-PR Campaign of the Year" category under the social media category at The Stevie Awards.

Our Agriculture on the Terrace project, designed to support sustainable agriculture in modern city life,

- Earned five awards from the Hermes Creative Awards,
- A Silver Award in the "Communication-PR Campaign of the Year" category under the environment category at The Stevie Awards,
- A Silver Award in the Corporate Social Responsibility category from ICSC,
- First place in the Sustainability/Operational category at the Yıldız Akköklüler Awards,
- A design award for the promotional poster of our Open Air Cinema project at the Hermes Creativity Awards.

- 2019
- We received multiple accolades, including four Platinum Awards at the MarCom Awards in the categories of "Social Participation," "Community Engagement," "Communication Plan," and "Corporate Social Responsibility,"

- Two Silver Awards and one Bronze Award in the "Communication and PR Campaign of the Year" category at The Stevie Awards,
- A Silver Award in the Corporate Social Responsibility category at The Solal Marketing Awards.

- 2023
- In 2023, we were honored with the "REIT Award for the Most Dividends Distributed per Share" by the Real Estate Investment Trusts Association (GYODER).

Marcom Awards



Golden World Awards



Silver Award for
"Communication-PR
Campaign of the
Year" in the Social
Media category at
The Stevie Awards.



Our Certificates

At Akmerkez, we enhance our sustainability efforts by adopting and implementing high standards, backed by various national and international certifications.

These certifications not only validate our commitment to environmental sustainability but also reinforce our overall sustainability management approach. Below is a list of the key certifications we proudly hold at Akmerkez.



GRI 2-28;

1. Zero Waste Certificate

The Zero Waste Project, a significant initiative in environmental sustainability, focuses on minimizing waste generation and increasing recycling rates across Türkiye. At Akmerkez, we proudly received the Zero Waste Certificate in recognition of our efforts to enhance resource efficiency, contribute to recycling processes, and implement strategies aimed at reducing waste generation.

2. BREEAM (Building Research Establishment Environmental Assessment Method)

BREEAM is one of the most prestigious global certifications for assessing the environmental performance of buildings, covering criteria such as energy efficiency, water conservation, indoor air quality, and sustainable construction practices. Our BREEAM certification underscores our commitment to environmental sustainability in construction and design, as well as our focus on energy efficiency across our facility.

3. I-REC (International Renewable Energy Certificate)

The I-REC certification ensures the traceability of renewable energy usage and highlights our dedication to sustainable energy consumption. With this certification, we reduce our environmental footprint and actively support cleaner, more sustainable energy production processes, further emphasizing the importance we place on renewable energy sources.

OUR CORPORATE GOVERNANCE APPROACH



Our Ownership Structure



Akmerkez's ownership structure is founded on principles of effective management and robust corporate governance, supported by a stable capital structure and a strong capital base. We materialize ethical and transparent communication with our shareholders, ensuring openness in all interactions.

The table below provides comprehensive details about our ownership structure, including information on individuals and entities holding 5% or more of our company's capital or voting rights, as well as the nominal values of the shares.

Trade Name / Full Name of the Shareholder	Nominal Value (TRY)	Share in Capital (%)
Klepierre	16,713,907.88	44.85
Akkök Holding AŞ	4,369,354.00	11.73
Tekfen Holding AŞ	3,901,279.04	10.47
Davit Braunştayn	2,534,461.82	6.80
Other	9,744,997.26	26.15
Total	37,264,000.00	100

GRI 2-1;

As of December 31, 2023, our company's free float ratio stood at 57.34%. We are listed on Borsa Istanbul under the Main Market category. Below are the indices on Borsa Istanbul in which our company is included.

- BIST ALL-100
- BIST CORPORATE GOVERNANCE
- BIST REAL ESTATE Inv. Ptnr.
- BIST 500
- BIST FINANCIAL
- BIST ALL
- BIST DIVIDEND
- BIST MAIN

Our Dividend Distribution Policy is established in compliance with the provisions of the Turkish Commercial Code, the Capital Markets Board's (CMB) Corporate Governance Communiqué, the Dividend Communiqué No. II-19.1, and other applicable capital markets and tax legislation, as well as Article 30 of our Articles of Association concerning dividend distribution. This policy outlines the distribution of the Company's net profit among shareholders, retained earnings, and reserves. For more details, you can access our Dividend Distribution Policy [here](#):



Our Organizational Structure

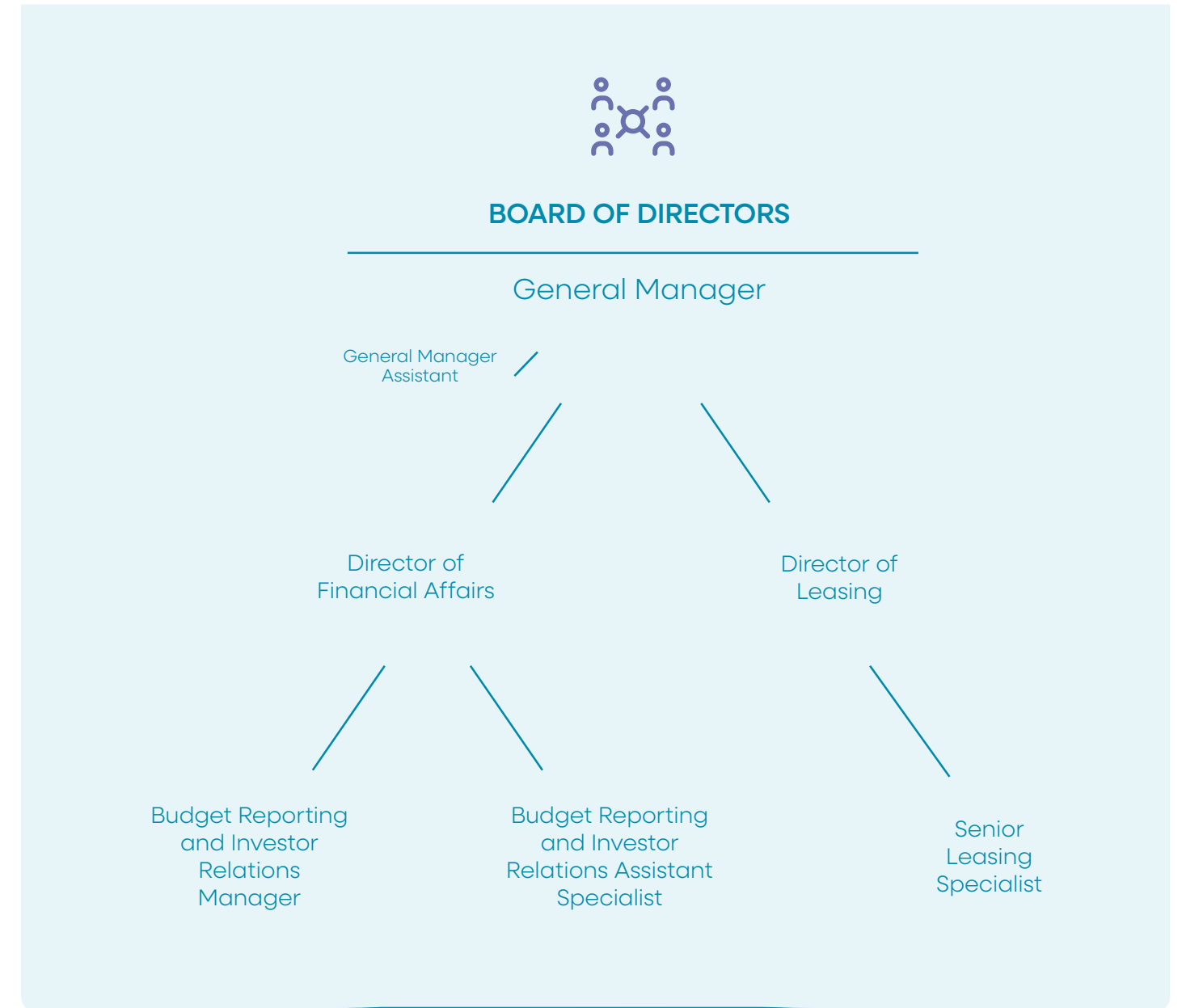
We continue to advance toward our sustainable growth targets, driven by our competent and experienced staff dedicated to upholding Akmerkez's service quality. We recognize that success depends on an effective management approach and a well-structured management system.

Our organizational structure reflects this understanding, built on corporate governance principles that materialize flexibility, efficiency, and the alignment of diverse disciplines to achieve strategic goals.

At Akmerkez, our team works seamlessly across key areas, ensuring specialized services are delivered in collaboration with our trusted business partners. This approach enables swift and efficient decision-making and action. A diagram of our organizational structure, along with detailed information about our committees, is provided below.



GRI 2-9; GRI 2-10; GRI 2-11



Our Board of Directors and Committees

We regard our Board of Directors as a guiding force in achieving our company's long-term strategies and goals. With the expertise and experience of our Board members, we align our strategic approaches with our vision.

Key sustainability issues are regularly addressed during Board meetings, shaping our strategies and guiding our activities based on these decisions. In 2023, as part of our sustainability report, we presented key initiatives to our Board of Directors for approval. These initiatives included integrating blue-collar employees into the bonus system under the Human Resources department's planning, renewing the I-REC certificate to further reduce carbon emissions, obtaining the BREEAM (Building Research Establishment Environmental Assessment Method) certification in alignment with our new certification process, and initiating the ISO 50001 Energy Management System certification process to enhance energy efficiency, with the goal of completing these certifications in 2024. At our final Board of Directors meeting in 2023, we discussed the foresight that the sustainability report, previously prepared voluntarily using internal resources, would soon become a mandatory requirement. In response, we decided to seek consultancy services and produce a professional sustainability report for 2024.

Members of our Board of Directors are elected based on fair, transparent, and objective criteria, aligned with our corporate governance principles. During the selection process, candidates with leadership and managerial competencies that

support the long-term strategic goals Company are materialized. Additionally, in the election of Board of Directors members, one independent Board member represents each of the A, B, C, and D group shares comprising the Akmerkez REIT share categories, as specified in the Company's Articles of Association, with additional representation for the A, B, and C groups. When appointing members to the Board, we give significant attention to adhering to the criteria outlined in our **"Women Board Membership Policy."**

The performance of the Board of Directors is evaluated annually by its members to ensure effectiveness and alignment with strategic goals. Details about the compensation system and the implementation principles for the Board of Directors and senior management are outlined below under the **"Compensation Policy for the Board of Directors and Senior Executives."**

OUR COMPENSATION POLICY FOR THE BOARD OF DIRECTORS AND SENIOR MANAGEMENT

- This policy outlines the compensation system and practices for members of the Board of Directors and senior executives, in accordance with Capital Markets Board (CMB) regulations. Fixed salaries for Board members and the distribution of dividends, as specified in the Articles of Association, are determined annually at the ordinary general assembly meeting based on shareholder proposals.
- Board members with executive responsibilities are compensated according to the senior executive compensation policy detailed below.

Executive members of the Board are not eligible to participate in dividend distribution.

- Independent Board members' compensation does not include stock options or payment plans tied to the company's performance.
- Board members are compensated pro-rata, based on the duration of their service, with adjustments made as of their appointment or resignation dates. Expenses incurred by Board members in connection with their duties (e.g., transportation, telephone, insurance) may be covered by the company.

Senior executive compensation comprises two components: fixed and performance-based.

- Fixed salaries are determined in alignment with international standards and legal requirements, considering macroeconomic market data, prevailing wage policies, the company's size, long-term goals, and the specific roles and responsibilities of the executives. Performance-based bonuses are calculated based on the bonus base, company performance, and individual performance. Further details on the criteria used for determining compensation are summarized below:



GRI 2-9; GRI 2-12; GRI 2-17; GRI 2-18; GRI 2-19; GRI 2-20; GRI 2-21; GRI 3-3; GRI 405-1

BONUS BASE: Bonus bases are updated annually and adjusted based on the scope and scale of the executives' roles and responsibilities. When revising bonus bases, prevailing senior management bonus policies in the market are carefully considered.

COMPANY PERFORMANCE: Company performance is assessed by evaluating the financial and operational targets (e.g., market share, exports, foreign operations, productivity) established at the beginning of the year against actual results at the end of the operating period. When setting company targets, emphasis is placed on ensuring that success is sustainable and demonstrates measurable improvements compared to previous years.

INDIVIDUAL PERFORMANCE: Individual performance is determined by considering financial, customer, process, technology, and long-term strategy targets, including overall company objectives. In measuring individual performance, emphasis is placed on long-term sustainable improvements beyond financial metrics, aligning with company performance principles.

The total compensation and other benefits provided to the members of the Board of Directors and senior executives are disclosed in the annual report.



We share the information about our Board Members by gender and age in the table below.

	2023		2022		2021	
Board Members	Woman	Man	Woman	Man	Woman	Man
Under 30 Years	0	0	0	0	0	0
Between 30-50 Years	1	2	1	2	1	2
Over 50 Years	1	6	1	6	1	6
Total (by Gender)	2	8	2	8	2	8
Total	10		10		10	

In line with our **Women Board Membership Policy**, established to strengthen the representation of women in decision-making roles within our company,

- Our goal is to increase the proportion of women Board members from the current 20% to at least 25% within three years, as recommended by the Capital Markets Board Corporate Governance Principles.
- Compliance with applicable legislation (*) is fundamental in the selection of Board Members. We annually review the progress made toward achieving this goal with our Board of Directors.

(*) We adhere to the "Corporate Governance Communiqué" (II-17.1) issued in compliance with the Turkish Commercial Code No. 6102 and the Capital Markets Law No. 6362.

As of December 31, 2023, our Board of Directors comprises 10 members, including two women and eight men, with detailed information on its composition shared accordingly.

Raif Ali DİNÇKÖK

- **Gender:** Man
- **Role:** Chairperson of the Board of Directors
- **Date of Initial Election to the Board of Directors:** 3.05.2011
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Chairperson of the Board of Directors
- **Current External Positions Held:** Chairperson of the Board of Directors of Akkök Holding AŞ, Chairperson/Deputy Chairperson/Board Member of Aksa Akrilik, Akiş REIT, Akkim Kimya, Karlitepe Real Estate Development, Akkök Next Yatırım Holding AŞ and various Akkök Group Companies
- **Share Group Represented:** Group A
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**

Murat GİĞİN

- **Gender:** Man
- **Role:** Deputy Chairperson of the Board of Directors
- **Date of Initial Election to the Board of Directors:** 1.12.2014
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Deputy Chairperson of the Board of Directors
- **Current External Positions Held:** Tekfen Holding AŞ Deputy Chairperson of the Board of Directors, ANG Yatırım Holding AŞ Deputy Chairperson of the Board of Directors, Chairperson of the Board of Directors and Managing Director of Viem Commercial and Industrial Investments Ltd. Şti. group companies, Member of the Board of Trustees of TEMA Foundation Chairperson/Deputy Chairperson/Member
- **Share Group Represented:** Group B
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**



Sinan Kemal UZAN

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 31.03.2015
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:**
- **Current External Positions Held:** Member of Tekfen Holding AŞ Board of Directors General Manager of Tekfen Venture Management, Member of TÜSİAD Entrepreneurship and Youth Working Group and Entrepreneurship Ecosystem Working Group, Member of Hisar Eğitim Vakfı Board of Trustees
- **Share Group Represented:** Group B
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:** Early Detection of Risk Committee

Alize DİNÇKÖK

- **Gender:** Woman
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 3.05.2011
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Board Member
- **Current External Positions Held:** Member of the Board of Directors of Akkök Holding AŞ, Chairman/Vice Chairman/Member of the Board of Directors of Aksa Akrilik, Akiş REIT, Akmerkez Lokantacılık, Üçgen Bakım, Ak-Pa Tekstil, Akyaşam, Aktek, Akkim Kimya, Akcoat, Dinkal and various Akkök Group Companies
- **Share Group Represented:** Group A
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:** Early Detection of Risk Committee

İhsan Gökşin DURUSOY

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 12.04.2023
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:**
- **Current External Positions Held:** Chairman/Vice Chairman/Member of the Board of Directors at Akkök Holding AŞ, Aksa Akrilik, Akiş REIT, Aktek, Akkim Kimya, Akkök Next Yatırım Holding A.Ş., Aksu Real Estate EAD and various Akkök Group Companies
- **Share Group Represented:** Group A
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**

Davit BRAUNŞTAYN

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 26.07.2004
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Board Member
- **Current External Positions Held:** General Manager of Lignadekor Üretim ve Pazarlama AŞ, Board Member of Üçgen Bakım ve Yönetim Hizmetleri AŞ and Akmerkez Lokantacılık Gıda Sanayi ve Ticaret AŞ
- **Share Group Represented:** Group C
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**

KLE DIR SAS (Gerçek Kişi Temsilcisi Cyrille François Paul DESLANDES)

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 1.02.2022
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Board Member
- **Current External Positions Held:** Real person representative of KLE DIR SAS, General Manager of Klepierre Management Deutschland GmbH, Director of Klepierre Management Nederland B.V, Director of Klepierre Management B.V, Board Member of Foncière de Louvain-la-Neuve SA, Chairperson of the Board of Directors of Klepierre Gayrimenkul Yönetimi ve Yatırım Ticaret Anonim Şirketi, KLE DIR SAS, Chairperson of the Board of Directors of Tan Gayrimenkul Yatırım İnşaat Turizm Pazarlama ve Ticaret Anonim Şirketi and KLE DIR SAS, Board Member of Üçgen Bakım ve Yönetim Hizmetleri AŞ
- **Share Group Represented:** Group D
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**

Aycan AVCI

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 29.03.2019
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Board Member
- **Current External Positions Held:** Independent Board Member Current External Positions Held: Assos Consultoria, S.L. company partner, Erak Giyim Sanayi ve Ticaret AŞ, Tatko Otomobil Lastik Makine Ticareti ve İnşaat T.A.Ş., Tatko Lastik Sanayi ve Ticaret AŞ, Fu Gayrimenkul Yatırım Danışmanlık AŞ, Waternet

Su Hizmetleri AŞ, Apsiyon Bilişim Sistemleri Sanayi ve Ticaret A.Ş., Bimser Çözüm Yazılım Ticaret AŞ, Alsa Danışmanlık AŞ, Yüzyıl Lastik Sanayi ve Ticaret AŞ, Obilet Bilişim Sistemleri AŞ, Biletal İç ve Dış Ticaret AŞ, LG Lastik Girişim AŞ, Medtech Global Tıbbi Ürünler Ticaret AŞ, Cargotech Lojistik Ticaret A.Ş. and Çözüm Perakende Lastik AŞ Board Member, Bosch Fren Sistemleri San. Tic. Tic. AŞ Independent Board Member

- **Share Group Represented:** Group D
- **Independent Board Member or Not:** Independent Member
- **Committees and Duties:**

