Building a Healthier Future, Together

Eczacıbaşı Group

Integrated Sustainability Report

2025

Eczacıbaşı

Contents

About the Report 4
Joint Message from the Chairperson and CEO 6
1. Eczacıbaşı Group at a Glance 8
Overview of the Eczacıbaşı Group 10
Our Organizational Structure, Brands, Products, and Services 11
Our Operating Environment 16
Year in Review 26
2. Our Approach to Sustainability 28
Our Value-Creating Business Model 30
Sustainability at Eczacıbaşı Group 34
Double Materiality 36
Sustainability Objectives 38
Contributing to the UN 2030 Agenda 40
Stakeholder Relations 41
3. Corporate Governance 42
Governance Approach 44
Enterprise Risk Management 52
Ethics and Compliance 60
Supply Chain Management 64
Economic Sustainability 66
4. Investing in Planet 68
Climate and Environment 72
Climate-related Risk and Opportunities of Eczacıbaşı Group 74
Energy Management and Carbon Emissions 76
Water Management 80
Circular Economy 82
Product Responsibility 82
Waste Management 84
5. Investing in People 86
Equal Opportunity 90
Equal, Diverse and Inclusive Workplace 92
Attracting, Developing and Retaining Talent 95
Health and Wellbeing 101
Health, Safety and Wellbeing 102
Community and Social Vitality 104
Social Investment 104
6. Investing in Future 112
Innovation 114
Entrepreneurship 120
Research and Development 122
Transformation with Technology 123
7. Annex 126
List of Associations, Initiatives and Memberships 128
Awards 129
Stakeholder Relations Table 130
Performance Indicators 138
Environmental Performance Indicators 138
Social Performance Indicators 140
Technical Glossary 144
GRI Content Index 146
WEF Stakeholder Capitalism Metrics 156
Limited Assurance Report 160
Reporting Principles 166
Info 171

About the Report

At the Eczacıbaşı Group, our commitment to **contributing to a healthier and more sustainable future** guides all our operations. The **Eczacıbaşı Group 2025 Integrated Sustainability Report** presents a comprehensive account of our sustainability strategies, achievements, targets, performance, and progress for the fiscal year from **January 1** to **December 31, 2025.**

Scope of our Report

This report covers **Eczacıbaşı Holding, Bathrooms (Eczacıbaşı Building Products Inc. Co., burgbad, VitrA Bathroom Products LLC), Tiles (VitrA Tiles Co., Villeroy & Boch Fliesen GmbH, VitrA Fliesen GmbH & Co. KG, and VitrA Tiles LLC.), Consumer Products (Sanipak Sağlıklı Yaşam Ürünleri San. ve Tic. A.Ş.), Healthcare (Eczacıbaşı Pharmaceuticals Marketing Co., Gensenta Pharmaceuticals Inc. Co.), Natural Resources (Esan Eczacıbaşı Industrial Raw Materials Co.), Intema Building Materials Marketing and Sales Inc. Co. and Other (Kanyon Management and Marketing Co.).** All financial data are stated in euros (€) unless otherwise stated.[1]

Principles and Standards

This report has been prepared with reference to the **GRI Sustainability Reporting Standards.** It also considers the **'Stakeholder Capitalism and Sustainable Value Creation Reporting Criteria'** set forth by the **World Economic Forum (WEF)** and highlights our contribution to the **UN Global Compact Principles** and **UN Sustainable Development Goals (SDGs).** In addition, we have sought to align with the **International Integrated Reporting Framework** published by the International Integrated Reporting Council (IIRC).

- The GRI Content Index is available in the **Annex.**

Assurance

We have obtained independent limited assurance for data on energy, water, waste, equal opportunity, educational programs and training, occupational health and safety, and production, as well as selected key performance indicators (KPIs) presented in this report. The assurance process is conducted in accordance with ISAE 3000 (Revised) by RSM Turkey Uluslararası Bağımsız Denetim A.Ş. ("RSM"), and provides limited assurance on the accuracy and reliability of the information. Our Reporting Guidance for non-financial KPIs provides details and definitions of these selected KPIs, and the Limited Assurance Report is included in the **Annex.** KPIs subject to limited assurance by RSM Turkey Uluslararası Bağımsız Denetim A.Ş. ("RSM") are denoted by the check symbol as displayed here: ✓

Navigation Icons

Our Capitals

Financial | Natural | Social
Human | Intellectual | Manufactured
Stakeholder Perspective

All Eczacıbaşı Group sustainability reports since 2007 are available on our **corporate website**.

[1] Unless otherwise stated, the financial data presented in this report cover all wholly-owned subsidiaries and affiliated companies consolidated in the Eczacıbaşı Group's financial statements.

Joint Message from the Chairperson and CEO

Dear Stakeholders,

In 2025, businesses around the world operated in an environment defined by volatility, structural change, and accelerating technological transformation. Trade policy uncertainty, tariff discussions, geopolitical tensions, and sustained investment in technology, most notably artificial intelligence, shaped the global agenda.

For Eczacıbaşı Group, 2025 was a year in which resilience, discipline, and strategic focus once again proved essential. Despite a demanding macroeconomic backdrop and softer demand across Europe throughout the year, the Group delivered a solid financial performance. We generated net revenue of €1.9 billion, with international operations accounting for 53% of total revenues through exports from Türkiye and sales by our Group companies abroad. International sales reached €1,059 million, while domestic sales stood at €927 million, reflecting the contribution of our diversified geographic presence and disciplined management approach.

In this environment, sustainability outlook continued to take shape within a more integrated framework, centered on environmental risks, the energy transition, and water security. These areas gained further prominence globally, not only as environmental considerations but also as economic and strategic priorities. We believe that sustainable growth increasingly depends on companies' ability to manage transformation, resources, and risks with agility.

Throughout 2025, we continued to optimize production processes, advance technology investments, and reinforce the foundations for more efficient, data-driven, and resilient operations across our businesses. To support this transformation, we strengthened our analytics and AI capabilities through initiatives such as Mission AI, enhancing data-driven decision-making and operational efficiency.

Our sustainability journey continues in line with the vision we defined in 2025, which provides a more focused and forward-looking direction across the Group. Rooted in Eczacıbaşı's legacy of responsibility toward the environment and its stakeholders, this vision focuses on creating positive business impact, ensuring business continuity, and building competitive strength through smart positioning.

During the year, we reassessed our sustainability risk profile and analyzed the financial implications of carbon regulation and water stress, both of which we identified among our most material risks. As part of our Low Carbon Transition Project, SBTi aligned emission reduction targets were defined for Gensenta, while technological feasibility, sector-specific constraints, and investment requirements continued to be assessed across our other Group companies. In relation to water-related risks, we plan to initiate a comprehensive water due diligence project covering our main business areas, beginning in 2026.

We also made significant progress in renewable energy. Through the commissioning of 36 MWp solar power plant in Aksaray for VitrA Tiles and a 4 MWp solar power plant in Balya for Esan, we increased our installed renewable energy capacity from 24.1 MWp to 64.2 MWp.

Looking ahead, 2026 will be an important year for further embedding sustainability into our governance, target-setting, and implementation processes. We will advance a comprehensive Sustainability Strategy and Roadmap for Eczacıbaşı Group designed to strengthen alignment, accountability, and execution across our businesses. In line with the global sustainability agenda, we also announced our commitments under the UNGC Forward Faster initiative in the areas of water resilience and gender equality, including our commitment to equal pay for equal work.

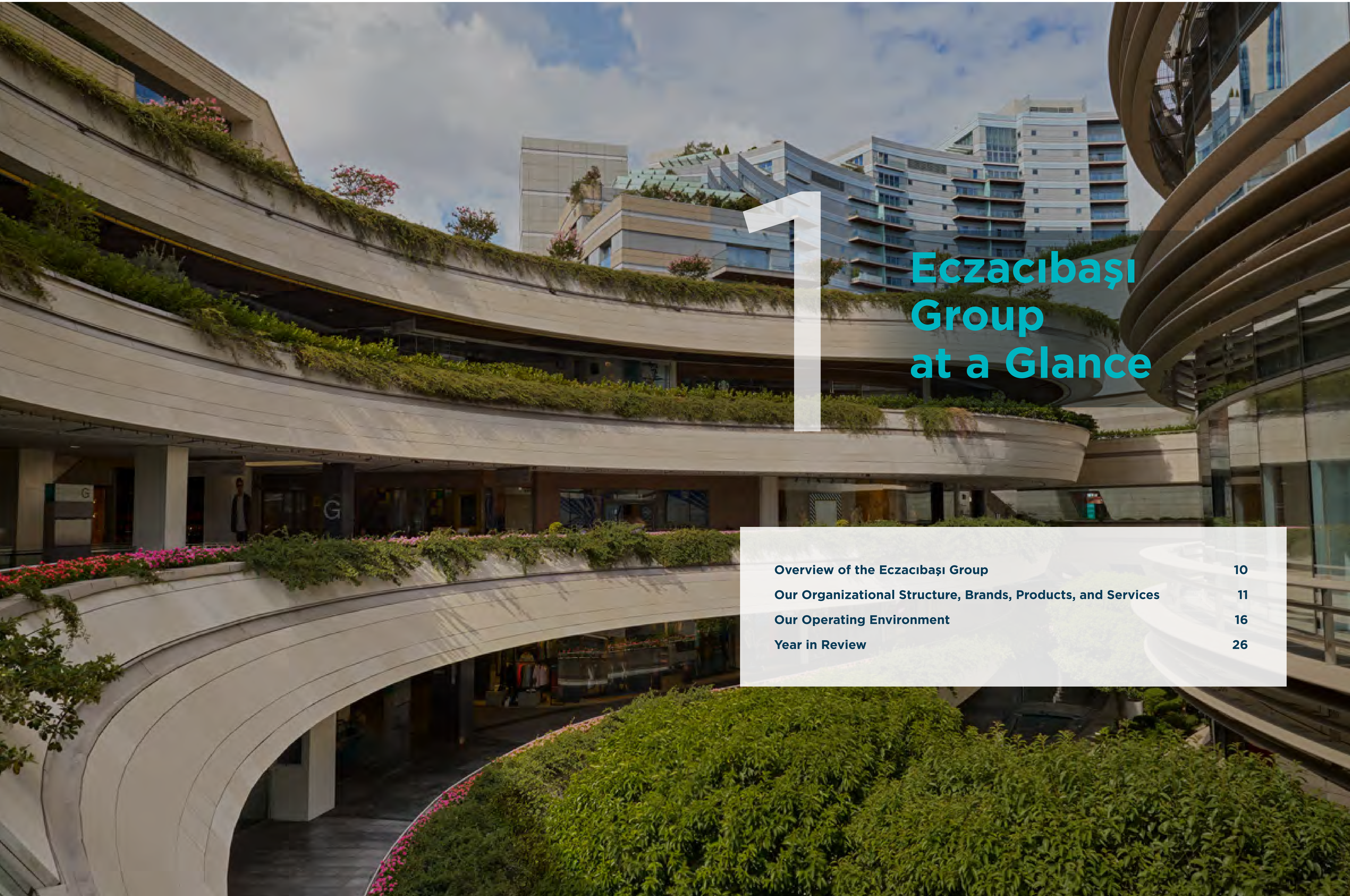
At Eczacıbaşı, sustainability has always extended beyond environmental performance. It also means contributing to social development and creating lasting value for society. Since our establishment, we have supported initiatives across culture and the arts, education, science, sports, and youth development. We believe that sustainable growth requires economic strength as well as a consistent contribution to a more inclusive, accessible, and resilient society.

Today, sustainability is becoming more deeply embedded in the way we make decisions, manage risks, allocate resources, and build resilience across the Group. It is an integral part of how we define long-term value creation, for our businesses, our stakeholders, and the communities we serve. As we move forward, we remain committed to advancing our sustainability performance, strengthening our practices, and building the capabilities required for the future.

Behind every achievement reflected in this report are the dedication of our people and the enduring trust and collaboration of our stakeholders. We extend our sincere thanks to all our colleagues for their contributions, and to all our stakeholders for their unwavering support. Together, we will continue working toward a more sustainable future and a stronger, more resilient society.

Bülent Eczacıbaşı Chairperson

Burak Sevilengül CEO



1 Eczacıbaşı Group at a Glance

Overview of the Eczacıbaşı Group	10
Our Organizational Structure, Brands, Products, and Services	11
Our Operating Environment	16
Year in Review	26

Overview of the Eczacıbaşı Group

A pioneer of Turkish industry, the Eczacıbaşı Group was founded in 1942 by Dr. Nejat F. Eczacıbaşı with the mission of advancing modern, high quality, and healthy living in Türkiye.

As a prominent industrial conglomerate, the Eczacıbaşı Group stands out through its commitment to innovation and quality, its significant global market positioning, and its long-term value creation for society and the environment.

Guided by the principle of "respect for the individual, society, and environment," Eczacıbaşı offers products and services aimed at enhancing the quality of life in communities.

More than 10,000 people at Eczacıbaşı contribute to value creation both in Türkiye and abroad, primarily in the core sectors of building products, consumer goods, healthcare, and natural resources, in addition to technology, finance, and real estate development and management. With its diversified business portfolio, Eczacıbaşı remains committed to building a healthier future with care and confidence.For details regarding the history of the Eczacıbaşı Group, please refer to **our website**.

Our Mission

Eczacıbaşı, is a pioneer of modern, high quality and healthy living. Accordingly, the Group encourages each of its companies to surpass established standards and raise consumer benchmarks of product and service quality. Through sponsorship and responsible corporate practices, we also promote social and economic development that nurtures cultural and scientific activity, protects the environment, and preserves scarce natural resources.

For additional details regarding Our Values, please refer to our **our website**.

Our Organizational Structure, Brands, Products, and Services

Bathrooms

Türkiye's first and largest producer and exporter of ceramic sanitary ware, producing VitrA branded products since 1958 and bathroom furniture, bathtubs, and shower trays since 1991. Eczacıbaşı Building Products places among the top 10 producers in Europe and has been producing bathroom accessories since 1995.

Operating 14 plants across Türkiye, Germany, France, and Russia, Eczacıbaşı Building Products has an annual production capacity of 6.3 million ceramic sanitaryware units , 870 thousand bathroom furniture units, 2.2 million faucets, 250 thousand acrylic bathtubs and shower trays, 1 million concealed cisterns, and 1.1 million toilet seats.

With its comprehensive bathroom solutions, Eczacıbaşı Building Products offers an inspiring selection of products under well-recognized brands, elevating the bathroom from a purely functional zone to an environment of beauty, relaxation, and personal enrichment.

For more detailed information please refer to the **Eczacıbaşı Building Products - Bathroom Integrated Sustainability Report 2025**.

Products and Services

- Ceramic sanitaryware
- Faucets and accessories
- Bathroom furniture
- Showering areas
- Concealed cisterns

Tiles

As one of Türkiye's leading exporters in the ceramic tile sector, VitrA Tiles began production in Istanbul in 1991 and in Bozüyük in 1992. and now has an annual production capacity of 31 million square meters in the tile product group.

Under its VitrA, Villeroy & Boch, and engers brands, the company offers its products in approximately 90 countries, with its main markets being Türkiye, Germany, and France. VitrA Tiles strives to provide a flawless customer experience by delivering integrated and well-designed ceramic tile systems for interior and exterior applications.

For more detailed information please refer to the **Eczacıbaşı Building Products - Tiles Integrated Sustainability Report 2025**.

Products and Services

- Wall tiles
- Porcelain tiles
- Floor tiles
- Large format tiles
- Technical porcelain tiles
- Mosaic tiles

Consumer Products

The history of Sanipak begins in 1969, when İpek Kağıt was founded to produce and promote hygiene paper products, regarded as a key component of modern and healthy living. A pioneer of Türkiye's FMCG sector, Sanipak has grown into a powerhouse with strong brands across hygiene paper, baby care and wet wipes, personal care, home care, and away-from-home categories.

The company has evolved into a leading innovator in Türkiye's personal care sector by diversifying its portfolio, which now includes 25 brands produced in five plants by more than 2,000 employees, and exported to more than 60 markets worldwide.

For more detailed information, please refer to the **Sanipak Sustainability Summary Report 2025**.

Products and Services

- Tissue paper products
- Personal care products
- Wet wipes and baby care products
- Homecare products
- Away-from-home cleaning and hygiene products

Natural Resources

Founded in 1978 as a member of the Eczacıbaşı Group, Esan was established to supply high-quality raw materials to the ceramics industry.

Today, Esan is one of Türkiye's leading producers of industrial minerals and metallic ores, processing the value derived from natural resources in line with the principles of responsible mining.

Esan has grown into one of Europe's leading industrial mineral producers and Türkiye's top exporter of lead concentrate, with over 45 years of experience and an annual production volume of 4,697,319 million tons from its 40 mines and 9 processing plants in Türkiye at Balya, Milas, Yeniköy, Yassıtaş, Çine, Bozüyük, Sarıbeyli (Bandırma), İnlice.

Esan also operates Esan Italia Minerals in Italy and maintains branch offices in China and Ukraine, where it also has a processing plant. Overall, Esan provides more than 129 products to industries in Türkiye and exports to over 43 countries.

For more detailed information, please refer to the **Esan Integrated Sustainability Report 2025**.

Products and Services

- Industrial minerals
- Metallic mines

Healthcare

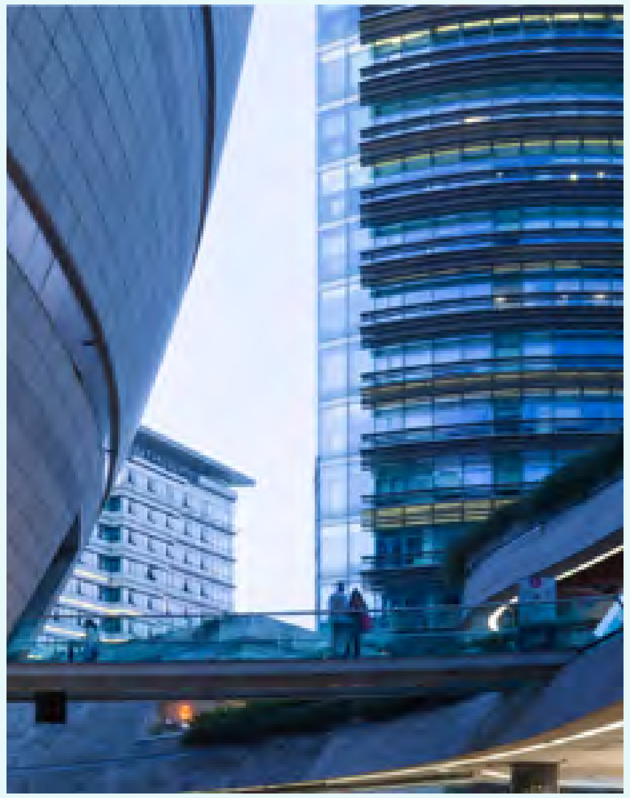
For over 80 years, the Eczacıbaşı Group has improved the quality of life for individuals of all ages by offering high quality healthcare solutions that raise the bar.

Eczacıbaşı's main healthcare operations included Eczacıbaşı Pharmaceuticals Marketing and Gensenta Pharmaceuticals. Eczacıbaşı Pharmaceutical and Industrial Investment Co. is dedicated to respecting human, fostering innovation, and contributing to society, culture, education, science, and sports while maintaining the highest quality in their products and services.

For more detailed information please refer to the **Eczacıbaşı Pharmaceutical and Industrial Investment Co. Website**.

Products and Services

- Prescription and non-prescription medicine
- Food supplements
- Personal care products
- Oncology and rare disease products



Investment Office

The Investment Office is responsible for the Eczacıbaşı Group's inorganic growth and portfolio optimization activities. Collaborating directly with the management teams of Group companies, the Investment Office aims to provide support and leadership for inorganic growth projects aligned with each company's long-term strategy.

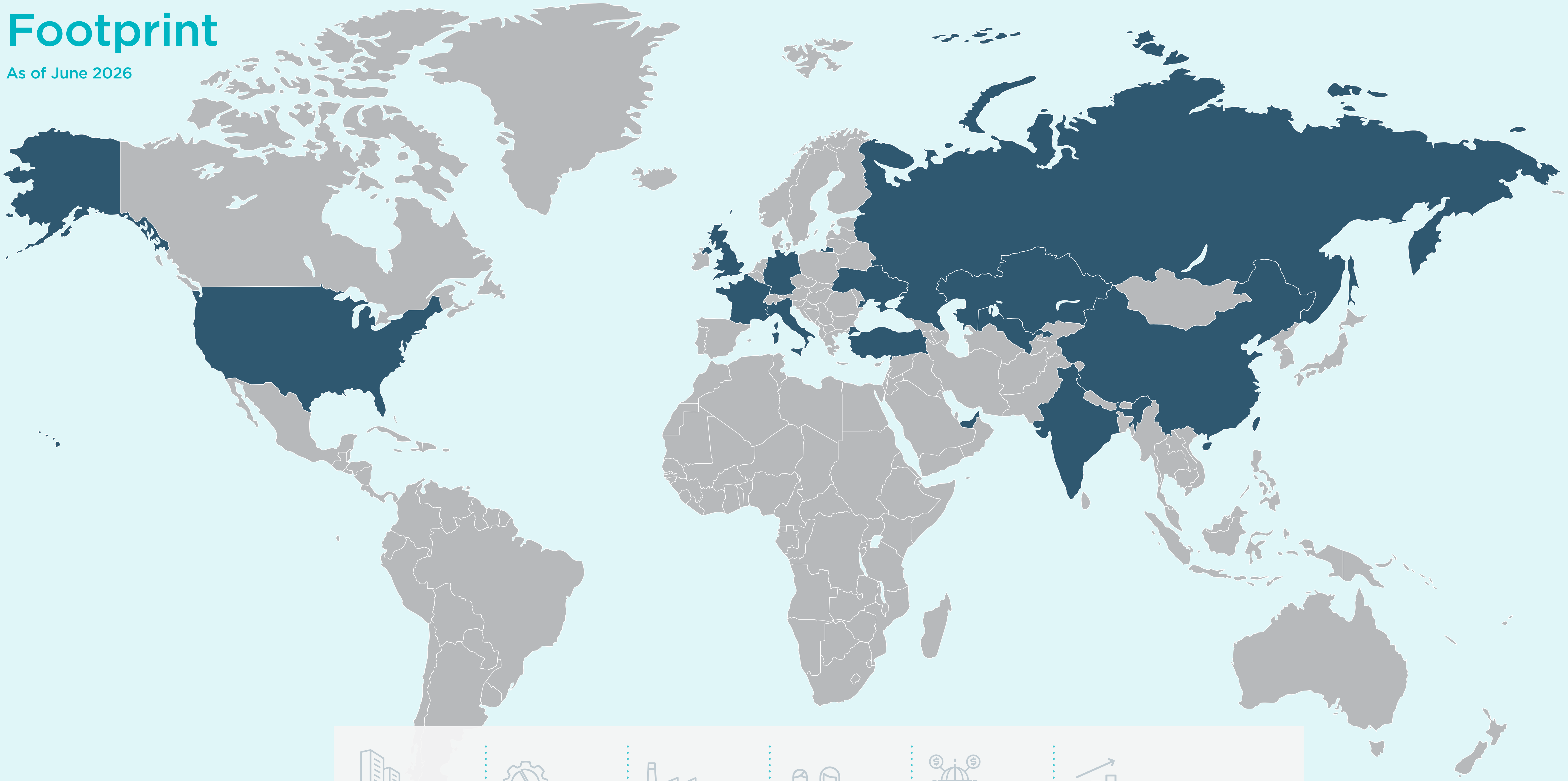
The Investment Office oversees the Group's strategic growth initiatives and evaluates emerging markets and industry sectors where its existing company portfolio has not yet established operations.

Products and Services

- Property development and facility management
- Foreign trade
- IT services
- Insurance

Our Global Footprint

As of June 2026



44	**5**	**32**	**12**	**+100**	**€1.9 billion**
Companies	Sectors	Production Plants	Offices Worldwide	International Markets	Total Net Sales

Our Operating Environment

Global Trends	**Climate and Nature Crisis** Climate change driven extreme weather events are ranked among the most critical environmental risks in both the short and long term, underscoring the urgency of the climate crisis and its far reaching impacts.[1] In parallel, 2015–2025 was the hottest 11 year period ever recorded and that 2025 was the second or third warmest year, around 1.43°C above the 1850–1900 baseline.[2] Taken together, these assessments show that they point to converging evidence of a rapidly warming planet. This reinforces concerns about a deepening climate and nature crisis, in which escalating temperatures and intensifying extremes accelerate biodiversity loss, ecosystem degradation, and associated socio-economic vulnerabilities.
Our Response	Eczacıbaşı Group is committed to reducing negative environmental impact and promoting sustainability across its Group companies and value chain by strengthening operational resilience to climate change. Through energy and operational efficiency initiatives, investments in renewable energy, green electricity procurement, sustainable product design, and responsible supply chain practices, we contribute to the transition toward a low-carbon economy. At the end of 2023, we launched a three-phase Low Carbon Transition Roadmap project to develop a climate strategy aligned with international standards. In 2025, as part of the this project, Gensenta established targets aligned with the Science Based Targets initiative (SBTi), while efforts continued to define greenhouse gas emission reduction targets for other Group companies. In 2026, we will also launch a comprehensive water due diligence project to assess water-related risks and opportunities, identify reuse potential, and strengthen our water management strategy.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Natural, Financial, Social, Manufactured

Global Trends	**Technological Progress and Digital Age** The world is entering a new era of transformation defined by the convergence of multiple maturing technologies, signaling a profound shift in how innovation is produced and scaled. In this dynamic landscape, innovation is no longer linear or confined within single sectors; instead, it emerges from the integration of complementary technologies across domains such as artificial intelligence, quantum computing, robotics, and advanced materials.[3] Multiple foundational technologies are maturing simultaneously, creating unprecedented opportunities for those who understand their combined potential. As this integration accelerates, technological change becomes faster and more interconnected, impacting business processes and operational areas. Taken together, these developments illustrate a broader trend of the digital age, in which technological change is increasingly interconnected, continuous, and embedded in everyday life.
Our Response	Our adoption of digital technologies, data, and new ways of doing business is shaping the future of our business areas. By focusing on human-centered innovation and investing in emerging technologies, we strive to enhance our competitive strength and contribute meaningfully to daily life. By guiding our sustainability strategy through innovation, advanced technologies, and smart solutions, we create long-term value for our business, our stakeholders, and the future. We aim to make technology-driven transformation a core organizational capability that drives sustainable growth across the Eczacıbaşı Group. Additionally, through our involvement in the Climate Lab Community Program, we contributed to initiatives aimed at supporting climate-focused innovation by bringing together ecosystem stakeholders and Group companies through workshops and working groups.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Financial, Social, Intellectual

[1] The Global Risk Report, 2026
[2] State of Global Climate, 2025
[3] Technology Convergence Report 2025

Global Trends	**Strategic Rise of Artificial Intelligence** Artificial intelligence is a fundamental force of transformation that is radically changing how businesses operate, particularly by redefining workforce competencies and investment priorities. The real challenge for organizations is not just using AI to improve operational efficiency, but their ability to integrate it with restructuring employee skills and enhancing organizational agility.[4] However, the rapid proliferation of AI is also bringing new-generation risk areas, such as ethical use, data security, and rising energy consumption, to the forefront, leading these issues to play a more decisive role in investment decisions and sustainability agendas.[5] In this context, organizations capable of deriving value from AI are viewed as structures that not only adopt the technology but also address it in conjunction with robust governance, appropriate skill transformation, and balanced risk management.
Our Response	We are transforming decision-making processes using data, advanced analytics and AI agents. By developing Agentic AI solutions both internally and in collaboration with our trusted ecosystem partners, we are fostering smarter decision-making processes and more flexible ways of working across the Group. Through the Mission AI program, we focus on developing implementation-ready AI agents that create financial and operational value, accelerate decision-making, reduce manual work, and help mitigate quality and logistics risks.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Human · Social · Intellectual

Global Trends	**Cybersecurity** The cybersecurity landscape is accelerating amid growing threats, geopolitical fragmentation, and a widening technological divide.[6] It highlights that artificial intelligence (AI) is transforming the cyber domain on both sides of the fight – strengthening defense capabilities while at the same time enabling more targeted and sophisticated attacks by malicious actors. In this environment, cybersecurity has become a central pillar of digital processes, shaping how organizations design systems, deliver services, and interact with stakeholders. As digital dependence deepens, businesses, governments, and individuals must treat cybersecurity as a shared responsibility.
Our Response	At Eczacıbaşı, cybersecurity is a core enabler of business continuity and reputation protection, supported by proactive risk management and strong information security practices aligned with global standards such as ISO/IEC 27001:2022. We further strengthen our resilience by building cybersecurity awareness across the organization through comprehensive employee training programs. By adopting a specialized cybersecurity approach for Industrial Control Systems (ICS), we are strengthening network security, access controls, and threat detection capabilities to ensure operational continuity. We strengthen Group-wide cyber resilience by proactively managing information security risks, leveraging cyber risk insurance, and operating a 24/7 cybersecurity intelligence service to monitor threats and enable rapid incident response.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Financial · Intellectual

[4] PMI Global Megatrends 2024: People, Planet, and Innovation
[5] Morningstar Sustainable Investing Trends to Watch 2026

[6] WEF The Global Cybersecurity Outlook, 2025

Global Trends	**Economic Downturn and Global Inflation** Global inflation continues to pose material pressures, underpinned by elevated input and service costs associated with ongoing supply chain disruptions, higher energy prices, evolving monetary policy conditions, and rising labour expenditures. Climate-related events, including extreme weather patterns, compound these dynamics by impairing agricultural productivity and intensifying stress on critical natural resources. These mutually reinforcing factors carry significant implications for corporate cost structures, pricing decisions, margin preservation, and long-term growth trajectories. In response, enterprises are required to adopt more agile and adaptive operating models, encompassing the optimization of cost bases, the enhancement of process and resource efficiency, and the diversification of supply chains and sourcing strategies. Such measures are increasingly critical to mitigating risk, preserving competitiveness, and sustaining performance in a structurally more volatile macroeconomic environment.
Our Response	At Eczacıbaşı, global and local macro-economic developments are monitored closely and on an ongoing basis, with their potential effects on our business activities and future performance assessed in detail. In response to changing conditions, we rapidly adapt our business practices, while our agile management approach and strong commitment to innovation enable us to reshape our commercial strategies and identify the opportunities that may emerge from market challenges. By placing priority on alternative materials, we strengthen the resilience of our supply chains while reducing our vulnerability to raw material price volatility in global markets. Our operating model is further protected against unexpected economic shocks through the diversity of our business areas and the strong contribution of international revenues, with 53% generated from exports and international operations. Beyond expanding the Group's global footprint, we regularly evaluate investment opportunities in new fields in order to identify additional value creation channels and support continued diversification. Through our proactive and agile way of working, we are able to deliver solutions that promote healthy, high-quality, and sustainable living for our stakeholders.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Financial Social

Global Trends	**Social Polarization and Inequality** Social divides and unequal access to opportunity are reshaping the global landscape. Widening gaps in income, education, and living conditions, combined with fragmenting communities and weakening social cohesion, are becoming more pronounced. Increasing public awareness and vocal advocacy on social injustice are driving businesses to take a more intentional and forward-leaning role in tackling inequality and safeguarding human rights. Today, these developments are widely recognized as a critical trend that will shape both present and future stability. Public concern about fairness, respect, and equal treatment is steadily growing, and is increasingly reflected in elections, consumer choices, and workplace expectations. In this changing environment, organizations are expected to weave diversity, equity, inclusion, and sustainability into the heart of their strategies not only to create a positive impact on society, but also to enhance their capacity to attract, motivate, and retain leading talent.
Our Response	At the Eczacıbaşı Group, we prioritize creating an inclusive, fair, and respectful work environment where everyone has equal opportunities. Guided by international human rights frameworks, including the UN Women's Empowerment Principles (WEPs), which we signed in 2013, we consider diversity and inclusion a strategic priority and actively support the empowerment of women and underrepresented groups. Our ALLforALL Equal Opportunities Platform and Committee coordinate equality initiatives across the Group. Building on the updated ALLforALL Manifesto, which reaffirms our stance against all forms of discrimination, we continue to advance our integrated initiatives, TechnologyForAll, SalesForAll, and IndustryForAll, under the ALLforALL platform to strengthen our impact in promoting gender equality in fields where women are traditionally underrepresented. In the period ahead, we are expanding the scope of our equal opportunity efforts, deepening employee awareness through targeted training and engagement programs, and reinforcing our commitment to inclusive leadership across all Group companies.
Affected Business Areas	Bathrooms Tiles Consumer Products Natural Resources Healthcare
Capitals Impacted	Human Social

Global Trends

Geopolitical Developments and Economic Instability

The relationship between geopolitical developments and economic instability is becoming increasingly structural in nature. Increasing geo-economic competition on a global scale is deepening economic uncertainties and increasing fragility in the global system through trade restrictions, sanctions and control mechanisms over access to critical resources.[7]

This situation is leading to the weakening of multilateral cooperation and the evaluation of the global economy into a more fragmented and unpredictable structure.