Özge Bulut MARAŞLI

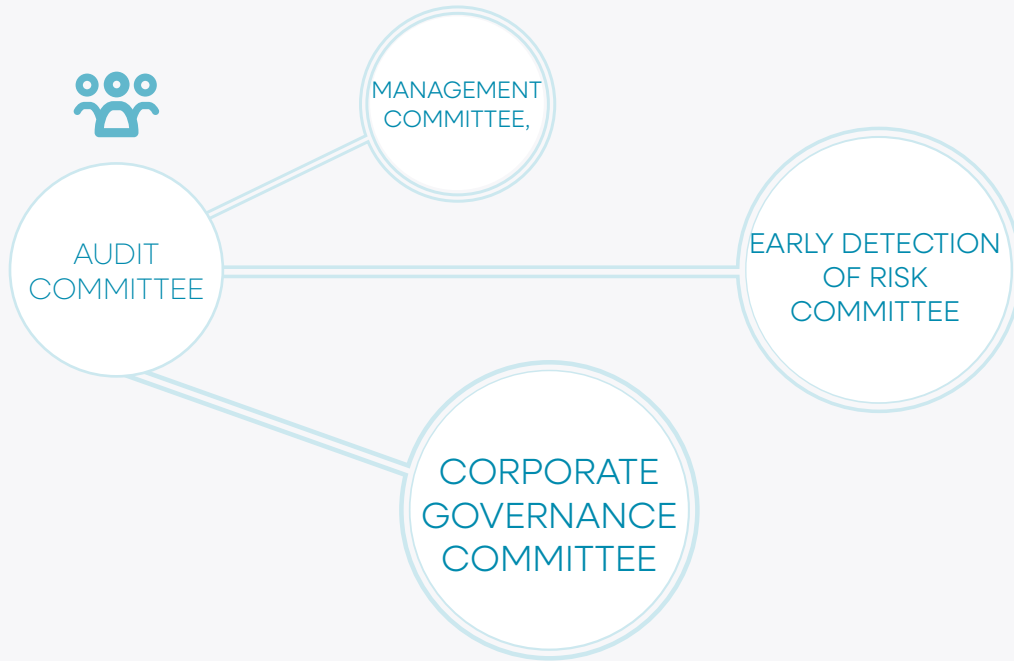
- **Gender:** Woman
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 28.03.2022
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Independent Board Member
- **Current External Positions Held:** Chairperson of the Board of Directors of Fabu Engineering, Managing Partner of MAY Yapım, Independent Board Member of Fark Holding, İş Venture Capital Investment Trust, BluTV and Slowtürk Radyo, Investment Committee Member of Two Zero Venture Capital Fund and Arya Investment, Advisor to Doğan Holding Board of Directors, Board Member of Women on Board Association, Board Member of Arya Kadın, Board Member of Yeniden Biz, Member of the High Advisory Board of the Investor Relations Association of Türkiye, Board Member of the International Academy of Television Arts & Sciences, Member of the Executive Board of the World Economic Forum MEI Digital Media Literacy Project and MEI Strategy Managers Board, Member of the American Turkish Society (ATS), Member of the Women Presidents Organization and G20 Young Global Leaders Alumni, Member of the Advisory Board of In Development - The Cannes Drama Creative Forum, International Emmy Awards International Jury Member
- **Share Group Represented:**
- **Independent Board Member or Not:** Independent Member
- **Committees and Duties:** Early Detection of Risk Committee Chairperson / Audit Committee Member / Corporate Governance Committee Member

Ömer EGESEL

- **Gender:** Man
- **Role:** Board Member
- **Date of Initial Election to the Board of Directors:** 28.03.2022
- **Executive or Non-Executive:** Non-Executive
- **Duties Assumed in the Incorporation in the Last 5 Years:** Independent Board Member
- **Current External Positions Held:** Qatari Diar Real Estate Investment Country Manager
- **Share Group Represented:** Group C
- **Independent Board Member or Not:** Not Independent Member
- **Committees and Duties:**

- **Share Group Represented:**
- **Independent Board Member or Not:** Independent Member
- **Committees and Duties:** Early Detection of Risk Committee Chairperson / Audit Committee Member / Corporate Governance Committee Member





OUR COMMITTEES

The roles, responsibilities, and activity details of our committees, established in accordance with the provisions and principles outlined in the Capital Markets Legislation and the Corporate Governance Principles issued by the Capital Markets Board, are provided under the relevant headings.

The Early Detection of Risk Committee meets six times a year, convening every two months. The committee is tasked with identifying risks and factors that may threaten the existence, growth, and continuity of our company, taking necessary preventive measures, implementing relevant interventions, and managing identified risks effectively. In this context, the duties and authorities of our committee are as follows:

- Identifying all risks that may threaten the existence, development, and continuity of the Company, along with their potential impacts.
- Establishing risk measurement models and risk management systems and evaluating their effectiveness at least once a year.
- Providing the Board of Directors with information regarding the measurement and monitoring of risks, as well as the incorporation of risk factors into decision-making processes, and issuing necessary warnings.
- Making recommendations to the Board of Directors to enhance risk management practices and models.
- Ensuring that risk management policies and practices are adopted and effectively implemented across all Company units and by all employees.

Early Detection of Risk Committee

Name Surname	Title	Role
Ömer EGESEL	Chairperson	Independent Board Member
Aycan AVCI	Member	Independent Board Member
Özge BULUT MARAŞLI	Member	Independent Board Member
Alize DİNÇKÖK	Member	Board Member
Sinan Kemal UZAN	Member	Board Member

Detailed information about the working principles and responsibilities of our Committee can be accessed [here](#).



Our Corporate Governance Committee meets at least once a year or as often as necessary to ensure the effectiveness of its activities. The duties and authorities of the committee, which oversees the establishment and adoption of Corporate Governance Principles within our company, are outlined below.

Corporate Governance

- The Committee evaluates whether the Corporate Governance Principles are being implemented, identifies reasons for non-compliance and any resulting conflicts of interest, and makes recommendations to the Board of Directors to improve corporate governance practices.
- The Committee supervises the activities of the investor relations department to ensure effective performance. It provides recommendations to the Board of Directors to maintain effective communication with shareholders and to resolve or prevent any disputes that may arise.
- The Committee informs the Company of any transactions reported by stakeholders that are alleged to be in violation of relevant legislation or ethically inappropriate.
- The Committee carries out additional activities requested by the Board of Directors that fall within the scope of corporate governance.

Corporate Governance Committee		
Name Surname	Title	Role
Aycan AVCI	Chairperson	Independent Board Member
Özge BULUT MARAŞLI	Member	Independent Board Member
Ömer EGESEL	Member	Independent Board Member
Nilüfer AYDIN	Member	Director of Financial Affairs
Hatice KARA	Member	Corporate Governance and Investor Relations Advisor

Nomination

- The Committee works to establish a transparent system for identifying, evaluating, and training suitable candidates for the Board of Directors and managerial positions with administrative responsibilities, as well as to define related policies and strategies.
- It conducts regular evaluations of the structure and effectiveness of the Board of Directors and provides recommendations for potential changes to improve its efficiency.

- The Committee defines and oversees approaches, principles, and practices related to the performance evaluation and career planning of Board members and managers with administrative responsibilities.
- In selecting independent Board members, the Committee evaluates proposals, including those from management and investors, to ensure candidates meet independence criteria and submits its assessment in a report to the Board of Directors for approval.
- If the number of independent Board members falls below the required minimum, the Committee evaluates candidates to fill the vacant positions and serve until the next general assembly meeting, providing a written report of its findings to the Board of Directors.

Compensation

- The Committee establishes the principles, criteria, and practices for compensating Board members and managers with administrative responsibilities, ensuring alignment with the Company's long-term goals, and oversees their implementation.
- Based on the degree of achievement of the criteria used in compensation, it provides recommendations to the Board of Directors regarding the compensation of Board members and executives with administrative responsibilities.

Detailed information about the working principles of our Committee can be accessed [here](#).

The Audit Committee meets at least four times a year, convening quarterly. The duties and authorities of the Committee, which oversees the functioning of the Company's internal audit, external audit, and control mechanisms, are outlined below.

Independent External Audit

- The Committee ensures that the independent external audit is conducted effectively, adequately, and transparently. It monitors the functioning and effectiveness of the independent audit process. In this context, the Committee oversees the selection of the independent audit firm, the preparation of contracts, the initiation of the audit process, and the firm's work at every stage.
- The Committee determines the independent audit firm to be engaged by the Company, along with the scope of services to be received, and submits these recommendations to the Board of Directors for approval.

GRI 2-9; GRI 2-12; GRI 2-17; GRI 2-18; GRI 2-19; GRI 2-20; GRI 2-21; GRI 3-3; GRI 405-1

- It reviews the audit scope and approach proposed by the independent auditors, informs the Board of Directors about any issues that may limit or hinder their work, and provides recommendations.
- The Committee ensures timely receipt and discussion of significant problems identified during or as a result of audits conducted by the independent auditors, along with recommendations for their resolution.
- The independent audit firm provides the Committee with written reports on key matters related to the Company's accounting policies and practices, alternative implementation and disclosure options under Turkish Accounting Standards, their potential outcomes, implementation suggestions, and significant correspondence with Company management.

Accounting System and Financial Reporting

- The Committee monitors the functioning and effectiveness of the accounting system and the public disclosure of financial information
- It provides the Board of Directors with written reports on its evaluations of the accuracy and compliance of the Company's annual and interim financial statements, prepared for public disclosure, with the accounting principles followed by the Company. These evaluations incorporate the opinions of the Company's responsible managers and independent auditors, along with the Committee's own assessments.

Internal Audit and Internal Control

- The Committee monitors the functioning and effectiveness of the Company's internal control and internal audit systems. To this end, it reviews the work, organizational structure, duties, and working principles of the Company's internal audit unit and provides recommendations to the Board of Directors.
- The Committee identifies and informs the Board of Directors about any issues that limit or hinder the internal auditors' work or affect the efficiency of their activities, offering recommendations for resolution.
- It reviews and evaluates the internal audit reports prepared by the Company's internal audit unit. The Committee submits its opinions to the Board of Directors on significant issues highlighted in the internal audit reports, including related warnings and recommendations.

Other Responsibilities

- The Committee establishes the methods and criteria for examining and resolving complaints related to the Company's accounting, internal control system, and independent audit, as well as for evaluating employee notifications on these matters while adhering to the principle of confidentiality.

- It also carries out additional oversight and monitoring activities as requested by the Board of Directors.
- The Committee performs other duties assigned or to be assigned to it under CMB regulations and the Turkish Commercial Code.

Audit Committee

Name Surname	Title	Role
Özge BULUT MARAŞLI	Chairperson	Independent Board Member
Ömer EGESSEL	Member	Independent Board Member
Aycan AVCI	Member	Independent Board Member

Detailed information about the working principles of our Committee can be accessed [here](#).





Our Ethical Management

We base our ethical approach on the principles of honesty, trust, responsibility, and respect for rights in all our interactions with employees, partners, suppliers, customers, dealers, other stakeholders, and the public.

At Akmerkez, adherence to our Code of Ethics is a fundamental requirement for all our activities and a cornerstone of our corporate culture. Accordingly, we expect all employees, including Board members and executives, to uphold and comply with the Code of Ethics in the performance of their duties.

OUR ETHICAL PRINCIPLES

Integrity, Trust and Equality

- The fundamental principle is to establish trust-based, consistent, and honest behavior and communication with all individuals and institutions with whom we maintain business relationships.
- Integrity and mutual trust are core values in all external and internal relationships and processes.
- The Company ensures a healthy and safe working environment for its employees and provides a fair platform for career development based on equal opportunity.
- The Company is committed to non-discrimination, treating all employees equally and fairly. Employees are expected to refrain from any behavior that may disturb or harass colleagues or third parties with whom they interact.
- All our relationships are founded on the principles of integrity, trust, responsibility, and respect for rights.

All our relationships are founded on the principles of integrity, trust, responsibility, and respect for rights.

Responsibility

- The Company is committed to fulfilling its responsibilities toward customers, employees, suppliers, business partners, competitors, the environment, and society.
- Employees are expected to keep their personal beliefs, worldviews, and political opinions separate from their work environment and the duties they perform.
- Employees are responsible for protecting and enhancing the Company's name and reputation while ensuring the efficient use of its resources. They must avoid any behavior, appearance, or actions that could harm these responsibilities or place the Company in a difficult position. While performing their duties, employees act with the awareness and responsibility to contribute more than they consume.
- The Company materializes sharing the value it creates through its operations with the nation and society. In this context, donations and supported social responsibility projects are transparently disclosed to the public.

GRI 2-11; GRI 2-15; GRI 2-16; GRI 2-27; GRI 3-3; GRI 206-1; GRI 406-1; GRI 408-1; GRI 409-1; GRI 418-1

Confidentiality

- Maintaining the confidentiality of commercial and personal information about the Company, employees, and customers is fundamental.
- Employees must recognize the importance of protecting non-public information regarding the Company, colleagues, and stakeholders and are required to keep such information confidential. Confidential information is used solely for professional purposes related to job responsibilities and in compliance with applicable laws and regulations, and it is shared only with authorized individuals.
- Employees are prohibited from disclosing or sharing any trade secrets, confidential information, intellectual property, or related documents with unauthorized persons or entities outside the Company, including family members, regardless of whether the information pertains to their job. This obligation to maintain confidentiality remains binding even after the termination of the employee's relationship with the Company.

CONFLICT OF INTEREST

- Employees must avoid conflicts of interest and perform their duties with accountability and transparency. Potential conflicts between personal interests and the interests of the Company or its stakeholders are identified and actively prevented.
- Employees are prohibited from engaging in personal debt-credit relationships with parties directly or indirectly connected to their duties, accepting undue benefits, or using the Company's name for personal gain.
- In fulfilling their responsibilities, employees materialize the Company's interests above all else and refrain from actions or behaviors that could be perceived as leveraging

the Company's resources or reputation for personal or familial benefit.

- Employees are strictly prohibited from giving or receiving bribes when conducting business with third parties. Excessive hospitality, gifts, or other benefits that exceed their intended value are neither accepted nor given.

Compliance with Laws and Regulations

- The Company conducts its activities in alignment with its Ethical Principles, applicable laws, regulations, and legislation, while embracing sustainability, respecting the environment, and materializing natural life and public health. Employees are expected to act in accordance with these principles at all times.
- The Company and its employees avoid any actions that could undermine free and fair competition. The Company competes solely within legal and ethical boundaries, refrains from engaging in unfair competition, and actively supports and encourages initiatives that promote a fair and competitive business environment.

Keeping Books and Records

- Maintaining accurate and complete records of the Company's books and accounts is fundamental.
- All reports, presentations, financial statements, and footnotes prepared for public disclosure or submission to relevant authorities are created and maintained in a timely, complete, accurate, transparent, and understandable manner, in full compliance with applicable laws, regulations, internal policies, and Ethical Principles.

AKKÖK GROUP OF COMPANIES BUSINESS ETHICS PRINCIPLES

In addition to our Code of Ethics, we adhere to the Akkök Group of Companies Code of Business Ethics, published by Akkök Holding, to enhance transparency and strengthen our commitment to ethical values. We are also part of the [Akkök Group of Companies Ethics](#) Line structure. This document, which consolidates group policies on business ethics into a single framework, establishes the standards for responsible behavior that we must follow and offers guidance on addressing key ethical challenges. We interact with all individuals and organizations we have business relationships with in a manner grounded in trust and mutual respect, ensuring honest and open communication with colleagues, customers, suppliers, business partners, and other stakeholders.

We comply fully with the US Foreign Corrupt Practices Act (FCPA), the UK Bribery Act (UKBA), the United Nations Global Compact, and all anti-bribery and anti-corruption laws and regulations in the countries where we operate. We do not engage in business contracts with companies posing risks of corruption or bribery and consider the following practices an integral part of our business partnerships. We adhere to the following fundamental principles and practices across all our processes to uphold anti-bribery, anti-corruption, and business ethics principles.

- Under no circumstances do we provide or offer cash or anything of monetary value that could be perceived as bribery to public officials or third parties to gain a commercial advantage. Similarly, we do not accept anything of monetary value that could compromise the reputation or integrity of the Akkök Group of Companies.

- We strictly avoid facilitating payments intended to expedite or secure routine transactions.

- We refrain from offering gifts or hospitality to third parties or public officials with whom we have business relations if they exceed their intended purpose or could influence the recipient's decision-making.

- All donations and aid are made in compliance with our Articles of Association and Donation and Aid Policy.

- Our expenses are documented with supporting evidence and necessary approvals. We do not falsify or manipulate any documents or accounting records.

We provide a secure environment for employees, suppliers, customers, and all stakeholders to report concerns or ethical violations through our internal reporting line. * Notifications are handled with confidentiality and are meticulously investigated to ensure integrity.

We are committed to fostering a stronger work environment and safeguarding our shared ethical values. You can direct your questions and notifications to the Akkök Holding Ethics Committee using the channels listed below:

Website: www.akkoketik.com

E-Mail: akkoketik@kpmg.com

Phone: +90 (850) 202 66 15

**The Akkök Holding Ethics Committee is tasked with investigating complaints and notifications related to ethical rule violations and providing appropriate solutions.*

Our Risk Management



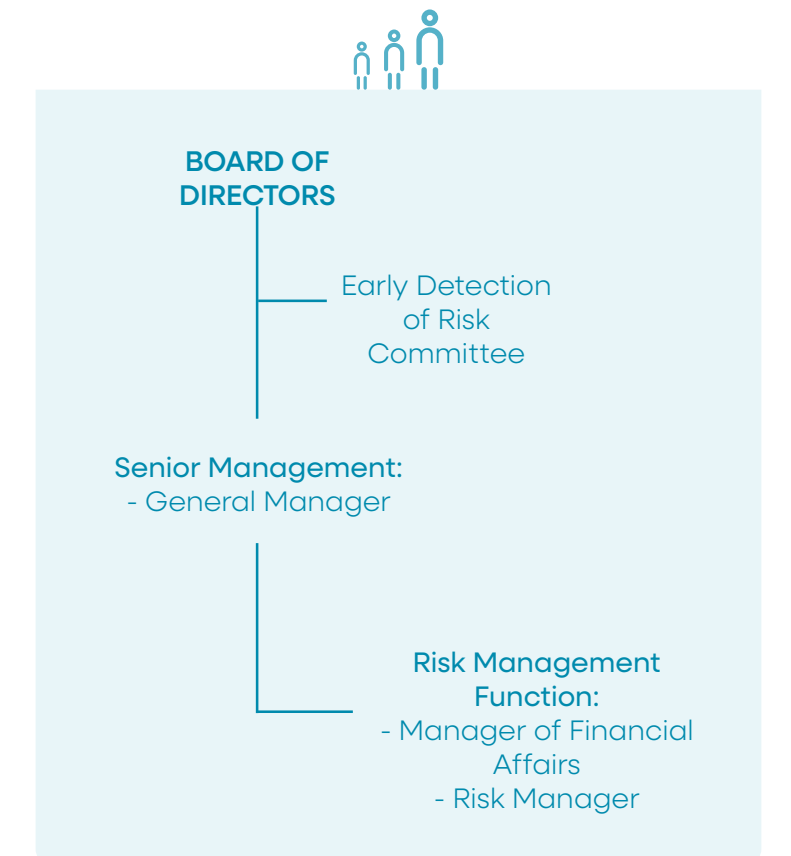
We strive to integrate risk management as an essential part of our corporate culture and strategic decision-making process.

At Akmerkez, we utilize the **Corporate Risk Management (CRM) Regulation to identify, assess, manage, monitor, and disclose all risks that may impact our operations, including environmental, social, and governance (ESG) risks.** Through the CRM Regulation, we aim to systematically and effectively identify and evaluate critical risks and opportunities encountered in our operations, define relevant roles and responsibilities, and ensure their optimal management. Additionally, we focus on raising employee awareness to embed risk management firmly into our corporate culture and strategic decisions.

We establish and regularly update policies and procedures related to our internal control system to ensure they remain effective and relevant. In our daily operations, we adhere to the implementation principles outlined in these policies and procedures. As a company, we conduct internal audits quarterly, with the audit reports submitted to the Audit Committee and the Board of Directors on the same schedule. Additionally, due to our diverse ownership structure, we are periodically audited by shareholder audit teams.

Every employee within our organization is responsible for managing identified risks in alignment with the company's risk appetite and CRM Regulation. We review our CRM Regulation at least once a year to ensure it reflects any changes in our objectives or CRM practices.