In this context, it is evident that geopolitical tensions are not confined to the political sphere alone; they are increasingly becoming a direct determinant of growth prospects, investment decisions, and supply chains. The restructuring of supply chains, heightened competition for strategic resources such as energy and critical minerals, and rising volatility in financial markets are among the primary manifestations of this transformation.[7] Consequently, current global dynamics are making resilience, diversification and strategic foresight critical competitive factors for both companies and nations.

Our Response

The Eczacıbaşı Group keeps a close watch on global geopolitical developments and regularly evaluates potential exposure across different geographies and industries. Our approach is multi-layered and proactive, designed around the principles of resilience, agility, and long-term sustainability. Through cross-functional collaboration and scenario-based planning, we identify risks stemming from geopolitical shifts and related sanctions -such as the European Union's Green Deal (including CBAM and other regulatory developments)- and implement preventive measures accordingly. To better understand how these external pressures may translate into financial outcomes, we conducted a dedicated financial impact assessment in partnership with Garanti BBVA, allowing us to quantify potential risks and opportunities and embed these insights into our strategic and financial planning. Moving forward, we continue to strengthen the resilience of our supply chains through alternative materials and R&D investments, accelerate our decarbonization agenda, and pursue operational excellence to keep pace with a rapidly shifting global environment. We also remain focused on developing manufacturing approaches that consume fewer resources and creating new, more resource-efficient products.

Affected Business Areas

Bathrooms
Tiles
Consumer Products
Natural Resources
Healthcare

Capitals Impacted

Financial Social

[7] The Global Risk Report, 2026

Global Trends

Lifestyle and Behavioral Changes

On a global scale, lifestyles and individual behavioral patterns are rapidly evolving in line with technological advancements, health awareness, and expectations regarding sustainability.[8] In particular, the integration of digitalization into the center of daily life, the widespread adoption of remote work models, and individuals increasing flexibility in their preferences regarding time, place and consumption are reshaping traditional ways of life. At the same time, topics such as health focused living, mental wellbeing, and personal productivity are becoming more decisive in individuals' decision making processes.

Additionally, a more conscious and value-driven approach is emerging in consumer behavior. As the shift toward sustainable products and services, expectations for ethical production, and demands for transparency from brands increase, individuals are incorporating not only price and quality but also social and environmental impact into their purchasing decisions.[8] This transformation stands out as a critical dynamic that redefines not only the delivery of products and services but also brand positioning and stakeholder communication for companies.

Our Response

At Eczacıbaşı, we respond to evolving lifestyle dynamics with care and attentiveness. Across our organizations, we continue to apply hybrid working models that accommodate the varied and shifting expectations of our employees. Health, safety, and wellbeing form the foundation of our people strategy; we are dedicated to maintaining a working environment that nurtures the physical, emotional, and mental wellbeing of our employees while supporting their ongoing growth. We continue to reinforce this strategy by tracking employee wellbeing through engagement and pulse surveys and by systematically running our feedback mechanisms to better identify and address employee needs.

For the consumers of our products and services, our innovation efforts focus on developing solutions that reshape daily habits in ways that benefit everyone. We recognize that human health and quality of life are deeply connected to the health of natural ecosystems -particularly soil and water, which underpin healthy living, biodiversity, and overall human wellbeing. With this perspective in mind, we guide our product development, R&D, and innovation roadmaps through sustainability lens, prioritizing solutions that preserve natural resources, lower negative environmental impact across the product life cycle, and promote healthier lifestyles. By remaining closely attuned to the changing needs and preferences of our customers, we strengthen our agility and competitiveness in a fast-evolving market, enabling us to anticipate emerging trends and deliver relevant, meaningful solutions.

Affected Business Areas

Bathrooms
Tiles
Consumer Products
Natural Resources
Healthcare

Capitals Impacted

Human Social

[8] Forbes Top 15 Global Trends For 2025

Global Trends

Energy Transition

The global energy transition represents a profound movement away from fossil fuels toward low carbon and renewable energy sources, reshaping economies, societies, and geopolitics. Driven by climate imperatives, accelerating technological development, energy security concerns, and the economic promise of clean energy, this transformation permeates all aspects of the energy system, from production to end use.[9] Clean energy technologies, such as batteries, hydrogen, solar, and wind, are pivotal to this transition.

This highlights the urgent need for more comprehensive policies, long term planning, and robust energy systems to enable a fair and effective global energy transition. While the pace and direction of change differ from country to country, the move toward cleaner forms of energy is now a central factor in long term planning, investment choices and international cooperation. The global energy transition appears to be not only an environmental imperative but also a structural transformation that will shape the future.

Our Response

Considering the energy intensive nature of our core business areas, energy management continues to be a strategic priority throughout our operations. We have embraced a holistic approach aimed at reducing transition-related risks and reinforcing long-term operational resilience. Our key actions include lowering total energy consumption, improving energy efficiency, and steadily expanding the share of renewable sources within our energy mix. To drive continuous progress, every Group company is assigned annual energy intensity targets, which are routinely reviewed. Since 2022, the entire electricity demand of our operations in Türkiye has been met either through energy providers holding Renewable Energy Certificates (RECs) or through the Group's own renewable energy facilities. This milestone not only accelerates our decarbonization journey but also strengthens our energy security and reduces our vulnerability to energy market volatility. Looking ahead, we will continue to scale up our renewable energy investments, advance energy efficiency initiatives across our sites, and integrate clean energy technologies into our long-term operational and strategic planning.

Within this scope, in 2025, VitrA Tiles' Solar Power Plant in Aksaray and Esan's SPP were commissioned in line with our sustainable energy vision, representing a key investment that reflects our commitment to environmentally responsible energy production.

Affected Business Areas

Bathrooms
Tiles
Consumer Products
Natural Resources
Healthcare

Capitals Impacted

Natural | Financial | Manufactured

[9] WEF Energy Transition

Year in Review

The Eczacıbaşı Group's key performance indicators as of end-2025 are as follows:

Financial and Economic Performance

€1.9 billion
Total net sales

53%
Share of International sales

Investing in our Planet

64.2 MWp
Renewable energy installed capacity

2,430,520 MWh
Total energy consumption ✓

524,673 MWh
Green electricity procurement (80% of the Group's total electricity consumption)

100%
Share of electricity consumption from renewable sources in Türkiye (%) ✓

4,528 thousand m³
Total water withdrawal ✓

79%
Share of recycled waste ✓

Investing in People

39%
Share of women employees in professional positions** ✓

43%
Share of women employees in recruitment** ✓

34%
Share of women employees in management** ✓

41%
Share of women in STEM* positions

36%
Share of women in revenue-generating roles

38
Average training hours per employee** ✓

1.35
Lost Time Incident Rate (LTIR) ✓

2.55
Total Recordable Incident Rate (TRIR) ✓

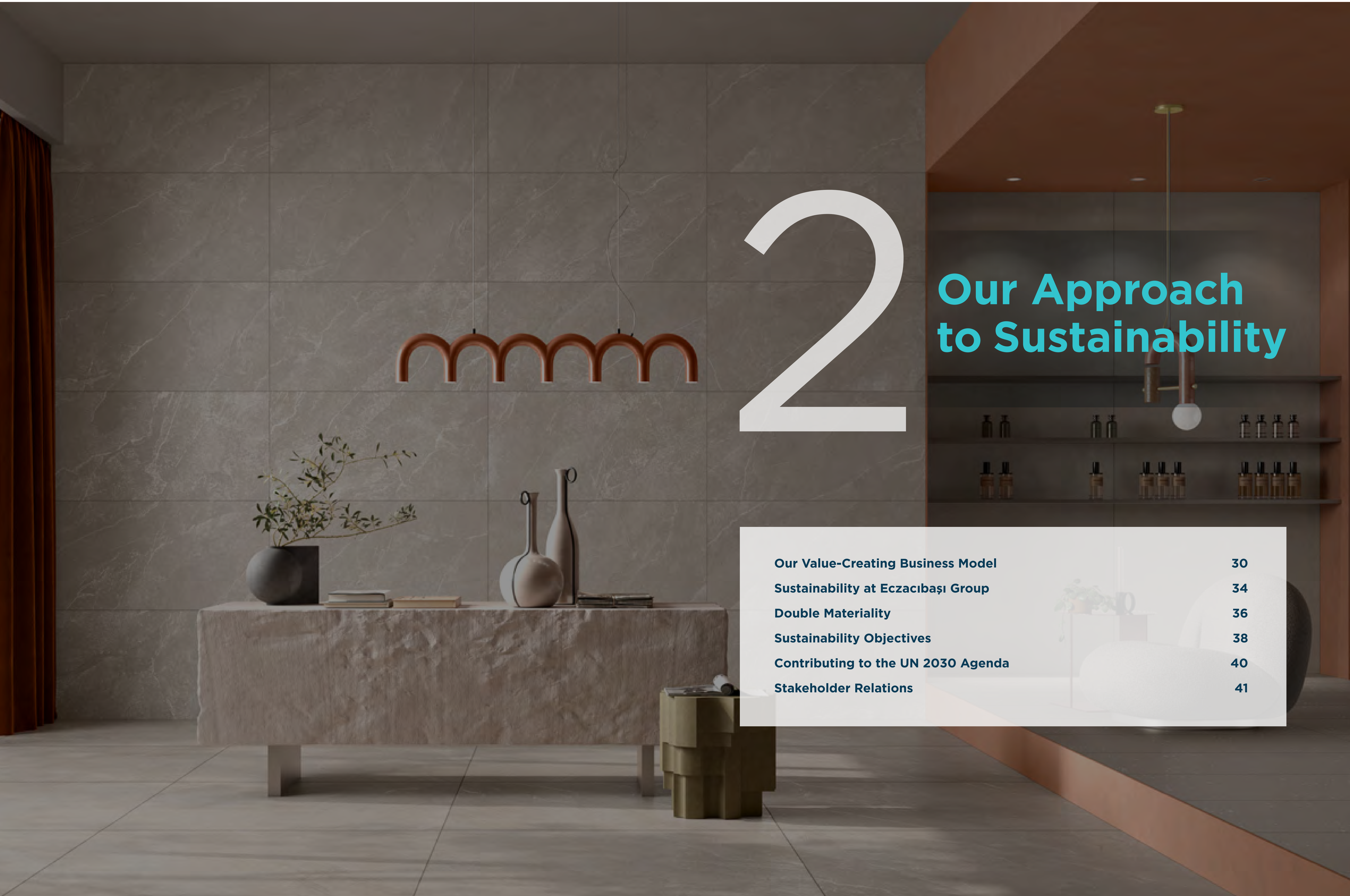
Investing in Future

223
Cumulative granted patents in 2025

63
R&D Projects

€9.6 million
Total R&D centers expenditure across the Group

* R&D, product development, and engineering positions are included.
**The data covers Türkiye operations.



2 Our Approach to Sustainability

Our Value-Creating Business Model	30
Sustainability at Eczacıbaşı Group	34
Double Materiality	36
Sustainability Objectives	38
Contributing to the UN 2030 Agenda	40
Stakeholder Relations	41

Our Value-Creating Business Model

Our model comprises;

Inputs, the resources that enable us to operate our business, including equity provided by investors, our employees, skills, know-how, and our supply chain ecosystem. These are categorized under the capitals defined in the Integrated Reporting Framework.

Activities: how we use these inputs to create value for all our stakeholders, and how we conduct our operations to deliver our purpose in line with our strategy.

Outputs and outcomes, the results of our operations and **the value we create** for each of our stakeholder groups.

Our Six Capitals

Our **financial capital** is allocated to invest sustainable growth in line with our long-term goals and strategies.

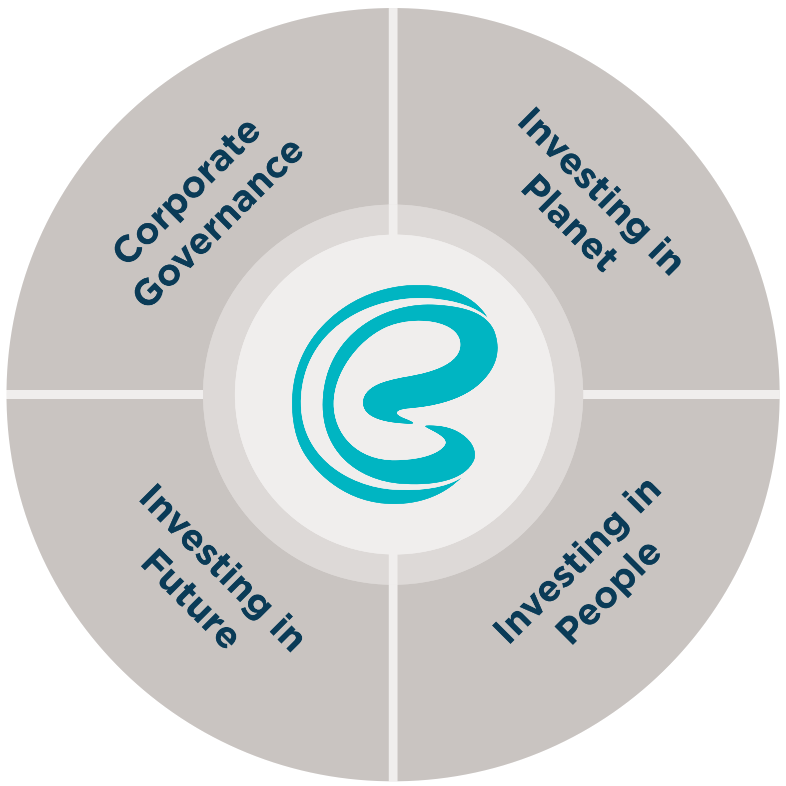
Our **human capital** involves talented workforce which is vital to achieve our strategic objectives. We manage our talents with "respect for people" approach.

Our **natural capital** comprises of valuable resources that fuels our operations. We take care about nature with utmost importance in accordance with our extended producer responsibility.

Our **intellectual capital** comprises organizational processes, institutional knowledge, and experience that pioneers and shapes the market, supported by digitalization, innovation, and an entrepreneurial mindset.

Our **social capital** is associated with honest and respectful engagement with societies and our stakeholders. Our participatory management approach encourages stakeholder involvement to create a common value.

Our **manufactured capital** comprises the resources and assets maintained by our Group companies to support production. Through the effective management and utilization of these physical resources, we strive to optimize our production processes and deliver high-quality goods.



Corporate Governance	Investing in Planet	Investing in People	Investing in Future
Our corporate behavior shapes our governance approach, guides our business activities, and is embedded in our corporate culture. As the Eczacıbaşı Group, we place utmost importance on accountable, fair, responsible, and transparent corporate behavior. We promote a risk-aware culture and adopt an integrated approach to identifying and managing risks, focusing not only on economic factors but also on environmental and social dimensions.	As the Eczacıbaşı Group, we recognize the multidimensional effects of the climate crisis and their influence on all activities across the Group. We are strongly committed to reducing the environmental effects generated throughout our value chain, from raw material sourcing to production. We invest in energy-efficient technologies, circular processes, and renewable energy solutions to mitigate the environmental impact of our activities and reduce our carbon footprint.	Our employees are the cornerstone of our organization. In line with this understanding, we create a working environment with conditions that prioritize employee health, safety, and well-being. Through our human resources strategy, which is shaped within the framework of our corporate culture and values, we strive to provide an exceptional employee experience by supporting their development. We work to reinforce community engagement through social initiatives and to collaborate with stakeholders to support the development of more resilient societies.	We are committed to generating sustainable value for future generations through the development of innovative solutions. To this end, digital transformation holds a significant place in our business strategy, and we continuously promote entrepreneurial and innovative endeavour into all business processes to build a more sustainable future. All our Group companies are dedicated to creating lasting value for future generations through innovative solutions that enhance lives.

Our Inputs in Six Capitals

€1.9 billion total net sales
€1 billion international sales
€239 million EBITDA
44 companies

10,315 overall employment[3]
3,323 employees subject to regular performance and career development evaluations

2,430,520 MWh energy consumption ✓
4,528 thousand m³ water withdrawal ✓
17 renewable electricity power plants
33 Environmental Product Declarations (EPDs)
10 Eco-labeled Products

€9.6 million total R&D center expenditure across the Group
128 R&D centers and innovation employees

12,591 suppliers
2 internship programs
61 universities and high schools which the Group collaborated with

32 production plants

What we do

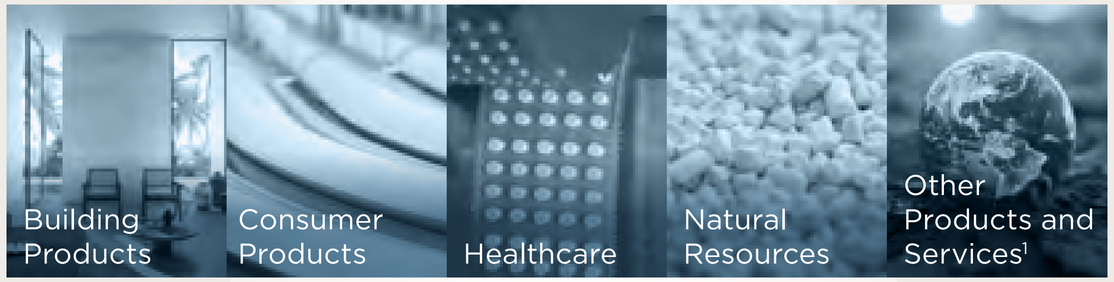
Our Mission

Eczacıbaşı, is a pioneer of modern, high quality and healthy living.

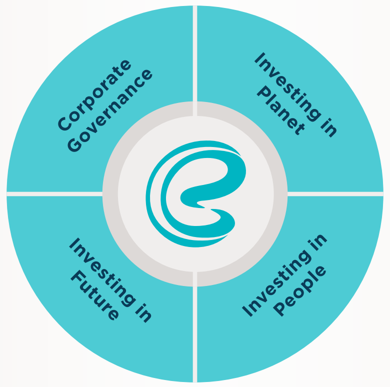
Our Sustainability Vision

Our sustainability vision is to create positive business impact, ensure business continuity, and build competitive strength through smart positioning; in line with Eczacıbaşı's legacy of responsibility toward the environment and our stakeholders.

Our Fields of Activities



External Drivers
Climate and Nature Crisis
Technological Progress and the Digital Age
Cybersecurity
Economic Downturn and Global Inflation
Social Polarization and Inequality
Geopolitical Developments and Economic Instability
Lifestyle and Behavioral Changes
Energy Transition
Artificial Inteligence



Contributed Stakeholders
Finance Community
Employees
Customers
Supply Chain
Government and Regulators
Civil Society

Climate Change Mitigation I Organizational Culture I Waste Management and Circular Economy I Conservation of Nature I Energy I Water Management I Responsible Procurement I Relations with Local Communities I Restricted and Prohibited Substances I Development of Feedback Channels I Working Conditions I Responsible Marketing I Access to Information I Business Ethics I Product Safety I Innovation I Biodiversity I Human Rights I Equality Diversity and Inclusion I Climate Change Adaptation I Environmental Pollution

Key Outputs and Outcomes

%2 increase in combined income
€16 million total tax paid
€42 million paid to capital providers

39% share of women employees in professional positions[2] ✓
43% share of women employees in recruitment[2] ✓
34% share of women employees in management positions[2] ✓
41% share of women in STEM positions
36% share of women in revenue-generating roles
38 average training hours per employee[2] ✓
15% employee turnover

64.2 MWp renewable energy installed capacity
524,673 MWh renewable electricity procurement
100% share of electricity consumption from renewable sources in Türkiye ✓
79% share of recycled waste ✓
84,674 MWh energy generated through **17** renewable energy projects

223 cumulative granted patents
63 R&D projects

259 students participating in internship programs

5,583,777 ton production ✓
+100 international markets

[1] It encompasses high-quality, reliable products and services that create value in the fields of finance, information technology, natural resources, real estate development, and business management.
[2] The data covers Türkiye operations.
[3] Overall employment figure excludes subcontractors.

Sustainability at Eczacıbaşı Group

Eczacıbaşı Group and its Group companies embrace a holistic approach to sustainability, managing their impacts and opportunities in a coordinated manner across all business processes.

We place sustainability at the core of our operations, taking a comprehensive perspective to create long-term value for our stakeholders. Accordingly, sustainable value creation is embedded at the heart of our business strategy.

We integrate sustainability into all aspects of our practices, from investment decisions to organizational structures, and continuously refine our approach to delivering value for our stakeholders.

Our Sustainability Journey

2006
Signatory of the **UN Global Compact**

2008
First **Group Sustainability Report**

2011
VitrA Tiles became **the first tiles producer in Türkiye to receive the EU Eco-Label**

2013
Signatory of the **UN WEPS**

2014
First **0.5 MWp rooftop solar power plant** was commissioned at Esan

2019
Fonding Member, **Unstereotype Allince Türkiye**

2020
One of the **first implementers of Stakeholder Capitalism Metrics in Türkiye**

2022
First integrated sustainability reports published at Group and company level

Renewable energy targets established

2023
Low Carbon Transition Roadmap project launched.

Sanipak became the **first tissue paper manufacturer in Türkiye to receive the national Environmental Label**

2024
VitrA Tiles becomes **the first and only ceramic tile** manufacturer in the **WEF Global Lighthouse Network**

Esan and **VitrA Tiles** were awarded the first **EcoVadis Bronze Medal**

Eczacıbaşı Bulding Products became the **first faucet producer in Türkiye to receive the national Environmental Label**

Sanipak commissioned its first wastewater recovery facility at the Yalova

$50 million financing secured **from the EBRD** to support resource and energy efficiency investments by **Esan**

2025
UN Global Compact Forward Faster commitments published

First Double Materiality Assessment Report published

Eczacıbaşı Bulding Products awarded the **EcoVadis Bronze Medal**

Gensenta's first SBTi targets set

100% Recycled Porcelain Tile launched by VitrA Tiles

Two solar power plants with a total capacity of 40 MWp at VitrA Tiles and Esan commissioned

We are dedicated to sustainability as both a business approach and a lifestyle, aiming to **"build a healthier future, together"** with our stakeholders.

Building on this commitment, our sustainability vision is to ***create positive business impact, ensure business continuity, and build competitive strength through smart positioning, in line with Eczacıbaşı's legacy of responsibility toward the environment and our stakeholders.***

Our commitments, the widespread implementation of sustainability practices across various business areas, and active participation in national and international initiatives demonstrate the strategic management of environmental and social performance.

Together, these efforts, guided by our four strategic pillars, corporate governance, investing in the planet, investing in people, and investing in the future, underscore a strong commitment to a culture of continuous improvement and shape our approach to sustainable value creation.

Our sustainability journey continues to evolve in line with the vision defined in 2025. This vision is built around four core principles that guide our strategic priorities and serve as the foundation of our sustainability efforts.

Through this vision, we aim to create positive business impact, ensure business continuity, and strengthen our competitive position through smart positioning, in line with Eczacıbaşı's legacy of responsibility toward the environment and our stakeholders.

In alignment with the sustainability vision established in 2025, a comprehensive Group-level Sustainability Strategy and Roadmap will be developed. This initiative aims to consolidate sustainability ambitions, material priorities, and business opportunities across all Eczacıbaşı Group companies, enabling a more structured, purpose-driven, and coordinated approach to advancing sustainability activities, while ensuring alignment with our sustainability vision across the Group.

Further details of this initiative and its impact on value creation will be disclosed in upcoming reporting periods. We will continue to strengthen our sustainability efforts and refine our strategy in line with our ambition to create long-term value for all stakeholders.

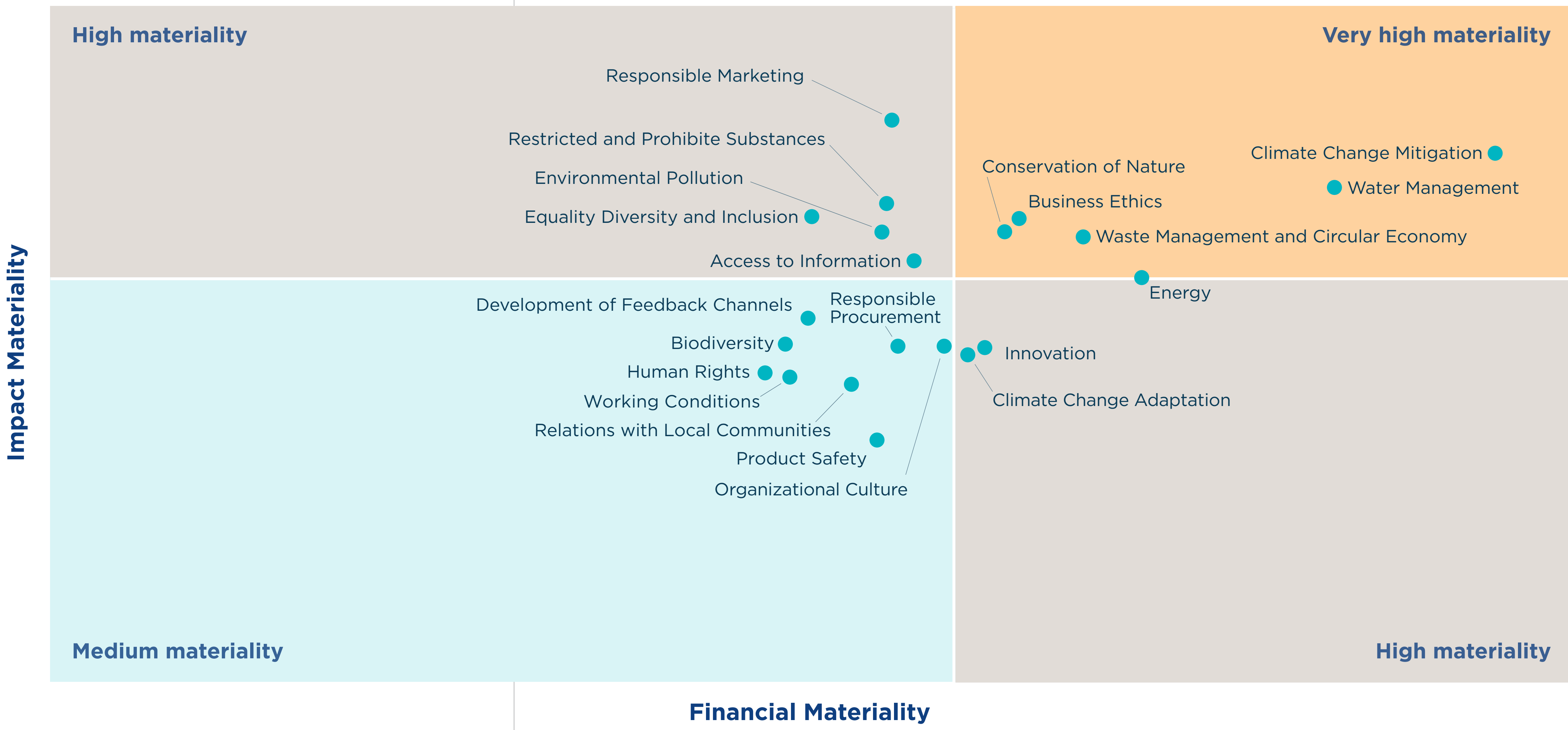
Double Materiality

At Eczacıbaşı Group, we believe that our primary responsibility to our stakeholders is to enhance our long-term economic performance through value creation, with a focus on resource efficiency and social welfare. In this regard, we are dedicated to fulfilling this responsibility through materiality assessments, which enable us to understand the dynamics of a changing world, assess their impact on operations, and enhance our ability to create value for our stakeholders.

We recognize that materiality is a dynamic concept. Accordingly, we regularly review our materiality approach as a key component of our sustainability management, ensuring alignment with evolving regulations, global dynamics, and stakeholder expectations.

In 2024, we conducted a Double Materiality Assessment (DMA) aligned with the requirements of the European Sustainability Reporting Standards (ESRS) to enhance our ability to meet stakeholder expectations and consider what is best for corporate governance, people, the planet, and our shared future. The results of our double materiality assessment, which constitutes one of the key inputs for shaping the sustainability strategy in the short, medium, and long term, and are presented below.

Detailed information on the assessment and the updated materiality topics is provided in the **Eczacıbaşı Group 2024 Double Materiality Assessment Report**



Sustainability Objectives

At Eczacıbaşı Group, we set clear, specific, and time-bound objectives that are aligned with our sustainability commitments to measure our success.

The following table presents our sustainability goals related to key material topics, summarizes our performance in 2025, and outlines our plans for the future.