The CRM calendar is prepared annually by our Risk Management Function, approved by our committee, and supplemented with trainings and workshops, if necessary, to keep our Risk Management Function and relevant parties informed. Our Corporate Risk Management organizational structure is illustrated in the diagram below.



While the CRM Regulation is binding for every employee, the specific responsibilities of the Board of Directors, Early Detection of Risk Committee, Senior Management, Business Unit Management, Risk Owners, Department Employees, Risk Management Function, and Internal Audit are outlined below.



- The CRM Regulation, along with the company's risk appetite and risk tolerances, is approved by the Board of Directors.
- Responsibility for implementing the CRM Regulation lies with the General Manager, Chief Financial Officer, Risk Owners, and the Risk Management Function.
- The ultimate authority and responsibility for decisions regarding the Company and the CRM Regulation rests with the Board of Directors.
- Our Committee is tasked with establishing, documenting, and maintaining the Company's CRM processes.
- Senior management is responsible for measuring and monitoring the performance of risk management activities.
- Managers and process owners within our business units are accountable for managing the risks specific to their areas of responsibility.

We believe that the successful execution of CRM is only achievable if it is internalized by all employees and implemented transparently and openly.

The Risk Management Function is tasked with executing the responsibilities outlined in the CRM Regulation and the CRM program, ensuring their effective implementation across the company. We adopt a risk portfolio approach, managing risks while balancing opportunities and challenges across all business units. We define and analyze the capacity to mitigate, transfer, accept, or avoid risks in alignment with our company's strategic goals and risk appetite.

Risk assessment studies are conducted regularly, at least annually, for each risk in our risk inventory. Risks classified as critical, high, or very high are reviewed at least once per reporting period, with their action statuses updated accordingly.

Our risk definitions, categorized by risk classes and accepted within the company, are detailed in the adjacent table below:

Strategic Risks	
Market Dynamics	Risks are associated with changes in market dynamics, such as competition, market trends, macroeconomic factors, and socio-political conditions.
Planning and Resource Allocation	Risks related to organizational structuring, strategic planning, sharing strategies and goals within the company, annual budgeting, and budget tracking.
Mergers and Acquisitions	Risks associated with valuation, pricing, and other aspects of mergers and acquisitions.
Significant Initiatives	Risks tied to key initiatives, such as technology practices planning and implementation, product development, business opportunities, and project evaluation.
Management	Risks related to management practices, including the control environment, social responsibility initiatives, and the perspectives of top management.
Political Factors	Risks stemming from political and social events that affect the business climate, such as deteriorating socioeconomic conditions or internal/external conflicts.



Operational Risks	
Sales and Marketing	Risks associated with marketing, advertising, sales strategies, pricing, customer support and management, customer satisfaction, product branding, and trend optimization.
Supply Chain and Production	Risks related to supply chain and production processes, including planning, procurement, cost control, production performance, outages, environmental constraints, and production efficiency.
Human	Risks involving human resources, such as leadership, employee empowerment, authority limits, performance incentives, individual goals, internal communication, strikes, strategic supplier personnel, and knowledge capital.
Information Technology	Risks tied to IT systems, including business continuity, integrated system functionality, access and information security, infrastructure stability, and capacity management.
Disasters	Risks associated with disasters, including natural disasters, terrorism, and business continuity.
Physical Assets	Risks related to physical assets, such as immovable property, equipment, and inventories.
Financial Risks	
Market	Risks arising from market dynamics, including interest rates, exchange rates, derivatives, other financial instruments, and capital adequacy.
Liquidity	Risks related to liquidity management, such as cash flow, cash management, opportunity costs, collections, payments, and insurance.
Accounting and Reporting	Risks tied to accounting and reporting processes, including procedures, internal controls, financial reporting assessments, and legal reporting requirements.
Tax and Other Legal Obligations	Risks involving tax and legal obligations, such as tax strategy and planning, tax optimization, strategies for other legal obligations, and transfer pricing.
Capital Structure	Risks related to the company's capital structure, including paid-in capital and equity structure.

Compliance Risks	
Code of Conduct	Risks associated with adherence to codes of conduct, including ethical violations, management misconduct, employee misconduct, third-party misconduct, and unauthorized use of resources.
Legal Risks	Risks related to legal obligations, such as contracts, compliance with anti-corruption laws, and other legal requirements. Regulatory Risks. Risks arise from regulatory changes, including occupational health and safety, environmental permits, accounting, investment, sales regulations, and other legislative requirements.
Reputational Risks	
Communication and Stakeholder Relations	Risks tied to managing communication and stakeholder relationships, such as crisis communication, media relations, employee communication, lobbying, and engagement with local associations.
Image and Brand	Risks related to the protection and enhancement of the company's reputation, image, strategic positioning, and brand value.



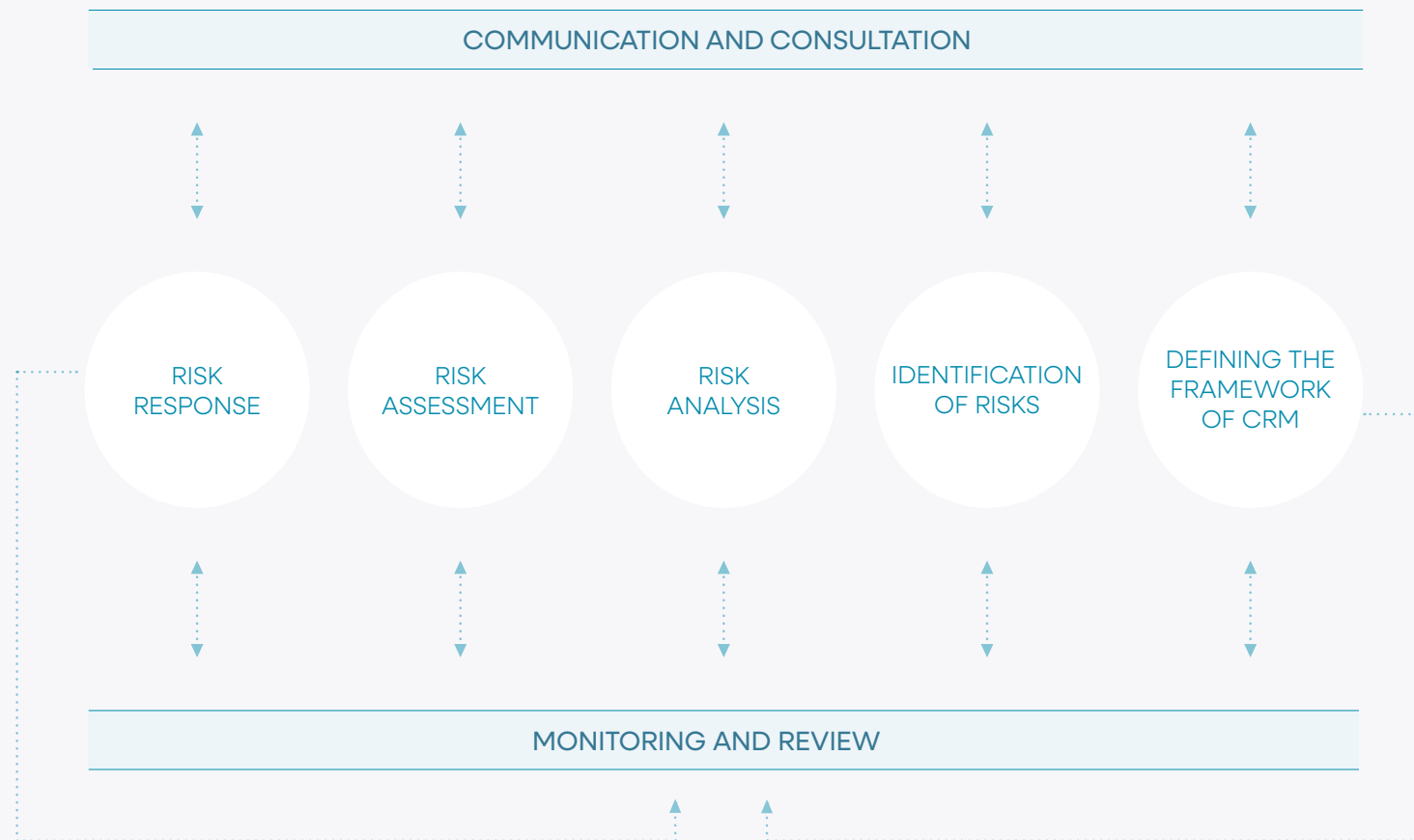
We identify and materialize risks in alignment with our corporate culture, evaluating them in relation to our strategic and operational objectives. In line with this approach, we follow the CRM program outlined in our regulation, assessing the risks of projects, new activities, tasks, and operational areas using key risk indicators or through the responsibility of risk owners.

To ensure risks are incorporated into our decision-making processes, we integrate them into critical activities such as strategic planning, business planning, operations management, and investment decision-making. Our program is regularly updated to reflect industry best practices in risk management and to comply with the New Turkish Commercial Code and other regulatory requirements.

DEFINING THE FRAMEWORK OF CRM

The first step in our corporate risk management process is defining the CRM framework. At this stage, we determine the scope of our risk management process by analyzing our strategic goals, operating environment, risk management objectives, and the criteria used to evaluate risks.

Below, we present a schematic representation of the process for defining our risk management framework.



GRI 3-3

Identification of Risks

In the risk identification phase, we develop a comprehensive risk list that outlines the risks within our company, their root causes, and the designated risk owners. Department managers collaborate with their teams to identify department-specific risks that may hinder the achievement of our goals, placing emphasis on assumptions related to our core business activities and strategies. As part of this process, we follow key steps, including identifying risks, determining root causes, and categorizing risk types for new, modified, or eliminated risks

Risk Analysis

In the risk analysis phase, we assess the impact and probability of the risks identified in the previous stage. We assign scores to these impacts and probabilities, enabling us to monitor and manage risks with scores below the tolerance level at the department manager level. Risks exceeding the defined tolerance level are reported to senior management for further action. During the analysis process, we follow key steps, including gross and net risk assessments and identifying appropriate risk mitigation activities.

Risk Assessment

At this stage, we focus on identifying the most critical risks, determining the appropriate responses—such as accepting, mitigating, transferring, or avoiding—and materializing the risks accordingly.

Risk Response

At the risk response stage, we determine the appropriate risk response method

—avoidance, mitigation, transfer, or acceptance—based on the current net risk level. If a response method requiring action is selected, we develop detailed action plans. For risks where methods such as avoidance, mitigation, or transfer are chosen, we create a specific action plan to address each risk effectively. In addition to managing risks, we materialize evaluating opportunities that arise during this process.

Monitoring and Review

At this stage, we assess the effectiveness of our risk management program in meeting organizational needs, enhance existing CRM competencies, evaluate risk response strategies, and periodically report on risks. The CRM process is regularly repeated to account for changes in risks, impact and probability scores, and the costs of risk response options over time. Each risk in the risk inventory is actively monitored until it is deemed obsolete. Additionally, we establish key risk indicators (KRIs) for potential risks, providing early warnings to address vulnerabilities across various areas within our organization.

Communication and Consultation

During this phase, we focus on raising awareness among employees about risk management concepts, CRM roles, and responsibilities. Additionally, we incorporate stakeholder feedback into the CRM process to ensure a comprehensive approach. Employee involvement in the CRM process is regarded as a critical element, making this stage an integral part of the overall CRM framework.



Our Quality Management

At Akmerkez, we embrace a quality management approach aligned with the evolving dynamics of today's business world, driving our business processes with a focus on enhancing services and continuously improving customer satisfaction. We materialize inclusivity and innovation in our services, striving to build trust-based relationships with our customers.

To transform our services into seamless and enjoyable experiences, we adopt a participatory approach by addressing customer feedback, suggestions, and complaints through various channels, including our shopping center information point (opinion-suggestion forms), social media, website, complaint platforms, telephone, email, surveys, and our continually updated mobile application. Customer complaints are addressed within 24 hours, reflecting our commitment to responsiveness and excellence.

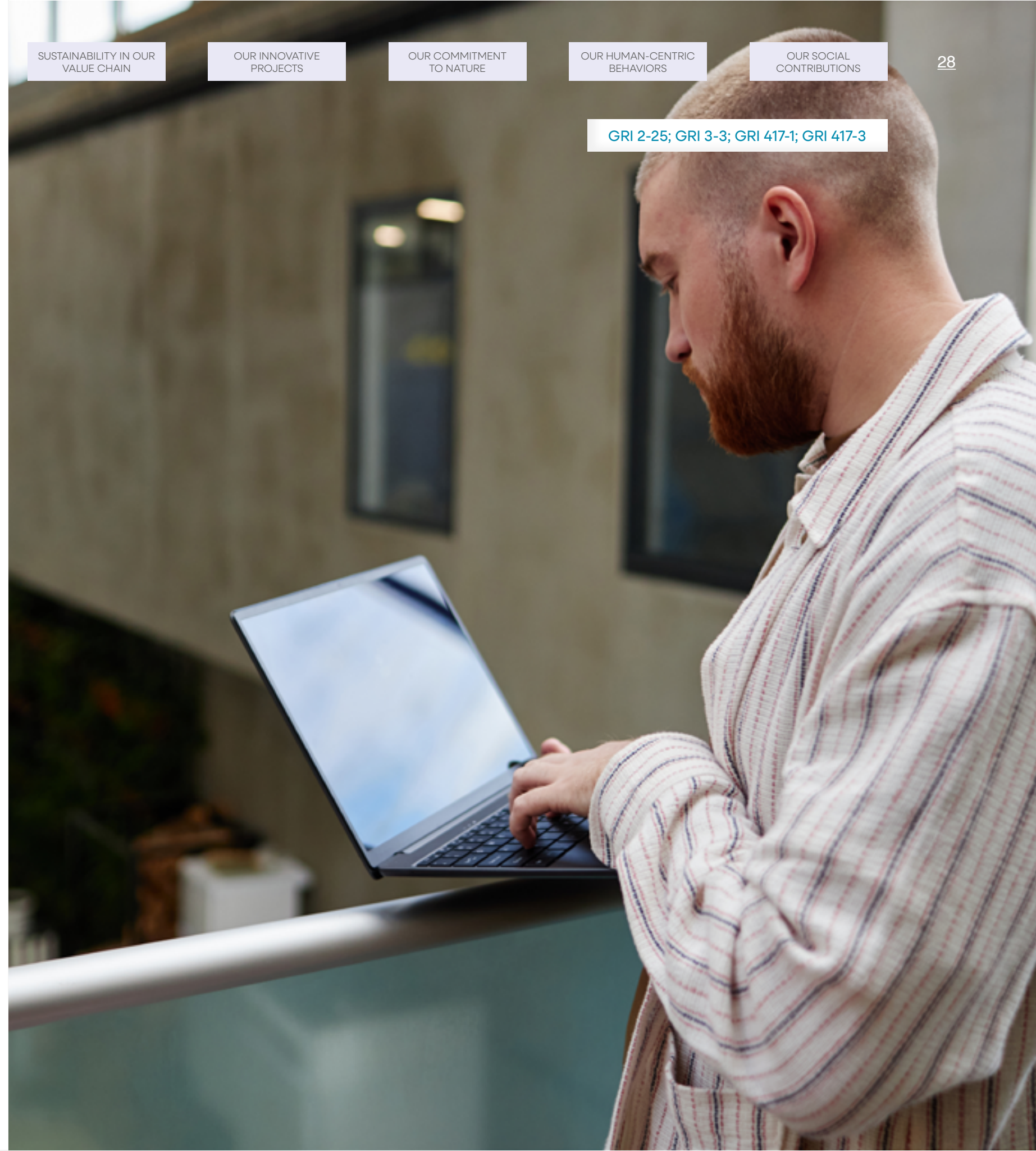
We value meaningful connections with our customers, offering unique experiences that enrich their interactions with Akmerkez. As part of this commitment, we host an organic market every Friday and organize events such as cinema screenings, outdoor stand-up performances, and European Football Championship match viewings. Additionally, we engage customers through volunteer farming activities on our triangular terrace and host special events for Christmas and other holidays. We provide convenient services such as the Easy Point online shopping drop-off point, cloakroom service, and baby and dog strollers. The condition of baby, dog, and disabled strollers is reviewed and updated every six months to ensure quality and reliability.

We conduct regular inspections (daily, weekly, monthly, quarterly, semi-annual, and annual) of all machinery, devices, and electrical equipment in our shopping center, addressing any malfunctions through our **Maintenance/Repair Procedure**. Responsibility for implementing our maintenance and repair procedures is assigned to our Technical Unit, Operations and Occupational Safety Specialist-Consultant, and Shopping Mall Management, with all necessary details clearly defined.

Our customer relations management processes are detailed under the "Our Customer Relations Management" section, ensuring a transparent approach and keeping stakeholders informed about our complaint mechanisms.

To meet customer expectations and continuously enhance satisfaction, we are aligning our corporate structure with ISO 9001 Quality Management System standards, with the goal of obtaining ISO 9001 certification by 2025.

GRI 2-25; GRI 3-3; GRI 417-1; GRI 417-3





Our Cyber Security Management

At Akmerkez, information security management is one of our highest priorities. We implement comprehensive strategies to ensure the confidentiality, integrity, and availability of all data and information assets in alignment with our activities. Our aim is to fully comply with national and international legal regulations, safeguard customer and stakeholder information, and continuously enhance protection against cybersecurity threats.

We adhere to the guidelines outlined in our **"IT Policy Handbook"** which serves as the foundation for implementing our information security policy and ensures that our information technology activities align with relevant policies. This handbook, which provides detailed instructions for all our practices, includes the following policies.

- Access Control Policy
- Password Management Policy
- Acceptable Use Policy
- Physical Security Policy
- Mobile Device Usage Policy
- Malware Protection Policy
- Patch Management Policy
- Information Systems Records and Document Management System
- Cyber Security Awareness Policy
- Hardware and Disposal Management Policy
- Clean Table, Clean Screen Policy
- E-Mail and Internet Usage Policy
- IT Service Procurement Policy

Our aim is to fully comply with national and international legal regulations, safeguard customer and stakeholder information, and continuously enhance protection against cybersecurity threats.

Cyber security documents are shared with all new employees, and we provide annual cyber security training to ensure awareness and adherence to our policies. We regularly monitor the effectiveness of our policies and address any vulnerabilities identified through annual penetration tests by resolving the associated issues promptly.

To manage technology-related risks, we utilize SIEM (Security Information and Event Management) software for real-time threat analysis and the Firewall system to monitor network activity and block malware. Additionally, we employ Microsoft Defender software to establish a closed-circuit network system and provide robust protection against cyberattacks.



Economic Value Created

As Akmerkez, we contribute to our country’s economy through strategic real estate investments, effective management, and collaborations with local suppliers, creating added value for our investors through efficient business processes. Our investments generate new employment opportunities and support the development of regional infrastructure. Guided by principles of transparency and sustainability, we enhance our economic value creation by balancing strong financial performance with social and environmental responsibilities.

With a robust financial structure, we aim to sustain our consistent dividend performance achieved in previous years into the future. Additionally, we benefit from the corporate tax exemption on portfolio earnings provided to REITs under current legislation. **We are proud to announce that as of December 7, 2023, we have increased our Corporate Governance Rating from 9.44 to 9.48 out of 10.**

Through our investments and activities, we aim to contribute significantly to social development by fostering both short-term and long-term growth and employment opportunities. To maintain trust-based relationships with our stakeholders, we continue to strengthen our financial transparency and accountability. The table below presents our financial indicators for the past three years, reflecting our steadily improving financial performance.