Material Topics	Goals	Key Performance Indicator	Performance 2023	Performance 2024	Performance 2025	Status	Explanation
Energy Management and Carbon Emissions	By end-2025, our renewable energy installed capacity will reach 83 MW[1] (95 MWp)	Renewable energy installed capacity (MWp)	23	24.1	64.2 16% of the total electricity consumption[2] (54.5 MWe)	Not Achieved	The targets set for 2025 were not achieved due to the limited availability of grid connection capacity. As of 2025, our total installed capacity was recorded at 64.2 MWp, representing the achievement of 68% of our target.
	By the end of 2030, we will provide the entire electricity consumption of energy-intensive Group Companies - VitrA Tiles and Eczacıbaşı Building Products - from self-produced renewable energy (in Türkiye)	VitrA Tiles' renewable energy installed capacity (MWp)	3.76	3.76	39.8 66% of the total electricity consumption[2] (33.4 MWe)	In progress	Efforts are continuing in line with the same approach to achieve the targets.
		Eczacıbaşı Building Products' renewable energy installed capacity (MWp)	12.51	12.51	12.51 21% of the total electricity consumption[2] (10.2 MWe)	In progress	Efforts are continuing in line with the same approach to achieve the targets.
	By the end of 2030, we will provide 50% of the electricity consumption of Esan and Sanipak from self-produced renewable energy (in Türkiye)	Esan's renewable energy installed capacity (MWp)	5.23	6.33	10.3 7% of the total electricity consumption[2] (9.3 MWe)	In progress	Efforts are continuing in line with the same approach to achieve the targets.
		Sanipak's renewable energy installed capacity (MWp)	1.5	1.51	1.51 1% of the total electricity consumption[2] (1.3 MWe)	In progress	Efforts are continuing in line with the same approach to achieve the targets.
Water Management	By the end of 2025, Sanipak will reduce its water withdrawal per ton of product to 8.14 m^3.[3]	Sanipak's water intensity (m^3/ton)	9.13	8.08	8.34	Not Achieved	Although progress was made against water efficiency targets, performance remained below expectations due to increased operational activity and updated implementation timelines for certain projects. Accordingly, target-setting methodologies and monitoring mechanisms were reviewed, and new action plans were developed to strengthen water efficiency performance.
Equal, Diverse and Inclusive Workplace[4]	By end-2025, we will increase the share of women in professional employment to 42.50%.	Share of women employees in professional positions	39.8	40%	39%	Not Achieved	The objectives set for 2025 were not achieved. In 2026, targeted action plans will be established to fulfil the objectives, and efforts will be sustained with strong determination.
	By end-2025, we will increase the share of women among new recruits to 50%.	Share of women employees in recruitment (%)	50.2%	44%	43%	Not Achieved	
	By end-2025, we will increase the share of women in management positions to 37.50%.	Share of women employees in management positions (%)	36.4%	35%	34%	Not Achieved	

[1] The target is in MWe units.
[2] The share of renewable electricity in the total electricity consumption of factories in Türkiye, assuming full-capacity operation.
[3] The company updated its target in 2024, and since these facilities constitute the majority of the company's production, the current target only covers the Tissue Paper Production facilities in Türkiye. Morocco is not included.
[4] These targets cover white-collar employees in Türkiye operations.

Contributing to the UN 2030 Agenda

At Eczacıbaşı Group, we regularly monitor our processes and carry out improvements to ensure our activities align with the UN Sustainable Development Goals. By prioritizing specific SDGs, we operate sustainably and generate value for both internal and external stakeholders.

We prioritize critical areas such as human health, quality education, gender equality, clean water and sanitation, affordable and clean energy, economic growth, innovation, reducing inequalities, responsible consumption and production, climate action, and partnerships.

By pursuing initiatives that enhance hygiene standards, promote women's employment, improve water and energy efficiency, ensure fair labor practices, and minimize negative environmental impacts, we actively fulfill our sustainability commitments. By aligning our actions with these SDGs, we strive to create a positive impact on society and support progress toward a more sustainable future.

Stakeholder Relations

The way we cultivate trust and stay closely engaged with stakeholders is key to our long-term success, allowing us to anticipate and manage risks, seize opportunities, systematically enhance our products and services, and strengthen the positive impact we generate.

At Eczacıbaşı Group, we place great importance on maintaining regular and direct communication with our stakeholders to identify global trends, capture market expectations, and better understand their needs and aspirations. Through open communication and collaboration, we seek to develop and maintain strong, trustworthy relationships.

Our Stakeholder Relations table summarizes our key stakeholders, highlights their significance, details how we create value for them, and describes our approach to engaging and maintaining communication with various groups through different platforms

For more information, please refer to the **Annex**.

3 Corporate Governance

Governance Approach	44
Enterprise Risk Management	52
Ethics and Compliance	60
Supply Chain Management	64
Economic Sustainability	66

Governance Approach

Eczacıbaşı Holding, the majority shareholder of the companies forming the Eczacıbaşı Group, establishes the Group's strategic objectives for the short, medium, and long term and ensures that the activities of Group companies are aligned with the Group's vision and goals.

Board of Directors

Eczacıbaşı Holding's Board of Directors (BoD) represents the highest level of strategic decision-making and steering processes and is responsible for the Group's long-term success. The Board of Directors sets corporate policies, determines the Group's strategic direction, and oversees Executive Management.

It strictly adheres to the principles of corporate governance to ensure fair, responsible, transparent, and accountable management. It balances risk and return, growth and corporate interests, and ensures their alignment with corporate governance principles.

The Board of Directors of Eczacıbaşı Holding is composed of eight members, four of whom are independent and one of whom is woman. Accordingly, the proportion of independent members is 50%, while women's representation on the Board stands at 13%. Members of the BoD are elected annually at the General Assembly for a one-year term.

In 2025, the Eczacıbaşı Holding Board of Directors held a total of 6 meetings. All meeting decisions were made by majority vote. Board members attend the Board of Directors meetings in person, and those who are unable to attend physically can participate online.

Overview of Board of Directors

Gender Representation Balance

87% | 13%

Independent Member

50%

Board Committees

Committees	Investment Committee	Audit, Risk and Governance Committee
Members*	**Faruk Eczacıbaşı**, Erdal Karamercan, Esra Eczacıbaşı Coşkun, Tolga Tuğlular, Ahmet Fadıl Ashaboğlu	**Emre Derman,** Tolga Tuğlular
Responsibility	• Ensuring that the investment policies and practices align with the long-term financial and strategic objectives of the company in line with the Group's strategy. 2 meetings | 100% participation | 60% Ratio of independent members	• Implementing all essential actions to ensure that all internal or external audits are conducted accurately and transparently. • Undertaking oversight responsibility on behalf of the Board of Directors to ensure reasonable assurance is provided for the interests of all stakeholders. For more information, please refer to the **Enterprise Risk Management** section. 4 meetings | 100% participation | 100% Ratio of independent members
Board Committees	**Talent & Remuneration**	**Environment, Social, Governance (ESG) Committee**
Members*	**N. Emre Eczacıbaşı**, Emre Derman	**Erdal Karamercan**, N. Emre Eczacıbaşı
Responsibility	• Determining the human resources strategy of the Group, providing guidance, and making decisions on human resources management, reviewing the performance of executive managers, monitoring the development of executives in the most critical top positions, and creating a succession plan. 4 meetings | 100% participation | 50% Ratio of independent members	• Assessing the ESG (Environmental, Social, and Governance) policies and practices of the Eczacıbaşı Group. • Supporting the development of the Group's long-term ESG strategy. For more information, please refer to the **Sustainability Governance** section. 4 meetings | 100% participation | 50% Ratio of independent members

Note: Committee heads are indicated in bold.
* The committee members listed began their terms as of June 30, 2026.

Board of Directors

As of June 2026

Esra Eczacıbaşı Coşkun
Board Member
Investment Committee

Erdal Karamercan
Independent Board Member
Investment Committee
Environment, Social, Governance (ESG) Committee

Emre Derman
Independent Board Member
Audit, Risk and Governance Committee
Talent and Remuneration Committee

Ahmet F. Ashaboğlu
Independent Board Member
Investment Committee

Bülent Eczacıbaşı
Chairperson of the Board

Tolga Tuğlular
Independent Board Member
Investment Committee
Audit, Risk and Governance Committee

Faruk Eczacıbaşı
Vice Chairperson
Investment Committee

N. Emre Eczacıbaşı
Board Member
Talent and Remuneration Committee, Environment, Social, Governance (ESG) Committee

Executive Management

The Eczacıbaşı Group's executive management consists of experienced corporate function leaders (VPs) and business unit CEOs, tasked with providing strategic guidance across the organization. Comprising 16 members, including four women, their aim is to achieve sustainable excellence aligned with the Group's strategies and mission. They champion innovation, collaboration, and accountability, using their expertise to foster the Group's long-term growth.

The executive management steers the Group's performance and strategic direction, ensuring agility and responsiveness to stakeholders' needs. They are committed to maintaining high standards of corporate governance and promoting sustainable excellence in all aspects of their work.

Executive Management Gender Ratio

69% 31%

Eczacıbaşı Group Executive Management*

Name	Title
Burak Sevilengül	CEO Eczacıbaşı Group
Bülent Kozlu	CEO Sanipak
Emin Fadıllıoğlu	CEO Eczacıbaşı Pharmaceutical and Industrial Investment
Emre Kayışoğlu	CEO Esan
Hasan Pehlivan	CEO Eczacıbaşı Building Products
Mert Karasu	CEO VitrA Tiles
Tolga Güneri	Energy and Sustainability General Manager, Eczacıbaşı Holding
Evrim Bayam	Chief Human Resources Officier
Ferit Erin	Chief Financial Officer
Hilmi Koçak	Chief Information Officer
İpek Güleç	Chief Investment Officer
Dr. Özcan Konak	Chief Audit Officer
Nejat Emre Eczacıbaşı	Executive Board Member, Eczacıbaşı Holding
Esra Eczacıbaşı Coşkun	Executive Board Member, Eczacıbaşı Holding
İlkay Akalın	Corporate Communications Coordinator
Nil Akman Yurttaş	Chief Legal Counsel

*As of June 2026, the individuals listed above comprise the executive management.

Sustainability Governance

The Eczacıbaşı Group takes a holistic and integrated approach to Environmental, Social, and Governance (ESG) management. The Eczacıbaşı Group's governance approach is designed to create value for its stakeholders while ensuring sustainable growth and development in line with global best practices. The main purpose of Eczacıbaşı Holding is to determine the overarching strategic direction and priorities of the Group, set key objectives, and provide guidance to ensure alignment, performance monitoring, and the consistent application of corporate standards across all Group companies. This approach fosters long-term value creation and organizational resilience.

The Eczacıbaşı Holding Board of Directors, ESG Committee, Sustainability Department, and Sustainability Coordination Council are the main structures supporting the development and implementation of the Group's sustainability strategy and roadmap, ensuring alignment, and enabling effective coordination across the Group. Strategies and roadmaps are then implemented by the sustainability teams of the Group companies.

In 2025, we introduced three comprehensive guidelines to further embed sustainability into our corporate governance structure and ensure a unified approach across all Eczacıbaşı Group companies:

Sustainability Reporting Guideline

This guideline standardizes the reporting process across the Group to enhance data accuracy, comparability, and alignment with national and international standards. By ensuring a transparent and reliable presentation of our ESG performance, we aim to strengthen stakeholder trust and monitor our progress in direct integration with the Group's strategic long-term value creation goals.

Sustainability Risk Management Guideline

Integrated as a core component of the Eczacıbaşı Group Enterprise Risk Management (ERM) procedure, this guideline provides a comprehensive framework for the identification, definition, and prioritization of sustainability-related risks. By aligning our processes with international standards, the document ensures a systematic and holistic approach across the Group. In addition, it clearly delineates the roles, authorities, and responsibilities of all units, enabling the effective oversight and proactive management of our ESG risk landscape.

Sustainability Communication Guideline

To ensure integrity in our narrative, this guideline sets a Group-wide standard for both internal and external sustainability communications. It ensures that all messaging is accurate, consistent, and fully aligned with the Eczacıbaşı Group ESG Strategy, preventing fragmentation and reinforcing our commitment to transparent communication.

Group-wide Sustainability Organization

Eczacıbaşı Holding Board of Directors

At Eczacıbaşı, ESG topics are overseen by the Board of Directors, which plays a crucial role in making strategic decisions regarding sustainability management.

Eczacıbaşı Holding ESG Committee

Reporting directly to the Board, the ESG Committee is responsible for ensuring the effectiveness of ESG strategies, governance structures, and implementation mechanisms across the Group. Members of the ESG Committee are selected from among the members of the Eczacıbaşı Holding Board of Directors, based on their expertise and prior experience in relevant areas. The committee:

- Advises the Board of Directors on environmental, social, and economic matters.
- Evaluates ESG performance and the integration of ESG goals into strategic planning.

The ESG Committee convened four times during the year, while the Coordination Committee held ten meetings to ensure effective implementation and follow-up of sustainability priorities. ESG Committee meetings are scheduled on a quarterly basis, prior to the Board of Directors' meetings, enabling timely alignment of key sustainability matters with the Board agenda. The Committee Leader presents key findings and recommendations to the Board following each meeting.

The main ESG topics addressed in ESG Committee meetings include:

- Review of sustainability and climate-related investments,
- Review of progress on the Group's low-carbon transition strategy,
- Review of energy and water KPIs and sustainability project performance,
- Review of Group companies' ESG roadmaps,
- Review of sustainability-related policies,
- Review of high-priority sustainability risks and the actions addressing these risks

Both the ESG Committee and the Board of Directors take a proactive approach in all strategic decision-making processes regarding risks and opportunities that may impact the organization's long-term resilience and sustainability.

The Holding Sustainability Department regularly assesses key sustainability-related risks and reports material risks and opportunities to the ESG Committee, where they are reviewed and integrated into decision-making processes.

Eczacıbaşı Holding Sustainability Department

The Eczacıbaşı Holding Sustainability Department leads the coordination of the Group's ESG strategy, under the oversight of the CEO. The Department provides quarterly updates to the ESG Committee and is responsible for the following:

- Developing, publishing, and regularly updating the ESG policies of the Eczacıbaşı Group.
- Establishing the Group's sustainability strategy, roadmap, and targets.
- Guiding project planning in alignment with each company's sustainability strategy and contributing to value creation through expertise and consultancy.
- Coordinating the identification, assessment, and management of ESG risks and opportunities across the Group in alignment with corporate risk management processes.
- Monitoring trends, developments, competitor activities, and customer expectations regarding sustainability, and steering the Group's sustainability efforts accordingly.
- Organizing awareness seminars, training programs, and workshops at the Group level to foster a culture of sustainability and build internal capacity.
- Guiding the Group companies in setting, monitoring, and enhancing ESG-related targets and key performance indicators.

Eczacıbaşı Holding Sustainability Coordination Council

Alignment across Group companies is ensured through the Sustainability Coordination Council, which is composed of representatives from the sustainability teams of Group companies.

The Council convenes monthly, providing a platform that enhances strategic coordination, and held 10 meetings in 2025.

During these meetings, ESG projects and best practices implemented by Group companies are shared and reviewed, emerging and existing regulatory developments are assessed, and ongoing initiatives addressing sustainability and climate-related risks and opportunities are followed. Topic-specific Working Groups, formed as needed, bring relevant agenda items to the Council meetings for discussion and evaluation. When necessary, external experts are invited to share their insights on specific topics. This structure supports effective coordination and informed decision-making in the Group's ESG strategy and implementation processes.

Sustainability Working Groups

Sustainability Working Groups, established under the Sustainability Coordination Council, serve as the execution bodies of the Group's sustainability efforts. These working groups are responsible for transforming the Group's ESG strategies and policies into targets and action plans. The groups also track global and local developments, submit suggestions to the Board, and implement ESG projects. The ALLforALL Equal Opportunity Committee and Occupational Health and Safety (OHS) Committee are also part of the sustainability governance structure. Both committees report to Eczacıbaşı Holding's Chief Human Resources Officer. Progress on the metrics and targets is reported to the Eczacıbaşı Holding Sustainability Department every quarter and presented to the ESG Committee.

Enterprise Risk Management

At the Eczacıbaşı Group, risks and opportunities are managed in accordance with the **COSO (The Committee of Sponsoring Organizations) Enterprise Risk Management Framework**, renowned for its comprehensive and integrated approach.

The Eczacıbaşı Group Enterprise Risk Management (ERM) methodology begins with identifying risks and actively involves all business units responsible for risk management. Following an assessment of risk probabilities, their potential impact, and the opportunities they create, responses are monitored at Audit, Risk and Governance Committee meetings, which are held four times a year.

Perspective of Our Stakeholders

Hakan İncili

Eczacıbaşı Holding

Senior Risk Management Manager

In 2025, Eczacıbaşı Group's sustainability risk management approach marked a more systematic, data-driven, and governance-oriented phase. The development of the Sustainability Risk Management Guideline was an important step in this process, providing a common framework for identifying, assessing, monitoring, and reporting sustainability-related risks across the Group.

One of the Group's key strengths is the ownership of sustainability risks at the Board level. Identifying risks at the company level, and subsequently reviewing them within the ESG Committee and the ARG Committee enables sustainability-related risks to be addressed as part of the Group's broader governance and oversight structure. A recent example of this approach is the assessment of water and carbon-related risks in terms of impact, likelihood, different time horizons, and potential financial impacts, and their presentation to the Board of Directors. This has represented an important step in strengthening institutional accountability and integrating sustainability risks into strategic decision-making.

Looking ahead, we will focus on strengthening the systematic monitoring of actions defined for priority risks to support their effective implementation. In addition, we aim to enhance the measurement and regular reporting of priority risk indicators, enabling a more consistent and evidence-based approach across the Group. We will also continue to refine our methodology for assessing non-financial impacts to further strengthen the effectiveness of sustainability risk management.

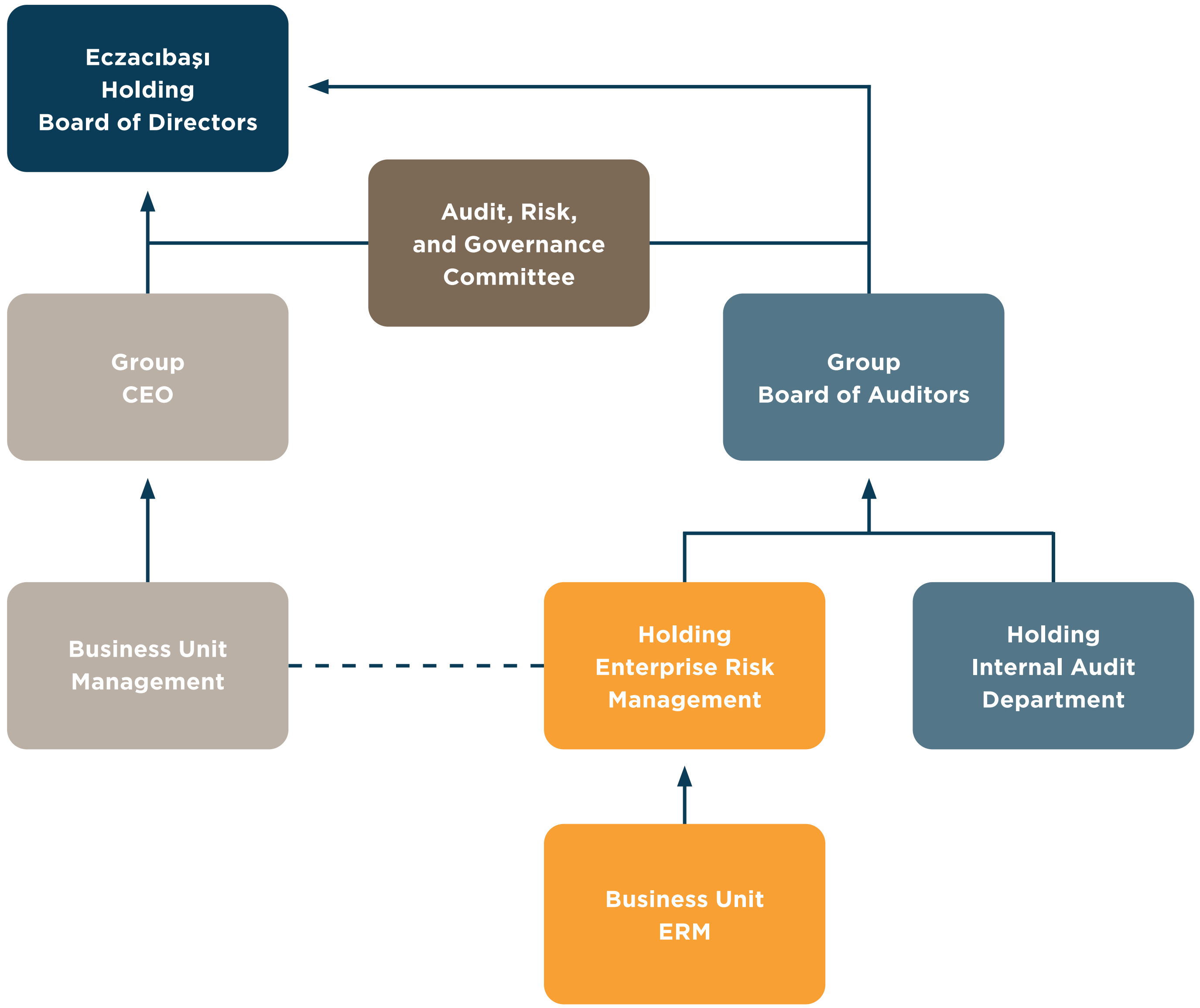
The governance structures and processes established in recent years provide a strong foundation for addressing these areas and further embedding sustainability risks into decision-making processes across the Group.

Eczacıbaşı Group's Risk Management Structure and Approach

At Eczacıbaşı, risk management is comprehensive and integrated into management processes, with the goal of embedding risk awareness into all business operations and fostering a risk-oriented culture across the organization.

Each Group company is responsible for managing its own risks, and Eczacıbaşı Holding is responsible for overseeing the effectiveness of risk management practices throughout the Group.

All types of risks such as strategic, operational, financial, compliance, sustainability, and climate-related are evaluated from a holistic perspective. These risks are considered based on their potential to hinder the achievement of strategic goals, negatively impact corporate value, or pose a threat to the Group's continuity and growth. Risk assessment is carried out at all levels of the Group, starting from the Board of Directors. The Group's Enterprise Risk Management (ERM) governance structure is outlined in the table below



The ERM structure of the Eczacıbaşı Group consists of multiple layers to ensure a robust and systematic approach across all levels of the organization.

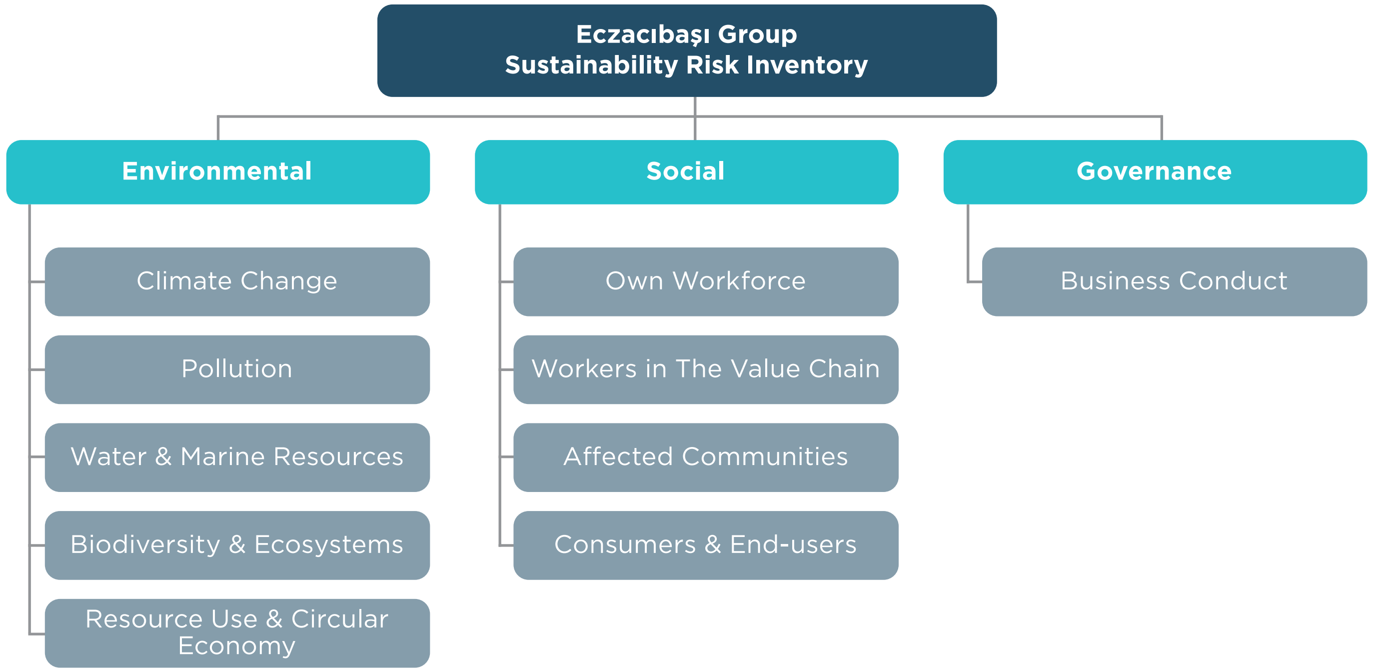
- **Eczacıbaşı Holding Board of Directors**
  Responsible for overseeing the ERM framework, approving the ERM policy, setting risk appetite and tolerance levels, and monitoring the overall effectiveness of risk management efforts.
- **Audit, Risk, and Governance Committee**
  Monitors the implementation and effectiveness of the ERM framework and ensures its alignment with strategic objectives. A designated Board member at each business unit is assigned to oversee the assessment of risks and opportunities and to ensure their respective boards of directors are regularly informed on these matters.
- **Holding and Company ERM Departments**
  Responsible for overseeing the management of risks across the organization. They provide support and expertise in ensuring that risks are identified, assessed, and managed.
- **Business Unit Management**
  Integrates ERM into strategic and operational decision-making processes, ensures the allocation of resources for effective risk management, and regularly reviews significant risks and mitigation strategies.
- **Department Managers**
  Identify and manage risks within their areas of responsibility, report risk management activities and key risks to the company ERM team and implement mitigation strategies in line with the ERM policy.
- **All Employees**
  Identify, monitor, and report potential risks in their respective areas and support risk management initiatives.

The Holding Sustainability Department plays a key role in the governance of sustainability- and climate-related risks and opportunities in the ERM structure. The department oversees Group level processes by monitoring assessments carried out by Group companies, evaluating material risks and opportunities, informing both the Holding ERM Department and the ESG Committee, and ensuring that necessary actions are initiated or implemented. In parallel, the sustainability departments in Group companies provide their respective risk managers with information regarding relevant sustainability and climate-related risks and opportunities, thereby ensuring alignment across the organization.

Identification and Assessment of Sustainability Risks and Opportunities

The sustainability risk assessment process is structured in alignment with the ERM framework. The identification and evaluation phases are specifically tailored to reflect the unique characteristics of sustainability-related risks.

In the risk identification phase, sustainability risks are determined through a structured approach comprising value chain mapping, the identification of impacts and dependencies, and the evaluation of the Eczacıbaşı Group Sustainability Risk Inventory. This approach enables a comprehensive understanding of the Group's interactions with environmental and social systems while ensuring methodological consistency and comparability across Group companies.



The evaluation phase incorporates both qualitative and quantitative analyses, assessing risks based on their likelihood and potential impact across different time horizons: short term (0–1 year), medium term (2–6 years), and long term (7–25 years). Risks are evaluated from both a current-state and a prospective perspective, considering evolving environmental, social, and regulatory developments.

Scenario analysis is applied, where feasible, as a core component of the process. These analyses draw on both domestic and international data sources, and where such data is unavailable, internally developed scenarios are utilized. Scenario analyses are conducted at least annually, with likelihood and impact assessed separately under different scenarios. This enables a dynamic understanding of risk exposure and highlights how risks may evolve over time.

In the scenario analyses and risk assessment processes, we draw on globally recognized frameworks and data sources, including the SASB Materiality Map, GRI, TCFD, TNFD, ISSB, OECD Due Diligence Guidance, UNGPs, WRI Aqueduct, as well as analyses from the Intergovernmental Panel on Climate Change, the International Energy Agency, the International Labour Organization, the World Bank, and the World Economic Forum.

For each identified risk, probability, and impact are evaluated under different scenarios to capture potential future developments. Probability reflects the likelihood of occurrence driven by external factors such as heatwaves, carbon pricing, or regulatory changes, while impact captures potential effects on the Group's assets, operations, and supply chain, considering existing mitigation measures. These are assessed using a five-level scale and mapped within a risk matrix to prioritize the most material issues, supporting a more dynamic and prospective understanding of risk exposure at the Group level.

For further information on the risks, opportunities and the risk matrix, please refer to our **Eczacıbaşı Group 2024 Integrated Sustainability Report**.

Sustainability-related Risks and Opportunities Integration

Identified sustainability-related risks and opportunities are categorized in accordance with the Eczacıbaşı Group's risk and opportunity categories and are monitored through risk registers. The potential impact of each risk or opportunity on the company is evaluated across financial, reputational, operational, compliance, sustainability, and climate change dimensions. Sustainability-related risks and opportunities are determined by the ERM and Sustainability departments of Eczacıbaşı Group companies,

Each risk and opportunity register in the ERM process is monitored by the relevant risk owner department. Business units are responsible for informing the Group and company ERM teams of any new risks or opportunities or any changes to the definitions or scores of current ones. The Group and company ERM teams oversee and monitor the effective execution of risk management activities by the business units.

The assessment of sustainability-related risks and opportunities, along with the effectiveness of actions taken, is periodically reported to the Holding Sustainability Team and Business Unit ERM teams. Sustainability teams are responsible for tracking the progress of actions quarterly and tracking risks and opportunities regularly, especially short-term ones. Changes in impact and probability are evaluated, and if significant adjustments are identified, the assessment process is revisited.

The relevant department must notify the Group and company ERM teams in the following cases, where risks, opportunities, and controls are reviewed, evaluated, and necessary actions are determined:

- During process changes,
- Following modifications to workplace buildings,
- After updates in workplace technology and equipment,
- Following significant changes in production methods,
- In the event of major quality incidents,
- After substantial product and process design changes,
- Upon the enactment of new legislation or amendments to existing regulations.

After risk and opportunity assessment, responses and actions prioritized for the identified risks and opportunities are presented to the Board of Management through the Audit, Risk, and Governance (ARG) Committee.

The ARG Committee operates at the Board level. Both the Holding and Eczacıbaşı Group companies hold their own ARG Committee meetings on a quarterly basis to present and review their risk and opportunity maps.

Risks and Opportunities: Responses and Actions

In the risk and opportunities response phase, options for addressing risks and opportunities are identified, evaluated, and action plans are developed.

Responses to risks may include risk avoidance, risk acceptance, risk reduction and control, and risk transfer, depending on the established risk appetite and the clarity of risk exposure resulting from the assessment.

Action plans are prioritized based on the risk levels defined in the risk matrix. Each action plan specifies the scope of the mitigation measure, the responsible person or unit, the implementation timeline, and the target completion date. Planned actions are recorded in the risk inventory and are reviewed on a regular basis.

In the process of taking actions and evaluating effectiveness, attention is paid to the following points:

- **The risk and/or opportunity owner** is responsible for ensuring that the action is implemented on time, within the specified budget, and effectively.
- **The action owner** implements the action according to the plan, within the specified budget and timeline, and reports progress to the risk and/or opportunity owner. Upon completion of the action, the risk and/or opportunity of owner is informed.
- If an action cannot be completed by the pre-determined completion date, the reason, regulatory activities, and updated completion date are documented in the relevant inventory. All updates regarding completion dates are documented after approval by the appropriate personnel.

Cybersecurity

At Eczacıbaşı, we recognize that a strong information security framework is essential to protect our corporate reputation, ensure business continuity, and maintain stakeholder trust. Safeguarding all company, client, and stakeholder information remains a top priority.

We comply with relevant laws, standards, and corporate policies, and operate our **Information Security Management System** in line with **ISO/IEC 27001:2022**. We incorporate globally recognized frameworks such as **ITIL** and **CoBIT** into our cybersecurity strategy.

We proactively identify, assess, and mitigate information security risks across the Group, supported by comprehensive cyber risk insurance. A Group-wide cybersecurity intelligence service operates 24/7 to monitor emerging threats and enable rapid response to potential incidents.

Recognizing the critical role of people, we deliver continuous cybersecurity awareness programs for employees and partners, including simulations, workshops, and targeted communications.

Data protection is at the core of our security architecture. We monitor data in compliance with applicable regulations, including General Data Protection Regulation (GDPR) and local data protection laws, and enforce strict internal policies for sensitive and confidential information.

We maintain a dedicated cybersecurity approach for **Industrial Control Systems (ICS)**, strengthening network security, access controls, and threat detection capabilities to ensure operational continuity.

Business continuity and crisis management plans are managed in an integrated manner, tested regularly, and updated annually to address evolving cyber risks.

To ensure continuous improvement, we conduct internal audits and report findings to senior management. Cybersecurity risks are reviewed quarterly by the Audit, Risk, and Governance Committee, with Board oversight, and supported by targeted investments based on identified needs.

Ethics and Compliance

Eczacıbaşı promotes a corporate culture based on strong business ethics, with respect for people and nature, a focus on continuous improvement, and a commitment to contributing to society's prosperity.

Drawing inspiration from the vision and values of its founder Dr. Nejat F. Eczacıbaşı, these principles serve as a guiding framework for the Group's operations. All members are expected to embrace them and ensure their effective implementation in routine business processes.

Business Ethics and Legal Compliance

The Eczacıbaşı Group conducts all business processes with honesty and transparency, in compliance with relevant laws and regulations. We act impartially and ethically in our work and adopt a professional attitude toward colleagues, customers and suppliers. As responsible corporate citizens, we respect and support diversity while fulfilling our responsibilities toward society.

Eczacıbaşı upholds the highest standards of business ethics principles and legal regulations, which are foundational to our activities. The Audit Group, CHRO (Chief Human Resources Officer), Legal Department, and Ethics Committee are all responsible for overseeing activities and practices related to business ethics, special investigations, and legal compliance across the Group.

In 2025, we strengthened our ability to effectively manage potential violations of ethical rules. We updated the structure and processes of the Ethics Hotline Channel and published the **"Ethics Notification Channels Management Procedure"**. In order to strengthen our ethical framework, we published the **Anti-Bribery and Anti-Corruption Policy.** In addition, the **Ethics Committee Regulation, the Misconduct Risk Management Policy, and the Prevention of Retaliation Policy for the Protection of Employees** were updated to enhance ethical governance, effective risk management, and employee protection mechanisms.

The Eczacıbaşı Group has an extensive **Code of Conduct** that defines our ethical and compliance expectations for both our employees and the third parties we engage with. In 2025, the Code of Conduct was updated to strengthen ethical standards across the Group.

The Code covers critical risk areas such as legal compliance, discrimination, information security and data privacy, conflicts of interest, anticompetitive actions, corruption and bribery, and interactions with third parties, among others. To provide more detailed guidance on these and other issues, the Group has developed a set of Internal Policies. These policies provide comprehensive guidance and support, ensuring that all stakeholders act in a manner consistent with our values and principles.

Eczacıbaşı Holding's Code of Conduct encompasses various fundamental aspects:

- Principles Regarding Working Relations
- Conflict of Interest Principles
- Third Party Relations
- Social Responsibility
- Environment and Sustainability
- Bribery and Anti-Corruption
- Eczacıbaşı Group Policy on Gifts and Invitations
- Properties And Assets of the Eczacıbaşı Group
- Occupational Health and Safety
- Media Relations – Representation of the Eczacıbaşı Group
- Code of Conduct Implementation Principles

In 2025, we transitioned from standalone Code of Conduct and anti-bribery trainings to a more integrated Ethics Awareness Training program, which includes comprehensive modules on anti-corruption, bribery prevention, conflict of interest, and ethical decision-making. This training is mandatory for all white-collar employees and is delivered through digital learning platforms, ensuring accessibility across all locations. The content is aligned with our Code of Conduct and supported by internal policies and procedures governing ethical business practices. The average training hours per employee for Ethics Awareness Training was 1.33 hours.

In addition, within the scope of this program, a series of in-person training sessions was delivered to blue-collar employees across key operational sites, including Bozüyük, Balya, Yenibosna, Yalova, Manisa, and Konya, reaching approximately 1,500 employees in total.

As a signatory of the UN Global Compact, the Eczacıbaşı Group is firmly committed to fostering a fair and equitable workplace that upholds human rights and ensures full compliance with ethical business standards.

In across all our companies, , we strictly prohibit child labor and forced labor, and ensure that recruitment processes are conducted without discrimination based on gender, language, religion or belief, or ethnic origin. We uphold a zero-tolerance approach to discrimination, bribery, and corruption, recognizing this commitment as a fundamental element of our corporate integrity and responsibility.

We are committed to protecting our employees' rights to unionize and organize, and we strive to build constructive relationships with trade unions. Our Human Resources Handbook offers comprehensive information on human rights, freedom of association practices, our core values, and codes of conduct.

All applications, denunciations, notifications, and all kinds of complaints regarding suspected unethical behavior can be reported anonymously through the Group's online form (**https://www.speak-hub.com/eczacibasi** - web-based notification reporting system available 24/7, or by e-mail (**eczacibasi@speak-hub.com**) or phone (**+90 212 800 01 05**). These channels, which are explained in the Eczacıbaşı Group Code of Conduct, are managed by an independent, professional service provider and are readily available to all stakeholders.

The Group Board of Auditors is charged with tracking and reviewing outcomes from internal audit activities. It supervises departments responsible for internal audit, tax audit, IT audit, and digital audit, ensuring audit functions are carried out in Eczacıbaşı Holding and all Group companies. The Group Internal Audit Plan, which is grounded in risk assessment and sanctioned by the Holding Audit Committee and Board of Directors, encompasses the evaluation of legal compliance, risk management, control mechanisms, and governance processes of all Group companies.

Policies Supporting ESG Management

To maintain a unified and cohesive approach to ESG strategy and implementation, the Group has developed a series of corporate policies that convert its strategic priorities and sustainability principles into actionable frameworks. These policies embody the Group's commitments and function as governance mechanisms that direct the identification, management, and oversight of environmental, social, and governance risks and opportunities.

Please find below the policies of our Group listed on **our website**, which cover all Group companies.

- Artificial Intelligence and Generative AI Policy
- Anti-Bribery and Anti-Corruption Policy
- Enterprise Risk Management Policy
- Environment and Climate Change Policy
- ESG (Environmental, Social, Governance) Policy
- Finance Policy
- Gender Equality & Equal Opportunities Policy
- Human Rights Policy
- Information Security Policy
- Misconduct Risk Management Policy
- OHS (Occupational Health and Safety) Policy
- Personal Data Protection and Processing Policy
- Prevention of Retaliation Policy for the Protection of Employees
- Procurement Policy
- Tax Policy

Supply Chain Management

At Eczacıbaşı, we utilize a wide range of resources and deep insights to promote sustainable and responsible production practices, not only within our own facilities but also in partnership with our collaborators. We are committed to maintaining ethical and sustainable standards, ensuring that global criteria are upheld at every stage of our supply chain. Our suppliers are required to comply with all applicable laws and regulations, contributing to a better future for everyone. This dedication motivates us to strictly follow our Code of Conduct across all our business operations, including supply chain management.

Collaborating with suppliers who share our values and actively demonstrate their commitment is essential for us. To uphold high standards within our supply chain activities, we carry out a "Supplier Assessment," focusing on product quality and safety, as well as assessing their social, environmental, and ethical impacts.

Group companies also carry out supplier evaluation processes and enter into procurement contracts to ensure that our suppliers align with our expectations and values. These contracts contain clauses related to compliance with all relevant laws and regulations, fair employment conditions, forced labor and child labor, occupational health and safety, environmental responsibility, and information security and privacy, among other issues. Furthermore, we expect any potential partner or supplier to have at least an ISO 9001 Quality Management System certification.

Our commitment to sustainable development also involves efforts to increase the share of local suppliers within our network. We work closely with our suppliers to support the socioeconomic development of Türkiye, and by 2025, local suppliers accounted for **89.3%** of our supply base.

ECZACIBAŞI
BUILDING PRODUCTS

Bathrooms

In 2025, Eczacıbaşı Building Products restructured its social compliance audit processes to make supplier engagement more systematic, measurable, and sustainable. Through this renewed approach, the Company aims to objectively assess suppliers' current practices, identify areas for improvement, and define development actions in collaboration with them. This structure supports long-term supplier relationships while contributing to continuous improvement across the supply chain.

As part of this approach, the Company developed the **Social Compliance Audit Procedure**, which standardizes the overall audit process, including audit scope, evaluation criteria, communication steps, reporting requirements, and follow-up mechanisms. In parallel, a comprehensive **Supplier Audit Schedule** was prepared for 2025, providing a centralized overview of planned audit dates throughout the year. The current completion rate of social compliance audits among approved suppliers stands at 42%, and the target is to reach 100% coverage by the end of 2026.

The Supplier Audit Schedule has been integrated into the QDMS system as a digital form, enabling more effective process tracking and easier access for relevant stakeholders. To strengthen cross-functional coordination, the audit plan was shared with the Quality, Human Resources, Occupational Health and Safety, and Environment departments, ensuring the participation of the appropriate teams during audits.

Regular audits continue to be conducted in line with suppliers' compliance status, supporting more planned processes and facilitating the monitoring of supplier development. In addition, the **Compliance Commitment Agreement**, signed by 78% of suppliers to date, reinforces alignment with the Company's fundamental values, including human rights, environmental responsibility, occupational health and safety, ethical business conduct, and corporate policies.

Suppliers (#)	2023	2024	2025
Local Suppliers	10,504	11,352	11,255
Foreign Suppliers	1,306	1,310	1,336
Total Suppliers	**11,810**	**12,662**	**12,591**

Economic Sustainability

In many respects, 2025 was a year that reinforced the importance of resilience, adaptability, and long-term thinking. Amid continued economic volatility, geopolitical uncertainty, technological transformation, and growing sustainability expectations, Eczacıbaşı remained focused on creating lasting value while staying true to its core principles and responsibilities.

Throughout the year, we continued to invest in the future of our businesses, strengthen our competitive capabilities, and advance our sustainability agenda. We believe that sustainable growth can only be achieved by balancing economic performance with environmental stewardship and social progress. This conviction continues to guide our decisions and shape our priorities.

The Group continues to invest both in new business areas and in growth projects within its operations. These investments are aimed at supporting long-term growth, operational continuity, efficiency improvements, and cost management, while maintaining product and service quality across the portfolio. By adopting a forward-thinking mindset, we are committed to contribute to Türkiye's economic and social development, ensuring the long-term sustainability of our business. At Eczacıbaşı, we believe that responsible business practices and sustainable growth go hand in hand. Our comprehensive sustainability strategy integrates economic, environmental, and social dimensions.

At Eczacıbaşı Group, we aim to support long-term value creation through a balanced approach that considers economic, environmental, and social priorities together. We continue to focus on maintaining resilient business models and operational structures that can adapt to changing market conditions and long-term trends.

Through driving export leading growth and embedding sustainable practices throughout our operations, we are confident in achieving lasting success while also contributing to a better future for all.

Competitiveness and creating sustainable value for all stakeholders lie at the heart of the Eczacıbaşı Group. Operating in 120 countries through 41 companies and 32 production facilities both in Türkiye and abroad, we leverage advanced technologies and industry-leading practices to maintain our position as pioneers in our sectors.

Despite challenging macroeconomic conditions and weaker demand in Europe throughout 2025, we recorded a solid financial performance with net revenue of €1.9 billion. Of this, 53% was generated internationally through exports from Türkiye and sales by our Group companies overseas. International sales increased by 2% to €1,059 million, while domestic sales also increased by 3% to €927 million, reflecting softer demand compared to the previous year.

We remain confident that our portfolio management, organic&inorganic investments and strategic initiatives across business segments will strengthen our market position and continue to drive value creation for our stakeholders. Our relentless focus on quality, innovation, and customer satisfaction is essential to deliver lasting value to our clients, employees, shareholders, and the wider community.

As globalization increasingly connects the world, our commitment to expanding our international presence grows stronger. Our goals include leading our core businesses on a global scale and advocating for a sustainable future worldwide. At Eczacıbaşı, we harness our expertise and resources to generate sustainable value aligned with our business ethics and corporate responsibility principles.

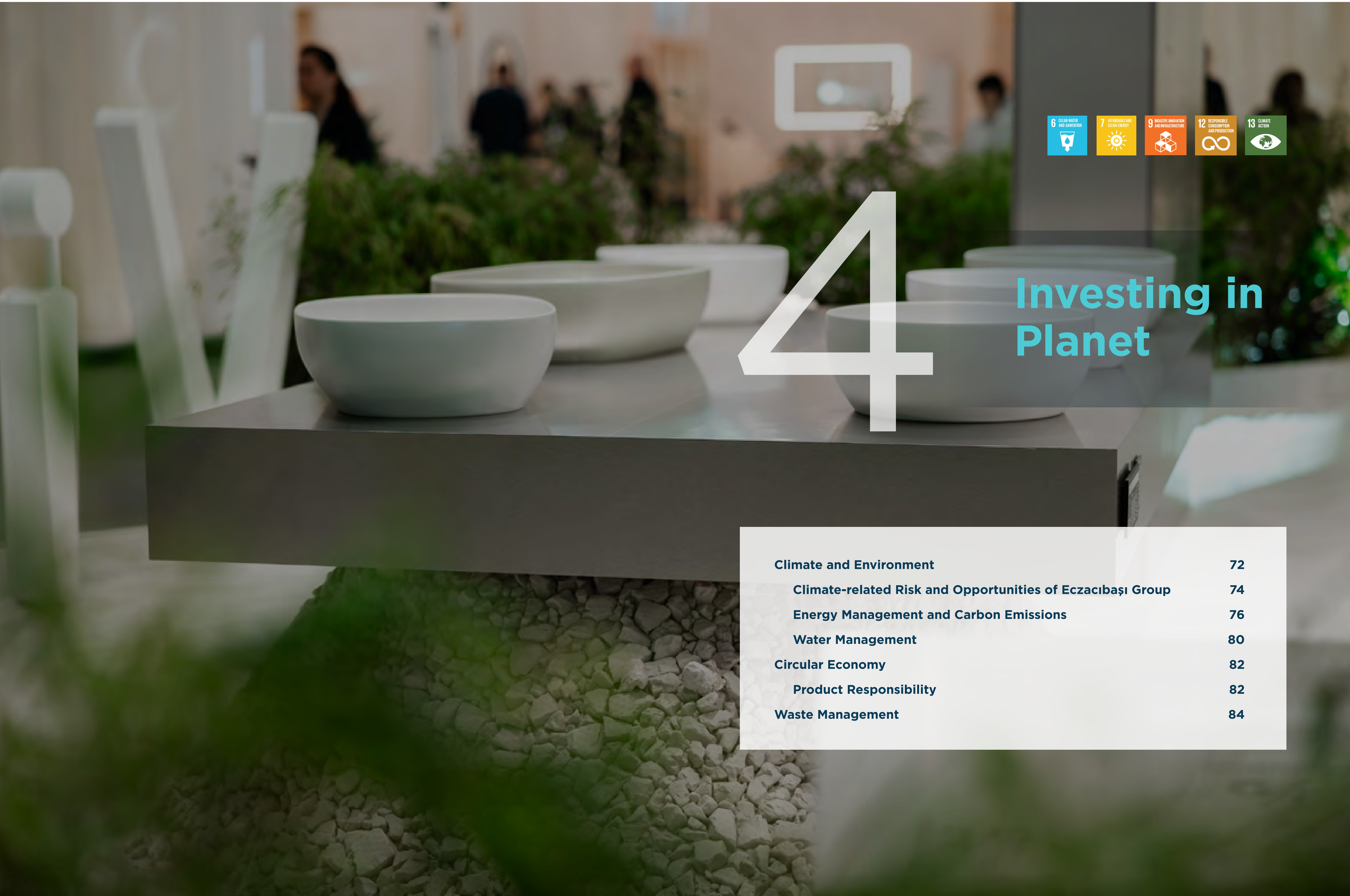
Financial and Economic Performance	2023	2024	2025
Total Net Sales (€ billion)	2	1.9	1.9
Ratio of foreign sales (%)	54%	54%	53%

Economic Value Generated, Distributed and Retained (€ million)	2025
Economic Value Generated[1]	1,986
Economic Value Distributed[2]	870
Economic Value Retained[3]	1,117

[1] Economic value generated is defined as revenues.

[2] Economic value distributed includes operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments.

[3] Economic value retained is defined as 'economic value generated' less 'economic value distributed'.



4

Investing in Planet

Climate and Environment	72
Climate-related Risk and Opportunities of Eczacıbaşı Group	74
Energy Management and Carbon Emissions	76
Water Management	80
Circular Economy	82
Product Responsibility	82
Waste Management	84

Report Highlights

Climate and Environment

We are committed to supporting our environmental impact and promoting sustainable practices across our Group companies and value chain. Our core focus is to enhance the adaptability of our operations to climate change and reduce their environmental impact.

As part of our Low Carbon Transition Project, Gensenta has set **Science Based Targets initiative (SBTi)** aligned targets. Furthermore, related efforts are underway to establish greenhouse gas emission reduction targets for other Group companies.

Energy Management and Carbon Emissions

We invest in energy-efficient technologies and renewable energy investments to mitigate the environmental impact of our activities and reduce our carbon emissions.

Our total energy consumption amounted to **2,430,520 MWh**. ✓

Since 2022, we have sourced all electricity consumed in our operations in Türkiye from renewable energy sources.

Our installed renewable energy capacity reached **64.2 MWp** in 2025, which, at full capacity, corresponds to **16%** of our total electricity consumption in Türkiye in 2025.

Water Management

We focus on reducing water withdrawal, ensuring the efficient use of water in all processes, and increasing wastewater recovery as part of our efforts to strengthen sustainable water management.

In 2026, we are launching a comprehensive **water due diligence** project to enable a more detailed assessment of our water-related risks and opportunities, identify water reuse potential, and strengthen our water management strategy through a more holistic approach.

Circular Economy

We integrate circular economy principles into our operations by improving resource efficiency, promoting the use of recyclable and reusable materials, and increasing waste recovery where feasible to reduce our environmental impact.

79%
Share of recycled waste ✓

Climate and Environment

At Eczacıbaşı Group, we consider the impact of our business activities on environment to be an integral part of our one of the core business strategy. In this regard, we prioritize enhancing the climate resilience of our operations and working to reduce the climate-related impacts of across our operations and value chain.

The Eczacıbaşı Group focuses on reducing the environmental impact of its operations through its Environment and Climate Change Policy. All Group companies, including suppliers, subcontractors, and partners, are encouraged and, where relevant, required through applicable processes to act in line with its principles.

Our focus is on improving efficiency, reducing consumption, and lowering reliance on fossil fuels, while simultaneously investing in renewable energy sources. Through our energy and operational efficiency projects, renewable energy investments, green electricity procurement, sustainable product design, and responsible supply chain practices, we aim to contribute to the transition toward a low-carbon economy. These efforts also support our work to reduce our carbon emissions and manage climate-related risks.

esan

Natural Resources

Building on the sustainability-linked financing secured from the European Bank for Reconstruction and Development (EBRD), Esan continued to advance its investments aimed at reducing carbon emissions, improving energy efficiency and strengthening sustainable mining practices in 2025. Within this framework, significant progress was achieved in the Balya Shaft Project, which is being developed to serve the North Balya and Main Balya mining zones through an 850-metre-deep shaft system. The Balya Shaft Project is expected to contribute to Esan's decarbonization efforts by supporting more efficient underground transportation and material handling processes. By the end of the reporting period, the main mechanical installation of the shaft structure had been completed, while the installation of underground crushers, conveyor systems and supporting electrical infrastructure had reached advanced stages. Key hoisting equipment had been largely installed, power supply infrastructure had been established and instrumentation works were underway. Electrical connections and underground material handling systems were still in progress, with the next phase expected to focus on completing the remaining mechanical and electrical integration works, followed by commissioning and performance testing activities.

As part of the cooperation with EBRD, the Mining School Project was also launched in May 2025 in partnership with Balıkesir University. A total of 125 students applied to the two-month program, which combined theoretical and practical mining education delivered by university academics and Esan experts. At the end of the program, 120 students successfully graduated and received their certificates, marking the successful completion of the project in line with its planned objectives.

To support our climate-related priorities, we monitor selected key performance indicators, conduct on-site assessments where relevant, evaluate climate-related risks and opportunities, and implement measures aligned with our operational needs and risk assessments.

At Eczacıbaşı, we take a structured approach to managing the climate and environmental impacts of our operations. This approach is supported through governance structures, policies, and coordination mechanisms across the Group.

Low Carbon Transition Roadmap

At the end of 2023, we initiated a low-carbon transition project. The main objective of this project, which consists of three main phases, is to develop and implement an effective climate strategy aligned with internationally recognized standards and frameworks.

In 2024, we completed the identification of climate risks and opportunities at both Group and company levels, and finalized the calculation of our corporate carbon footprint.

As part of the project, Science Based Targets initiative (SBTi)-aligned targets were set for Gensenta in 2025. Due to existing technological uncertainties and sector-specific constraints, efforts for other relevant Group companies currently focus on defining greenhouse gas emission reduction targets tailored to their operational context, sector dynamics, and available emission reduction opportunities.

Climate-related Risks and Opportunities of Eczacıbaşı Group

Since 2024, Eczacıbaşı Group has been conducting regular qualitative assessments of climate-related risks and opportunities across its five core business areas evaluating their potential impacts on our offices, factories, and warehouses as part of its risk management processes The climate scenario analysis covers the short, medium, and long term, with each timeframe defined in alignment with Eczacıbaşı Group's strategic planning, investment timeline, and sustainability objectives.

Short Term (0–1 year): Focus on short-term operational goals and annual performance tracking in line with strategic planning.

Medium Term (2–6 years): Focus on strategic investment and transition planning, including renewable energy investments and alignment with the EU Green Deal's 2030 target.

Long Term (7–25 years): Focus on deep decarbonization goals and alignment with the EU Green Deal's 2050 climate neutrality target and Türkiye's 2053 net zero target.

As part of the analysis, the climate-related risks and opportunities are evaluated under two main scenarios: optimistic (low-carbon) and pessimistic (high-carbon).

For further information on the scenarios and timeframes, please refer to our **Eczacıbaşı Group 2024 Integrated Sustainability Report**.

As part of the 2025 sustainability risk assessment efforts, periodic risk reviews identified carbon regulation-related risks and water stress-related risks as high-priority risks at the Group-level. These risks were presented to the Holding Board of Directors ESG Committee as well as the Audit, Risk, and Governance Committee, where they were comprehensively discussed, and subsequently incorporated into the corporate risk map.

In this context, an analysis was undertaken to assess the potential financial impacts of:

- Competitive Disadvantage Risk Regarding Carbon Compliance
- Water Stress and Operational Disruption Risk

The assessment process, covering five business areas, was carried out through regular meetings and workshops attended by the risk, sustainability, and strategy teams.

The Emissions Trading System (ETS) in Türkiye remains in the design phase. In addition, key elements such as free allocation mechanisms, sector-based benchmarking values, carbon pricing dynamics, and overall market design have not yet been finalized. This has been considered a significant source of uncertainty in the analysis. In addition, none of the Group companies currently fall within the scope of the CBAM. Accordingly, carbon cost analyses have been developed within the framework of international carbon price trends, reference scenarios, and technical models based on various assumptions.

In assessing the financial impacts of water stress-related risks, facility-based water stress levels and climate scenarios were taken as the basis. In this regard, potential production interruptions and operational downtime, particularly those driven by the severity and duration of drought conditions, were modelled using scenario-based assumptions.

Due to prevailing regulatory and climate-related uncertainties, the results of the financial impact analyses are not disclosed in this report. Nonetheless, as the regulatory framework for the 2030–2050 period becomes clearer and climate projections are supported by more localized and detailed modelling, these analyses are planned to be regularly updated.

Perspective of Our Stakeholders

İrem Barzilay
Garanti BBVA
Head of Sustainability

As one of Türkiye's leading commercial banks, we consider the assessment of our clients' climate-related risks an important part of our sustainability approach.

Throughout the project, we observed that the Eczacıbaşı Group has a well-structured sustainability governance model, supported by Board-level ESG oversight, a dedicated Sustainability Department, and company-level coordination mechanisms. This structure provided a strong foundation for assessing the potential financial impacts of climate-related risks and demonstrated the importance the Group attaches to climate resilience, resource efficiency, and responsible growth.

The project contributed to translating selected climate-related risks into measurable financial impacts. The assessment covered carbon pricing risks, including potential cost exposure for carbon-intensive operations. In addition, a CBAM scenario analysis was conducted to evaluate possible financial implications should relevant products be included within the scope of CBAM in the future. These outputs can support more informed decision-making in areas such as decarbonization investments, renewable energy, pricing strategies, operational planning, and regulatory preparedness.

The water risk model also helped connect environmental risk exposure with potential operational and financial consequences by assessing water-related risks, including drought scenarios that could constrain production. This is particularly relevant to the Group's commitment to strengthening water resilience across its operations and value chain.

Going forward, Eczacıbaşı Group may further enhance its climate risk management approach by expanding the assessment of physical climate risks beyond water stress and drought. More detailed analyses of adaptation scenarios, asset-level vulnerability, business interruption impacts, and investment needs would support a more comprehensive understanding of long-term resilience under different climate pathways.

Energy Management and Carbon Emissions

At Eczacıbaşı Group, we also operate in energy-intensive industries, and we acknowledge the importance of taking proactive measures to mitigate our environmental impact. To support our climate-related priorities, we implement measures to reduce consumption, enhance efficiency, and expand the use of renewable energy across operations.

To ensure the effective implementation of our energy and climate initiatives, we continuously evaluate our energy consumption and emissions to identify areas for improvement. Each Group company is assigned annual energy intensity targets, which we review and progressively tighten to drive continuous improvement. In collaboration with our stakeholders, we also work to develop innovative solutions that strengthen our sustainability performance and mitigate environmental impacts.

Since 2022, the electricity consumed in our operations in Türkiye has been matched with renewable electricity through renewable energy certificates, supporting our efforts to reduce market-based Scope 2 emissions. In parallel, Group companies continue to invest in their own renewable energy projects, which contribute to our long-term efforts to improve energy cost management, energy resilience, and emissions performance.

In 2025, the Group's total energy consumption was 2,430,520 MWh ✓. We implemented 34 key energy efficiency projects across the Group. These projects, including notable examples such as the Waste Heat Recovery Project at the VitrA Bozüyük Tunnel Kiln and the ReDry ABC System at Sanipak, delivered total energy savings of 20,657 MWh. This supported our efforts to improve operational efficiency and reduce energy-related environmental impacts.

In line with its 2025 SBTi commitment, Gensenta has set the following greenhouse gas emission reduction targets compared to the 2023 base year:

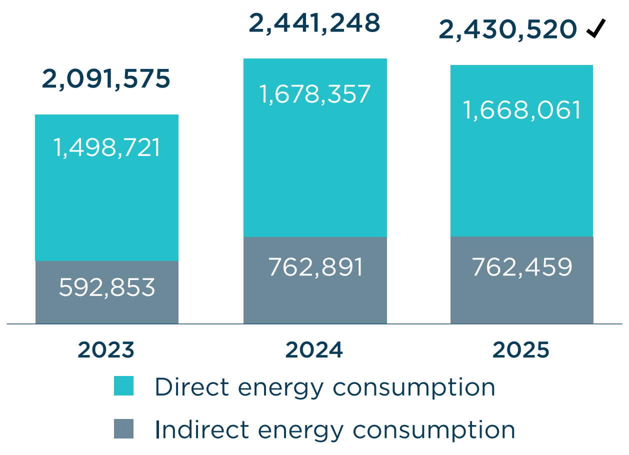
By 2034: Reduce absolute Scope 1, Scope 2, Scope 3 GHG emissions by 58.8%

By 2050: Reduce absolute Scope 1, Scope 2, Scope 3 GHG emissions by 90%

By 2050: Achieve net-zero greenhouse gas emissions across the value chain

As part of the **Low Carbon Transition Roadmap** project, Science Based Targets initiative (SBTi)-aligned targets were set for **Gensenta** in 2025.

Total Energy Consumption (MWh)



Renewable Energy

At Eczacıbaşı, we aim to strengthen our energy management practices by closely monitoring relevant technologies and market opportunities. In this context, we systematically perform feasibility analyses to assess the viability of fulfilling our electricity requirements through renewable sources.

To support our long-term operational resilience, emissions performance, and energy cost management, Group companies continue to evaluate and invest in renewable energy generation where technically and economically viable.

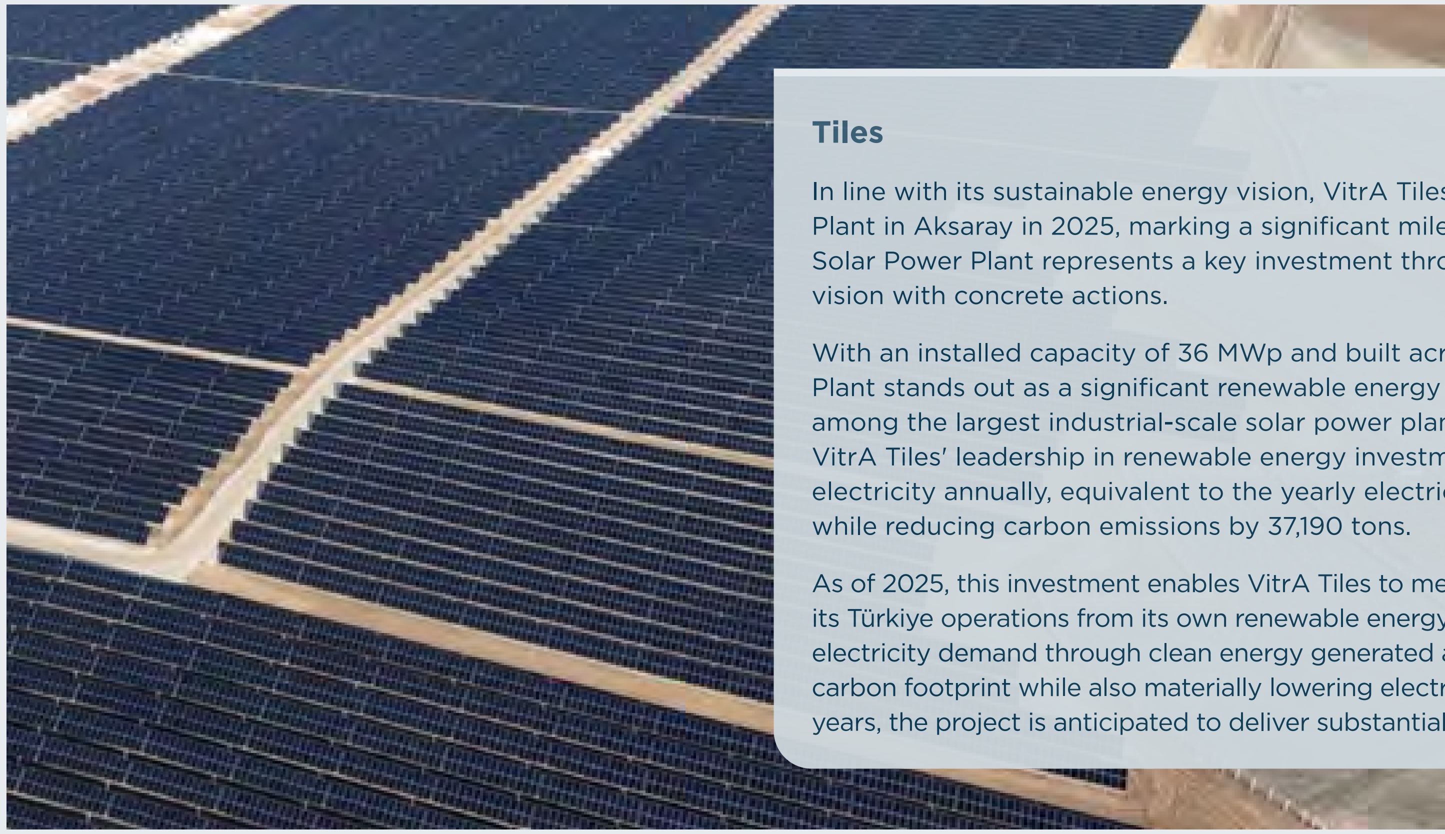
Generating Our Own Electricity from Renewables

As part of our continued commitment to renewable energy investments, we reached an installed capacity of 64.2 MWp with the commissioning of a 40 MWp solar power plant in 2025.