Our Financial Indicators

Our Financial Indicators	2023	2022	2021
Turnover ¹	498,883,045	222.949.958	120,661,663
Operating Income ²	490,524,980	212,281,318	115,358,955
EBITDA	336,548,331	155,841,035	95,081,010
Profit	496,547,351	1,247,439,605	94,818,323
Number of Customers (Store)	159	155	153
Change in Number of Customers (%)	3	1	2

CONSOLIDATED STATEMENT OF INCOME	31 December 2023	31 December 2022
Total Assets	5.714,759,279	5,442,167,902
Revenue	498,883,045	436,753,429
Profit for the Period	496,547,351	(159,353,321)

GRI 3-3; GRI 201-1

The table below outlines the economic value generated through our revenues and expenses over the past three years.

	2023	2022	2021
i. Direct Economic Value Created (TRY)			
Net Sales	374,105,895	171,727,275	95,081,010
Dividends from investments revalued with equity	-	0	0
Income from investing activities	175,875,400	1,064,680,742	545,708,052.00
Income	549,981,295	1,236,408,017	640,789,062
ii. Economic Value Distributed (TRY)			
Cost of sales (including operating expenses, excluding employee salaries and benefits)	124,777,150	51,222,683	25,580,653
Compensation and benefits provided to employees	15,728,033	7,567,890	4,390,264
Social investment activities expense	1,521,448	0	0
Financial income/expenses (net)	98,757,237	26,986,651	19,526,244
Tax expenses (Payments to the government)	0	0	0
Payments to shareholders (Dividends)	155,018,240	109,183,520	81,980,800
Expenses	395,802,108	194,960,744	131,477,961
iii. Remaining Economic Value (TRY)			
Income	549,981,295	1,236,408,017	640,789,062
Expenses	395,802,108	194,960,744	131,477,961
Remaining Economic Value	154,179,187	1,041,447,273	509,311,101

A woman with dark hair, wearing a wide-brimmed straw hat, a red t-shirt, and blue overalls, is working in a greenhouse. She is wearing white gardening gloves and is reaching up to tend to a potted plant with dark red leaves. The greenhouse has a translucent plastic covering, and other plants are visible in the background. The text "OUR ACTIVITIES AT THE CORE OF SUSTAINABILITY" is overlaid on the left side of the image.

OUR ACTIVITIES AT
THE CORE OF
SUSTAINABILITY

Our Approach to Sustainability



At Akmerkez, we go beyond shopping to offer a unique experience, serving as a pioneer in sustainability and creating a vibrant living center enriched with innovative ideas. Through various projects and collaborations, we reaffirm our commitment to sustainability and stand out with a visionary approach.

As part of this vision, since 2017, we have been demonstrating the feasibility of chemical-free urban farming with our **"Agriculture on the Terrace"** project, spanning approximately 750 m².

We are dedicated to contributing to the fight against the climate crisis by reducing greenhouse gas emissions resulting from our operations. In line with this goal, we materialized the use of sustainable energy,

and with the International Renewable Energy Certificate (I-REC) we received, we achieved zero carbon emissions from the electricity we consumed in 2022. Additionally, we are proud to have been awarded the BREEAM (Building Research Establishment Environmental Assessment Method) Certificate, achieving an "Excellent" level, following audits conducted under various criteria of the BREEAM assessment framework. With this assessment, we are proud to have documented our exceptional achievements in structural performance and building management.

We embrace sustainability as a core aspect of our corporate culture, extending it to all levels of our management.



In line with this commitment, we set clear goals to advance with more solid and lasting progress, and we share these objectives in the table below.

Target Description	Base Year	Target Completion Year
Completing Our Efforts for Inclusion in the Borsa Istanbul Sustainability Index (Short Term)	2024	December 2025
Inclusion in the Borsa Istanbul Sustainability Index (Medium Term)	2024	December2026
Making Sustainability a Core Company Culture (Long Term)	2024	December2027



We materialize meeting our environmental, social, and economic responsibilities, minimizing our environmental impact, and contributing to social development. Our goal is to address sustainability comprehensively by generating solutions not only in environmental aspects but also in social and governance areas, working collaboratively with all stakeholders for a more sustainable and livable world. In this context, we share our sustainability activities undertaken during the reporting period alongside this report.

GRI 2-13; GRI 2-14;

Our Sustainability Activities

We support the Earth Hour initiative organized by the World Wildlife Fund (WWF) by dimming our lights annually on March 28. To raise awareness about the climate crisis and the depletion of natural resources, we share informative content on our social media accounts, fostering public engagement.

At Akmerkez, we continue to provide mobile navigation services for our visually impaired guests through the “Yol Arkadaşım” (My Journey Companion) feature within the “Hayal Ortağım” (My Dream Partner) app, developed in collaboration with Turkcell.

On Autism Awareness Day, we turn our exterior lights blue each year and promote the initiative on our social media channels.

We organize free, inclusive sports activities on the Triangle Terrace, partnering with tenants such as Mars Athletic Club and Decathlon, well-known sports brands.

Through our “School Of Akmerkez by Wise Academy” brand, we host free events and children’s theater performances in our event area to provide enriching experiences for children.

On the International Day of the Girl Child, we support the Koruncuk Foundation by broadcasting their donation visuals on Akmerkez screens for a week and amplifying their message through our social media platforms.

Our Sustainable Tourism Management



GRI 2-12; GRI 2-13; GRI 2-14

At Akmerkez, we embrace a sustainable tourism approach that focuses on maximizing the long-term benefits of tourism while preserving our environmental and cultural values. This approach is centered on raising environmental awareness among our visitors, protecting natural resources, and planning practices that align with these goals. In line with our sustainable tourism vision and our principle of “Unconditional Customer Happiness,” we provide accommodation services through the Akmerkez Residence Apart Hotel. Recognizing the environmental and social challenges associated with the accommodation sector, we deliver our services within a holistic framework that adheres to sustainable tourism principles. We materialize legal compliance in our operations and have obtained the Sustainable Tourism Authorization Certificate as part of this commitment. Our purchasing processes are guided by a Procurement Policy that incorporates sustainability considerations specific to our hotel. In supplier selection, we give priority to companies holding the ISO 14001 Environmental Management System Certificate and the ISO 22000 Food Safety Management System Certificate. Our sustainable tourism practices include a comprehensive range of initiatives, outlined as follows:

- Under our Energy Management framework, guided by our Energy Policy, we monitor consumption, implement reduction strategies, and deliver services in our BREEAM-certified building.
- We materialize energy efficiency by using Class A-rated appliances in our rooms and environmentally friendly solutions for lighting fixtures.

- An effective waste management system is in place, which reduces reliance on disposable products and aligns with our Zero Waste Certificate initiatives.
- Through our “İste Gelsin” (Ask and Receive) principle for disposable bathroom products, we optimize product use based on demand, monitor waste consumption, and achieve cost savings through detailed analysis.
- We carefully control chemical usage, train personnel to prevent waste and misuse, and ensure environmentally responsible handling practices.
- We monitor and analyze natural gas consumption and use radiators with adjustable thermostats in the rooms to optimize heating efficiency and conserve energy.
- To reduce water consumption, we use water-saving equipment and raise guest awareness through informative posters and banners.
- We materialize customer feedback, analyzing it through our feedback collection system and addressing it with care and sensitivity.
- To promote social benefit, our website provides links to the Republic of Türkiye Ministry of Culture and Tourism, offering information about Turkish culture and notable places to visit in Türkiye and Istanbul. Booklets in our rooms feature details about Türkiye's rich cultural and artistic heritage.
- We offer training programs on sustainability topics to our employees, fostering a workforce that is self-improving, informed, and open to development.

Our Agriculture On The Terrace Project

With a population nearing 16 million, urbanization in Istanbul is increasing alongside its growing population. To meet the rising demand for housing, concretization is expanding, and existing green areas are being utilized primarily for landscaping. In alignment with our sustainability principles, we sought to demonstrate that sustainable agricultural methods can be practiced and food can be produced in central Istanbul without chemicals, showing that a life integrated with permaculture principles is achievable in urban environments.

As access to healthy food, agriculture, and soil in cities becomes increasingly difficult, and society grows more detached from food production processes, we aim to take a step further by helping people reconnect with nature.

Inspired by these ideas, we launched the Agriculture on the Terrace project at the rear of our Akmerkez Triangle Terrace. For this project, we utilized a 750 m² area not accessible to visitors, which houses units such as heating, ventilation, and air conditioning systems. The project's general layout was designed by our architectural team, and we continue to implement Agriculture on the Terrace activities in collaboration with the “Ek Biç Ye İç” (Plant, Grow, Eat, Drink) team.

We inspire our visitors by showcasing the efficiency of agricultural practices and the functionality of nature, even in the heart of a densely urbanized area, creating a model to be emulated. Through our Agriculture on the Terrace project, we adopt

the circular economy model, achieving emission reduction, water efficiency, and effective waste management while contributing to biodiversity and combating climate change.

Below, we provide details of the projects developed as part of our sustainability approach.

Reducing Our Carbon Footprint

Since 2015, we have partnered with “Ek Biç Ye İç” (Plant, Grow, Eat, Drink), an organization focusing on agricultural production aligned with urban agriculture and permaculture principles, enabling them to harvest products from our urban farm. These products are served in their restaurants and at various events across the city. This initiative underscores the importance of supporting local food production with a tangible, real-world example.

Protecting Water

We utilize aquaponic and hydroponic systems, which circulate water in a closed loop, significantly reducing water consumption compared to traditional irrigation methods. When necessary, we draw water from our rainwater storage system for irrigation.

Since the inception of our agricultural practices, we have used drip irrigation to conserve water effectively. We have introduced mulch implementation to some beds, using materials from our garden to save water. This technique keeps the soil moist, cools plant roots, aids nutrient absorption, and protects the mycelia essential for the soil food web from sunlight exposure, reducing surface water evaporation. In the future, we plan to extend the continuous mulching technique to all beds in our area.

Managing Waste

Using composting units with a total capacity of 6 tons, we process significant amounts of organic kitchen and garden waste, producing high-quality compost to enrich the soil in our raised beds. We convert waste from restaurants and cafes in the center into organic fertilizer, promoting sustainable waste management.

- With our 6-ton capacity composting unit, we have recycled waste to produce hundreds of liters of organic soil. We transformed 350 kg of vegetable and fruit waste from the Macro Center grocery section into compost, contributing to a circular economy.
- We transformed 350 kg of vegetable and fruit waste from the Macro Center grocery section into compost, contributing to a circular economy.

- Using the compost obtained from restaurant waste within the Akmerkez, we successfully cultivated 92 different plant species, showcasing the impact of sustainable waste practices.

Promoting Biodiversity

Through permaculture techniques, we cultivate approximately 100 plant species each season, creating a habitat for numerous beneficial insect and bird species. On the following page, we provide detailed information about our plant inventory effort, which focuses on plant species that contribute to biodiversity.





44 Types of Fruits and Vegetables:

Includes olive and pomegranate trees, strawberries, melons, watermelons, sorrel, echinacea, and cockscomb. Also features 3 types of bush berries, 4 types of tomatoes, 2 types of watermelons, 2 types of peppers, basil, lettuce, mint, borage, sage, potato, onion, chives, and corn.

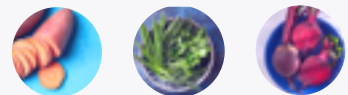
Winter Vegetable Planting: Include beetroot, kale, 2 types of carrots, 4 types of radishes, nasturtium, calendula, hollyhock, apple tree, and Maltese plum



29 Types of Plant Seeds:

Includes apricot tree, passionflower, curry herb, sage, lemon balm, 2 types of thyme, Bodrum chamomile, echinacea, nasturtium, calendula, marigold, lettuce, basil, sweet potato, and snake gourd.

Winter Vegetable Planting: Features chives, nut radish, matador spinach, mizuna, arugula, colorful chard, dill, mixed Asian greens, parsley, cilantro, beets, cress, and pakchoi.



21 Types of Medicinal Herbs:

ncludes olive tree, pine, thuja, persimmon, fig, strawberry, geranium, lavender, rosemary, 2 types of thyme, purslane, mint, corn, 2 types of potatoes, santolina, lemon pine, agapanthus (African lily), cockscomb, and several ornamental shrubs.



6 Types of Meadow Plants:

Includes laurel, geranium, thyme, pennyroyal, borage, and sedge.



Total Identified Plant Species::

Trees: 8 species (apricot, apple, fig, pomegranate, pine, olive, Maltese plum, persimmon)

Vegetables: 32 species

Flowers: 9 species

Medicinal and Aromatic Plants: 23 species

Pollinators: 24 species



Various butterflies, moths, ladybugs, praying mantises, beetles, and birds, especially bees, frequently visit our garden as pollinators. By attracting these creatures to our space, we contribute significantly to both our garden and the planet's biodiversity. In our garden, we provide shelter and nesting areas where these creatures can stay during cold and rainy weather or overwinter comfortably. Our efforts are evident in the praying mantises that visit our garden and the bees that build hives under the geranium plants in spring. Thanks to our pollinator friends, we naturally combat biological pests such as aphids and certain caterpillars. We practice non-toxic agriculture, understanding that the use of poisons harms not only agricultural pests but all living beings in the garden.



Through this project, where we employ sustainable agricultural techniques, we continue our cultivation efforts with the same enthusiasm as on the first day. In Agriculture on the Terrace, we materialize the use of recycled or reusable materials, demonstrating how even the simplest construction materials can be transformed into productive agricultural spaces.

We make cold, hot and bokashi composts for our soil production. In particular, we ensure that the production of hot and bokashi composts is uninterrupted for 12 months. We aim to improve the soil and produce our own soil by constantly laying these composts on existing beds. We aim to move towards a system where we can constantly produce our own soil and fertilizer in our garden without buying any soil and fertilizer from outside.

We are happy to share that we have taken the first steps of restorative agriculture by applying liquid fertilizers and bokashi water made from nettles, comfrey and purslane to the soil. We aim to revitalize our barren, depleted soils in terms of microorganisms, turning them back into soil and stabilizing soil health.

We have introduced “no-dig gardening”, another sustainable agricultural method. In this approach, at first some hoeing is allowed in the completely compacted and hardened soils, then the unwanted weeds are suppressed, and a system is established in which healthy compost rich in microorganisms is spread at regular intervals with a thickness of 3 to 5 cm. We have started to implement this layout in the alleyways and some beds of our greenhouse.

We define the “Agriculture on the Terrace” approach as a functioning urban garden, not an area designed to feel like a field.

It is very exciting to establish one of nature's perfect balances in a location like Akmerkez, in the middle of the city and surrounded by buildings, and we are proud of the look of amazement we see on the faces of our visitors:



"8 raised beds equipped with a drip irrigation system, ranging from 15 m² to 40 m², for cultivating various vegetables, greens, and herbs"



"1 mandala garden utilizing the sister plants method"



"Aquaponic system where fish and plants coexist in a symbiotic relationship"



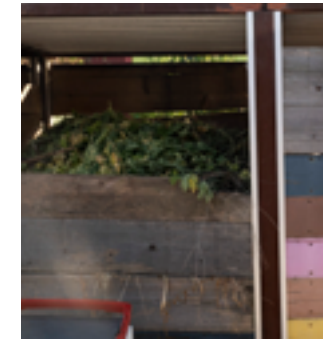
"1 greenhouse dedicated to growing seedlings"



"2 hydroponic systems designed for growing greens, herbs, and edible flowers in circulating water"



"1 greenhouse used to protect certain plants during winter and maintain production"



6 compost units of 1 m³ each for effective organic waste recycling



Insect hotel to house natural predators and pollinators that help control harmful insects during winter



Rainwater storage system to support sustainable water use



Bird nests designed to attract birds for natural insect population control

Below are the key outputs achieved since the inception of our project:

- Approximately 590 kg of crops, 45,610 bunches of greens, 5,810 aromatic plants, and 3 kg of edible flowers.
- Since 2017, we have welcomed approximately 4,600 visitors through festivals and events held in our garden.
- We have raised awareness through 21 print media articles, 5 television programs, and over 100 online media mentions, reaching a total audience of 14.7 million people.



Our Sustainability Policy

At Akmerkez, we take pride in hosting numerous “firsts,” thoughtfully designed to enhance the comfort of our guests. We embody this commitment to innovation by striving to be a pioneer in every field, including sustainability, guided by a vision to protect the environment and contribute to society at every stage of our operations. In line with our sustainability policy, prepared to embed sustainability into our corporate culture, we are committed to:

- Complying with the requirements of all applicable legislation, standards, and certificates related to sustainability,
- Embedding a corporate culture that aligns with the values outlined in the United Nations Declaration of Human Rights and the Sustainable Development Goals,
- Addressing and managing sustainability comprehensively across environmental, social, governance, cultural, and economic dimensions,
- Valuing our stakeholders, maintaining transparency in communication, and upholding a strong sense of responsibility and ethical values,
- Avoiding behaviors that could harm our corporate image in communications with stakeholders,
- Ensuring no discrimination among stakeholders, particularly employees and guests, and fostering inclusivity and equality,
- Respecting human, employee, health, and safety rights; emphasizing merit in promotions and recruitment through performance evaluations; and supporting the personal development and training of employees,
- Protecting the personal data of all stakeholders, especially employees and customers, and materializing cyber security,
- Taking action to combat climate change, implementing measures for the efficient use of natural resources in our business processes, and raising awareness to reduce energy and water consumption,
- Preparing for crisis management by addressing risks and opportunities in environmental and social matters,
- Conducting activities in line with our quality management goals, always striving for continuous improvement,
- Reviewing the policy and management system at least once a year, updating them as necessary, and ensuring this policy is effective upon approval by the Board of Directors.

While all employees contribute to the effective implementation of our Sustainability Policy, the primary responsibility rests with the Sustainability Committee.

GRI 2-13; GRI 2-23; GRI 2-24; GRI 3-3; GRI 406-1

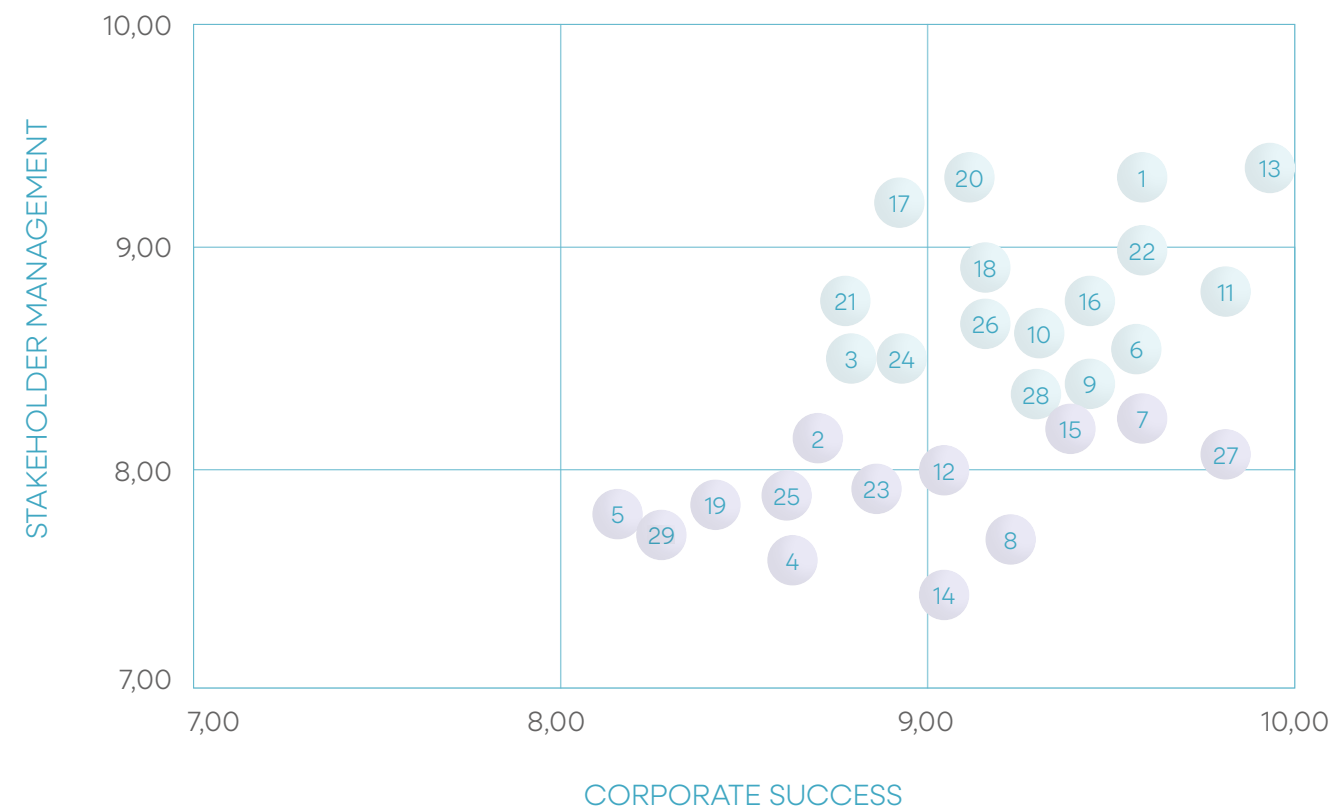


Our Materiality Analysis

We conducted a materiality analysis to develop our sustainability strategy and effectively manage our activities across environmental, social, and governance (ESG) areas. Through a workshop with our stakeholders, we identified key ESG topics and gathered data on their importance to stakeholders and their impact on corporate success. Using the GRI Standard, we analyzed this data to create our materiality matrix and determine our material topics.

The horizontal axis of our matrix represents “The impact of the issue on the success of the organization,” while the vertical axis represents “The importance of the issue for the stakeholder.” The significance of an issue increases as it moves toward the upper-right corner of the matrix.

Below, we present our materiality matrix and the material issues identified through this analysis.



1. TOP MATERIAL TOPICS

- 1- Corporate Governance
- 3- Information Security
- 6- Energy Efficiency
- 9- Solid Waste
- 10- Environmentally and Human-Friendly Material Usage
- 11- Workforce Management
- 13- Occupational Health and Safety
- 16- Prevention of Discrimination
- 17- Eliminating Child Labor
- 18- Forced Labor (Compliance with Leave and Overtime Rights)
- 20- Customer Health and Safety
- 21- Accurate Information in Marketing and Labeling
- 22- Customer Privacy
- 24- Employee Satisfaction
- 26- Customer Satisfaction Management
- 28- Employee Remuneration Ratio

2. SECONDARY MATERIAL TOPICS

- 2- Anti-Competitive Behavior
- 4- Incorporating of ESG Aspects to Risk Management
- 5- Incorporating of ESG Aspects in Procurement
- 7- Water Withdrawal and Utilization
- 8- Effluents Management
- 12- Employee/Management Relationship
- 14- Training Offered by the Organization (for Employees and Suppliers)
- 15- Diversity and Equal Opportunity
- 19- Managing Relations with Local Communities
- 23- Employee Performance Management
- 25- Employee Grievance Mechanisms
- 27- Economic Performance
- 29- Digitalization

SUSTAINABILITY IN OUR VALUE CHAIN



Our Stakeholder Communication

We view transparent and effective communication with our stakeholders as a strategic element essential for ensuring the permanence of our success, and fostering cooperation based on mutual trust. In every activity communicated through our marketing department, we strategically plan and implement initiatives to raise sustainability awareness among our target audience and guests.

At Akmerkez, we adopt a transparent communication approach with our stakeholders, believing that sharing non-confidential information will contribute to creating a more efficient market for our company's capital market instruments. Through our [Disclosure Policy](#), we aim to maintain continuous, active, and transparent communication by sharing fundamental

information about our company in a complete, fair, accurate, timely, and understandable manner with the public, authorized institutions, shareholders, investors, and capital market participants, ensuring equality and effectiveness.

We adhere to the provisions of the Turkish Commercial Code, Capital Markets Legislation, and the regulations of the Capital Markets Board and Borsa Istanbul for public disclosure, while diligently applying the Corporate Governance Principles outlined in the CMB's Corporate Governance Communiqué.

At Akmerkez, our communication activities are designed to meet the needs of our target audience and encourage their visits, with a focus on the following four key topics

Maintaining the Loyal Akmerkez Audience:

We take targeted actions to enhance our visitors' experience, aiming to increase the time they spend within our space. To ensure convenient access to our services and campaigns, we provide a dedicated mobile application for our audience. Every Friday, we host the “İpek Hanım Çiftliği” (İpek Hanım's Farm) event, offering a space for our producer guests to showcase their goods, produced in line with good agricultural practices.

Reaching the Potential Audience in the Neighborhood:

We reclaim the potential in our immediate neighborhood by creating new and sustainable opportunities through tailored communication strategies and event concepts designed for micro-groups. Through our "Pop-Up Fest" event, we present our guests with diverse brand alternatives, featuring products crafted by local and women producers on a weekly basis. Additionally, under our "School of Akmerkez by Wise Academy" sub-brand, we stage drama workshops and children's theaters that foster child-parent development, addressing families' increased focus on their children's well-being following the pandemic.

Ensuring Active Use of the Triangle Terrace:

We host a variety of events on our Triangle Terrace, including sports, cinema, art, and open-air theater, making the most of its suitability for use during the spring and summer seasons.

GRI 2-6; GRI 2-29;

Agriculture on the Terrace:

In 2017, we transformed a 750 m² idle area into a space dedicated to agriculture based on permaculture principles and established a volunteer club for our visitors to participate in. Our space is open to corporate companies, schools, universities, and various NGOs on Wednesdays and Saturdays, where we host guests and offer training on agricultural techniques. To promote sustainable agriculture, we regularly provide training sessions in the Agriculture on the Terrace area for students from Özyeğin University's Gastronomy program and USLA (International Flavor Academy).

We actively engage with our stakeholders through social media platforms like Instagram, Facebook, and Twitter, as well as other websites and application channels. Our Digital Engagement Data:

Instagram Followers: : 36.700
Facebook Followers: 44.784
Twitter Followers: 2.765

Website Traffic: 53.206
Application Downloads: 27.209
CRM Authorized Data Records: 15.450



Target	Base Year	Base Year Value	Target Completion Year	Target Year Targeted Value
Instagram Followers	2023	31,003	2024	40,000
Application Downloads	2023	14,565	2024	30,000



We maintain regular communication with our stakeholder groups and place great importance on their feedback. Below, we provide a table detailing the communication channels we use, the frequency of engagement, and the purpose of our interactions with each stakeholder group.



Stakeholder Groups	Communication Channels	Frequency of Communication	Purpose of Communication
Employees	One-on-one meeting	Every day	Employee satisfaction, loyalty, creating awareness, increasing communication, performance increase, process monitoring
Students/ Interns	Permanent	Every month	Providing internship opportunities for students
Education Companies	Permanent	Every month	Employee development (bringing the employee's competencies to the level expected for his/her position)
Visitors	Complaint forms, website and mobile application, social media channels (Facebook, Twitter, Instagram and Google comments)	Every day	Measuring Customer Satisfaction, learning the expectations and complaints of visitors
Customers (Tenants)	Permanent	Every day	To learn positive/negative feedback from tenants
Üçgen Bakım and Üçgen Bakım Suppliers	Permanent	Every day	To ensure process follow-up by gathering with Üçgen Bakım and suppliers



Our Customer Relationship Management

We materialize delivering fast and effective solutions to meet the needs of our customers an integral cornerstone of our business ensuring their satisfaction and exceeding their expectations.

Every piece of feedback and request from our customers is viewed as an opportunity for improvement, as we strive to build long-term relationships by delivering quality service with a customer-oriented approach. Our customer relations are managed under the leadership of our Marketing Manager and Customer Relations Officer, guided by our **"Customer Relations Procedure"** document, which outlines our roles and responsibilities. We oversee processes from receiving customer notifications to ensuring the appropriate units respond, defining necessary actions in accordance with the relevant procedure. All customer communication activities are handled by our Guest Relations Department, further reinforcing our commitment to quality service.

We continuously innovate to transform shopping into an enjoyable and seamless experience for our customers. With our innovative approach, we consider the needs of both people and pets by offering dog strollers in our information area, providing convenience for guests visiting with their pets. This service ensures a comfortable, hygienic, and enjoyable experience for our animal-loving visitors.

We collect customer opinions, suggestions, and complaints through multiple channels, including our shopping center information point (opinion-suggestion forms), social media, website, complaint websites, telephone, email, surveys, and mobile application. Additionally, through the “Misafir Kulağı” (Guest Ear) project, launched in 2015, we receive verbal suggestions and complaints from guests via our information desk staff. All feedback is evaluated and, if necessary, shared with the relevant department for further input, with responses provided by our Guest Relations Officer under the Marketing Department. We materialize matters based on urgency and aim to respond within a maximum of 24 hours. To minimize complaints, we conduct daily controls of the field, employees, and equipment.

We actively monitor and respond to feedback on social media channels (Facebook, Twitter, Instagram, and Google reviews) and measure guest satisfaction through our membership on sikayetvar.com. Complaints received via our mobile application are handled exclusively by authorized personnel.

For written complaints submitted through the grievance form or the “Misafir Kulağı” (Guest Ear) project, we provide feedback only if the complainant has granted contact authorization. In compliance with the Personal Data Protection Law (PDPL), we securely destroy all written complaints every five years. We strive to ensure transparency in our customer relations management by informing our stakeholders about our grievance mechanisms.

GRI 2-25; GRI 2-26; GRI 3-3; GRI 416-1

Monthly reports based on complaints, suggestions, and requests are shared with the Facilities Directorate and our General Manager. We monitor the matters highlighted in these reports, analyze the requests, and develop projects to capitalize on potential opportunities.

To measure customer satisfaction, we manage complaints, suggestions, and related services through digital channels. A survey has been integrated into our mobile application to gauge satisfaction rates more effectively. As part of this initiative, we are enhancing our mobile application with an award mechanism, which we plan to launch in 2024.

Annual complaint data is collected and detailed information on satisfaction rates and the number of complaints is included in our reports. We are proud to report a **100% complaint resolution rate over the past three years for issues related to marketing communication, information, and the environment.**

	2023	2022	2021
Customer Satisfaction Rate	100%	100%	100%

Institution-wide Total in All Subjects	2023	2022	2021
Total Customer Complaints	113	92	114
Resolved Customer Complaint	113	92	114

Environment related	2023	2022	2021
Total Customer Complaints	30	11	25
Resolved Customer Complaint	30	11	25

Related to Marketing Communication/Information	2023	2022	2021
Total Customer Complaints	3	2	1
Resolved Customer Complaint	3	2	1

Our Supply Chain Structure

In today’s globally competitive business environment, we view sustainable supply chain management as a significant source of value and focus on enhancing our performance in this area to ensure long-term improvement. At Akmerkez, we collaborate with companies that adhere to national and international standards, adapt readily to evolving conditions, provide environmentally and ethically responsible products and services, and have demonstrated excellence in these areas. We define our relationships with customers and suppliers in accordance with our [Company Policy on Stakeholders](#).

Under this policy, we manage customer and supplier relations based on the following principles:

- Our company materializes customer satisfaction in the sales and marketing of goods and services, implementing the necessary measures to achieve this goal.
- We take the necessary steps to establish and maintain lawful relationships with customers and suppliers, adhering to contractual provisions, observing international and industry standards in goods and service delivery, and continually reviewing and updating our processes.
- Customer and supplier information is treated as a trade secret, and strict measures are taken to ensure its confidentiality.

In our procurement processes, we follow the Akkök Group of Companies' [“Business Ethics Principles”](#) document as our guide, adhering strictly to these principles and refraining from entering into business contracts with supplier companies known to engage in bribery.

We comply with the Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act (UKBA), the United Nations Global Compact, and all anti-bribery and anti-corruption laws and regulations in the countries where we operate.

To monitor risks related to forced labor and child labor, we request up-to-date reports from suppliers, including OHS, Social Security Institution (SSI), Personal Protective Equipment (PPE), professional competence, and periodic inspection reports, via email through our OHS Specialist. No employee is permitted to work within our facilities without prior OHS approval.

Our supply chain encompasses a dynamic structure, including stakeholders such as service providers, consultants, product suppliers, and manufacturers. We tailor our contracts, delivery terms, and procurement procedures to suit the specific needs of different processes. For suppliers in fields such as security and cleaning, we maintain records of warehouse information, SSI service documents, payrolls, and No Debt Certificates.

In selecting suppliers, we materialize compliance with our three-bid criteria as a preliminary evaluation. We assess our suppliers and subcontractors using our “Supplier Evaluation Form” and “Subcontractor Performance Evaluation Form” to ensure high standards of performance and compliance.

GRI 3-3; GRI 204-1; GRI 408-1; GRI 409-1

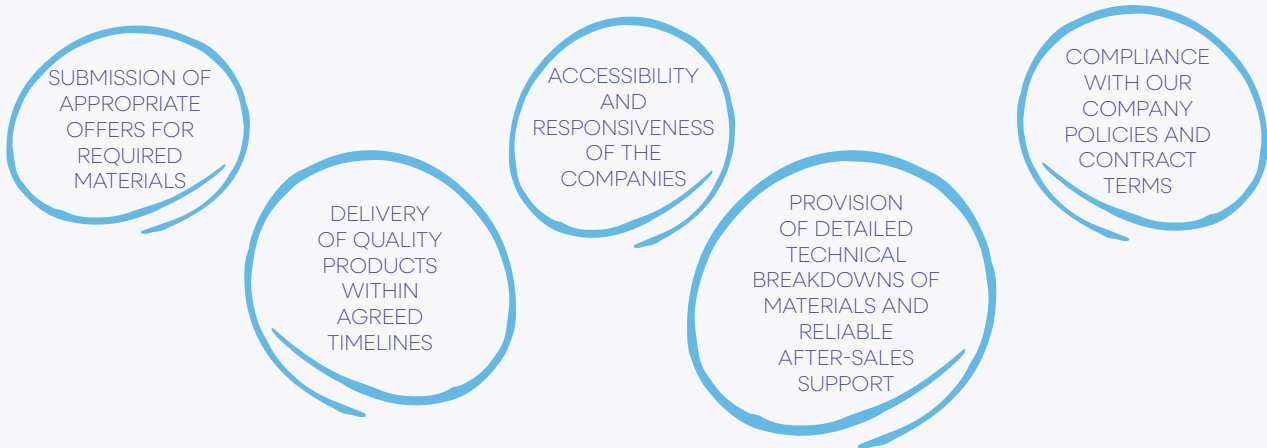
We conduct annual supplier evaluations and decide whether to continue business processes based on the scores assigned during the evaluation. We also monitor our suppliers' compliance with criteria related to environmental management systems, water and waste management, employee conditions, human rights, OHS, ethics, transparency, and policies. In addition to using supplier and subcontractor evaluation forms, we materialize working with companies that hold the International Renewable Energy Certificate (I-REC).

Below, we share a table summarizing our supplier data from the past three years.

	2023	2022	2021
Number of Countries Where Our Suppliers Operate	1	1	1
Number of Suppliers	82	78	77

Through our Procurement Procedure, we establish the rules, methods, and principles governing the procurement process for all goods and services acquired by our organization, while clearly defining responsibilities and authorities. The procedure, approved by our Board of Directors, is developed as needed by our Shopping Mall and Facility Director, implemented by all relevant employees and departments involved in procurement,

and monitored and audited by our Financial Affairs and Control Department. We aim to launch our Procurement Program in 2024, a digital platform designed to streamline our procurement activities and record all related data. The performance criteria we adhere to in our procurement processes are as follows:



OUR INNOVATIVE PROJECTS



Our Digitalization Efforts



At Akmerkez, we materialize digitalization in our services, taking a pioneering role in the sector by extending the unique experiences we offer into the digital environment.

In 2023, we launched the Akmerkez Mobile Application to enhance customer satisfaction and streamline our business processes. Through the mobile application, our guests can access all our services and activities, including Easy Point online shopping delivery, campaigns, sweepstakes, and complaint and suggestion submissions. By leveraging the mobile application, along with emails and push notifications to CRM data, we communicate events, announcements, campaigns, and service activities to customers without relying on printed materials, reducing waste and improving efficiency. Additionally, as a partner in the Turkcell My Dream Partner Project, we provide specialized services for visually impaired users, accessible through the 8020 IVR line within our mobile application.

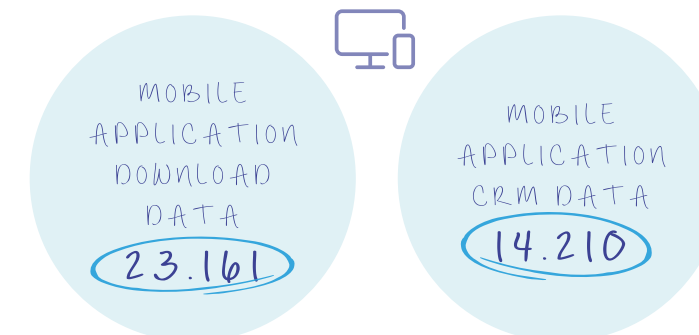
Akmerkez Mobile

Launched in 2023, the Akmerkez Mobile application offers a range of digital solutions, including valet service, parking payments, event reminders, and exclusive offers. Available on the App Store and Google Play Store, the application provides users with various services, such as mobile navigation, cinema bookings, parking payments, valet requests, and participation in campaigns.

- **Convenience and Access:**
We save time for our customers by offering quick access to services like mobile navigation and event participation.
- **Instant Notifications:**
We keep our users informed by sending real-time notifications about campaigns, discounts, and events.
- **Campaigns:**
We aim to enhance customer loyalty and foster long-term relationships with our guests through engaging campaigns.

- **Brand Image:**
We reinforce Akmerkez's brand image by presenting a modern and technologically advanced identity.
- **Data Analytics:**
We optimize and enhance our marketing strategies by analyzing user behavior through data analytics.

Our application allows guests to easily locate their parked vehicles by photographing the parking spot, saving time and reducing inconvenience. Through the app, guests can pay parking fees contactlessly using their cards registered with BKM Express, eliminating the need to wait in line. We are working to expand our payment options by integrating systems such as Mastercard and SiPayet into our infrastructure. The app categorizes all Akmerkez stores on a floor plan, enabling users to quickly visualize and navigate to their desired locations with ease.



We provide instant gift or discount coupons to our guests based on their spending or completion of specific actions, aiming to further analyze guest behavior through continuous enhancements and transform the resulting data into actionable insights using the Customer Driven Platform (CDP).

Below is detailed information about the campaigns conducted via our Akmerkez Mobile application throughout 2023 and the outcomes achieved.

Free Parking Campaign:

Between January 18th and December 31st, we conducted a free parking campaign for first-time users who downloaded and registered the Akmerkez mobile application, encouraging the use of the app's parking payment feature via the camera.

Number of Codes Retrieved: 9379

Free Coffee Campaign:

Between February 1st and February 10th, first-time users who downloaded and registered to our app received a free coffee from MOC Coffee using a code provided within the app.