By the end of 2030, our target is to meet the electricity demand of our Türkiye-based operations through our own renewable energy plants: 100% for VitrA Tiles and Eczacıbaşı Building Products, and 50% for Esan and Sanipak.

By 2030, we intend to elevate the share of renewable energy in our overall consumption to approximately 65%. In pursuit of this target, we have continued to deploy a diverse range of renewable energy technologies across our sites.

In 2025, we advanced this goal by commissioning two solar power plants: a 36 MWp facility in Aksaray for VitrA Tiles and a 4 MWp facility in Balya for Esan, adding a total of 40 MWp renewable energy generation capacity. This advancement enabled us to generate a total of 84,674 MWh of renewable electricity throughout the year.



ECZACIBAŞI BUILDING PRODUCTS

Tiles

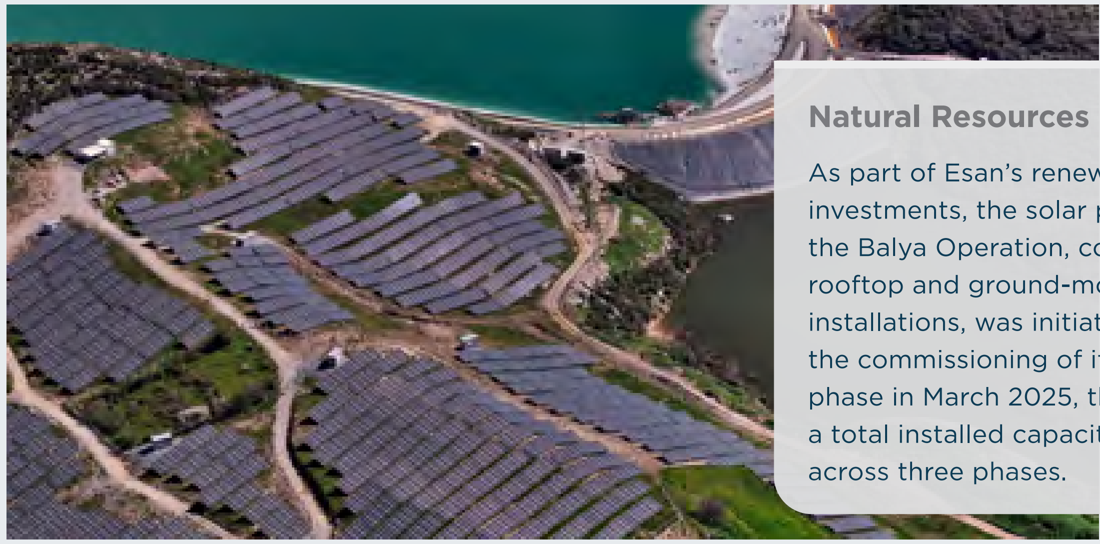
In line with its sustainable energy vision, VitrA Tiles commissioned its 30 MWe / 36 MWp Solar Power Plant in Aksaray in 2025, marking a significant milestone for its operations in Türkiye. The Aksaray Solar Power Plant represents a key investment through which the company advances its sustainability vision with concrete actions.

With an installed capacity of 36 MWp and built across a 420,000 m² site, the Aksaray Solar Power Plant stands out as a significant renewable energy investment within the ceramics sector and ranks among the largest industrial-scale solar power plants in the region. This project further strengthens VitrA Tiles' leadership in renewable energy investments. The plant is expected to generate 61 GWh of electricity annually, equivalent to the yearly electricity consumption of around 20,000 households, while reducing carbon emissions by 37,190 tons.

As of 2025, this investment enables VitrA Tiles to meet more than 60% of the electricity consumed across its Türkiye operations from its own renewable energy sources. By supplying a significant portion of its electricity demand through clean energy generated at its own facility, the company aims to reduce its carbon footprint while also materially lowering electricity costs. With a minimum expected lifespan of 25 years, the project is anticipated to deliver substantial long-term environmental and economic benefits.

84,674 MWh
Total renewable electricity produced during the year

64.2 MWp
Renewable Energy Installed Capacity

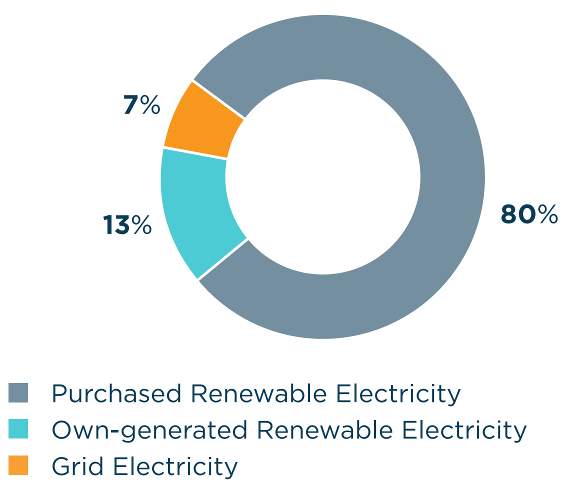


esan

Natural Resources

As part of Esan's renewable energy investments, the solar power project at the Balya Operation, comprising both rooftop and ground-mounted photovoltaic installations, was initiated in 2023. With the commissioning of its final 4 MWp phase in March 2025, the project reached a total installed capacity of 7.12 MWp across three phases.

Electricity Usage



Green Electricity Procurement

In line with our dedication to sustainable practices, in 2025, we continued to procure renewable electricity certified through I-REC (International Renewable Energy Certificate) and YEK-G (Renewable Energy Source Guarantee System) for all our operations in Türkiye, while Burgbad facilities procured renewable electricity certified with Ökostrom certificates.

In 2025, we procured **524,673 MWh** of certified renewable electricity, which represents **80%** of the Group's total electricity consumption. Including our self-generated renewable electricity assets, we met **13%** ✓ of our electricity needs for both domestic and international operations via renewable sources this year.

524,673 MWh
Renewable electricity purchased

Business Units	Locations	Total MWh
Bathrooms	Türkiye Germany*	68,235
Tiles	Türkiye	39,144
Consumer Products	Türkiye	211,680
Natural Resources	Türkiye	182,912
Healthcare	Türkiye	17,267
Other Products and Services	Türkiye	5,434

* Burgbad sources 80% of the electricity consumed at its European production facilities from renewable energy, while its production facilities in Germany operate entirely on green electricity.

Water Management

Reflecting our approach to responsible production, we have introduced a set of measures designed to protect and conserve water resources and promote sustainable water management. Our efforts focus on three key priorities: reduce water withdrawal, improve efficiency, and increase wastewater recovery. We also consider environmental and social factors when withdrawing water and conduct regular assessment of water-related risks to ensure responsible use and long-term resilience.

Each Eczacıbaşı Group company sets annual water intensity targets, with performance progress reviewed quarterly by the ESG Committee to ensure ongoing improvement and alignment with our sustainability objectives.

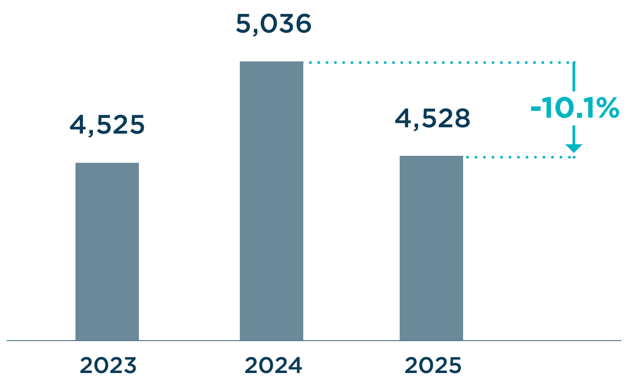
As of January 2025, all our operations in Türkiye became subject to the Water Efficiency Regulation. Accordingly, we have developed action plans to ensure full compliance with the regulation's requirements and to systematically enhance water performance throughout our operations.

Through our commitment to the **UNGC Forward Faster Water Resilience Target** and as a signatory of the CEO Water Mandate, we align with recognized international frameworks on corporate water stewardship.

To this end, we advance initiatives to enhance water quantity, quality, and access throughout our operations and continuously improve our water stewardship practices.

Effective management of water resources has long been a key focus of the Eczacıbaşı Group. This focus shapes how we plan and operate to ensure the sustainable use of water across our activities. As part of our broader environmental sustainability efforts, our Group companies regularly monitor and manage both their water intensity targets and absolute water withdrawal by source.

Water Withdrawal (thousand m^3)



All Eczacıbaşı Group companies recognize the pivotal role that water plays in their production processes. In 2025, a total of seven key water efficiency projects were implemented across Sanipak and Gensenta. Together, these initiatives delivered total water savings of 144,221 m^3.

Among these initiatives, Sanipak's Super Clarified White Water Project stood out as a key example. Through the SCWW application, which redesigns the water recirculation lines in paper machines, wastewater is recovered in a more controlled and efficient manner. This approach reduces water losses within the system, lowers freshwater consumption, and optimizes process water use, generating significant gains in both water and energy efficiency.

Water Due Diligence

As a signatory of the United Nations Global Compact, the Eczacıbaşı Group adopted the Forward Faster Water Resilience Commitment in 2025, with the aim of strengthening water resilience across its operations and supply chain.

In 2026, we are launching a comprehensive water due diligence project to conduct a more detailed analysis of our water-related risks and opportunities, identify water reuse potential, and build a more holistic water management strategy.

Circular Economy

Given the finite resources of our planet, we aim to integrate circular economy principles into our operations and product development processes.

Our approach focuses on improving resource efficiency, designing products with durability and functionality in mind, and increasing the recovery and reuse of materials where feasible. Through the use of recyclable, reusable, alternative, or lower-impact materials, and by improving material recovery practices, we seek to reduce resource use and waste generation across our operations.

Product Responsibility

Aligned with our focus on improving resource efficiency, we invest in technologies and production practices that enhance the efficiency of our production lines. These measures support more efficient use of materials and energy while contributing to operational performance.

Guided by our focus on responsible production, we continue to develop products that support resource efficiency and have lower environmental impact where applicable We place emphasis on using materials efficiently and exploring alternative or recycled raw materials.

Driven by evolving market expectations, regulatory developments, and climate-related transition risks, we focus on developing products with improved environmental performance. These efforts help us respond to changing customer expectations and sustainability requirements, while supporting product differentiation, innovation, and long-term business resilience.

Eco-Labels and Environmental Product Declarations (EPDs)

Environmental Product Declarations are a priority for our Bathrooms and Tiles businesses, while eco-label certifications are particularly relevant for our Consumer Products business. These initiatives support product transparency, help demonstrate environmental performance, and enable us to respond more effectively to stakeholder expectations.

All three businesses conduct Life Cycle Assessments (LCAs) to systematically evaluate the environmental impacts of their products, regardless of certification goals. Expanding the range of products evaluated through LCA continues to be a key area across our operations.

Business Units	Number of Environmental Product Declarations (EPDs)*	Number of Eco-labeled Products	Eco-labeled Product Name
Bathrooms	18	1	• Faucet (2025)
Tiles	15**	1	• 30x60 Wall Tile (2020)
Consumer Products	0	8	• Selpak Professional Extra Z-Fold Dispenser Towel Plus (2024) • Selpak Professional Extra Toilet Paper, 24-Pack (2024) • Selpak Professional Premium Toilet Paper, 24-Pack (2024) • Solo Bamboo Toilet Paper, 40-Pack (2023) • Solo Bamboo Toilet Paper, 32-Pack (2023) • Solo Bamboo Toilet Paper, 16-Pack (2023) • Solo Bamboo Toilet Paper, 12-Pack (2023) • Solo Bamboo Toilet Paper, 4-Pack (2023)

* Both the EU EPD and the French Environmental and Health Product Declaration are included.
** Includes V&B Fliesen's EPDs.

ECZACIBAŞI BUILDING PRODUCTS

Tiles

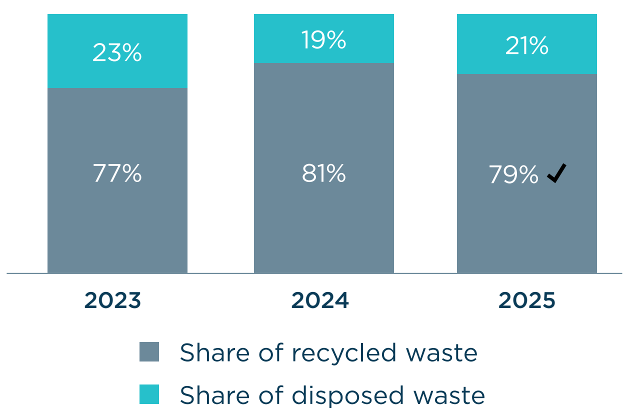
As part of its circular economy approach, VitrA Tiles developed porcelain tiles made with 100% recycled content under the nova vita concept. This initiative supports the reduction of virgin raw material use by enabling ceramic tiles and sanitaryware waste to be reintroduced into the manufacturing cycle and transformed into high-value products. Developed through VitrA Tiles' R&D capabilities, nova vita integrates circularity principles directly into product design and production processes. By using fully recycled inputs, the concept demonstrates how production waste can be repurposed without compromising technical performance or quality standards. The recycled content of these products has been independently verified, strengthening the transparency and credibility of their environmental performance. This practice contributes to waste minimization by keeping materials in use for longer and reducing reliance on primary raw material extraction.

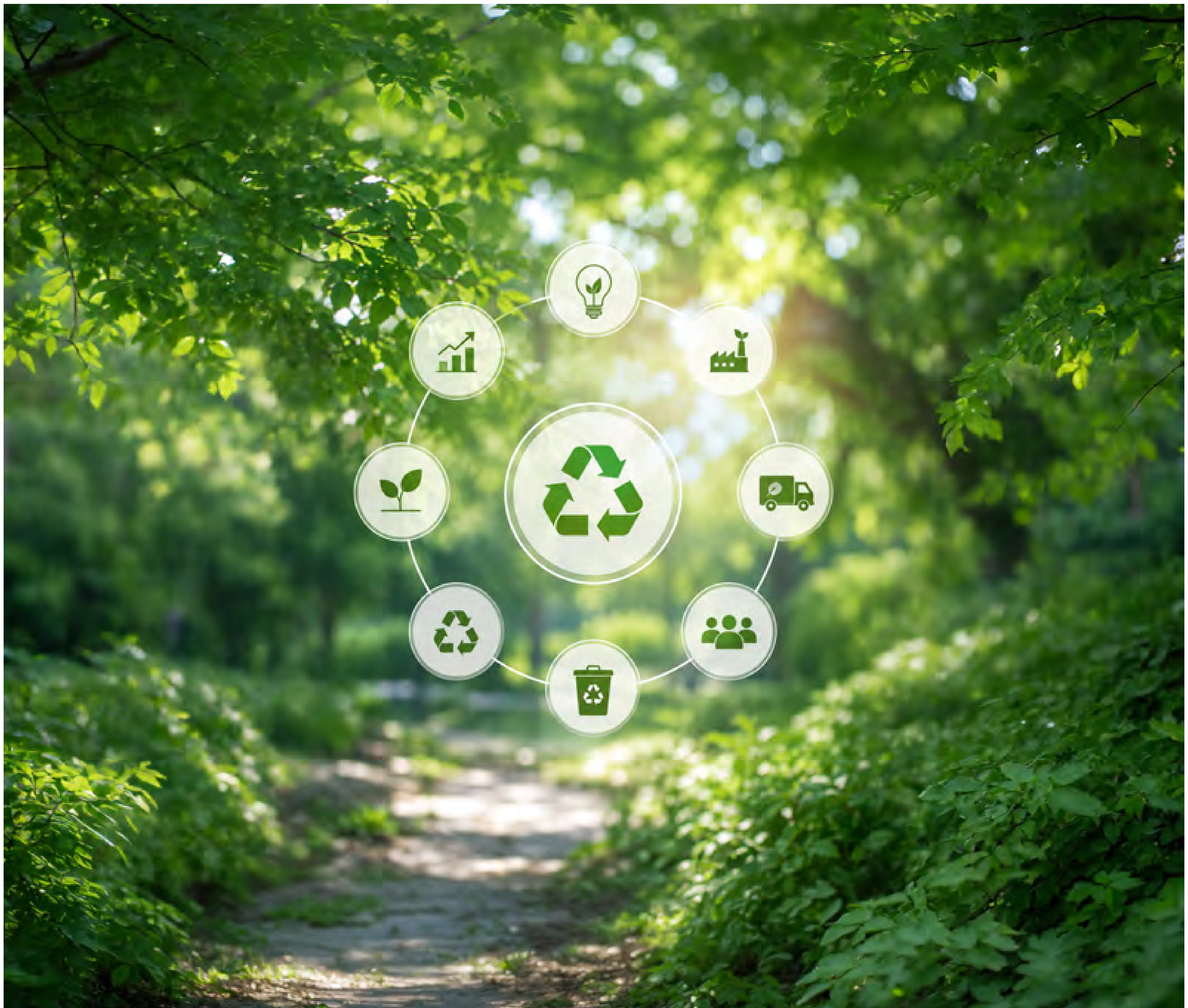
Waste Management

The Eczacıbaşı Group recognizes the importance of minimizing operational waste and supporting circular economy practices. We prioritize waste prevention at the source and implement waste management practices in line with our operational needs, regulatory requirements, and relevant waste reduction principles. Through these efforts, we aim to improve resource efficiency and support the long-term resilience of our operations.

Across the product lifecycle, from design to end-of-life management, we monitor the environmental impacts of our operations and work to reduce waste generation where feasible. In this context, we seek to integrate circular economy practices into our operations, improve resource use efficiency, and reduce environmental impacts through continuous improvement efforts. In 2025, our total waste amounted to **170,152 tons** ✓, of which **133,831 tons** ✓ were recycled. Across the Eczacıbaşı Group, the share of recycled waste amounted to **79%** ✓ in 2025.

Waste Distribution (%)





5 Investing in People

Equal Opportunity	90
Equal, Diverse and Inclusive Workplace	92
Attracting, Developing and Retaining Talent	95
Health and Wellbeing	101
Health, Safety and Wellbeing	102
Community and Social Vitality	104
Social Investment	104

Report Highlights

Equal Opportunity

In 2025, Eczacıbaşı Group has committed to the **UNGC Forward Faster's** 2030 target of equal pay for work of equal value.

As of 2025, the Eczacıbaşı Group has **10,315*** employees; women represent **40%** of white-collar employees and **33%** of management positions.

Women comprise **41%** of our workforce in STEM positions**

* Overall employment figure excludes subcontractors.
** The scope of the data above includes employees in global operations.

Attracting, Developing and Retaining Talent

We deliver comprehensive training programs that foster the continuous development of our employees' professional and technical expertise, as well as their leadership and management capabilities.

In 2025, our white-collar employees received an average of **38** training hours. ✓

The Eczacıbaşı Group maintains **Leadership Behaviors** aligned with its strategies, core values, key strengths, future competencies, and universal leadership principles.

Health and Wellbeing

At Eczacıbaşı, we prioritize safety, health, and well-being as our core values. We foster a safe work environment that strengthens our employees' commitment and productivity.

Driven by our efforts to enhance consistency in incident reporting and align with international standards, our Total Recordable Incident Rate for the reporting period was **2.55** ✓, while our Lost Time Incident Rate stood at **1.35**. ✓

Community and Social Vitality

The Eczacıbaşı Group maintains a strong commitment to supporting the communities in which it operates. It aims to implement sustainable solutions that create lasting benefits.

As of this year, Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning support a total of **358 university students.** Of these, **258 are female students affected by the earthquakes,** while **100 students receive achievement and outstanding achievement scholarships** awarded to those who rank within the top 20 thousand and top 5 thousand, respectively, in the university entrance exam.

750,000 visitors were hosted by Istanbul Modern, while **50,000** children and young people received free art education.

Turkish Informatics Foundation reached its **30th** year by delivering **AI training programs** and publishing **four key reports** on blockchain and digital transformation.

Equal Opportunity

The Eczacıbaşı Group's human resources strategy centers on fostering an inclusive, fair, and respectful workplace in which every person is valued. Our dedication to an inclusive and diverse work environment forms the foundation of our company's culture, and we aim to foster a workplace where differences are respected and valued.

We ensure equal opportunities for all individuals, irrespective of gender, religion, nationality, ethnicity, sexual orientation, disability, or any other characteristic. We believe that embracing diversity plays a vital role in enhancing our capacity for innovation, strengthening organizational resilience, and supporting long-term success.

Our dedication to gender equality and equal opportunities is further strengthened by the Group's Gender Equality and Equal Opportunities Policy, first approved by our Board of Directors in 2021 and will be revised in 2026.

To coordinate these efforts, the **ALLforALL Equal Opportunities Committee** chaired by our Group CHRO brings together human resources professionals, function leaders, and volunteer representatives from across our Group companies. This committee is responsible for implementing, expanding, and tracking our equality initiatives.

ALLforALL at Eczacıbaşı

Without regard for
how tall or short,
old or young,
fair or dark,
we are,

Without regard for our
origin or faith,
name or reputation,
gender or identity,
earnings or expenditures, and
what some people call "handicaps,"

We grow our business, our minds and ambitions,
We flourish through equal opportunities.

ALLforALL at Eczacıbaşı means:
Nurturing shared wisdom,
Embracing differences,
Growing through diversity.

With the ALLforALL Manifesto, revised last year, we demonstrate our commitment to equal opportunities for all individuals, regardless of background or identity, and clearly state our stance against all forms of discrimination.

Through our TechnologyForAll, SalesForAll, and IndustryForAll initiatives, consolidated under the ALLforALL platform to enhance coordination and impact, we aim to support gender equality in fields where women have traditionally been underrepresented.

Equal, Diverse and Inclusive Workplace

At Eczacıbaşı Group, we attach great importance to promoting fairness and equality in our workplace, and we strive to reflect this commitment in all aspects of our operations. Recognizing that diversity, inclusion, and respect are vital to fostering a healthy and productive work environment, we have actively promoted equal opportunities in all aspects of our business for over a decade.

0.99

Our female employees receive equal pay as their male counterparts in 2025.[1]

Our Approach: Embedding Equality in Practice

We systematically embed equal opportunity, diversity, and inclusion into all our HR systems and processes:

- We ensure that salary reviews are fair and data-driven, eliminating any potential for systematic pay gaps.
- We offer equal access to training, development, and feedback for all employees, regardless of job title, tenure, or location.
- We support working parents through nursery assistance for women and three weeks of paid paternity leave for men to promote shared caregiving.
- Through our Ethics Committee and Code of Conduct, we uphold human rights, non-discrimination, and freedom of association.
- Inclusive recruitment practices have helped increase women's representation across functions; currently, one in every two new hires is a woman.
- Through our "Recommend a Friend" program, we apply positive discrimination in favor of women candidates to further promote balanced hiring.
- In production areas, we design ergonomic, inclusive, and safe working environments for all employees.
- We partner with universities to support female students and offer internships to vocational high school girls to foster early career development.
- We collaborate with municipalities and NGOs near our production facilities to promote women's economic and social participation, support cooperatives, and organize literacy programs.

Measurable Progress and Ongoing Commitment

By 2025, our efforts have yielded concrete outcomes in creating a more equitable workplace:

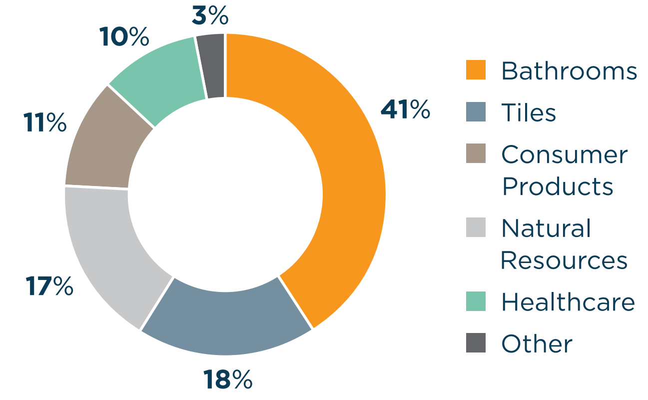
- **40%** of white-collar employees are women, **33%** of management positions are held by women, and the hiring rate for female candidates[2] was **41%.**
- Women comprise **41%** of our workforce in STEM positions.[2]
- The proportion of women in technology roles remained stable at **45%.**
- The share of women within our blue-collar[2] workforce was recorded at **14%.**
- Our inclusive career model continues to be recognized as the best practice in closing gender-based pay gaps.

At Eczacıbaşı, we are determined to break down gender stereotypes in the workplace. Our belief that "there's no such thing as men's work or women's work" guides our inclusive leadership philosophy. We are committed to increasing the representation of women in leadership roles through targeted development initiatives such as our **LiderizBiz** program designed specifically for women.

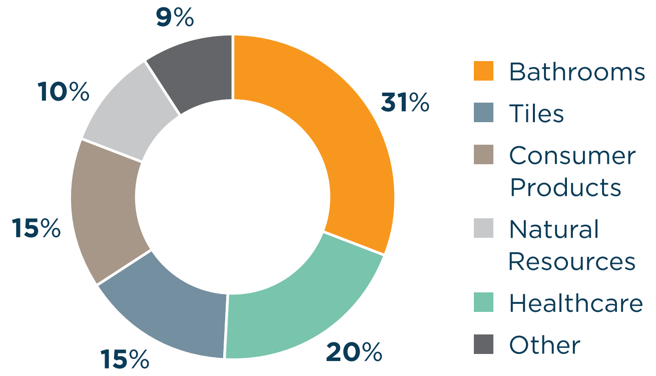
In 2025, we maintained our targets of 42.5% women professionals, 38% women in management, and 50% women among new hires, reflecting our sustained strong commitment in these areas.

We will continue to challenge biases, empower diverse voices, and cultivate an environment where every employee, regardless of background, can thrive and lead.

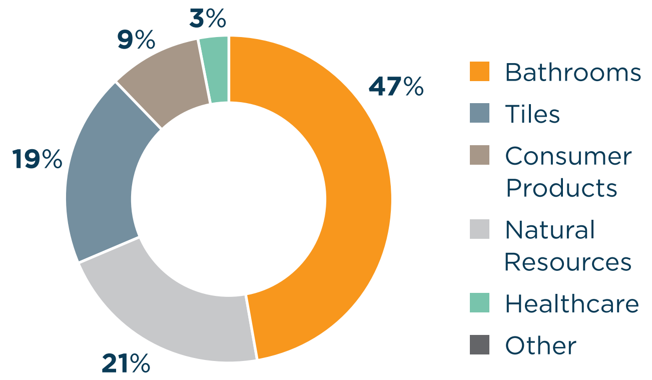
Total Employee by Group Companies



Total White-Collar by Group Companies



Total Blue-Collar by Group Companies



[1] The scope of the data above is limited to Türkiye operations.

[2] The scope of the data above includes employees in Global operations.

Our Remuneration Approach

Eczacıbaşı is deeply committed to promoting the principle of "equal pay for equal work." Our compensation strategy considers career path, position level, performance, and market-based salary benchmarks to ensure fairness.

Developed to attract and retain qualified talent, our pay policy promotes both salary balance within the company and market competitiveness. By motivating employees and enhancing loyalty, we support Group objectives and create a fair workplace that appeals to talent who value equality. Eczacıbaşı prohibits discrimination and works to maintain equitable pay practices for all employees, aligning with ethical principles and human rights in all employment aspects.

In 2025, Eczacıbaşı has committed to the UNGC Forward Faster's 2030 target of equal pay for work of equal value.

Human Rights and Union Rights

The Eczacıbaşı Group has implemented a **Human Rights Policy** that requires its companies to adhere to international and national human rights standards in all activities. This policy is obligatory for all employees and encourages business partners to adopt similar principles. The Group upholds a peaceful, transparent, and equitable work environment, respecting employees' rights to unionize and supporting collective bargaining, as evidenced by **72%** union membership among blue-collar workers in Türkiye in 2025.

Eczacıbaşı maintains neutrality towards employees' political beliefs and prohibits the use of company resources for political purposes.

Attracting, Developing, and Retaining Talent

At Eczacıbaşı, we foster a growth-oriented culture that encourages employees to exchange ideas, learn from each other, and contribute to collective success. We believe that an open and collaborative work environment enables creativity and innovation, resulting in better outcomes for both our workforce and the organization. We motivate employees to embrace challenges, take calculated risks, and learn from their experiences, while recognizing and celebrating their achievements.

In 2025, the proportion of employees who left voluntarily decreased from 9% to 7%, and the overall turnover rate declined from 18% to 15%. While recognizing the value of attracting external talent to meet evolving needs, our primary focus remains on fostering internal mobility and creating opportunities within our existing workforce.

Our dedication to collaboration, innovation, and professional growth is a testament to our unwavering commitment to empowering our employees to reach their full potential and achieve the Group's shared goals and objectives.

Continuous Learning and Development

The Eczacıbaşı Group offers extensive training programs designed to enhance professional, technical, leadership, and management competencies. We are updating our curricula to keep pace with industry advancements and to address the evolving needs of our workforce. Development Planning is the process of identifying areas for improvement within an organization. Career Development Meetings are designed to clarify the aspirations of employees. Various training programs are implemented to prepare employees for a range of roles and responsibilities.

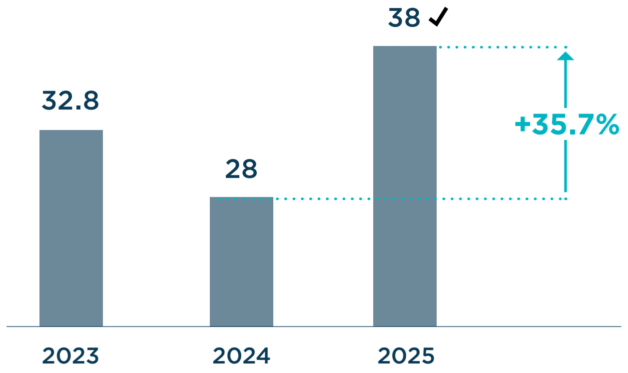
In 2025, we continued to support peer learning through the OWL Together project, and 98 mentors and 95 internal trainers were trained.

40
Leadership Development Training

260
Technical Development Training

48
Behavioral Development Training

Training Hours per Employee*



* Includes white collar employees in Türkiye.

In 2025, we initiated an extensive training program encompassing 89 subjects, including behavioral, technical, functional, and leadership development. All employees are eligible to participate in this program, which is designed to help them reach their full potential. We have also partnered with renowned universities such as Columbia, MIT, and Tuck to enhance our 90-day Manager Program. This initiative offers selected managers unique insights from these prestigious institutions.

Seven function-focused programs, namely Manufacturing Future, Lead to Chain, Heromind, Sales Academy and Finance Academy - and Master of Marketing, were launched to strengthen capability development across key business areas. As part of these initiatives, 115 employees completed a total of 45 days of training to build deep functional expertise.

Eczacıbaşı places strong emphasis on cultivating future leaders and providing diverse career opportunities to support business continuity. In this context, succession plans for executive roles are meticulously designed, while leadership development is consistently nurtured through the Strategic Leadership, Manager to Be, and Manager to Become programs. In 2025, a total of 15 directors, 37 senior managers and 119 line managers participated in these programs to further their professional development.

As part of our commitment to developing the next generation of business leaders, we have revamped and reintroduced our **Strategic Leadership** program.

This 18-month program is comprised of five comprehensive modules delivered over a period of 24 days, and is augmented by dynamic simulations, personalized coaching, effective mentoring, and collaborative group learning techniques.

In collaboration with academic institutions, the Eczacıbaşı Group provides specialized technical training programs that are aligned with its primary business sectors, ensuring that its workforce maintains currency with industry advancements. Furthermore, these programs facilitate the preservation of organizational memory by engaging internal trainers to disseminate their expertise and experience.

Attracting the Best Talent

At Eczacıbaşı, we prioritize supporting the potential of young professionals and providing opportunities that contribute to their development. We aim to attract talents who are open to innovation and change, demonstrate strong learning agility, and have the potential to develop themselves, their teammates, and their work. We value young professionals who are curious, passionate, collaborative, motivated to go beyond their current performance, and committed to embracing and living by the values of the Eczacıbaşı Group.

Our recruitment approach is grounded in fairness, equal opportunity, and a commitment to a bias-free evaluation process. We employ objective, science-based assessment tools to ensure a rigorous, transparent, and merit-driven evaluation of every candidate.

Career Test Drive Internship Program for Young Talents

The Eczacıbaşı Group's Career Test Drive Program, initiated in 2009, offers university students full time internship opportunities with a duration of at least three months during summer term. This program provides interns with practical experience by enabling them to contribute to business projects and present their work to senior leaders.

In 2025, the program received over 8,500+ applications, and 73% of junior specialist roles were filled by interns. We are committed to fostering the growth of young professionals and assisting them in developing rewarding career paths.

Come Alive at Eczacıbaşı

As part of our "Come Alive at Eczacıbaşı" strategy, we aim to share the Group's core values and attract potential talent by providing a transparent view of our corporate culture through social media platforms like Instagram, Facebook, and YouTube. Our recruitment processes are designed to actively engage candidates with the right qualifications and mindset throughout their journey.

We facilitate dynamic internal communication through our employee app, e-live, which attracts approximately 10,000 visits per month. Through this platform, we share corporate news, exclusive discounts, and job openings with team members. Additionally, our career website, https://careers.eczacibasi.com/ provides comprehensive information about Eczacıbaşı, including details on our organization, open positions, and application processes.

By promoting the "Come Alive at Eczacıbaşı" campaign across all communication channels, including our career website, we ensure potential candidates are well-informed about our corporate values, culture, and identity.

From University Campuses to Eczacıbaşı Offices

We actively connect with students and young professionals through campus engagements and our **"Let's Discover!"** webinar series reaching more than 10,000 university students prior to graduation. These sessions introduce participants to the Eczacıbaşı Group, our sectors, career opportunities, and work culture. They also strengthen our sustainable talent acquisition strategy by guiding students toward internship opportunities.

In addition, we organize competition-based programs such as **EnGenius, Markatlon, IdeaToReal,** and **TechYouth School,** engaging young talents from a wide range of disciplines including engineering, marketing, R&D, and information technologies.

In 2025, Sanipak hosted the **EnGenius** young talent program, focusing on the theme of digital solutions in supply chain processes. The program equipped students with the skills to develop digital solutions that effectively addressed real world business challenges in the function of supply chain management. Participants had the opportunity to visit manufacturing sites, take part in social events and training sessions, observe operations firsthand, and work closely with their mentors to develop innovative, technology driven solutions. High performing students were also evaluated for potential admission to the Career Test Drive internship program.

The **Eczacıbaşı TechYouth School,** established in collaboration with Eskişehir Technical University (ESTU), is designed for students with a strong interest in technology. This eight week program offers comprehensive modules in cybersecurity, artificial intelligence, robotic process automation and project management, equipping students with practical expertise and hands-on experience. Graduates are encouraged to apply for internship and employment opportunities within the Group. Five participants who successfully completed the program were offered the opportunity to join the Career Test Drive Program as interns.

University – Industry Collaborations

In 2025, the Eczacıbaşı Group participated in 150 career oriented events hosted by career centers and student organizations across 54 universities and high schools. These engagements, which included career fairs, panel discussions, interview simulations, webinars, and networking sessions, reflect our strong commitment to connecting with students, sharing insights about our organization and sectors, and creating meaningful opportunities for young talents to explore career paths within the Eczacıbaşı Group.

Performance and Career Development

We prioritize the professional and personal growth of our employees by conducting thorough performance and career assessments. This approach supports the advancement of our human resources while aligning individual aspirations with organizational objectives.

Our Performance Management System, which consists of three phases—planning, mid-year evaluation, and year-end evaluation—identifies and nurtures talent, provides regular feedback, and enables corrective actions when necessary. The Performance Management System applies exclusively to our white-collar employees. Our performance management approach integrates organizational goals with individual objectives, ensuring that the value created by employees contributes to shared goals while maintaining a fair and transparent process.

By nurturing the potential of our employees, we contribute to the realization of our strategic objectives and prioritize filling vacancies through internal promotions. Our talent management processes include competency assessment and development planning, creating a structured system. These efforts ensure that our human capital needs are met while nurturing capable individuals who help sustain our leadership in the industry.

We Continue to Shape Our Future with Our Leadership Behaviors

In 2025, the Eczacıbaşı Group continued to advance its Leadership Behaviors framework, which centers on our core values, universal leadership principles, existing strengths, and the competencies required for the future. These behaviors, designed by our leaders, provide clear guidance to all Group employees across four dimensions covering self-leadership, team leadership, and business leadership. This comprehensive framework further reinforces our feedback culture while supporting sustainable growth and long-term performance across the Group.

The Leadership Behaviors have been implemented consistently throughout the entire Eczacıbaşı Group. Senior management, volunteer leaders at different levels, and cultural ambassadors actively champion these behaviors. They are integrated into key people processes, including learning and development, feedback mechanisms, competency assessments, and recognition and reward practices, ensuring alignment and continuity.

As part of the rollout and ongoing integration efforts, management teams participated in focused sessions on effective feedback to strengthen a culture of open dialogue and continuous improvement. All full-time white-collar employees were supported with structured developmental feedback through 360-degree feedback and competency evaluation practices, fostering lasting learning and professional growth.

In addition, as part of our culture initiatives, we continued to clarify, simplify, and strengthen the understanding and daily adoption of these behaviors. This ensured they remained practical, accessible, and impactful across the organization.

Employee Engagement

At Eczacıbaşı, we believe that enhancing employee engagement and satisfaction strengthens workforce loyalty, and we are committed to fostering a fair and supportive working environment. By promoting open communication, we continuously seek to refine our HR strategies and expand development opportunities for our employees. We enhance employee satisfaction through equitable compensation, career development opportunities, and flexible working arrangements. Through performance evaluations and strategic meetings, we encourage employee participation in management processes and leverage their creative potential across our business operations.

We maintain open and ongoing communication with employees using various channels such as the Corporate Portal (PORT-e), Eczacıbaşı Group mobile application (e-live), SMS, and email. To assess employee feedback and support organizational development, we regularly carry out **"Engagement"**, **"Your Voice"**, and **"Pulse"** surveys. Based on the survey results, we collaborate with independent groups to improve processes and develop initiatives focused on employee engagement.

We have strengthened employee dialogue by proactively leveraging our communication channels to foster direct and open engagement between employees and senior leadership. Regular CEO and CHRO meetings provide employees with opportunities to share their ideas, feedback, and expectations directly with top management.

In addition, through our regularly **"Young Breakfast"** gatherings, we create an informal and transparent environment where our young employees share their perspectives, asking questions, and engaging in meaningful dialogue with our CEO. Through these practices, we strengthen a culture of accessibility, openness, and mutual trust, ensuring that employee voices are integrated into our leadership agenda and organizational development priorities.

Digitalized, Integrated Human Resources Solutions

In 2025, we undertook a comprehensive transformation of the Eczacıbaşı Career platform, which serves as our Group's candidate tracking system, migrating it to the SuccessFactors infrastructure. Through this transition, we enhanced system integration, strengthened data-driven decision-making, and improved user experience across our human resources processes. As part of this initiative, we prioritized enhancing the candidate experience, accelerating processes, and establishing a globally standardized structure.

In parallel with the infrastructure upgrade, we also redesigned the Eczacıbaşı Career website. We developed the new global platform, available in both Turkish and English, to deliver a consistent employer brand experience across all countries. With its modern design, simplified user journey, and mobile-friendly interface, we enable candidates to access open positions and complete their applications more easily and efficiently.

Through the SuccessFactors integration, we achieved end-to-end digitalization of our recruitment processes and strengthened our capabilities in candidate tracking, reporting, and data analytics. This has enabled us to enhance both the candidate's experience and the operational efficiency of our recruitment processes.

Health and Wellbeing

At Eczacıbaşı Group, we place the health, safety, and well-being of our employees, contractors and visitors among our highest priorities.

We believe that healthy individuals are the foundation of sustainable business performance and long-term value creation, not only for our Group but also for the wider society in which we operate.

We have fostered a strong corporate culture that places health, safety and wellbeing at its core. This culture is supported by proactive management practices, clearly defined responsibilities and robust company procedures implemented across our operations.

Our **Group Occupational Health and Safety (OHS) Policy** sets out a proactive and preventive approach to managing occupational health and safety risks across all Eczacıbaşı Group workplaces and operations. The policy aims to eliminate hazards at their source, prevent work-related injuries and ill health, and ensure compliance with applicable legal and regulatory requirements.

OHS governance at Group level is overseen by the **OHS Committee**, operating under the Group Human Resources function. The Committee is responsible for setting strategic priorities, monitoring performance, and promoting continuous improvement in occupational health and safety practices. Through this structured governance approach, we contribute to reducing operational disruptions, preventing regulatory non-compliance, and mitigating reputational risks, while fostering a culture of care and accountability.

Health, Safety and Wellbeing

We adopt a preventive approach to occupational health and safety across all our companies, aiming to achieve zero workplace accidents. Through regular risk assessments conducted throughout our operations, we identify hazards, evaluate risks, and determine appropriate control measures, using these as the basis for planning, implementing, and continuously improving our OHS practices.

In parallel, we focus on adapting workplaces and equipment to people, rather than expecting people to adapt to machines. We implement ergonomic improvement initiatives across our sites to enhance working conditions, reduce musculoskeletal risks, and support employee wellbeing. Beyond accident prevention, we actively promote employee health and well-being.

To ensure transparency and continuous improvement, we regularly monitor and evaluate our occupational health and safety performance. Key performance indicators include the **Lost Time Incident Rate (LTIR)** and the **Total Recordable Incident Rate (TRIR)**, which are used to assess the effectiveness of our preventive measures and identify areas for further improvement.

While our LTIR has demonstrated a decreasing trend in recent years, during 2025 we identified the need to further align incident reporting practices at our operations. Although data collection fully complies with national legislation, as a global group we also align our reporting with **OSHA standards** to ensure consistency and international comparability.

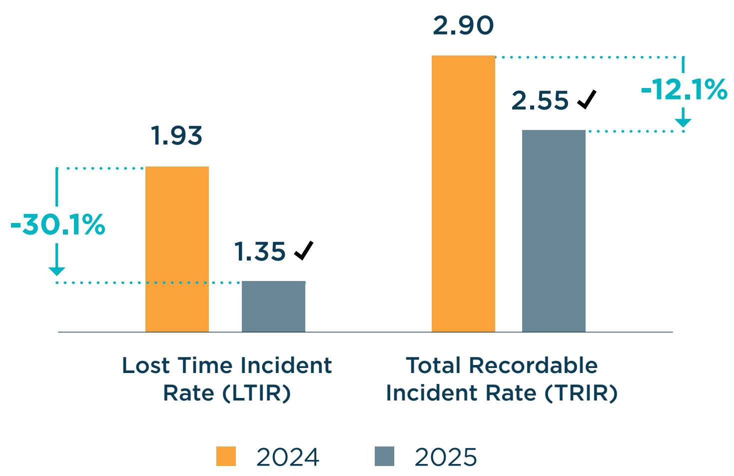
Following this alignment process, the Group's LTIR for 2025 was recorded as 1.35 ✓ and TRIR as 2.55. ✓

In 2024, we voluntarily initiated seismic reinforcement projects to strengthen disaster and earthquake preparedness across our operations. We have already completed these projects at several locations in 2025 and continue to advance them in line with site-specific risk assessments.

Fire safety remains another key focus area. We invest in technological enhancements such as thermal cameras, upgraded equipment, and advanced early detection and suppression systems. Across our manufacturing sites, we reinforce fire safety practices through regular inspections, comprehensive employee training programs, and continuous improvement initiatives carried out in collaboration with specialized fire safety consultants.

In addition, we are advancing the digitalization of our **Contractor Management Systems** to enhance safety oversight, strengthen compliance and ensure consistent safety standards for all parties operating within our sites.

Looking forward, we aim to further harmonize occupational health and safety practices and data collection processes across the Group, strengthen digital safety management tools, and enhance employee engagement in safety culture initiatives. Through continued investment, proactive risk management and strong leadership commitment, we strive to create a safe, healthy and supportive working environment where our employees can thrive both professionally and personally.



OHS Practices in Group Companies

ECZACIBAŞI BUILDING PRODUCTS

Bathrooms

In 2025, Eczacıbaşı Building Products implemented several practices to strengthen employee participation in OHS and environmental processes and improve the management of operational risks, with the QR code-based notification system and the Non-Routine Work Permit System standing out as key examples.

The **QR code-based OHS and Environmental Notification System** enabled field employees to report hazardous situations, unsafe behaviours, near-miss incidents, and environmental observations more easily and efficiently. The system also supported the structured monitoring, analysis, and management of notifications, contributing to the timely implementation of corrective and preventive actions.

In parallel, the **Non-Routine Work Permit System** was introduced to ensure that non-routine activities carried out on-site are subject to defined procedures and safety controls. Through this system, non-routine tasks are systematically identified, related risks are assessed, and roles, responsibilities, and safety protocols are defined before work begins. As part of the implementation, 19 dedicated permit forms were developed to support the structured management of such activities.

Both practices were developed and implemented using internal resources and existing operational capabilities, without requiring additional direct investment.

Sanipak

Consumer Products

Through the **SafeAlign** project, Sanipak focuses on supervisors as a key group within its OHS culture, referring to employees such as shift supervisors, production and maintenance leads, and technicians who are directly involved in guiding and overseeing daily operations. As the leadership level closest to the working interface, supervisors play a strategic role in the success of occupational safety improvement initiatives.

In this regard, the project provides tailored 360° leadership assessments, comprehensive workshops, one-on-one coaching, and practical support in the field. Through these efforts, Sanipak enhances supervisors' occupational safety leadership capabilities and positions them as one of the strongest links in its occupational safety chain.

Community and Social Vitality

The Eczacıbaşı Group consistently demonstrates its commitment to contributing to the society in which it operates. To this end, it aims to implement sustainable solutions that create long-term, positive impacts on society.

By focusing on sustainability, social impact, and collaboration, the Group aims to make meaningful contributions to community development and supports sustainable development through social initiatives implemented in cooperation with its employees. In keeping with this approach, it consistently seeks opportunities to establish new partnerships and collaborations with communities, public institutions, and local organizations to strengthen its social initiatives.

Social Investment

The Eczacıbaşı Group takes a social impact approach to its social investments. Guided by its vision, "Eczacıbaşı is a pioneer of modern, high quality and healthy living," and the values of its founder, Dr. Nejat F. Eczacıbaşı, who said, "The true measure of private enterprise is the degree of its success in raising the prosperity of society." Contributing to culture, arts, sports, education, science, and informatics is considered a primary responsibility of all our companies, which carry out this function through institutions we have established or in which we play an active role.

Contribution to Society

Young People Matter at Eczacıbaşı

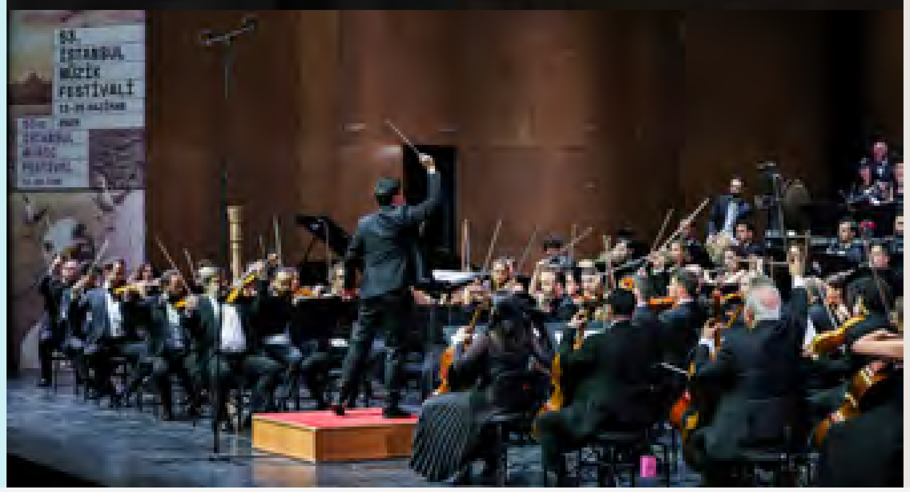
Since its inception, the Eczacıbaşı Group has carried out programs that support the holistic well-being of young people. Initially centered on enhancing physical and emotional development through sports, these programs have, over time, broadened to include long-term initiatives across culture, arts, education, and science. Today, all social benefit activities aimed at youth are consolidated under the "Young People Matter for Eczacıbaşı" program.

Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning

In collaboration with the Turkish Education Foundation (TEV), the Eczacıbaşı Group established the Dr. Nejat F. Eczacıbaşı Education Scholarship Program under the principle that "Young People Matter for Eczacıbaşı."

Launched in the 2023 to 2024 academic year, the program provided educational support to 500 university students in its first year, including 400 female students affected by the February 6 earthquakes. Scholarship recipients continue to benefit from various education, career and internship opportunities within the Group until graduation.

In 2025, the Group supported a total of 358 scholars, including 258 disaster scholarship recipients. In addition to financial assistance, scholars were supported through bootcamps, competitions, training programs, mentorship, site and company visits, and career development initiatives. Psychological and dietitian support contributed to their mental and physical well-being, while access to sports, culture and arts privileges encouraged their active participation in social life.



Eczacıbaşı Youth Ticket

In 2022, the Group introduced the Eczacıbaşı Youth Ticket initiative to enhance young people's access to the arts by allocating a portion of tickets for each event at significantly reduced student prices. From the very first year, 95% of the tickets offered through the program have sold out within the first four hours. Through additional last-minute ticket releases at venues, more than 145,000 tickets for over, 2,480 different events have been made available to students at prices below one dollar.

In 2025, student category tickets for all İKSV events throughout the year were offered at 30 TL, further supporting young people's engagement with life through art. In the same year, Eczacıbaşı Youth Ticket was recognized as one of the most successful corporate social responsibilities initiatives in Capital magazine's 20th Corporate Social Responsibility Survey. The campaign "Young people are absolutely right not to share this information" was also awarded a Gold Effie, one of the most prestigious global awards in marketing and advertising effectiveness.

Dr. Nejat F. Eczacıbaşı Foundation Music Scholarships

The Dr. Nejat F. Eczacıbaşı Foundation offers scholarships to outstanding young musicians undertaking graduate studies abroad. To date, 176 talented musicians have been supported across a wide range of instruments, as well as in orchestration, direction, and composition.

In 2025, 14 musicians benefited from this scholarship while continuing their education in four European countries.

Contribution to Culture and Arts

Recognizing the transformative power of art, the Eczacıbaşı Group has, through its established foundations and initiatives, maintained a consistent focus on supporting culture and the arts as a means of contributing to social development.

Eczacıbaşı Photographers Series

For nearly 60 years, the Eczacıbaşı Group has contributed to preserving Türkiye's photographic art heritage through its longstanding tradition of photographic publishing. Since 2010, the Group has published an annual retrospective book featuring a distinguished photographer as part of the Eczacıbaşı Photographers Series. In 2025, the 16th book of the series featured a retrospective of Manuel Çıtak.

Istanbul Foundation for Culture and Arts

The Eczacıbaşı Group is the founding sponsor of the Istanbul Foundation for Culture and Arts (İKSV), established in 1973 on the initiative of Dr. Nejat F. Eczacıbaşı. İKSV organizes the Istanbul Festivals of Music, Film, Theatre, and Jazz, the Istanbul Biennial, the Leyla Gencer Voice Competition, the autumn film week Filmekimi, and one-off events throughout the year.

In addition to hosting cultural and artistic events from various disciplines, İKSV organizes creative programs for children and young people. It also organizes the Türkiye Pavilion at the International Art and Architecture Exhibitions of La Biennale di Venezia, conducts studies and drafts reports on cultural policies, and supports artistic and cultural production through awards, commissioning works, participating in international and local co-productions, and coordinating an artist residency program at Cité Internationale des Arts in France.

In 2025, İKSV festivals brought together current cultural and artistic productions from Türkiye and around the world, hosting numerous Türkiye premieres. Throughout the year, 104 concerts; 15 theatre, performance and dance productions; 65 free events for children and young people; 203 film screenings at the Istanbul Film Festival, Filmekimi, and Lale Kart Film Club; and the 18th Istanbul Biennial exhibitions reached nearly 850,000 visitors. A total of 24,694 students attended İKSV events through the Eczacıbaşı Youth Ticket Program priced at TRY 30.

Through the İKSV Young Artist Fund, 5 new cultural productions were supported; 4 artists from Türkiye were hosted at Cité Internationale des Arts in Paris; and 28 artists and artist collectives received travel support under the International Mobility Support Program. The Fund's annual contribution to artists amounted to USD 165,000.

The EU-supported "Ortaklaşa: Culture, Dialogue and Support Program," implemented in cooperation with the Marmara Municipalities Union, completed its first three-year term. During this period, €1.3 million in grants were provided to 13 projects across Türkiye; 6 cultural venues were transformed, and 22 venues were reopened to host cultural events.

Istanbul Modern

The Eczacıbaşı Group is the founding sponsor of the Istanbul Museum of Modern Art, Türkiye's first private museum of modern and contemporary art. Established in 2004, Istanbul Modern is dedicated to enhancing public appreciation of modern and contemporary art, contributing to the creation of new work, and sharing Türkiye's artistic creativity and cultural identity with global audiences.

To date, Istanbul Modern has organized 9 exhibitions from its collection, 86 temporary exhibitions, and 46 photography exhibitions in Türkiye, and 17 exhibitions internationally. More than one million children and young people have engaged with art through over 1,000 free educational programs. In addition, the museum has hosted 3,600 events and screened nearly 4,100 films at Istanbul Modern Cinema.

In 2025 alone, the museum welcomed 750,000 visitors and delivered free art education to 50,000 children and young people.

During the year, Istanbul Modern hosted exhibitions including "Ömer Uluç: Beyond the Horizon," "İzzet Keribar: The Journey of Colors," "Chiharu Shiota: Between Worlds," and "Ali Kazma: Landscapes of the Mind." The 2025 guest of the International Artist Residency Program was Greek composer Dimitris Skyllas, whose composition "The Big Other" premiered at the museum.

In 2025, Istanbul Modern received the Portimão Prize for Hospitality, Inclusion and Belonging as part of the European Museum of the Year Awards (EMYA), held under the auspices of the Council of Europe.

Izmir Foundation for Culture, Arts and Education

Founded in 1985 by Dr. Nejat F. Eczacıbaşı, the Izmir Foundation for Culture, Arts and Education (İKSEV) hosts the International Izmir Festival, featuring music, dance, and theatre performances. A member of the European Festivals Association (EFA), İKSEV has also organized the Izmir European Jazz Festival since 1993. In addition, it provides jazz education to young people by arranging workshops and masterclasses for artists and ensembles participating in the festival.

Since 1998, İKSEV has organized Türkiye's first National Composition Competition, held biennially in honor of its founding president, Dr. Nejat F. Eczacıbaşı. This initiative has contributed 207 symphonic works to Turkish polyphonic music.

In 2025, İKSEV organized the 32nd Izmir European Jazz Festival, presenting distinguished examples of European jazz, and the 38th International Izmir Festival, which hosted world-class productions. In addition to the festivals, the year featured exhibitions, academic collaborations, masterclasses and education-focused concerts under the umbrella of MÜZİKSEV, resulting in a vibrant cultural season.

Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature

In 2023, the Dr. Nejat Eczacıbaşı Foundation introduced the Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature. The program aims to support female authors in young adult literature while promoting equal opportunities and inclusivity within literary communities.

In 2025, the award was presented to Koray Avcı Çakman for the book "Dr. Kimo's Laboratory," published by Altın Kitaplar.

Contribution to Sports

The Eczacıbaşı Group founded the Eczacıbaşı Sports Club in 1966 to encourage the participation of young people in Türkiye in sports and to support social development. Since its establishment, the Club has trained thousands of athletes and has made a significant contribution to enhancing the quality of sports in Türkiye in line with international standards. Today, with a focus on women's volleyball, the Eczacıbaşı Sports Club contributes to increasing the international visibility of Turkish volleyball through its achievements on the global stage.

Eczacıbaşı Sports Club

The Eczacıbaşı Sports Club is home to the Eczacıbaşı Dynavit Women's Volleyball Team, the record-holder of Türkiye's National Championships and first team to win the FIVB Women's Club World Championship in consecutive years (2015 and 2016). The team has won 28 National Championships, 9 National Cups, and has competed in 12 European Cup Finals including the 1999 European Cup Winners' Cup. In addition to its A team, the Club operates five junior teams that have collectively won more than 50 national championships. Over the years, the Eczacıbaşı Sports Club has trained countless women volleyball players, with the total number of licensed players trained in the Club's development programs currently exceeding 11,000.

During the 2024-2025 season, the Club's Second League team, composed of young players, was promoted to the First League. This achievement created a semi-professional league bridge between the youth system and the A Team, enabling young athletes to continue their development at a professional level.

In 2015, the Club collaborated with the ES Volleyball Sports Club to launch the "Future Spike" program, aimed at increasing young girls' access to sports and encouraging participation in volleyball. To date, the program has introduced approximately 28 thousand young girls to volleyball across 24 campuses. During the 2024-2025 season, 8,420 students participated in the program, of whom 4,951 attended volleyball schools and 2,100 became licensed athletes. As of July 2025, Future Spike was transformed into Future Spike Sports Schools operating entirely within the structure of Eczacıbaşı Sports Club. This transformation strengthened integration with the Club's youth system, enabling girls to engage in volleyball at an early age, develop a sports culture and continue as licensed athletes. In 2018, the Eczacıbaşı Sports Club was awarded the International Olympic Committee's Women and Sports World Trophy for empowering women in sports.

As part of its long-term infrastructure investments, the Club constructed a new volleyball hall in Kartal, Istanbul. Designed primarily to meet the A Team's training and match requirements, the facility complies with FIVB and CEV standards and features a main competition court, three training courts, and accommodation facilities for youth athletes, as well as fitness and physiotherapy units. Bringing athletes' preparation, recovery, and development processes together under one roof, the complex is designed to support peak performance. Equipped with advanced match and broadcasting technologies used for the first time in volleyball in Türkiye, the new hall features a high-resolution cube screen, modern stands and in-house museum. It serves not only as a sports facility but also as a cultural venue reflecting the Club's heritage and sporting culture. The facility represents a strategic investment that directly supports the A Team's competitive success while demonstrating the Club's innovative and internationally competitive vision.

Contribution to Science

Science, which is of crucial importance to human life and social growth, is regarded as the key to modern development as it enables us to understand and shape our era. In carrying out its professional processes and shaping its contributions to social development, the Eczacıbaşı Group embraces curiosity, critical thinking, and a passion for learning as its core values.

Turkish Informatics Foundation

Co-founded by the Eczacıbaşı Group, the Turkish Informatics Foundation (TBV) is a multi-stakeholder civil society organization committed to advancing Türkiye's technology-driven development and transformation. It carries out scientific research, evaluates the social and economic implications of emerging technologies, and develops and implements projects through strategic partnerships.Over the past decade, TBV has successfully completed six major EU-funded projects and, through its most recent initiative, has been designated a National Certification Center for key professions within the IT sector.

Established in April 1995 by 114 institutions and 178 individual members, TBV today has over 400 members. By bringing together leading organizations across Türkiye, it cultivates a dynamic network that connects thousands of young people in emerging technology fields while also contributing to the development of educators. Through platforms such as Blockchain Türkiye, AITR, Be Node, and Digital Türkiye, TBV promotes technology and innovation, supports the responsible advancement of digital transformation across institutions and society, and raises awareness of new life models shaped by technology. In addition, through Founder One, Türkiye's first impact investment fund, it supports next-generation startups, further strengthening the technology ecosystem.

In 2025, the Foundation celebrated its 30th anniversary with a special event titled "The Equation of Tomorrow: On Artificial Intelligence," bringing together leaders from business, academia and the technology ecosystem to discuss digitalization, artificial intelligence, data policy and ethics. A special video series titled "The Equation of Tomorrow" was also released on YouTube and Spotify. With Google's support, an Artificial Intelligence Training Program targeting young professionals aged 18 to 35, prioritizing the earthquake-affected region, was implemented across Gaziantep, Adana, Şanlıurfa, İzmir, Ankara, and Istanbul.

Under the "Gelecek Hayalim" Project, launched in 2025 under the leadership of Ford Otosan with contributions from the Vehbi Koç Foundation, initiatives were conducted to strengthen women and girls in STEM fields and increase awareness of gender equality.

In 2025, four major reports were published on the Blockchain Türkiye platform:

- Blockchain Technology in Healthcare Research Review 2025
- Digital Identity Systems and Sectoral Impacts Report 2025
- Crypto Asset Custody Report 2025
- Tokenization of Securities Report 2025

A large-scale Artificial Intelligence Summit was organized on the AITR platform in December 2025, hosted by the Türkiye İş Bankası Artificial Intelligence Factory. Throughout the year, monthly AIWARENESS events brought together numerous AI entrepreneurs and enthusiasts. Under the EU-funded Demand-Driven System-Based Development of Digital Transformation Professions Project (VOCTEST Centers III Grant Program), completed between 2020 and 2025, an examination and certification center accredited by TÜRKAK and authorized by MYK was established at the Foundation's headquarters. As of September 2025, the Foundation began conducting certification exams in six IT professions. The 16th eTR Awards, a digital government transition competition involving public institutions and municipalities, was completed in December 2025.

Dr. Nejat F. Eczacıbaşı Medical Awards

Dr. Nejat F. Eczacıbaşı believed that the business community has a responsibility to support scientific research. As a business leader, he aimed to contribute to the advancement of scientific research in Türkiye and to foster productive dialogue between academia and the private sector.

In line with this vision, he initiated the Dr. Nejat F. Eczacıbaşı Medical Awards in 1959 to support, promote, and recognize high-quality scientific research in medicine in Türkiye. Held biennially, the program has presented 37 Medical Science Awards, 48 Medical Incentive Awards and 21 Medical Student Project Awards, while 183 research projects have been successfully completed under the Scientific Research Support Awards.