Number of Codes Retrieved: 33

Free Movie Theater Campaign:

Between January 21st and February 5th, first-time users who downloaded and registered to our app were rewarded with a free ticket to Akmerkez Cinemapink.

Number of Codes Retrieved: 219

Wheel of Fortune Campaign:

From May 8 to May 14, users who downloaded and registered to our application for the first time were able to redeem their gift certificates at our information point using the codes they won.

Number of Codes Retrieved: 268

May 19 Coffee Campaign:

On May 19, users who downloaded and registered our application for the first time received free coffee from MOC Coffee using the codes they won.

Number of Codes Retrieved: 11

Wheel of Fortune Campaign (Father's Day):

Between June 13 and June 18, users who downloaded and registered to our application for the first time won gift vouchers to be used in stores

Number of Codes Retrieved: 167

Valet Campaign:

Users who downloaded and registered our application between June 15 and June 30 received a 50% discount coupon for valet services.

Number of Codes Retrieved: 22

Report Card Gift Campaign:

On June 16, users who downloaded and registered to our application for the first time received a free ice cream coupon from Butterfly.

Number of Codes Retrieved: 62

Popcorn Gift Campaign:

Between July 19 and August 14,

Users who downloaded and registered our application between August 1 and September 30 received a 20% discount for payments at Akmerkez Barbecue Terrace.

Number of Codes Retrieved: 138

Barbecue Terrace Discount Campaign:

Users who downloaded and registered our application between August 1 and September 30 received a 20% discount for payments at Akmerkez Barbecue Terrace.

Number of Codes Retrieved: 22

Beymen Club Discount Campaign:

Between August 2 and August 21, users who downloaded and registered to our application received a 20% discount on their purchases at the Akmerkez Beymen Club store.

Number of Codes Retrieved: 17

Gift Shower Campaign from Akmerkez::

Between September 6 and October 15, guests who shopped for a total of TRY 1,500 or more at Akmerkez Shopping Mall stores in a single day received raffle coupons by registering through our application or at the information desk. The winners of the campaign were selected through a draw conducted in the presence of the National Lottery Administration, with participants receiving various gifts.

New Users Registered: 625

Number of Codes Retrieved: 854

Wheel of Fortune Campaign 11.11:

On November 11, users who downloaded and registered our application for the first time had the chance to win gift vouchers by spinning the digital wheel within the app.

Number of Codes Retrieved: 81

Wheel of Fortune Campaign: Black Friday:

Between November 24 and November 26, users who downloaded and registered to our application for the first time received gift certificates by spinning the digital wheel through the app using their unique codes.

Number of Codes Retrieved: 151

Gastroclub Parking Campaign:

Starting on December 1, a special code campaign was launched for Garanti BBVA Shop & Fly Visa and Bonus Platinum Visa cardholders, offering parking lot usage for up to 6 hours for just TRY 1. Users who received the code through our application benefited from this campaign at the parking payment point..

Number of Codes Retrieved: 267

Wheel of Fortune Campaign: New Year's Eve

From December 16 to December 17, we held a special New Year's Eve Wheel of Fortune campaign for all users who downloaded our application. Participants spun the digital wheel through the app, won codes, and redeemed their gift vouchers

Number of Codes Retrieved: 474

Gift Wrapping Campaign:

Between December 22 and December 31, users who downloaded and registered to our application enjoyed free gift wrapping services for purchases of TRY 1,500 or more on a single receipt from Akmerkez.

Number of Codes Retrieved: 1200

OUR COMMITMENT
TO NATURE





Our Environmental Management

Today, we are experiencing the tangible effects of climate change more intensely, with the increase in extreme weather events and the rapid rise in temperatures. We are witnessing the impact of these negative environmental factors on our planet, including the depletion of natural resources and a decline in biodiversity.

At Akmerkez, we see it as our responsibility to raise environmental awareness and minimize our impact on nature, both within our operations and in the wider community, to help create a more sustainable future. Our environmental management processes are carried out under the responsibility of our Operations Department. We engage in professional environmental consultancy services on a monthly basis to stay updated on legislation and align with current developments.

We analyze environmental risks and opportunities associated with our services and implement actions to address these challenges. One identified risk was the excessive amount of waste generated within our shopping center. To address this, we introduced a waste separation system project and implemented a waste monitoring system to mitigate the risk effectively. As part of our “Zero Waste” project launched in 2022, we sort and record all waste, ensuring its proper delivery to relevant institutions.

We address the risk posed by high-impact waste oils, which can block sewage systems, damage wastewater treatment plants, and cause environmental pollution when poured into soil.

At Akmerkez, we require all restaurants operating within our food and beverage services to install oil separator devices to manage waste oils with ecotoxic properties. This practice prevents waste oils from reaching seas, lakes, and rivers, thereby protecting water resources and preserving aquatic ecosystems.

In our Agriculture on the Terrace project, we utilize rainwater through a rainwater storage system, drawing from the stored supply as needed to promote efficient water use. We aim to extend this environmentally valuable and water-efficient practice across the entire shopping center. We carry out our project activities under the consultancy of “Ek Biç Ye İç” (Plant, Grow, Eat, Drink).

We embrace the circular economy model in our agricultural practices, converting restaurant waste into compost.

This compost is utilized as fertilizer in our organic agriculture activities. Detailed information about our Agriculture on the Terrace project is available in the **"Our Sustainability Approach"** section of this report.

GRI 3-3; GRI 301-1; GRI 301-2; GRI 301-3



Our Emission Management

At Akmerkez, we view our commitment to delivering differentiated services and our responsibility to combat climate change as inseparable components of our long-term growth strategy. In line with this responsibility, we actively work to reduce our negative impact on the climate and environment. We approach emission management as part of an integrated strategy alongside energy and waste management, focusing on the gradual reduction of greenhouse gas emissions.

As part of this effort, we obtained the I-REC International Renewable Energy Certificate, issued by the Netherlands-based International Renewable Energy Certificate Standard (IRECS). With this certificate,

we offset our carbon emissions from electricity consumption to zero by sourcing 6,000 MWh of electricity from the geothermal power plant DORA3 in 2022.

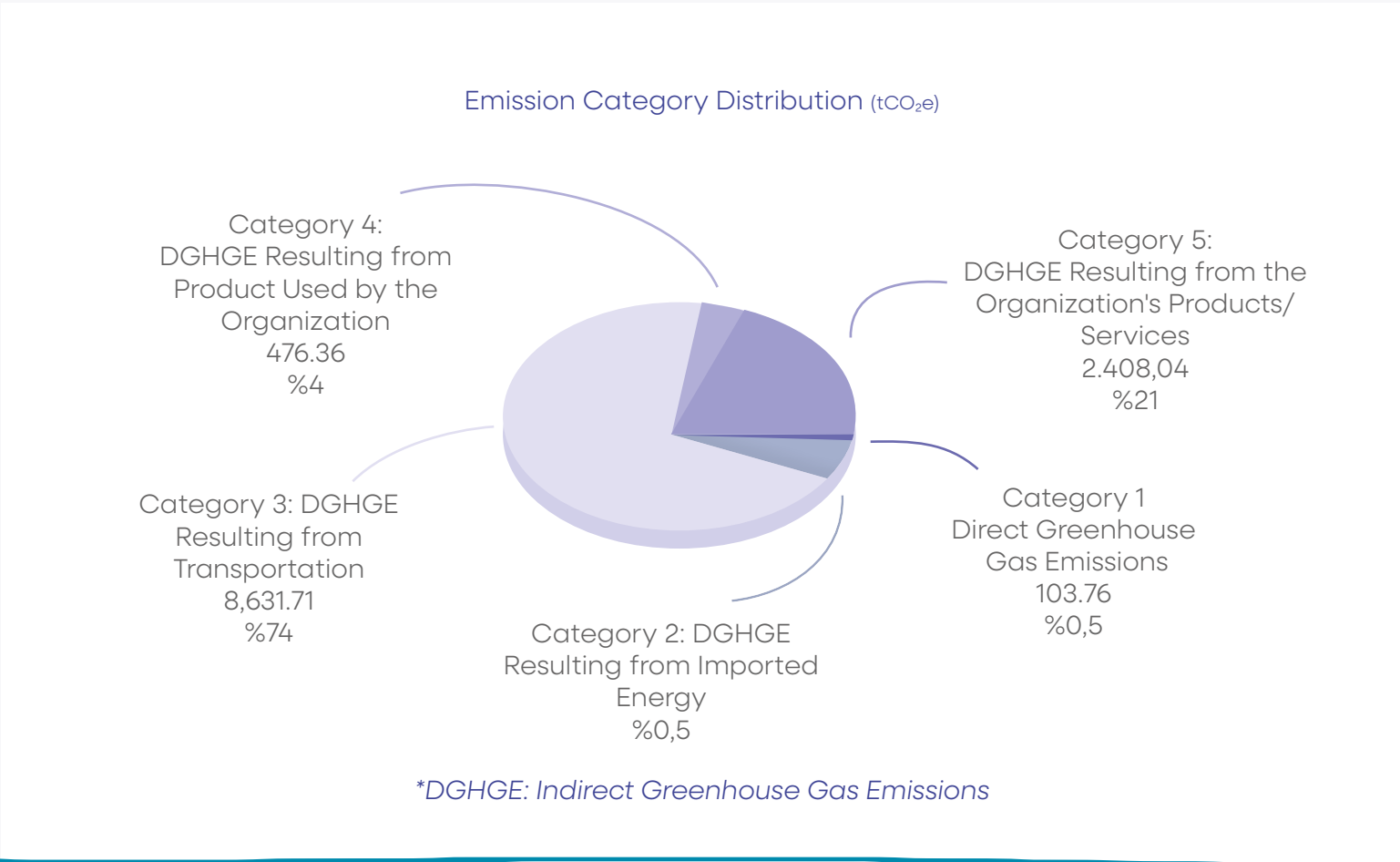
Additionally, we support carbon emission reduction from fossil fuels by offering electric vehicle charging stations within our facility.

In our reporting year, we advanced our emission management efforts by calculating our greenhouse gas emissions for the first time according to the ISO 14064-1:2018 Corporate Carbon Footprint Standard. The table below provides a breakdown of our category-based greenhouse gas emission calculations for our services and activities.

ISO 14064-1:2018 Category Name	Total Emission (tCO ₂ e)	Ratio in Total
Category 1: Greenhouse Gas Emissions	103.76	%0.89
Category 2: Resulting from Imported Energy*	0.00	%0.00
Category 3: DGHGE Resulting from Transportation	8,631.71	%74.28
Category 4: DGHGE Resulting from Product Used by the Organization	476.36	%4.10
Category 5: DGHGE Resulting from the Organization's Products/Services	2,408.04	%20.72
TOTAL	11,619.86	%100.00

*DGHGE: Indirect Greenhouse Gas Emissions

We provide a graph below detailing the category-based distribution of greenhouse gas emissions from our services and activities.



As part of our carbon footprint calculations, we determined our **Unit Carbon Footprint** based on the number of visitors and the surface area of our facilities during the 2023 operating period. By considering both parameters, we aimed to achieve a more accurate and meaningful measurement of our unit carbon footprint. The table below presents our unit carbon footprint data calculated across all category totals.

2023 All Categories Unit Carbon Footprint			
Parameter	Amount	Quantity Unit	Unit Carbon Footprint
Number of Visitors	5,486,736.00	Visitor	2.12 kg CO ₂ e/Visitor
Surface Area	186,111.62	m ²	62.43 kg CO ₂ e/m ²

We present our unit carbon footprint data, calculated based on the combined totals of Category 1 and Category 2, in the table below.

2023 Category 1+2 Unit Carbon Footprint			
Parameter	Amount	Quantity Unit	Unit Carbon Footprint
Number of Visitors	5,486,736.00	Visitor	0.0189 kg CO ₂ e/Visitor
Surface Area	186,111.62	m ²	0.5575 kg CO ₂ e/m ²



Our Energy Management

We define our Energy Management approach as a strategic initiative aimed at reducing costs and mitigating environmental impacts through the efficient use of resources. We recognize the critical importance of monitoring and improving energy consumption effectively. To this end, we implement various practices and improvement efforts to enhance energy efficiency across our operations.

At Akmerkez, we execute these practices in collaboration with the management services provided by Üçgen Bakım. Our Operations Department oversees energy management, and we are actively working to establish and activate our Energy Committee. We are striving to obtain the ISO 50001 Energy Management System Certificate to demonstrate that our energy management aligns with international standards. Our senior management has formed an Energy Team to lead these efforts, successfully completing the first phase of this initiative.

Full Name	Title	Role
-	Director of Shopping Services and Facilities	Senior Management
Miraç Ata Up	Mechanical Department Supervisor	Energy Team Leader
Ercan Özcan	Electricity Department Supervisor	Energy Manager
Ahmet Uğur	Technical and Facility Services Assistant Specialist	Energy Team Member
Çiğdem Solmaz	Human Resources Specialist	Energy Team Member
Pınar Alaz Yeşil	Financial Affairs Manager	Energy Team Member
Habib Baydar	Electricity Technician	Energy Team Member
Murat Yılmaz	Mechanical Technician	Energy Team Member

We monitor and record our energy consumption to implement a strategy that promotes the efficient use of the world's limited resources. To achieve this, we use energy automation to track the operation and energy consumption of all our systems in real time. Our actions and strategies for energy management are determined and executed in alignment with the Energy Policy prepared by Üçgen Bakım.

OUR ENERGY POLICY

All employees, including the senior management of Üçgen Bakım ve Yönetim Hizmetleri AŞ, are committed to enhancing energy efficiency by continuously improving the energy performance of the buildings within Akmerkez Residence, Tower, and Shopping Center, where we provide facility management and services. We strive to make our activities and services both environmentally and economically sustainable.

The policy we have established to fulfill this commitment is implemented in alignment with the following principles, considering the scale of energy use and consumption:

- To educate all employees about energy efficiency through various communication tools and necessary training programs, ensuring the adoption of our energy policy and objectives;
- To ensure full compliance with applicable legal requirements and other obligations related to energy use and efficiency;
- To systematically monitor energy consumption, prepare remedial action plans to achieve targets, review these plans periodically, and update them as necessary;
- To develop and implement supportive projects aimed at improving energy performance;
- To promote the procurement of environmentally friendly and energy-efficient products and services to enhance energy efficiency.

GRI 3-3; GRI 302-1; GRI 302-3; GRI 302-4

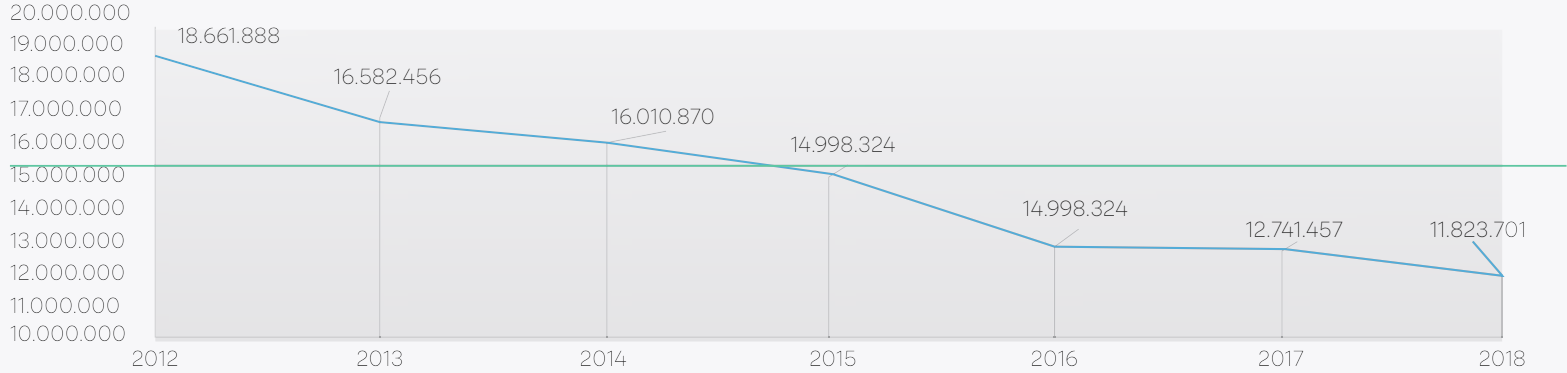
- We are committed to providing all necessary information and resources to achieve our goals
- Systematically monitoring and documenting the results of the established system, ensuring its continuity across all organizational units,

Continuously improving energy performance, and enhancing all activities aimed at increasing energy efficiency.

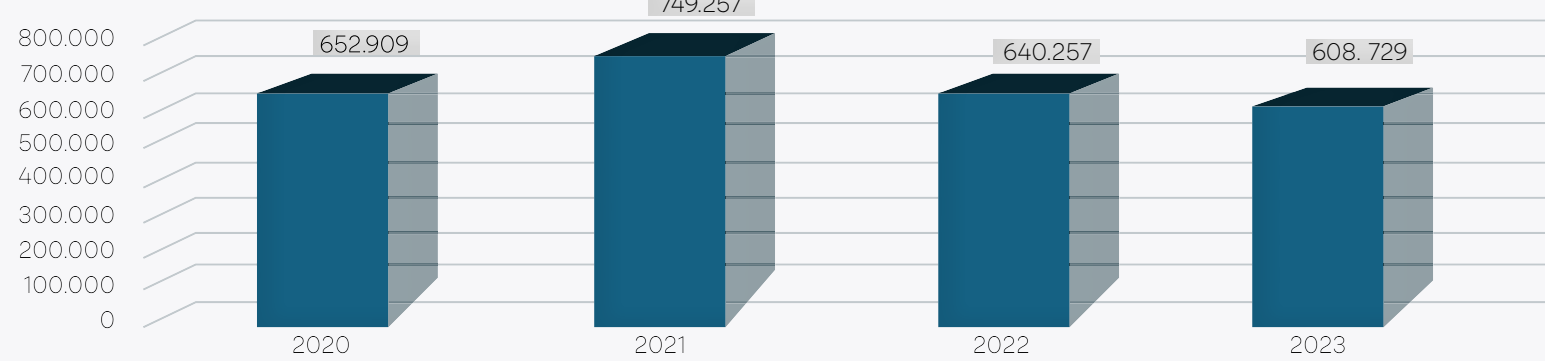
We plan and implement activities to reduce the risks associated with high consumption-related invoice costs and negative environmental impacts. For heating, cooling, air conditioning, and ventilation in our building, we use rooftop air conditioning systems, AHU units, cooling tower motors, and circulation pumps, continuing our energy-saving project by adapting these systems with frequency converter technology and integrating new devices. In line with this approach, we replaced outdated devices with low-consumption alternatives and transitioned our lighting to LED systems.

By implementing energy-saving activities in accordance with our energy policy, we regularly reduce electricity consumption and present our consumption graph and related practices on the following page.

Electricity Consumption(kWh)



Annual Electricity Consumption (kWh)



- Over 1.5 years, we saved 1,562,232 kWh with the installation of frequency converters on air handling units and exhaust aspirators.
- Using the Free Cooling system in our cooling group, we achieved an annual energy savings of approximately 2,000,000 kWh by leveraging outdoor air for cooling when temperatures are below 15 degrees.
- By replacing approximately 1,300 fluorescent luminaires in the parking lot area with 17 W LED luminaires, we reduced electricity consumption by 223,691 kWh.
- By installing round LED modules instead of LED bulbs in our bazaar area and slim round panel LED luminaires in our service corridors, we achieved annual energy savings of 42,000 kWh and 78,000 kWh, respectively.