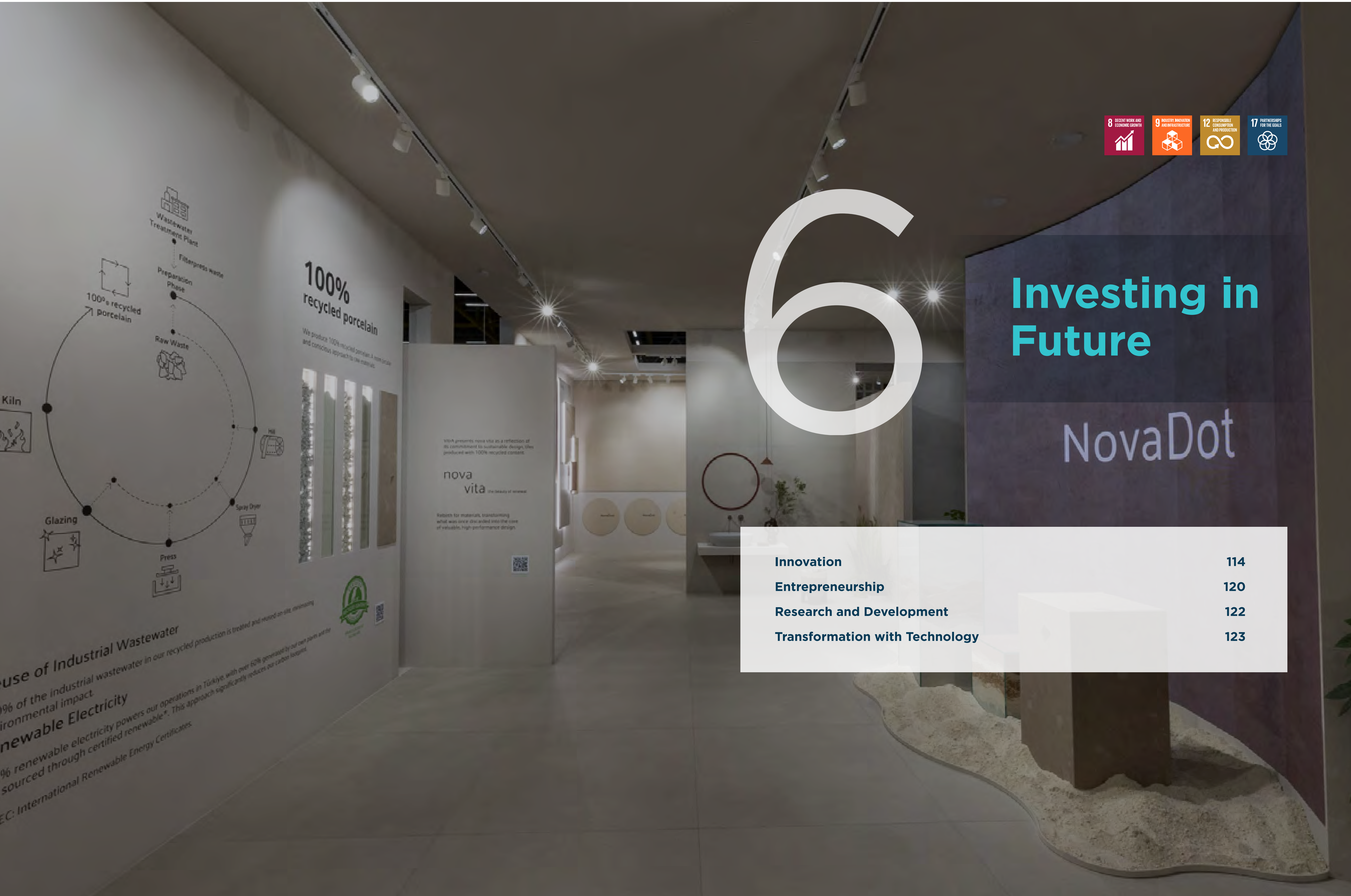
In 2025, the Medical Honor Award was presented to Prof. Dr. Mehmet Şükrü Sever; the Medical Science Award to Prof. Dr. Ali Koşar; the Medical Incentive Awards to Assoc. Prof. Dr. Şefik Evren Erdener and Assoc. Prof. Dr. Fatih İnci; the Scientific Research Support Award to Prof. Dr. Seda Kızılel; the Special Topic Scientific Research Support Award to Assoc. Prof. Dr. Umut Şahin; and the Medical Student Project Award to İsmail Emir Yassı.

Eczacıbaşı Volunteers

Launched in 2007, Eczacıbaşı Volunteers is a volunteer initiative dedicated to enhancing community and environmental well-being in the regions where Eczacıbaşı Group companies operate. Its activities span education, health, culture and arts, science, sports, nature conservation, and humanitarian aid, all aligned with the Group's mission of pioneering modern, high-quality, healthy living.

Throughout 2025, Eczacıbaşı Volunteers:

- Provided school supplies to more than 400 children in eight village schools in the Milas and Söke regions under the "Our Schools, Our Children" project while also organizing art and sports workshops to support their psychosocial development.
- Raised donations for women's cooperatives in 70 cities to contribute to social and economic empowerment of disadvantaged women.
- Supported more than 1,500 shelter animals in Istanbul, Ankara, Bozüyük, and Kırklareli with food and hygiene supplies.
- Shared the joy of the New Year with 91 children through gift donations.
- Raised TRY 1.3 million for KAÇUV through the participation of 120 volunteers in the Istanbul Marathon.
- Conducted coastal clean-up activities in Beykoz Riva.
- Provided mentorship to 38 scholarship students under the Dr. Nejat F. Eczacıbaşı Scholarship Program.
- Donated 90 kilograms of plastic bottle caps in support of the Turkish Spinal Cord Paralytics Association.
- Organized a charity bazaar to provide white canes for the Altı Nokta Association for the Blind.
- Contributed to food distribution with Çorbada Tuzun Olsun Association, which delivers meals to individuals experiencing homelessness.



6

Investing in Future

Innovation	114
Entrepreneurship	120
Research and Development	122
Transformation with Technology	123

Innovation

Since its founding, the Eczacıbaşı Group has embraced innovation and creative thinking as fundamental principles, guided by the vision of its founder, Dr. Nejat F. Eczacıbaşı, to contribute meaningfully to Türkiye's economic and social advancement.

For the Group, innovation extends beyond the development of new products or services; it serves as a strategic driver for creating sustainable value for future generations. Through lifestyle-oriented, human-centered solutions and investments in emerging technologies and forward-looking initiatives, we aim to strengthen our competitive position while making a positive contribution to everyday life.

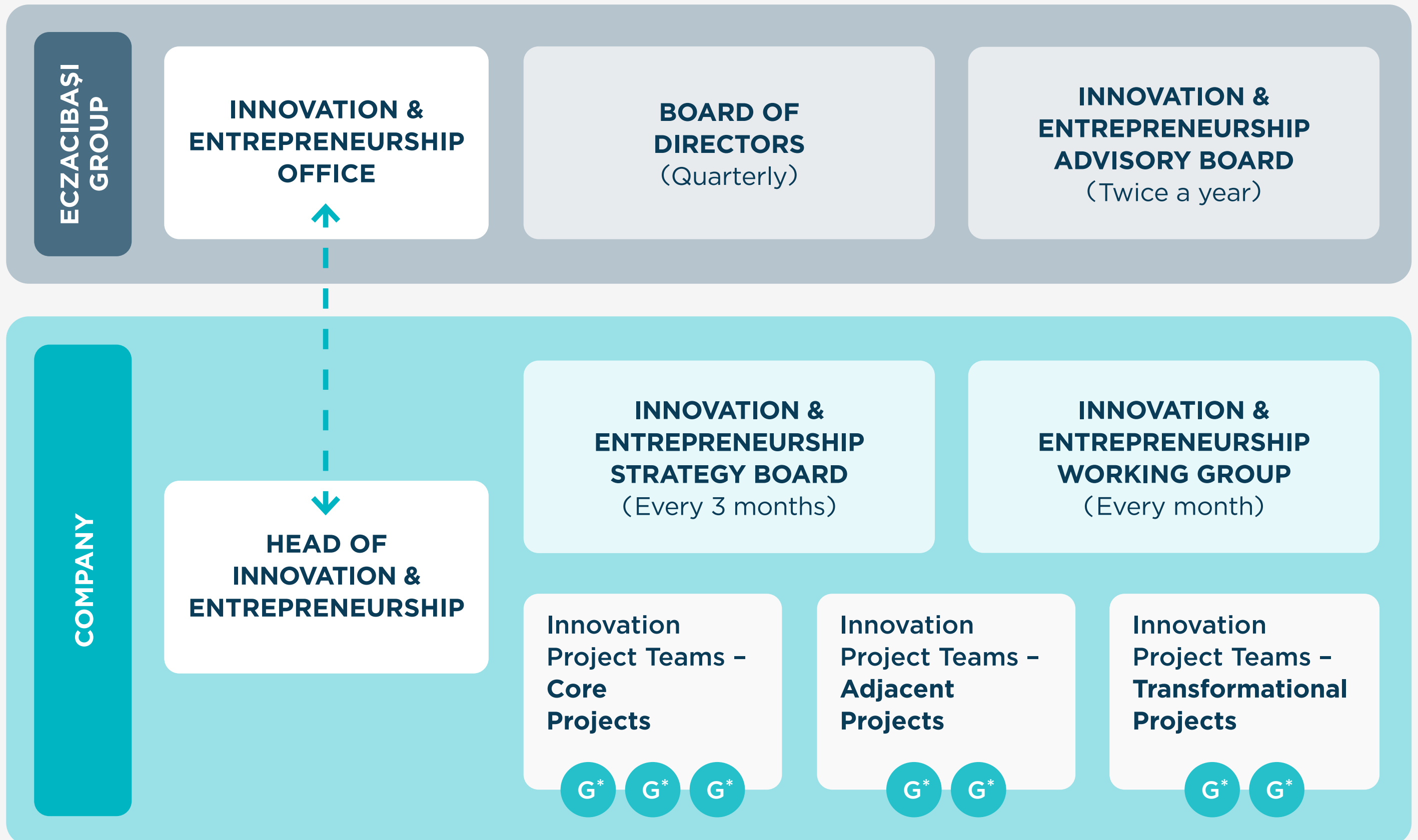
Our approach to innovation is rooted in a corporate culture that fosters curiosity and values agility. We cultivate an inclusive environment where diverse perspectives are welcomed and every voice is encouraged to contribute.

The Eczacıbaşı Group's Innovation Statement reflects our commitment to aligning all innovation efforts with a unified purpose and ensuring that those efforts are consistent with our core values and organizational mission. **The Eczacıbaşı Group Innovation Organization and Governance Model** defines the structure, responsibilities, decision-making mechanisms, and operational processes guiding innovation activities across the Group, ensuring coherence and strategic alignment.

To further strengthen our innovation ecosystem, we continue to enhance coordination and collaboration across R&D functions within the Group. Through structured collaboration platforms and cross-company engagement, we promote knowledge sharing, joint project development, and the effective use of capabilities and infrastructure. This coordinated approach enables us to leverage our collective expertise, accelerate learning cycles, and maximize the impact of our innovation and technology investments while reinforcing alignment with our strategic priorities.

By the end of 2025, this systematic approach to identifying innovation needs had resulted in the initiation of 126 projects, more than 45% of which focus on adjacent and transformational innovation. These projects not only support business expansion but also enable the development of pioneering solutions for emerging markets.

Innovation Organization and Governance



Board agendas are set by the Group's CEO and the Chief Innovation Officer (CINO), with the IEO responsible for coordination and agenda management.

Participants include the Group and company CEOs, the CINO and Innovation & Entrepreneurship (IEO) team, any advisors, and the Head of I&E along with relevant strategy board members.

Leadership and coordination: Head of I&E
Participants: (n-1) level of the company. At least 1 IEO member will accompany the meeting.

Leadership and coordination: Head of I&E
Role: This multidisciplinary group manages and oversees innovation ideas and projects aligned with the strategies using a comprehensive and systematic approach.

G*: Represents project-specific teams

* G stands for Group

For more information on the Group's innovation organization and governance, please refer to the **Eczacıbaşı Group Integrated Sustainability Report 2023: Story of Our Ambition Report.**

Integrating Sustainability into Innovation

Sustainability is not treated as a separate agenda item within our organization; it is inherently integrated into the way we define and pursue innovation. By developing forward-looking solutions that reshape everyday behaviors and consumption patterns, we contribute to long-term environmental, social, and economic resilience.

Each aspect of our innovation efforts – life habits, collective benefit, transformative potential, and new solutions – aligns with our commitment to sustainability. By focusing on "everyone's benefit," we provide value across economic, social, and environmental areas. Emphasizing broad societal benefit ensures that value creation extends beyond financial performance to include social progress and environmental stewardship. Our commitment to new solutions and creative thinking drives sustainable innovation and a positive impact on society and the environment.

Sustainable Innovation for Lasting Impact

We take a holistic and systematic approach to innovation, encompassing all related activities, processes, practices, and investments, while actively engaging our stakeholders and the broader innovation ecosystem through co-creation and shared growth.

Our future-oriented strategy promotes collaboration with a wide range of external partners across different sectors and ecosystems. Through inclusive and participatory engagement, we build strong partnerships based on trust and shared objectives, working collectively to deliver measurable impact.

As part of our commitment to advancing climate-focused innovation, the Group actively contributes to **the Climate Lab Community Program led by the Technology Development Foundation of Türkiye (TTGV), where we assume a climate leadership role.** Within this scope, we bring ecosystem stakeholders and Group companies together through workshops and working groups to foster dialogue and shared learning. These efforts have resulted in the launch of industrial symbiosis-based projects that aim to improve resource efficiency, reduce environmental impact, and unlock new value creation opportunities through cross-sector collaboration.

Perspective of Our Stakeholders

Esra Boran

Technology Development Foundation of Türkiye

Program Specialist

Technology Development Foundation of Türkiye (TTGV) closely monitors the global transformation in climate technologies and implements its community programs with the understanding that this transformation requires multi-stakeholder collaboration. The Climate Lab Community is a direct outcome of this approach: a space where different sectors come together, shared needs are identified, and knowledge is translated into action.

Within the built environment sector, the Eczacıbaşı Group has been an active stakeholder in strengthening dialogue and bringing field-based knowledge into the process. Through the contributions of Esan, Eczacıbaşı Building Products, and VitrA Tiles, the collaboration focused particularly on industrial symbiosis as a key opportunity area. This approach aims to transform waste and by-products into value-added inputs across sectors, enhance resource efficiency, and create new collaboration models between industries.

Throughout the program, Eczacıbaşı Group contributed to workshops, working groups, field visits, and stakeholder discussions, helping to identify practical needs, bottlenecks, and potential solution areas within the building materials ecosystem. Its active role supported the alignment of climate technologies developed under the TTGV umbrella with real-world needs and helped create a stronger basis for piloting and scaling applicable solutions.

For TTGV, this collaboration is valuable not only because it brings together different sectors around a common climate agenda, but also because it demonstrates how corporate expertise can support the transition from dialogue to implementation. Going forward, we believe that the outcomes of this cooperation can further strengthen cross-sector partnerships and contribute to the development of scalable climate technology solutions.

Perspective of Our Stakeholders

Tuğba Uçar Demir

Eczacıbaşı Holding

Innovation Manager

The Climate Leadership framework established under the TTGV Climate Lab Community Program has contributed to the implementation of focused initiatives across various sectors and the development of collaborative learning environments. The leadership role we assumed in the built environment sector* was a natural progression that aligns with our Group's expertise in this field and our broader innovation perspective.

For our Group, the process created an important opportunity to connect our sectoral knowledge with TTGV's climate technology ecosystem and to explore collaboration areas with concrete implementation potential. It also enabled us to engage with stakeholders from the private sector, public institutions, academia, and the startup ecosystem around a shared climate agenda.

One of the most valuable aspects of the process was observing how pre-competitive collaboration can generate shared value. Stakeholders from different sectors were able to openly exchange experiences, define common challenges, and explore practical opportunities in a safe and constructive environment. The experience also reinforced that effective collaboration emerges through shared understanding, trust, and a common sense of purpose. From an internal stakeholder perspective, this experience demonstrated how our Group's ability to convene stakeholders, share practical experience, and foster innovation can help accelerate climate-focused collaborations.The process also helped us reflect on how climate technologies can be better aligned with real operational needs and future partnership opportunities. I believe that the impact of this collaboration will deepen further as mechanisms supporting the implementation of emerging opportunities are strengthened. TTGV's facilitating and unifying role, together with the voluntary participation of diverse stakeholders, has created a transparent and trust-based collaboration framework that can support more tangible outcomes in the coming period.

*Built environment refers to the human-made or human-influenced structures and systems that enable daily life, including housing, commercial and public buildings, infrastructure for essential services such as water and energy, and transport networks such as roads and bridges.

Commitment to Sustainability Goals

Aligned with our sustainability priorities, our targets ensure that we remain committed to our goals. At the same time, our innovation initiatives actively support the Group's growth strategy and long-term competitive advantage while contributing to societal sustainability through solutions that are time-saving, smart, life-oriented, health-oriented, accessible, and economy-friendly.

Healthy Lifestyles
The healthy living of society and individuals, and the subcategories of this concept across different sectors.

Ecological Sustainability
Efficient and reusable resources and transformation.

Water
Reducing water consumption at all stages of production and effective use of water resources.

Material
Using the most suitable materials for our lives and living spaces with designs that are in harmony with nature.

Healthy Aging
Developing new business models, services and products that holistically address all dimensions of healthy aging.

Eczacıbaşı Group Innovation Synergy Areas

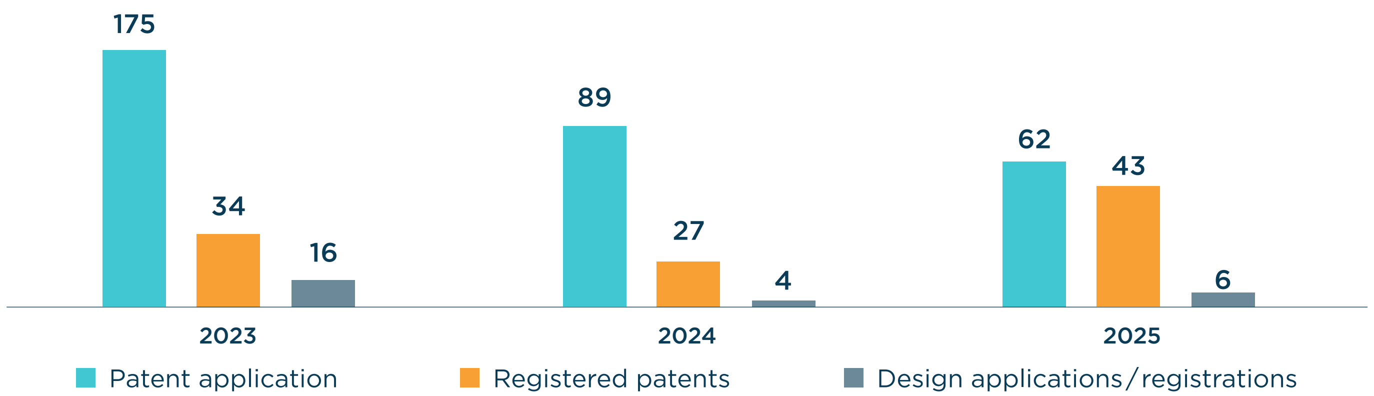
We have identified five thematic areas where inter-company collaboration creates strong synergies: healthy lifestyles, healthy aging, sustainable resource use, water savings, and materials.

Aligned with these focus areas, our innovation activities contribute to the Sustainable Development Goals (SDGs), including Good Health and Well-being, Clean Water and Sanitation, Affordable and Clean Energy, Industry, Innovation and Infrastructure, Reducing Inequalities, and Responsible Consumption and Production.

These shared synergy areas support us in enhancing positive impacts, mitigating potential risks, and generating balanced value for all stakeholders through a holistic ecosystem perspective.

Guided by the principle of interconnectivity, we recognize that meaningful connections across people, ideas, and systems unlock creative potential and drive collective progress. By embracing a co-creation mindset inspired by the interconnected nature of life, we continue to strengthen collaboration across our ecosystem and integrate this perspective into our business practices, relationships, and approach to innovation.

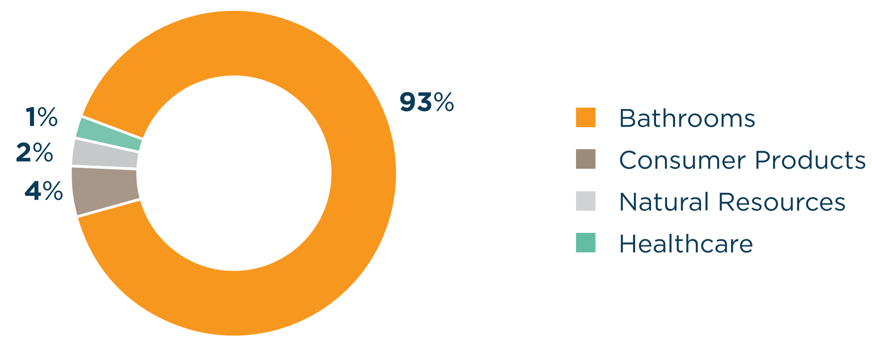
Patents



	2023	2024	2025
Cumulative granted patents	158	183	223

Reflecting our ongoing commitment to innovation and sustainable development, the number of patents granted has continued to rise steadily, reaching 223 in 2025. This increase reflects our continued efforts to develop innovative solutions.

Cumulative Granted Patents



Entrepreneurship

At Eczacıbaşı, we actively engage with the entrepreneurship ecosystem and startups to support sustainability and innovation across our business areas.

We strengthen our partnerships through projects with universities, public institutions, the private sector, technoparks, foundations, incubators, accelerators, and entrepreneurs. Our commitment to supporting and developing emerging ventures is reflected in our participation in initiatives such as the Entrepreneurship Roundtable of the Turkish Industry and Business Association (TÜSİAD) and the Individual Young Entrepreneurship (BİGG) Program of the Scientific and Technological Research Council of Türkiye (TÜBİTAK).

In 2025, the Eczacıbaşı Group was awarded the **"Entrepreneur-Friendly Company"** and **"Best Intrapreneurship Program"** awards at Türkiye's Corporate Entrepreneurship Awards, organized by Fast Company in collaboration with Özyeğin University and the Entrepreneurship Institutions Platform.

Moreover, we engaged with 20 sustainability-focused startups within the entrepreneurial ecosystem, 12 of which were introduced to Group companies to explore collaboration opportunities. These initiatives align with our broader ESG strategy, particularly in advancing environmental innovation and supporting the UN Sustainable Development Goals, specifically Goal 12 (Responsible Consumption and Production) and Goal 17 (Partnerships for the Goals).

Intrapreneurship

Eczacıbaşı supports intrapreneurship by fostering the creativity and leadership of its employees through the Eczacıbaşı Intrapreneurship (EKİG) program.

Now in its third cycle, the program has focused on the themes of sustainability and water. During this period, the SustaINdex project completed its Minimum Viable Product (MVP) phase and developed its first pilot product.

As it progresses through its scaling phase within EKİG, SustaINdex continues its efforts to become an effective tool and strategic solution partner for brands aiming to comply with upcoming European Union regulations, such as the Digital Product Passport (DPP), as part of their sustainability transformation.

Since its inception, EKİG has engaged more than 150 employees, resulting in 14 pilot projects and three market-ready solutions. The program also reinforces our commitment to building strong connections with startups, fostering innovation, and enabling collaboration across the broader entrepreneurship ecosystem.

Eczacıbaşı Momentum

Eczacıbaşı Momentum functions as the corporate venture capital fund for the Eczacıbaşı Group, investing in emerging technologies and business models within its core domains and adjacent areas. The fund also explores pioneering technologies that enable the Group to expand into new sectors while supporting the development of successful intrapreneurship spin-out initiatives.

Eczacıbaşı Momentum aims to contribute to the future of both the Eczacıbaşı Group and Türkiye's entrepreneurship ecosystem by investing in high-impact, scalable startups. It facilitates engagement with domestic and international entrepreneurship ecosystems while providing startups with access to the expertise and business networks of Group companies.

Eczacıbaşı Momentum

Focus areas

Eczacıbaşı Momentum engages with and invests in companies shaping the new normal of modern life, focusing on wellbeing, consumer needs, and home living.

The fund's primary areas of focus are:

- Technologies that approach wellbeing holistically,
- Ventures that create solutions with lower environmental impact for evolving consumer needs,
- Innovations that enhance home living with new meanings and functions,
- Emerging technologies and business models that will hold significant roles in the future.

Current portfolio

As of year-end 2025, Eczacıbaşı Momentum and Eczacıbaşı Building Products Investments (EYUY) had made 26 such investments. In 2025, we continued to support our portfolio, including RS Research and Caresyntax.

- **RS Research**
  RS Research is a biotechnology company developing a drug delivery platform for chemotherapy drugs that exclusively targets cancerous cells.

- **Caresyntax**
  An AI-powered surgical data platform that enhances surgical outcomes through operational analytics, clinical improvements, and financial optimization.

Research and Development

Our approach to research and development focuses on continuously improving and advancing our business operations, products, and services to create value for society.

We allocate resources to R&D initiatives in line with our commitment to innovation and social value. These initiatives are designed to generate societal benefits while strengthening our competitive position across the industries in which we operate.

Recognizing the critical role of R&D in ensuring the Group's long-term sustainability, we dedicate a significant share of our annual resources to R&D activities. Our innovation and R&D centers, strategically positioned across Group companies, focus on identifying innovative and sustainability-oriented solutions to continuously enhance products and services.

€9.6 million
Total R&D Center Expenditure Across the Group

R&D	2023	2024*	2025*
Number of R&D employees	188	142	128
Total number of R&D projects	128	75	63

* It represents the total R&D center data of the Group.

Transformation with Technology

Eczacıbaşı Group's technology-driven transformation journey has been shaped by the ambition to create measurable business impact through technology, data, and advanced analytics.

Today, this ambition is reflected in a growing portfolio of scalable solutions that improve profitability, strengthen decision-making, optimize resources, and reduce operational effort across our companies. Since 2018, numerous initiatives have been implemented across the Group, improving efficiency, supporting faster and more informed decision-making, and generating meaningful financial returns while fostering a strong cultural shift toward technology, collaboration, and synergy. Beyond measurable business outcomes, this journey has also contributed to a more agile, connected, and future-ready organizational mindset across our ecosystem.

Building on this strong foundation, our governance model was refined in 2025 to expand both the scope and ambition of this journey. Commercial transformation and advanced analytics capabilities were brought together under an integrated model to reach a broader range of functions, address more diverse business needs, and create greater enterprise value. This integrated model brings business development and technical delivery together under one roof, enabling us not only to identify opportunities but also to translate them into scalable, production-ready solutions.

Today, our team brings together five specialties: Growth, Digital Marketing, Customer Experience, Digital Solutions, and Advanced Analytics. Our purpose is to support Eczacıbaşı companies in identifying opportunities to operate more effectively, efficiently, and more quickly, shaping high-value project ideas, and turning these ideas into initiatives that enhance business performance.

We pursue this mission through three complementary dimensions. Consultancy activities focus on identifying and prioritizing initiatives with clear commercial or operational relevance, such as pricing optimization, demand forecasting, spend analytics, and portfolio-related analyses. Technology initiatives translate these priorities into scalable data products and AI-enabled solutions that are integrated into core business processes, supporting more consistent and timely execution. People-focused efforts strengthen internal capabilities through training, common analytical standards, and the integration of data-driven decision-making across functions. To guide this work, we use a four-part transformation framework.

To guide this work, we use a four-part transformation framework.

1. See Beyond focuses on turning data into insight, prediction, and foresight.

2. Decide Fast enables real-time, data-driven decision support that helps teams respond faster and more accurately.

3. Operate Brilliantly covers initiatives that make processes leaner, more efficient, and higher performing.

4. Work Smart reduces manual effort by automating routine and repetitive tasks.

Together, these pillars help us systematically connect technology investments with business priorities and long-term value creation.

In 2025, we launched Group-wide roadshows to better understand the strategic priorities of our companies and brands. Through direct engagement with leadership teams, we aligned business goals with transformation opportunities and built a broad pipeline of project ideas. These opportunities were further refined and evaluated through a structured framework based on business value, feasibility, data readiness, implementation effort, delivery timeline, and scalability. As a result, the most promising initiatives were incorporated into our active portfolio, with some already completed and others currently in progress.
To maintain momentum, we keep our portfolio dynamic throughout the year, continuously shaping new ideas emerging from our companies into structured initiatives.

In parallel, we proactively engage with functions where we identify improvement potential, helping uncover new project opportunities that can create measurable and sustainable value.

At Eczacıbaşı, technology is never an end in itself. Real transformation begins with asking the right questions, identifying genuine business needs, and working with our companies as one team. Through Agentic AI solutions developed both internally and with trusted ecosystem partners, we help embed smarter decision-making and more adaptive ways of working across the Group. Advanced Analytics capabilities such as forecasting, optimization, resource allocation, and customer insights support this transformation.

Mission AI Program

Mission AI is an executive-sponsored enterprise artificial intelligence acceleration program conducted between December 2025 and February 2026 in collaboration with Microsoft and Mindworks.

Over an eight-week cycle, 358 AI ideas were submitted from across the Group and systematically assessed through a structured governance and incubation model. As a result, 57 initiatives advanced to the incubation stage, and 27 AI agents were finalized for implementation.

These solutions are designed to generate meaningful financial and operational value, while accelerating decision cycles, reducing manual work, and helping mitigate quality and logistics risks.

Our portfolio includes advanced analytics initiatives that show how these capabilities translate into business value in practice. In Bath, the **OptiMix** demand planning optimization tool improves profitability and operational efficiency by allocating products across machines in the most profitable way while accounting for operational constraints. In Tiles, our **AI-Driven Strategic Procurement** initiative combines historical pricing, market, and operational data to forecast price movements and support earlier, more informed procurement decisions.

In Esan, our **3D ProMap** mineral prospectivity modeling work helps narrow target areas and guide field validation by identifying high-potential zones for exploration. These examples reflect the type of scalable, business-embedded solutions we are developing across the Group, and in 2026, we expect to complete nearly 30 similar requests across our companies.

As we continue this journey, our goal is to make technology-enabled transformation a lasting organizational capability that drives sustainable growth across the Eczacıbaşı Group.

Perspective of Our Stakeholders

Levent Özbilgin
Microsoft Türkiye
General Manager

The Mission AI program, implemented in collaboration with Eczacıbaşı Group, represented a successful technology initiative and a concrete example of how artificial intelligence can be transformed into a sustainable capability with strong governance at the corporate level. The process brought together Eczacıbaşı's leadership vision with Microsoft's secure, scalable, and enterprise-grade Azure AI technologies, creating a jointly developed model that enabled AI to be embedded as a sustainable corporate capability.

Mission AI was distinguished from similar initiatives by its structured corporate model designed to deliver production-ready outcomes. Its governance-focused selection mechanism, secure and scalable technology infrastructure, use cases shaped around real business priorities, and cross-company AI community supported by 35 Program Champions have ensured the program's lasting impact.

Eczacıbaşı's approach to artificial intelligence offers an inspiring example for the digital transformation of established industrial groups in Türkiye. Supported by leadership ownership, governance, and real business priorities, this model reflects a scalable and sustainable transformation approach. Mission AI is therefore not only a successful technology program, but also a transformation story that demonstrates how artificial intelligence can be institutionalized in a responsible, measurable, and sustainable way, offering a model that can inspire beyond Türkiye. As Microsoft, we are proud to be part of Eczacıbaşı Group's visionary journey and to demonstrate together how technology can contribute to a more sustainable future.