As part of our energy-saving efforts, we are implementing energy investments in areas such as frequency converter adaptation and window film implementation. Our investment plans include renewing heating and cooling circulation pump devices, integrating air quality sensor automation for controlling air handling units in common areas, replacing fluorescent lamps on the food and beverage floor with energy-efficient LED lamps, installing inverters to reduce energy consumption in cooling tower motors, adding calorimeters to boilers to supply three spaces with a single boiler, and creating a detailed road map with our Operations Department to realize these initiatives. In 2023, we provide our energy data categorized by activity in the adjacent table.

GRI 3-3; GRI 302-1; GRI 302-3; GRI 302-4

Activity Name	GJ
Stationary Combustion	
Natural Gas - Heating	109.86
Generator (Diesel)	165.71
Mobile Combustion	
Company Vehicles On-Road (Passenger Cars)	248.64
Diesel - Company Vehicles	109.96
Gasoline - Company Vehicles	138.68
Energy Consumption	
Electricity - Grid	14,376.16
I-REC / YEK-G	21,600.00
Residential, Office Store	
Natural Gas	13,383.77
Generator (Diesel)	503.66
Electricity - Grid	20,406.43
TOTAL	49,194.22

Our Waste Management



GRI 3-3; GRI 306-1; GRI 306-2; GRI 306-3; GRI 306-4; GRI 306-5

In line with our waste management strategy, we plan our actions with an environmentally sensitive and holistic approach, aiming to minimize waste generation.

By separating waste at its source, we save energy, conserve natural resources, reduce environmental impact, and contribute to public health.

At Akmerkez, in compliance with the Zero Waste Regulation, we established a Zero Waste Management System in our shopping center and earned the Basic Level-Zero Waste Certificate (valid from 27/09/2022 to 27/09/2027) issued by the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change. In accordance with the regulation, we separate paper, plastic, metal, glass, battery, and electronic waste at the source and ensure their delivery to authorized recycling companies. We have established a Class 2 Waste Collection Center to enhance waste management efficiency. By utilizing waste collection units, we sort waste at the source, develop proper storage areas, and increase our waste recovery rate.

According to the United Nations Environment Program's 2024 Food Waste Index Report, 19% of food available to consumers is wasted at the retail, food service, and household levels, contributing approximately 8-10% of global greenhouse gas emissions. At Akmerkez, we reuse food waste generated by our catering services as compost through our circular economy model approach in the [Agriculture on the Terrace Project](#). Our composting units, with a total capacity of 6 tons, process organic kitchen and garden waste to produce high-quality compost used in our agricultural activities. We transform restaurant and café waste into organic fertilizer, which nourishes various plant species we grow. Additionally, we convert vegetable and fruit waste from Macro Center's grocery section into compost, further contributing to our ecosystem.

Through our Zero Waste Management approach, we have ensured the proper disposal of all waste generated over the past two years. During the reporting year, we enhanced our waste component calculations, providing more detailed insights compared to the previous year. As part of our waste reduction strategies and practices, we successfully reduced our total waste from 236.05 tons in the previous year to 203.13 tons in the reporting year, reflecting the impact of our more precise waste item calculations.

In the reporting year, we achieved significant environmental benefits, including a greenhouse gas emission reduction of 11,501 tons, energy savings of 205,358 kWh, and the conservation of 397 m³ of storage space. The table below provides a detailed breakdown of our waste components for 2023 and 2022.

2023				2022		
Waste Components (tons)	Waste Generated	Non-Disposal Waste	Disposal Waste	Waste Generated	Non-Disposal Waste	Disposal Waste
Plastics	4,20	-	4,20	8.854	-	8.854
Glass	126.00	-	126.00	155.00	-	155.00
Cardboard Waste	41.00	-	41.00	72.20	-	72.20
Iron	29.50	-	29.50	-	-	-
Copper	1.25	-	1.25	-	-	-
Aluminum	1.18	-	1.18	-	-	-
Total Waste	203.13	-	203.13	236,05	-	236,05



Our Water Management

As Akmerkez and Üçgen Bakım, we present our water withdrawal data for the past three years in the table below. We are committed to fulfilling our environmental responsibilities by continuously exploring ways to use water efficiently and evaluating water-saving alternatives. We meet the irrigation needs of our landscaping areas by storing rainwater in cisterns. Our analysis and planning efforts aim to expand the use of stored rainwater as a sustainable water-saving solution for broader applications.

OUR WATER POLICY

At Üçgen Bakım ve Yönetim Hizmetleri AŞ, our guiding principle is to minimize water usage to meet our needs while maximizing the use of external resources. We are committed to continuously renewing our facility by adopting the latest technological advancements, with the following objectives:

- Ensuring economical and efficient water usage.
- Implementing practices to prevent pollution of water resources and water itself.
- Advancing the development of technological tools for water use.
- Establishing methods to efficiently harvest water from precipitation.
- Aligning our policy with national water policies
- Promoting water-saving initiatives.

Within this framework, significant results have been achieved through the following measures.

- Rainwater from drains during rainfall is collected in cisterns located in garages. The collected rainwater is used for irrigating green areas, contributing to water savings.
- Thermostat settings in the hot water system are carefully managed to avoid overheating, as cooling overheated water with cold water leads to waste.
- To prevent water wastage in WCs, we have transitioned to using automatic sensor water fixtures.
- High-efficiency shower fixtures and heads are installed in the staff restrooms.
- Maintenance-free, smart ultrasonic sensor urinals have been implemented in WCs throughout the shopping center.
- All hot and cold water lines are insulated to minimize heat loss.
- Throughout the shopping mall, GEBERIT brand reservoirs with dual-stage settings have been optimized, reducing water usage from 6/3 liters to 4.5/3 liters per flush.

Wastewater produced in our facility is discharged into the sewage network. To prevent water resource pollution and protect the aquatic ecosystem, restaurants providing catering services within our organization are required to use an oil separator system.

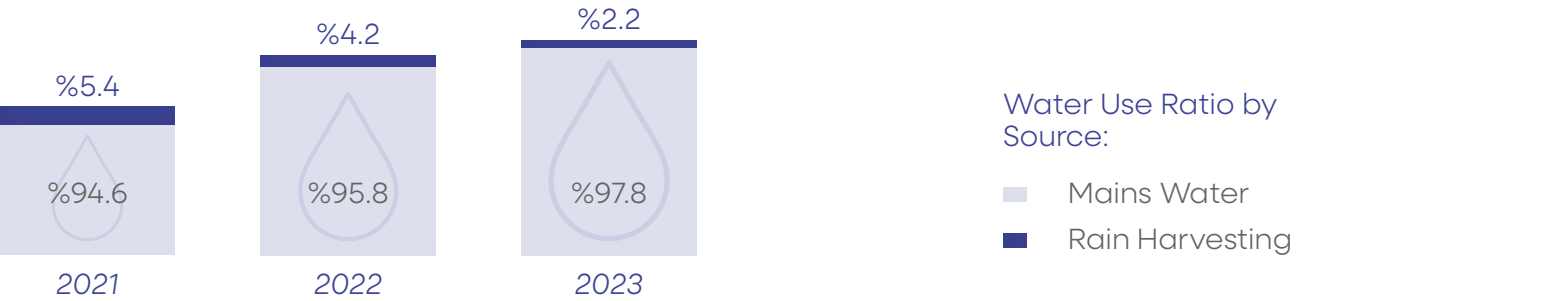
GRI 3-3; GRI 302-1; GRI 302-2; GRI 302-3; GRI 302-4; GRI 302-5

The table below presents our water withdrawal data for the past three years.

Activity	Source	2023	2022	2021
Water Withdrawal Amount (m³)	Mains Water	91,803	85,897	65,373
	Groundwater	-	-	-
	Rain Harvesting	2,084	3,724	3,883
Total Water Withdrawal		93,886	89,621	72,256

Effective and efficient water use is critical to the sustainability of our operations. We materialize managing water consumption in alignment with our operational processes and environmental responsibilities. Detailed data on our 2023 water consumption is provided below.

Water Consumption (Mains -Tap Water, Drinking Water)	Consumption amount (m3)
Shopping Mall Common Area Water Consumption	90,000.00
Residential Water Consumption	8,577.00
Office Water Consumption	11,714.00
Store Water Consumption	29,545.00
Drinking Water	30.61
TOTAL	139,836.61



*n 2023, the drought and reduced precipitation levels led to a decline in our rainwater consumption rate.

OUR HUMAN-CENTRIC BEHAVIORS





Our Human Resources Management

At Akmerkez, we believe efficient and effective human resource management is key to ensuring every employee feels proud to be part of Akmerkez, performs at a high level, and is passionate about their work.

Our core policies focus on creating equal opportunities and a fair working environment, aligning job requirements with employee competencies, supporting a culture of continuous learning and development, adopting a success-based evaluation system, and managing these processes in harmony with our business strategies.

Alongside our skilled and experienced permanent employees, we are recognized as a leading organization in our sector, supported by subsidiaries that help maintain our high service quality.

In line with our vision and mission, we are committed to fostering a transparent, healthy, peaceful, and development-oriented working environment that aligns with our corporate culture. We value the participation of our employees, who are integral to our success, by involving them in management through annual goal-setting, performance evaluations, suggestion systems, and regular company meetings. As part of our [Company Policy on Stakeholders](#), our Human Resources Policy, which defines our human resources approach, is outlined below.

GRI 2-7; GRI 2-8; GRI 2-18; GRI 2-30; GRI 3-3; GRI 401-1; GRI 404-3



OUR HUMAN RESOURCES POLICY

- Our company implements a management system that values people while fostering creativity, communication, and employee participation. We recognize that establishing an open, close, and uninterrupted communication environment between management and employees is crucial for motivation and productivity.
- Our management is committed to applying Human Resources practices based on internationally recognized models and integrated systems. We aim to utilize modern, integrated systems across all human resources processes, from recruitment to performance management, development, compensation, and termination, to ensure optimal business outcomes.
- In recruitment and placement, our human resources policy focuses on hiring candidates aligned with the company's culture and values, possessing the necessary knowledge, skills, experience, and competencies, and contributing to the company's strategies and goals. We adhere to the principle of selecting the right employee for the right job, leveraging modern evaluation systems that support objective decision-making in recruitment and placement processes.
- Aligned with our company's commitment to continuous learning, development, and achieving business results, we organize development programs tailored to employees' goals, knowledge, skills, experiences, and competencies, while also supporting initiatives in social and cultural development. Development planning takes into account both company and employee needs, offering appropriate training and development solutions.

- Our Performance Management System is designed to align individual ownership of corporate goals with a strong, shared corporate culture. The system enables employees to transparently view their individual contributions and understand their impact on the organization's overall performance. Outputs from the Performance Management System inform Human Resources processes such as development planning, talent management, career and succession planning, compensation, and rewards, creating an integrated structure where all processes interconnect and support each other. Incentives that promote our company's high-performance culture are implemented, encouraging employees to align with shared objectives. This system also tracks and supports the reinforcement of competencies essential for advancing the company, enhancing corporate reputation, and fostering sustainability.
- Our company employs a globally recognized Job Evaluation and Compensation model with proven validity and reliability. This model provides an objective and transparent approach to compensation and fringe benefits, aligning with national and international business standards, emphasizing equality, fairness, and compensation based on the work performed.

We believe that the contributions and competencies of our employees, who are our most valuable resource, are fundamental to our success. Below, we present a table detailing the number and gender distribution of our employees.



Rights We Offer To Our Employees



GRI 2-19; GRI 2-20; GRI 2-21; GRI 3-3; GRI 201-3; GRI 401-2; GRI 401-3; GRI 402-1

We protect the rights of every employee at Akmerkez and strive to foster a fair, equal, peaceful, and supportive working environment.

Our grading and wage system is developed with the support of external consultants to ensure fairness and competitiveness. During salary increase periods, we consider external consultants' salary studies and align increases with Akkök Holding ratio information, coordinated by our Human Resources department and the highest-level company manager. Through our performance management system, which includes all employees, we assign target cards and reward bonuses based on performance results. In cases of transfers within Akkök Holding companies, we ensure the payment of severance and leave rights while maintaining leave entitlements seamlessly. We handle dismissal and retirement payments in full compliance with legal regulations.

Our Board of Directors receives a net salary, while senior executives receive a gross salary. As part of our variable income policy, performance-based bonuses are vested annually and vary by year. The compensation system and implementation principles for our Board of Directors and senior executives are defined under the "[Compensation Policy for the Board of Directors and Senior Executives](#)."

To support work-life balance, we offer employees the option to work remotely for two days a week under our hybrid working model. With our flexible working hours model, we empower employees to set their own entry and exit times. During the reporting year, we extended our performance management and bonus system to include our blue-collar employees. On special occasions such as birthdays, graduations, and report card days, we grant employees leave independent of their existing leave entitlements. We ensure that employees on maternity leave receive their full wages and meals without any deductions. We provide all employees, regardless of their title, the right to use legal milk leave.

Through various initiatives with our Human Resources Department, we enhance employees' sense of belonging and strengthen internal communication.

- Monthly Akmerkez breakfasts to foster team bonding.
- Birthday celebrations include meals and birthday checks each month.
- New Year and summer kickoff parties, iftar dinners, and gift raffles for employees. Gifts for Mother's Day, Father's Day, Women's Day, and Valentine's Day, regardless of employee parental status, along with gold rewards for 10, 15, 20, 25, and 30 years of seniority.
- Gold rewards for employees celebrating new births or marriages, and bank promotions distributed during bank changes.
- Holiday chocolates and grocery vouchers are provided on special holidays.
- Participation in Akkök Holding joint events, such as rowing and sailing teams, the tennis club, and the Istanbul Marathon.



Our Employee Satisfaction Management

We materialize absolute reliability, respect, fairness, pride, and team spirit in our workplace and conduct an Employee Engagement Survey with Great Place to Work (GPTW) using the “Trust Index” to assess our current standing in these areas. Based on employee feedback, we develop initiatives that promote satisfaction and happiness, guided by our “Volunteer Employee Team” and “Manager Sponsors,” tailored to our focus areas and priorities. Our goal is to create a positive and happy work environment where employees feel secure, take pride in their work and workplace, and collaborate effectively with their colleagues. We are dedicated to collectively enhancing our corporate culture on our journey to becoming the “Best Place to Work.”

We conduct the Great Place to Work survey biennially. Based on the survey results, we take action by developing targeted projects. In 2024, we plan to conduct a new survey, and the data from our most recent survey in 2021 are provided in the table below.

2021 Great Place to Work Survey	
Survey Participation Rate	%89
Employee Satisfaction Score	75
Employee Engagement Score	0



We actively address complaints from our Akmerkez Shopping Mall employees to ensure their satisfaction. We are pleased to report that all complaints received over the past three years have been successfully resolved.

Number of Employee Complaints

2023	2022	2021
25	11	22

Number of Resolved Complaints

2023	2022	2021
25	11	22



Our Employee Training and Development



At Akmerkez, we provide valuable and relevant learning opportunities for our employees to enhance their knowledge, develop their competencies, and broaden their perspectives.

GRI 2-10; GRI 3-3; GRI 404-1; GRI 404-2; GRI 404-3

For career planning, we identify the development areas of employees considered for succession into managerial roles, create tailored development plans, and implement them. Employees not included in the succession plan are also encouraged to participate in training and development programs based on their requests.

In the reporting year, we supported our employees' potential by addressing their development needs through various trainings, including one-on-one coaching, leadership development, effective performance management, English language courses, safe driving techniques, and emergency training. We annually involve executive roles in the Akkök mentor-mentee program to foster leadership growth.

In 2023, all employees participated in training programs across diverse fields, resulting in a total of 28 hours of training. These programs were designed to enhance both technical skills and personal development, enabling employees to contribute more effectively to business processes. Details of the training programs are provided in the table below.

Woman Employees Participated in Trainings	Total Training Hours (Employee Hours)	Average Training Hours per Employee
3	12	4.00
Man Employees Participated in Trainings	Total Training Hours (Employee Hours)	Total Training Hours (Employee Hours)
4	16	4.00

*Subcontractors are not included

Our Approach to Diversity and Inclusion

Aligned with our business ethics principles, we champion equal opportunities and ensure that all employees are granted equal rights, employment, and development opportunities regardless of gender. To embed our gender equality and inclusion approach into our organizational culture, we design and implement practices rooted in our Diversity and Equal Opportunity Policy.

OUR DIVERSITY AND EQUAL OPPORTUNITY POLICY

- At Akmerkez, we believe diversity is a valuable asset that drives better decisions by integrating different perspectives. We are committed to fostering an inclusive environment where diversity is celebrated and continuously nurtured.
- We adopt a merit-based approach that materializes knowledge, skills, experience, competencies, and performance, ensuring fairness and equality within the organization. Recognizing diversity as a core strength, we strive to create egalitarian practices and equal opportunities for all employees, irrespective of gender. Our company is dedicated to enhancing all aspects of diversity, rejecting discrimination based on language, race, gender, political ideology, philosophical beliefs, religion, sect, sexual orientation, family responsibilities, age, health status, and similar characteristics. Our aims include:
 - ↪ Promoting diversity in recruitment and ensuring equal opportunities for candidates in similar circumstances.
 - ↪ Providing fair treatment and equal development opportunities across all employee levels.
 - ↪ Upholding meritocracy in promotions and appointments.

- We place great importance on maintaining balanced talent management, particularly in terms of gender distribution. We view our Diversity and Equal Opportunity Policy as a cornerstone of our company's performance. Recognizing that leveraging the full potential of our workforce and talent pool is essential to shareholder interests and economic growth, we believe sustainable success in an increasingly globalized economy is achievable only with a diverse workforce encompassing various cultures and age groups.

In this direction, as an organization, we aim to:

- ↪ Develop gender-neutral approaches in recruitment, training, development, and talent management processes.
- ↪ Build an ideal management team.
- ↪ Establish management systems that support continuous improvement.
- ↪ Collaborate with non-governmental organizations and public entities.
- ↪ Ensure effective and qualified representation of employees in the company regarding gender equality.
- ↪ Exceed the 25% women membership ratio on the Board of Directors recommended by the Capital Markets Board's corporate governance principles, going beyond legal requirements

GRI 2-7; GRI 2-8; GRI 2-30; GRI 3-3; GRI 405-1; GRI 405-2

At Akmerkez, we bring together our team, diverse in experience and working hours, fostering unity at every level of our Company. Accordingly, we share the data on our employees for the 2023 reporting period in the table below, illustrating the distribution of our team by working hours.

Number of Employees by Working Hours

0-5 Years		5-10 Years	
Woman	Man	Woman	Man
1	3	1	1
10 Years and Over		Total (Gender Based)	
Woman	Man	Woman	Man
1	0	3	4

Total Number of Employees
7

*Subcontractors are not included.

Our Occupational Health and Safety Management

At Akmerkez, we materialize the highest standards in occupational health and safety, ensuring the safety and well-being of our employees, just as we do in our services. We implement effective risk management strategies, including regular training, comprehensive audits, and adherence to our Corporate Risk Management (CRM) Regulation, to minimize risks and maintain a safe working environment.

To protect the health of our employees and prevent occupational accidents, we comply with current laws and regulations, integrate our OHS approach into our corporate culture, and strive to create a safe and supportive workplace..

We conduct basic occupational health and safety training for new recruits, as well as periodic training sessions for all employees and interns. Personal protective equipment is provided to employees in our technical services department, and its use is mandatory to prevent potential accidents. We remain committed to ensuring that all employees, including subcontractors, complete essential OHS training as we work towards achieving our goals of zero occupational accidents and zero lost days. We are working towards obtaining ISO 45001 Occupational Health and Safety Management System certification to demonstrate our competence and enhance our performance.

Our OHS management unit comprises an occupational safety specialist, workplace physician, employer's representative, employee representative, support staff, and department managers.

The board convenes every two months, and the decisions taken are recorded in the board decision book.

In line with our OHS Policy, we have established an “Occupational Health and Safety Board” and a “Hazard Identification and Risk Assessment Team,” designating employee representatives and support staff to improve our OHS performance continuously.

We maintain comprehensive OHS data, including risk analysis, emergency action plans, assignments, annual work plans, annual training plans, field surveillance reports, and training minutes, in a dedicated file. In the event of an occupational accident, we prepare a detailed report and share it with our Human Resources Department. The table on the adjacent page provides our OHS Training data for the past three years.

GRI 3-3; GRI 403-1; GRI 403-2; GRI 403-3; GRI 403-4; GRI 403-5; GRI 403-6; GRI 403-7; GRI 403-9; GRI 403-10; GRI 416-1

Occupational Health and Safety (OHS) Training	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of Employees Participated in OHS Trainings	152	50	202	145	49	194	153	46	199
Total OHS Training Hours	OUR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT								

We present the total working hours of our company for the past three years in the table below.

Occupational Health and Safety (OHS) Performance Indicators	2023	2022	2021
Total Working Hours per Year	135,000	129,600	132,300
Total Working Days	18,000	17,280	17,640
Average of Employees	50	48	49
Total Annual Working Hours (Subcontractor)	410,400	394,200	405,000
Total Working Days (Subcontractor)	54,720	52,560	54,000
Average # of Employees (Subcontractor)	152	146	150

Below, we share the successful practices implemented as part of our OHS management and continue to work towards developing new initiatives.

- We enhanced the working conditions of our subcontractors by renovating and repairing their rest and changing rooms.
- The rest and changing area for our Akmerkez technical team, previously problematic in terms of OHS, has been made safer.
- To eliminate OHS risks, we installed railings around our triangular terrace area..
- A ladder and railing system were constructed to ensure safe access to the boiler room tanks.

OUR SOCIAL CONTRIBUTIONS



Our Corporate Responsibility Projects

Since 1993, we have gone beyond being one of the city's most popular meeting points by adopting a corporate social responsibility approach and committing to creating value for society. We strive to be a brand that contributes to society through projects such as volunteer-based initiatives, aid to earthquake-affected regions, and support for local brands and women producers during the post-disaster period. Our social responsibility collaborations with foundations, associations, institutions, and organizations are conducted in alignment with the provisions outlined in our [Donations and Aids Policy](#).

By closely monitoring international developments and changes, we maintain our leadership with pioneering activities that set an example in the sector. Guided by our corporate social responsibility approach, we aim to be an exemplary corporate citizen, materializing contributions to society and the environment alongside our own success.

Agriculture on the Terrace Volunteering Project (2017)

Project Objective: This project aims to demonstrate how people can reconnect with nature amidst the challenges of accessing healthy food and natural agriculture in urban areas. In a sprawling metropolis like Istanbul, dominated by concrete and artificial green spaces, the initiative showcases the feasibility

of sustainable agricultural methods and healthy food production. Through this project, we aspire to inspire society and raise awareness about the importance of local production, reducing chemical use, conserving water and resources, utilizing waste effectively, and protecting the ecosystem. Additionally, we collaborate with the Gastronomy and Culinary Arts departments of Özyeğin University and Bahçeşehir University to further enhance public awareness and engagement.

Target Audience: Our project encompasses a wide range of individuals, communities, and organizations, particularly those living in urban environments, who seek to understand and implement the importance of natural and sustainable agriculture in city life. We also aim to engage environmentally conscious individuals who are passionate about supporting urban agriculture, healthy food production, and organizations committed to promoting environmental sustainability and social inclusion. Through the Agriculture on the Terrace project, we strive to inspire everyone to reconnect with nature and embrace a sustainable lifestyle.

Total Measurable Impact of the Project:

- Over 120 individuals actively participated in the project annually
- More than 100 plant species were cultivated.
- Four new seed varieties were added to the Seed Library in 2023.
- NGOs, private company employees, schools, and individual volunteers visited the area in 2023.
- Organic waste was transformed into cold compost.

Measure of Impact:

- Participation: 120+ individuals
- Compost Production: 700+ kg
- Plant Types: 100+

Agriculture on the Terrace Volunteering Project - Urban Agriculture Training with USLA (2021)

Project Objective: Within the scope of our Agriculture on the Terrace project, we aim to teach sustainable agriculture techniques and principles to students of the Professional Cookery and Professional Pastry-Bakery Program in cooperation with USLA (International Service & Taste Academy). Our goal is for future chefs to understand the value of locally and ecologically produced ingredients by embracing urban agriculture and horticulture. This knowledge helps them appreciate how the products used in restaurant kitchens are grown. By doing so, we aim to bring the "farm to table" movement to an urban setting and promote a sustainable approach to gastronomy. Through our project, we provide participants with practical experiences, covering various topics chefs can lead to fostering a sustainable lifestyle in harmony with nature in the city.

Target Audience: We maintain our annual cooperation, engaging aspiring chefs passionate about gastronomy and culinary arts who seek to understand the significance of urban agriculture.

GRI 3-3; GRI 413-1; GRI 413-2

Total Measurable Impact of the Project:

- Courses Organized: 6 courses per week
- Students Participating: 8 individuals per week

Measure of Impact::

- 8 individuals



Organizing Shopping Markets with Women Producers Project (2023)

Project Objective: Alışveriş merkezimizin ortak alanlarında yıl boyThrough year-round shopping events with diverse concepts in the common areas of our shopping center, we materialize women producers, fostering corporate social responsibility awareness and supporting women's employment. Our project seeks to contribute to the economic and social development of local women entrepreneurs by offering a platform to showcase their products and boost their sales. We aim to empower women in the business world, encourage them to display their skills, and promote awareness of gender equality. By supporting the local community, we amplify corporate social responsibility awareness and create a broad-reaching impact. In 2024 and beyond, we plan to expand the project, aiming to engage over 300 brands throughout the year, continuing to serve as a platform for women-led brands. Additionally, we intend to build business partnerships with local producers and women's organizations to strengthen this initiative further.

Target Audience: Our primary focus is on local women producers among the consumers visiting our shopping center. We offer a platform for women producers to showcase their products and enhance their sales. Our target audience includes both women and men consumers who participate in shopping events and wish to support local producers.

Total Measurable Impact of the Project:

- Number of Events Organized: 20
- Women Entrepreneur Brands: 200

Measure of Impact:

- The event welcomed all guests.



Supporting Earthquake Survivor Brands in Shopping Markets (2023)

Project Objective: Following the devastating earthquake on February 6, which profoundly impacted our country and disrupted the lives of countless families and businesses, we committed to supporting our community in meaningful ways. In line with this commitment, we provided a platform for local brands affected by the earthquake at our regular shopping festivals. This initiative aimed to help these businesses recover, sustain their operations, and foster social solidarity.

Target Audience: Through this project, we sought to support the owners and employees of earthquake-stricken brands while engaging the broader public interested in their products and services, thereby reinforcing community bonds and economic resilience.

Total Measurable Impact of the Project:

- Number of Events Organized: 2 Weeks
- Total Number of Earthquake Survivor Local Brands Participating: 2

Measure of Impact:

- 2 brands



APPENDIX





GRI Content Index



2025

Service Statement	For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.	
Statement of Use	Akmerkez, has reported in accordance with the GRI Standards for the period January 1, 2023, and December 31, 2023	
GRI 1 Used	GRI 1: Foundation 2021	

GRI Standards	Disclosure*	Page numbers, descriptions and/or URL
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report, p.2 About Us, p.6 Our Ownership Structure, p.13 Communication, p.71
	2-2 Entities included in the organization’s sustainability reporting	About the Report, p.2
	2-3 Reporting period, frequency and contact point	About the Report, p.2
	2-4 Restatements of information	About the Report, p.2
	2-5 External assurance	No external audits were conducted within the scope of this report.
	2-6 Activities, value chain and other business relationships	About Us, p.6 Üstün Our Commitment to Service Excellence, p.8 Our Stakeholder Communication, p.41-42
	2-7 Employees	Our Human Resources Management, p.58-59 Our Approach to Diversity and Inclusion, p.63
	2-8 Workers who are not employees	Our Human Resources Management, p.58-59 Our Approach to Diversity and Inclusion, p.63
	2-9 Governance structure and composition	Our Organizational Structure, p.14 Our Board of Directors and Committees, p.15-21
	2-10 Nomination and selection of the highest governance body	Our Organizational Structure, p.14 Our Employee Training and Development, p.62
	2-11 Chair of the highest governance body	Our Organizational Structure, p.14 Our Ethical Management, p.22-23
	2-12 Role of the highest governance body in overseeing the management of impacts	Message from our General Manager, p.4 Our Board of Directors and Committees, p.15-21 Our Sustainable Tourism Management, p.34
	2-13 Delegation of responsibility for managing impacts	Our Approach to Sustainability, p.32-33 Our Sustainable Tourism Management, p.34 Our Sustainability Policy, p.38

GRI Standards	Disclosure*	Page numbers, descriptions and/or URL
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Our Approach to Sustainability, p.32-33 Our Sustainable Tourism Management, p.34 Our Materiality Analysis, p.39
	2-15 Conflicts of interest	Our Ethical Management, p.22-23
	2-16 Communication of critical concerns	Our Ethical Management, p.22-23 Our Employee Satisfaction Management, p.61
	2-17 Collective knowledge of the highest governance body	Message from our General Manager, p.4 Our Board of Directors and Committees, p.15-21
	2-18 Evaluation of the performance of the highest governance body	Our Board of Directors and Committees, p.15-21 Our Human Resources Management, p.58-59
	2-19 Remuneration policies	Our Board of Directors and Committees, p.15-21 Rights We Offer To Our Employees, p.60
	2-20 Process to determine remuneration	Our Board of Directors and Committees, p.15-21 Rights We Offer To Our Employees, p.60
	2-21 Annual total compensation ratio	Our Board of Directors and Committees, p.15-21 Rights We Offer To Our Employees, p.60
	2-22 Statement on sustainable development strategy	Message from our General Manager, p.4
	2-23 Policy commitments	Our Sustainability Policy, p.38
	2-24 Embedding policy commitments	Our Sustainability Policy, p.38
	2-25 Processes to remediate negative impacts	Our Quality Management, p.28 Our Customer Relationship Management, p.43 Our Employee Satisfaction Management, p.61
	2-26 Mechanism for receiving seeking advice and raising concerns	Our Customer Relationship Management, p.43 Our Employee Satisfaction Management, p.61
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Materiality Analysis, p.39
	3-2 List of material topics	Our Materiality Analysis, p.39
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Economic Value Created, p.30 Our Materiality Analysis, p.39 Rights We Offer To Our Employees, p.60
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Created, p.30
	201-3 Defined benefit plan obligations and other retirement plans	Rights We Offer To Our Employees, p.60



GRI Standards	Disclosure*	Page numbers, descriptions and/or URL
Incorporating of ESG Aspects in Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Supply Chain Structure, p.44
GRI 204 Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our Supply Chain Structure, p.44
Anti- Competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethical Management, p.22-23
GRI 206 Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Our Ethical Management, p.22-23
Environmentally and Human-Friendly Material Usage		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Environmental Management, p.49
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Our Environmental Management, p.49
	301-2 Recycled input materials used	Our Environmental Management, p.49
	301-3 Reclaimed products and their packaging materials	Our Environmental Management, p.49
Energy Efficiency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Energy Management, p.52-53
GRI 302: Energy 2016	302-1 Energy Consumption of the Organization	Our Energy Management, p.52-53
	302-3 Energy intensity	Our Energy Management, p.52-53
	302-4 Reduction of energy consumption	
Water Withdrawal and Utilization		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Waste Management, p.54-55
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Our Waste Management, p.54-55
	303-2 Management of water discharge-related impacts	Our Waste Management, p.54-55
	303-3 Water withdrawal	Our Waste Management, p.54-55
	303-4 Water discharge	Our Waste Management, p.54-55
	303-5 Water consumption	Our Waste Management, p.54-55

Solid Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Waste Management, p.54-55
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our Waste Management, p.54-55
	306-2 Management of significant waste related impacts	Our Waste Management, p.54-55
	306-3 Waste generated	Our Waste Management, p.54-55
	306-4 Waste diverted from disposal	Our Waste Management, p.54-55
	306-5 Waste directed to disposal	Our Waste Management, p.54-55
Workforce Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Human Resources Management, p.58-59 Rights We Offer To Our Employees, p.60
GRI 401: Employment 2016	401-1 New hires and employee turnover	Our Human Resources Management, p.58-59
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Rights We Offer To Our Employees, p.60
	401-3 Parental leave	Rights We Offer To Our Employees, p.60
Employee/Management Relationship		
GRI 3: Material Topics 2021	3-3 Management of material topics	Rights We Offer To Our Employees, p.60
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Rights We Offer To Our Employees, p.60
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Occupational Health and Safety Management, p.64
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Occupational Health and Safety Management, p.64
	403-2 Hazard identification, risk assessment, and incident investigation	Our Occupational Health and Safety Management, p.64
	403-3 Occupational health services	Our Occupational Health and Safety Management, p.64
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Occupational Health and Safety Management, p.64
	403-5 Worker training on occupational health and safety	Our Occupational Health and Safety Management, p.64
	403-6 Promotion of worker health	Our Occupational Health and Safety Management, p.64
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Occupational Health and Safety Management, p.64
	403-9 Work-related injuries	Our Occupational Health and Safety Management, p.64
	403-10 Work-related ill health	Our Occupational Health and Safety Management, p.64



GRI Standards	Disclosure*	Page numbers, descriptions and/or URL
Training Offered by the Organization (for Employees and Suppliers)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employee Training and Development, p.62
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our Employee Training and Development, p.62
	404-2 Programs for upgrading employee skills and transition assistance programs	Our Employee Training and Development, p.62
	404-3 Percentage of employees receiving regular performance and career development reviews	Our Human Resources Management, p.58-59 Our Employee Training and Development, p.62
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Approach to Diversity and Inclusion, p.63
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our Board of Directors and Committees, p.15-21 Our Approach to Diversity and Inclusion, p.63
	405-2 Ratio of basic salary and remuneration of women to men	Our Approach to Diversity and Inclusion, p.63
Prevention of Discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethical Management, p.22-23 Our Sustainability Policy, p.38
GRI 406: Non-discrimination 2021	406-1 Incidents of discrimination and corrective actions taken	Our Ethical Management, p.22-23 Our Sustainability Policy, p.38
Eliminating Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethical Management, p.22-23 Our Supply Chain Structure, p.44
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child	Our Ethical Management, p.22-23 Our Supply Chain Structure, p.44
Forced Labor (Compliance with Leave and Overtime Rights)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethical Management, p.22-23 Our Supply Chain Structure, p.44
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Our Ethical Management, p.22-23 Our Supply Chain Structure, p.44
Managing Relations with Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Corporate Responsibility Projects, p.66-67
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Corporate Responsibility Projects, p.66-67
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Corporate Responsibility Projects, p.66-67

Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Customer Relationship Management, p.43 Our Occupational Health and Safety Management, p.64
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our Customer Relationship Management, p.43 Our Occupational Health and Safety Management, p.64
Accurate Information in Marketing and Labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Quality Management, p.28
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Our Quality Management, p.28
	417-3 Incidents of non-compliance concerning marketing communications	Our Quality Management, p.28
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethical Management, p.22-23
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Ethical Management, p.22-23
Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Board of Directors and Committees, p.15-21
Akmerkez own disclosure	As Akmerkez, we are incorporating ESG elements into our corporate governance.	Our Board of Directors and Committees, p.15-21
Information Security		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Cyber Security Management, p.29
Akmerkez own disclosure	As Akmerkez, we are taking the necessary measures for data privacy.	Our Cyber Security Management, p.29
Incorporating of ESG Aspects to Risk Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Risk Management, p.24-27
Akmerkez own disclosure	As Akmerkez, we take ESG elements into consideration while conducting our risk management.	Our Risk Management, p.24-27



GRI Standards	Disclosure*	Page numbers, descriptions and/or URL
Effluents Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Water Management, p.56
Akmerkez own disclosure	As Akmerkez, we discharge our wastewater in compliance with regulations.	Our Water Management, p.56
Employee Performance Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Human Resources Management, p.58-59
Akmerkez own disclosure	As Akmerkez, we aim to increase our employee satisfaction rate.	Our Human Resources Management, p.58-59
Employee Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employee Satisfaction Management, p.61
Akmerkez own disclosure	As Akmerkez, we aim to increase our employee satisfaction rate.	Our Employee Satisfaction Management, p.61
Employee Grievance Mechanisms		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employee Satisfaction Management, p.61
Akmerkez own disclosure	As Akmerkez, we review the complaints from our employees and take corrective actions to improve.	Our Employee Satisfaction Management, p.61
Customer Satisfaction Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Customer Relationship Management, p.43
Akmerkez own disclosure	As Akmerkez, we are taking the necessary steps to increase customer satisfaction.	Our Customer Relationship Management, p.43
Employee Remuneration Ratio		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Board of Directors and Committees, p.15-21 Rights We Offer To Our Employees, p.60
Akmerkez own disclosure	As Akmerkez, we adopt a fair compensation approach.	Our Board of Directors and Committees, p.15-21 Rights We Offer To Our Employees, p.60
Digitalization		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Digitalization Efforts, p.46-47
Akmerkez own disclosure	As Akmerkez, we place importance on the digitalization of our processes.	Our Digitalization Efforts, p.46-47



Address: Kültür Mah. Nispetiye Cad. Akmerkez No:56/1
Beşiktaş / İSTANBUL / TÜRKİYE

Phone / Fax: +90 (212) 282 01 70 / +90 (212) 282 01 65

E-mail: info@akmgyo.com / akmerkez@akmerkez.hs02

 [Akmerkez GYO](#)



[Sustainability Reporting & Design Consultancy](#)

ESG Turkey® Consulting

Address: Altunizade Sitesi, Okul Sokağı, No:1 E Blok Kat:3
Daire:16, 34662 Altunizade Üsküdar / İSTANBUL / TÜRKİYE

Phone: +90 (212) 263 82 82

 www.esgturkey.com

 [ESGTurkeyDanismanlik](#)

 [ESGTurkeyDanismanlik](#)

 [ESGTurkeyDanismanlik](#)

 [ESGTurkeyDanismanlik](#)

DISCLAIMER

LEGAL DISCLAIMER:

Akmerkez's Sustainability Report (the "Report") has been prepared by Akmerkez Gayrimenkul Yatırım Ortaklığı AŞ in accordance with GRI Standards. All information and opinions contained in the Report, which are not intended to be exhaustive, have been provided by Akmerkez Gayrimenkul Yatırım Ortaklığı AŞ and its member organizations contributing to the Report. The data and information in this Report have not been independently verified and are provided for informational purposes only. They are not intended to serve as the basis for any investment decision. All information and documents in this Report are believed to be accurate as of the publication date. The information is disclosed in good faith and is based on reliable sources.

Akmerkez Gayrimenkul Yatırım Ortaklığı AŞ and ESG Turkey® Danışmanlık (ESG Strateji Danışmanlığı ve Eğitim Ltd. Şti) make no representations or warranties regarding the accuracy or completeness of the information contained in this Report. Akmerkez Gayrimenkul Yatırım Ortaklığı AŞ and ESG Turkey® Danışmanlık accept no responsibility or liability for any statements, representations, omissions, or forwardlooking statements included in this Report or any other written or oral communications made or made available. Under no circumstances shall Akmerkez Gayrimenkul Yatırım Ortaklığı AŞ, ESG Turkey® Danışmanlık, or their directors, managers, employees, or third parties be held liable for any damages arising from the use of this Report.