Looking ahead, further strengthening a shared Artificial Intelligence Agent Platform across the Group, broadening capability adoption, and enabling agent reuse through centralized governance will be important priorities.

7 Annex

List of Associations, Initiatives and Memberships 128
Awards 129
Stakeholder Relations Table 130
Performance Indicators 138
  Environmental Performance Indicators 138
  Social Performance Indicators 140
Technical Glossary 144
GRI Content Index 146
WEF Stakeholder Capitalism Metrics 156
Limited Assurance Report 160
Reporting Principles 166
Info 171

List of Associations, Initiatives and Memberships

Institution*	Status
TÜSİAD - Turkish Industry and Business Association	Honorary Presidency
	Working Group Presidency
Business World and Sustainable Development Association	Board Membership
UN Global Compact	Turkey UNGC Board Member
	Gender Equality Working Group Co-Presidency
UN Women Turkey	Membership
IMPACT 2030	Membership
Green Hydrogen Producers Association	Vice Chair Membership

*The table is limited to memberships relevant to sustainability.

Awards

Awarded By	Awards	Organizations
Brandon Hall	HCM Excellence Awards	Eczacıbaşı Pharmaceuticals Marketing ESAN Eczacıbaşı Industrial Raw Materials Gensenta Pharmaceuticals Sanipak Sağlıklı Yaşam Ürünleri VitrA Tiles
EcoVadis	Bronze Medal	Eczacıbaşı Building Products ESAN Eczacıbaşı Industrial Raw Materials VitrA Tiles
Fast Company	Digital 50 CMO Awards	Eczacıbaşı Pharmaceuticals Marketing Evital Gensenta Pharmaceuticals Sanipak Sağlıklı Yaşam Ürünleri VitrA Tiles
Fast Company	50 Most Innovative Companies List	ESAN Eczacıbaşı Industrial Raw Materials
Future of AI & Cloud Awards	Best AI Transformation and Implementation Projects of the Year	ESAN Eczacıbaşı Industrial Raw Materials
Great Place to Work Institute	Great Place to Work Award	Gensenta Pharmaceuticals
Istanbul Chamber of Industry (ISO) - Green Transformation Awards	ISO Green Transformation Awards	VitrA Tiles
Sustainability Academy	Sustainable Business Awards 100% Recycled Porcelain Tile - Waste Management and Zero Waste Category	VitrA Tiles
Turkish Exporters Assembly	First place in the Mining Sector at the Türkiye Export Champions Awards	ESAN Eczacıbaşı Industrial Raw Materials

Stakeholder Relations Table

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Finance Community	Shareholders	Shareholders and investors support our financial health and profitable growth by securing access to capital and strengthening our capital structure.	We maintain the highest standards of corporate governance, ensuring that management acts in the best interests of shareholders, safeguards their rights, and upholds accountability and transparency for long-term value creation	• Sustainability Reports (Annual) • Annual Reports (Annual / Quarterly) • Financial Reports (Quarterly) • Corporate Website (Continuous) • Material Disclosures (Instant) • General Assembly Meetings (Annual)
	Financial Institutions	Financial institutions contribute to the expansion of our operations by providing access to financing instruments and trading opportunities in investment and capital markets	We create trust among financial actors with our financial health combined with our understanding of sustainability. This contributes to the sustainable transformation of our work by focusing the financial resources we access on sustainable and innovative investments.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous)
Employees	Company Managers	Our managers are central to our business and operations, guiding our success through timely, strategic, and well-informed decisions. Their leadership ensures we stay on course, making critical choices that drive both our operational efficiency and long-term growth.	We create value for our managers by providing clear career pathways and supporting our managers in realizing their full potential. We foster an inclusive workplace where our managers actively contribute to the organization's success while feeling valued.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Group Meetings (Continuous / Periodic) • Material Disclosures (Instant) • Employee Engagement Surveys (Annual) • Trainings (Continuous) • Cash-Flow Reports (Monthly) • Group Financial Results Reports (Monthly) • Group Profit and Loss Forecast Reports (Quarterly)
	Employees	Employees are the driving force behind our operations and high quality products. We firmly believe that investing in our employees is vital for the success of our economic and sustainability agenda, enabling our business to thrive.	We provide equal opportunities for both professional and personal development, fostering an inclusive workplace that encourages collaboration and mutual respect. By promoting work-life balance through flexible working arrangements and well-being initiatives, we prioritize the holistic success of our employees. We have integrated career development, performance, and feedback processes, utilizing the latest technologies to enhance their effectiveness and connectivity.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Group Meetings and Publications (Continuous / Periodic / Instant) • Bulletins / Announcements (Continuous / Instant) • Material Disclosures (Instant) • Employee Engagement Surveys (Annual) • Trainings (Continuous) • Social Responsibility Projects (Continuous) • Human Resources Handbook (Continuous) • Pulse Surveys (Periodic) • Culture Surveys (Periodic)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Customers	Clients End Users and Customers	Our clients, end users and customers play vital roles in shaping our business. Their preferences directly affect our sales and sustainable success. Maintaining their strong satisfaction, gaining their loyalty, and listening to their feedback are essential to our success and competitiveness in the industry.	We deliver high-quality products and innovative solutions that meet or exceed our customers' expectations. We invest in research and development to introduce innovative solutions and products that address evolving customer needs and preferences. We focus on building strong, long-term relationships with customers through trust and consistent performance.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Customer Research (Continuous) • Audits (Instant/Periodic) • Material Disclosures (Instant) • Fair Participation (Instant / Periodic) • Client Meetings (Periodic)
Supply Chain	Business Partners	Business partners help us expand our reach into new geographical areas or market segments. By maintaining strong, strategic relationships with our business partners, we utilize external forces and resources to drive our own growth and success.	We aim to create long-term value for our business partners through innovative and sustainable products & services, collaborative growth opportunities, transparent communication, and strong commercial partnerships that enhance competitiveness and market differentiation.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Material Disclosures (Instant) • Business Partner Meetings (Semiannually)
	Suppliers	Suppliers play a vital role in ensuring the continuity of our operations and products, by providing a continuous flow of materials and services required for our production processes. Collaborations with suppliers enhance operational efficiency by streamlining supply chains, reducing costs, and improving logistics.	We build strong, mutually beneficial relationships with our suppliers, driving growth and success for all parties and contributing to the long-term resilience of our supply chains by fostering strategic partnerships, upholding fair and ethical practices, maintaining quality standards, encouraging innovation and collaboration, optimizing supply chain efficiency, and strengthening logistics processes.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Supplier Meetings (Semiannually) • Business Planning Sessions (Semiannually)
	Contractor Firms	Contractor firms, contribute to the successful execution of projects and overall business success, by providing specialized skills and expertise that may not be available in-house.	We establish transparent and fair contractual relationships with contractor firms while promoting ethical business conduct, quality standards, and efficient project execution to ensure mutual long-term value creation.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Contractor Meetings (Semianually)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Government and Regulators	Public Institutions	Public Institutions are a key component of our company's ability to navigate regulatory complexities, access resources, and contribute to sustainable development.	We strictly adhere to regulations and standards set by public institutions. By actively supporting relevant regulations as an industry actor, we promote regulatory compliance in the industry.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Projects (Project Based) • Audits (Instant / Periodic) • Material Disclosures (Instant) • One-to-one Visits (Instant)
	Local Government	Local governments play a vital role in our operations by providing essential services and infrastructure, regulating land use, issuing permits and licenses, and supporting economic development initiatives.	We contribute to local governments by providing employment opportunities, contributing to the economy through our investments and supporting community development projects where we operate.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • One-to-one Visits (Instant)
Civil Society	International Organizations	International organizations expect our Group to adhere to high quality and safety standards, implement environmentally sustainable practices, uphold ethical and social responsibility norms, invest in innovation and technology, maintain transparency and accountability, and engage in international collaboration and networking.	By meeting these expectations, our Group creates value by producing high-quality and safe products, promoting environmental sustainability, upholding ethical standards and social responsibility, driving innovation and technological advancement, ensuring transparency and accountability, and fostering international collaborations and networks.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous)
	Sectoral Organizations	Sectoral organizations help us monitor the dynamics of the sector and business world and be prepared for new developments regarding sector standards.	Our company creates value for sectoral organizations by offering high-quality and innovative products, thereby raising industry standards and enhancing sustainability and efficiency in the sector.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Projects (Project-based) • Conferences (Instant / Periodic)
	Trade Unions	Trade unions expect fair wages and benefits for employees, safe and healthy working conditions, respect for workers' rights, access to education and development opportunities, job security and employment continuity, and implementation of environmental sustainability and social responsibility policies.	Eczacıbaşı creates value for stakeholders by ensuring fair wages and benefits, maintaining safe and healthy working conditions, respecting workers' rights, providing education and development opportunities, ensuring job security and employment continuity, and implementing environmental sustainability and social responsibility policies.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Material Disclosures (Instant)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Civil Society	Universities and Research Institutions	Universities and research institutions offer a vast wealth of knowledge, resources, and connections that can significantly enhance our innovation capacity, market position, and growth potential. We also collaborate with universities and research institutions on monitoring, and evaluation processes specifically for social impact design and management.	Our company generates value for universities and research institutions through a range of initiatives, including financial support, the implementation of practical research solutions, talent development, and enhanced reputations. These collaborations facilitate innovation, stimulate economic growth, and drive social progress, reflecting the mutual benefits inherent in these strategic partnerships.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Career Days (Annual/Periodic) • Projects (Project-based) • Internship Programs (Seasonal/Project-based) • University Events (Instant) • Student Field Visits (Instant) • Young Talent Programs (Periodic)
	Civil Society Organizations	Engaging with civil society organizations allows us to gain a deeper understanding of diverse community needs and concerns to better address them and enhance the company's social impact.	One of the founding values of the Eczacıbaşı Group is to "add value to the communities" in which it operates. We are committed to implementing sustainable solutions that not only have a positive long-term impact but also actively contribute to the development and empowerment of local communities. We promote and facilitate employee volunteering activities and encourage participation in civil society organizations, fostering a deeper connection and commitment to the communities we serve. Through our founding sponsorships, we also support civil society organizations in maintaining their presence and quality of work continuously and effectively.	• Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Customer Research (Continuous) • Projects (Project based) • Memberships (Continuous) • Material Disclosures (Instant)
	Local Community	It is important to build and maintain a strong relationship and reputation in the local community and establish trust among local stakeholders.	We are fully committed to social responsibility and community engagement, and we are confident that this will have a positive impact on society.	• Projects (Project-based) • Social Media (Continuous) • Corporate Website (Continuous) • Sustainability Reports (Annual) • Social Responsibility Projects and Events (Project-based)
	Society	Societal impact is as critical to us as our economic contributions. We are dedicated to fostering a healthier and more sustainable future by prioritizing societal well-being. By actively engaging with and addressing the needs of society, we not only contribute to long-term sustainability but also enhance our business success and strengthen our reputation.	We are committed to enhancing the quality of life for individuals and communities through our products, operations, and corporate responsibility initiatives. By being deeply embedded in the regions where we operate, we contribute to local progress and development. Through active engagement and collaboration with society, we build trust, foster dialogue, and address pressing social, environmental, and economic challenges.	• Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Material Disclosures (Instant) • Media Relations (Continuous)
	Media	Media plays a critical role not only in promoting our products and brands but also in ensuring the accurate dissemination of information about our business activities and providing a platform for informed public debate. Beyond promoting our company, we also closely monitor public discourse, societal expectations, and emerging trends through media channels.	We are committed to enhancing the quality of life for individuals and communities through our products, operations, and corporate responsibility initiatives. By being deeply embedded in the regions where we operate, we contribute to local progress and development. Through active engagement and collaboration with society, we build trust, foster dialogue, and address pressing social, environmental, and economic challenges.	• Social Media (Continuous) • Corporate Website (Continuous) • Press Releases (Instant) • Sustainability Reports (Annual) • Material Disclosures (Instant)

Performance Indicators

Environmental Performance Indicators

Energy Consumption (MWh)	2023	2024	2025
Non-renewables	**1,565,128**	**1,818,541**	**1,816,043**
Electricity	19,404	41,870	47,665
Natural Gas	1,428,466	1,576,581	1,541,002
Diesel	63,227	67,103	74,550
Fuel Oil	1,495	20,270	30,841
Steam	51,673	98,314	100,316
LPG/LNG	863	14,402	21,668
Renewables	**526,447**	**622,707**	**614,477**
Purchased renewable electricity	513,232	594,266	524,673
Own-generated renewable electricity	8,544	23,691	84,674
Own-generated renewable heat	4,670	4,750	5,130
Total Energy Consumption	**2,091,575**	**2,441,248**	**2,430,520 ✓**

Energy Consumption (MWh)	2023	2024	2025
Direct energy consumption	1,498,721	1,678,357	1,668,061
Indirect energy consumption	592,853	762,891	762,459
Total energy consumption	**2,091,575**	**2,441,248**	**2,430,520 ✓**

Energy Savings (MWh)	2023	2024	2025
Number of Projects	60	27	34
Energy Savings (MWh)	40,479	16,130	20,657

Renewable Energy Installed Capacity (MWp)	2023	2024	2025
Renewable Energy Installed Capacity (MWp)	23.0	24.1	64.2

Total Carbon Emissions (tCO_2e)	2023	2024	2025*
Scope 1	315,185	390,603	278,549
Scope 2 (Market-based)	18,770	39,070	8,100
Scope 2 (Location-based)	253,930	280,378	157,920
Total (Market-based)	**333,940**	**429,673**	**286,649**
Total (Location-based)	**569,115**	**670,982**	**436,469**

* The verification process for the relevant data is ongoing. Consumer Products' emissions are not included.

Water Withdrawal by Source (thousand m³)	2023	2024	2025
Municipal water	1,849	2,319	2,293
Ground water	2,659	2,694	2,205
Other	17	24	29
Total	**4,525**	**5,037**	**4,528 ✓**

Water Savings (m³)	2023	2024	2025
Number of Projects	31	7	7
Water Savings (m³)	248,144	534,778	144,221

Waste by Type and Disposal Method (ton)	2023	2024	2025
Hazardous Waste	**4,018**	**4,095**	**5,124**
recycled/reused	3,958	4,016	4,733
disposed	60	80	391
Non-Hazardous Waste	**131,799**	**138,759**	**165,028**
recycled/reused	101,153	112,241	129,097
disposed	30,645	26,517	35,931
Total Waste Amount	**135,816**	**142,854**	**170,152 ✓**

Waste Results (ton)	2023	2024	2025
Waste recycled	105,111	116,257	133,831 ✓
Waste disposal	30,705	26,597	36,322 ✓
Total Waste Amount	**135,816**	**142,854**	**170,152 ✓**

Waste Distribution (%)	2023	2024	2025
Share of recycled waste	77%	81%	79% ✓
Share of disposed waste	23%	19%	21%
Total Waste Amount (ton)	**135,816**	**142,854**	**170,152 ✓**

Social Performance Indicators

Workforce by Gender		2023	2024	2025	2025*
Total Workforce		**9,600**	**9,829**	**8,820**	**10,315****
	Women	2,322	2,371	2,026	2,452
	Men	7,278	7,458	6,794	7,863
White-collar employees		**3,994**	**3,804**	**3,313**	**4,077**
	Women	1,584	1,517	1,295	1,606
	Men	2,410	2,287	2,018	2,471
Blue-collar employees		**5,606**	**6,025**	**5,507**	**6,238**
	Women	738	854	731	846
	Men	4,868	5,171	4,776	5,392

Total Workforce by Contract Type		2023	2024	2025	2025*
Employees with indefinite term contract		**9,240**	**9,365**	**8,620**	**10,067**
	Women	2,167	2,330	2,006	2,425
	Men	7,073	7,035	6,614	7,642
Employees with fixed term contract		**360**	**460**	**200**	**248**
	Women	155	37	20	27
	Men	205	423	180	221

Employee Demographics	2023	2024	2025	2025*
Total Workforce	**9,600**	**9,829**	**8,820**	**10,315****
White-collar employees	3,994	3,804	3,313	4,077
Blue-collar employees	5,606	6,025	5,507	6,238
Employees with indefinite term contract	9,240	9,365	8,620	10,067
Employees with fixed term contract	360	460	200	248
Number of employees in the management work family	336	311	292	347
Number of non-management employees	3,631	3,478	8,528	9,968
Number of subcontracted employees	1,341	1,308	1,224	1,469

Turnover	2023	2024	2025	2025*
Employee turnover rate	17%	18%	15%	15%
Voluntary employee turnover rate	9%	9%	7%	7%
Female employee turnover rate	17%	19%	17%	17%

Employee Demographics - Age		2023	2024	2025	2025*
Under 30 years old		**2,732**	**2,714**	**2,055**	**2,237**
	Women	814	706	494	540
	Men	1,918	2,008	1,561	1,697
30-50 (including) years old		**7,670**	**7,477**	**6,290**	**7,193**
	Women	1,803	1,806	1,477	1,739
	Men	5,867	5,671	4,813	5,454
Over 50 years old		**965**	**866**	**475**	**885**
	Women	202	175	55	173
	Men	763	691	420	712
Managers and higher levels - Under 30 years old		**-**	**-**	**-**	**-**
	Women	-	-	-	-
	Men	-	-	-	-
Managers and higher levels - 30-50 (including) years old		**262**	**297**	**237**	**269**
	Women	91	102	83	95
	Men	171	195	154	174
Managers and higher levels - Over 50 years old		**74**	**82**	**55**	**78**
	Women	17	19	14	17
	Men	57	63	41	61

*Starting from 2025, workforce figures are disclosed on a global basis, while prior-year figures reflect Türkiye operations.
**Overall employment figure excludes subcontractors..

Employment Duration	2023	2024	2025	2025*
Number of employees working for a period of 0-5 years	**4,097**	**6,653**	**5,221**	**6,339**
Women	1,254	1,834	1,385	1,672
Men	2,843	4,819	3,836	4,667
Number of employees working for a period of 5-10 (including) years	**2,383**	**2,438**	**1,581**	**1,738**
Women	568	595	339	383
Men	1,815	1,843	1,242	1,355
Number of employees working for a period of more than 10 years	**1,913**	**2,316**	**2,018**	**2,238**
Women	310	384	302	397
Men	1,603	1,932	1,716	1,841

Employee Training**	2023	2024	2025
Average hours of training per employee	**32.8**	**28**	**38.0 ✓**
Women	36.5	33.2	39.0
Men	30.4	24.5	38.0

New Recruits	2023	2024	2025	2025*
Total number of new employee hires during the year	**1,577**	**1,164**	**289**	**373**
Women	633	531	125	154
Men	944	633	164	219
Under 30 years old	**445**	**326**	**89**	**106**
Women	249	206	49	59
Men	196	120	40	47
30-50 (including) years old	**964**	**710**	**192**	**248**
Women	363	291	74	91
Men	601	419	118	157
Over 50 years old	**168**	**128**	**8**	**19**
Women	21	34	2	4
Men	147	94	6	15

Employees Who Left Work	2023	2024	2025	2025*
Total	**1,619**	**831**	**495**	**613**
Women	584	348	229	272
Men	1,035	483	266	341
Under 30 years old	**380**	**178**	**114**	**125**
Women	214	101	70	75
Men	166	77	44	50
30-50 (including) years old	**1,061**	**575**	**351**	**431**
Women	347	226	151	180
Men	714	349	200	251
Over 50 years old	**178**	**78**	**30**	**57**
Women	23	21	8	17
Men	155	57	22	40
Number of employees who voluntarily left work	**509**	**436**	**237**	**293**
Women	249	190	118	138
Men	260	246	119	155

Employees receiving regular Performance and Career Development Reviews	2023	2024	2025
Total	**4,897**	**3,868**	**3,323**
Women	1,913	1,545	1,305
Men	2,984	2,324	2,018

Gender Pay Gap Ratio**	2023	2024	2025
Total	**1**	**1**	**0.99**

*Starting from 2025, workforce figures are disclosed on a global basis, while prior-year figures reflect Türkiye operations.

**The data above includes only white-collar workers in Tükiye.

Technical Glossary

Term	Definition
EU Green Deal	A set of policy initiatives by the European Union aimed at making Europe climate neutral by 2050.
ESRS	European Sustainability Reporting Standards
UN Global Compact	The United Nations Global Compact is an initiative that encourages businesses to adopt sustainable and socially responsible policies in the areas of human rights, working conditions, the environment, and anti-corruption.
UNGC's Forward Faster's Water Resilience	It is an initiative under the United Nations Global Compact that aims to increase the future availability and environmental resilience of water by encouraging companies to manage water resources sustainably.
Scope 1 Emissions	Direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles).
Scope 2 Emissions	Indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling.
Scope 3 Emissions	The result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain.
Low Carbon Transition	The process of shifting from fossil-fuel-based energy consumption to renewable energy sources to reduce carbon emissions.
Greenhouse Gas (GHG) Emission Targets	Goals set to reduce emissions of gas that contribute to the greenhouse effect and global warming.
Climate Scenario Analysis (CSA)	A method used to assess potential future climate conditions and understand their impacts on a business.
Optimistic (Low Carbon) Scenario	A scenario in which significant actions are taken to reduce carbon emissions, typically resulting in lower global temperature increases.
Pessimistic (High Carbon) Scenario	A scenario with minimal efforts to reduce emissions, potentially leading to higher global temperature increases.
Transition Risks	Risks associated with the shift from a high-carbon to a low-carbon economy, including regulatory changes and market shifts.
Physical Risks	Climate-related risks arising from physical environmental changes, like extreme weather events and temperature fluctuations.
Climate-related Opportunity	It provides growth and cost savings potential for businesses by offering sustainable projects and low-carbon solutions.

Term	Definition
Circular Economy	An economic system aimed at minimizing waste and making the most of resources by reusing, refurbishing, and recycling existing materials.
Eco-label	It is an official certificate that shows that products or services meet environmental sustainability standards.
Environmental Product Declaration (EPD)	A document that provides information about the environmental impact of a product throughout its lifecycle.
Life Cycle Assessment (LCA)	A technique for assessing the environmental aspects and potential impacts associated with a product, process, or service.
Renewable Energy Sources	Energy derived from natural resources that are replenishable, such as solar, wind, and hydroelectric power.
Carbon Footprint Calculation	The process of measuring the total amount of greenhouse gases emitted directly or indirectly by an entity.
Zero Waste Approach	A strategy aimed at eliminating waste through reduction, reuse, and recycling, ensuring that nothing is sent to landfills.
Wastewater Recovery Facility	An infrastructure facility that treats water and makes it reusable, ensuring that it is safe to release into the environment.
I-REC and YEK-G Certification	International and national certifications for verifying the provenance and environmental integrity of renewable energy.
Water Efficiency	Practices aimed at reducing water usage and improving water-related processes to minimize wastage and enhance resource sustainability.
Water Stress	When the demand for water in a region exceeds the available water resources or when the water quality is insufficient for a specific use.
Solar Power Plant	An energy production facility that converts sunlight into electrical energy and integrates this electricity into the grid.
Off-Grid Solar Power Plant	A system that stores the electricity it produces for local use and operates independently of the electrical grid.
Built Environment Sector	Built environment refers to the human-made or human-influenced structures and systems that enable daily life, including housing, commercial and public buildings, infrastructure for essential services such as water and energy, and transport networks such as roads and bridges.

GRI Content Index

Statement of Use:	Eczacıbaşı Holding A.Ş. has reported the information cited in this GRI content index for the period 1 January 2025 and 31 December 2025 with reference to the GRI Standards.
GRI 1 Use:	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s):	-

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Overview of Eczacıbaşı Group, page 10; Organizational Structure, Brands and Products, page 11-15
	2-2 Entities included in the organization's sustainability reporting	About the Report, page 4-5
	2-3 Reporting period, frequency and contact point	About the Report, page 4-5; Info, page 171
	2-4 Restatements of information	About the Report, page 4-5 ; Info, page 171
	2-5 External assurance	Limited Assurance Report, page 162-167
	2-6 Activities, value chain and other business relationships	Organizational Structure, Brands and Products, page 11-15; Our Value-Creating Business Model, page 30-33
	2-7 Employees	Equal, Diverse and Inclusive Workplace, page 92-94
	2-8 Workers who are not employees	Equal, Diverse and Inclusive Workplace, page 92-94
	2-9 Governance structure and composition	Governance Approach, page 44-48
	2-10 Nomination and selection of the highest governance body	Governance Approach, page 44-48
	2-11 Chair of the highest governance body	Governance Approach, page 44-48
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Approach, page 44-48
	2-13 Delegation of responsibility for managing impacts	Governance Approach, page 44-48
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, page 49-51
	2-15 Conflicts of interest	Governance Approach, page 44-48
	2-16 Communication of critical concerns	Governance Approach, page 44-48
	2-17 Collective knowledge of the highest governance body	Governance Approach, page 44-48
	2-18 Evaluation of the performance of the highest governance body	Governance Approach, page 44-48
	2-19 Remuneration policies	Governance Approach, page 44-48 Equal, Diverse and Inclusive Workplace, page 92-94
	2-20 Process to determine remuneration	Governance Approach, page 44-48 Equal, Diverse and Inclusive Workplace, page 92-94
	2-21 Annual total compensation ratio	GRI Content Index: This information is not disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	Sustainability at Eczacıbaşı Group, page 34-35
	2-23 Policy commitments	Ethics and Compliance, page 60-63
	2-24 Embedding policy commitments	Ethics and Compliance, page 60-63
	2-25 Processes to remediate negative impacts	Ethics and Compliance, page 60-63
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance, page 60-63
	2-27 Compliance with laws and regulations	Ethics and Compliance, page 60-63
	2-28 Membership associations	List of Associations, Initiatives and Memberships, page 128
	2-29 Approach to stakeholder engagement	Stakeholder Relations, page 41 Stakeholder Relations Table, page 130-137
	2-30 Collective bargaining agreements	Equal, Diverse and Inclusive Workplace, page 92-94

Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality, page 36-37
	3-2 List of material topics	Double Materiality, page 36-37
	3-3 Management of material topics	Double Materiality, page 36-37
Climate Change Mitigation and Climate Change Adaptation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Energy Management and Carbon Emissions, page 76-80
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Carbon Emissions, page 76-80 Environmetal Performance Indicators, page 138-139
	302-2 Energy consumption outside of the organization	Energy Management and Carbon Emissions, page 76-80 Environmetal Performance Indicators, page 138-139
	302-4 Reduction of energy consumption	Energy Management and Carbon Emissions, page 76-80 Environmetal Performance Indicators, page 138-139
	302-5 Reductions in energy requirements of products and services	Energy Management and Carbon Emissions, page 76-80
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy Management and Carbon Emissions, page 76-80
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management and Carbon Emissions, page 76-80
	305-5 Reduction of GHG emissions	Energy Management and Carbon Emissions, page 76-80
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Water Management, page 80-81
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 80-81
	303-2 Management of water discharge-related impacts	Water Management, page 80-81
	303-3 Water withdrawal	Water Management, page 80-81 Environmetal Performance Indicators, page 138-139

Waste Management and Circular Economy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Circular Economy, page 82-83 Waste Management, page 84-85
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, page 84-85
	306-2 Management of significant waste-related impacts	Waste Management, page 84-85
	306-3 Waste generated	Waste Management, page 84-85 Environmetal Performance Indicators, page 138-139
	306-4 Waste diverted from disposal	Waste Management, page 84-85 Environmetal Performance Indicators, page 138-139
	306-5 Waste directed to disposal	Waste Management, page 84-85 Environmetal Performance Indicators, page 138-139
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Energy Management and Carbon Emissions, page 76-80
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Carbon Emissions, page 76-80 Environmetal Performance Indicators, page 138-139
	302-2 Energy consumption outside of the organization	Energy Management and Carbon Emissions, page 76-80 Environmetal Performance Indicators, page 138-139
	302-4 Reduction of energy consumption	Energy Management and Carbon Emissions, page 76-80
	302-5 Reductions in energy requirements of products and services	Energy Management and Carbon Emissions, page 76-80

Responsible Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Supply Chain Management, page 64-65
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 64-65
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, page 64-65
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, page 64-65
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, page 64-65
Environmental Pollution		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Climate and Environment, page 72-73

Restricted and Prohibited Substances		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37
Product Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Product Responsibility, page 82-83
Responsible Marketing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Product Responsibility, page 82-83
Business Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Ethics and Compliance, page 60-63
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Eczacıbaşı Code of Conduct Equal, Diverse and Inclusive Workplace, page 92-94
	205-2 Communication and training about anti-corruption policies and procedure	Equal, Diverse and Inclusive Workplace, page 92-94 Business Ethics and Legal Compliance, page 60-63
Access to Information		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Cybersecurity, page 59
Conservation of Nature		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Climate and Environment, page 72-73

Equality, Diversity and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Business Ethics and Legal Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance Approach, page 44-48
	405-2 Ratio of basic salary and remuneration of women to men	Equal, Diverse and Inclusive Workplace, page 92-94
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Legal Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Business Ethics and Legal Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Business Ethics and Legal Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Ethics and Legal Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
Development of Feedback Channels		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Stakeholder Relations, page 41 Stakeholder Relations Table, page 130-137
Relations with Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Community and Social Vitality, page 104 Social Investment, page 104-111
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community and Social Vitality, page 104 Social Investment, page 104-111
	413-2 Operations with significant actual and potential negative impacts on local communities	Community and Social Vitality, page 104 Social Investment, page 104-111

Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Eczacıbaşı Code of Conduct Equal, Diverse and Inclusive Workplace, page 92-94
	205-2 Communication and training about anti-corruption policies and procedure	Equal, Diverse and Inclusive Workplace, page 92-94 Business Ethics and Legal Compliance, page 60-63
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Legal Compliance, page 60-63
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94

Working Conditions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Health, Safety and Wellbeing, page 102-103
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Attracting, Developing and Retaining Talent, page 95-100 Social Performance Indicators, page 140-143
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equal, Diverse and Inclusive Workplace, page 92-94
	401-3 Parental leave	Equal, Diverse and Inclusive Workplace, page 92-94
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Ethics and Compliance, page 60-63 Equal, Diverse and Inclusive Workplace, page 92-94
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-2 Hazard identification, risk assessment, and incident investigation	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-5 Worker training on occupational health and safety	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-6 Promotion of worker health	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-8 Workers covered by an occupational health and safety management system	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
	403-9 Work-related injuries	Health, Safety and Wellbeing, page 102-103 Eczacıbaşı Group Occupational Healty and Safety Policy
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Attracting, Developing and Retaining Talent, page 95-100 Social Performance Indicators, page 140-143
	404-2 Programs for upgrading employee skills and transition assistance programs	Attracting, Developing and Retaining Talent, page 95-100
	404-3 Percentage of employees receiving regular performance and career development reviews	Attracting, Developing and Retaining Talent, page 95-100 Social Performance Indicators, page 140-143

Organizational Culture		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Ethics and Compliance, page 60-03
Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 36-37 Innovation, page 114-119

WEF Stakeholder Capitalism Metrics

Pillar	Core Metrics and Disclosures	Description	References
Principles of Governance			
Governing purpose	Setting purpose	The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Message from the Chairperson and CEO, page 6-7
Quality of governing body	Governance body composition	Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation	Governance Approach, page 44-48
Stakeholder engagement	Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	Double Materiality 36-37
Ethical behavior	Anti-Corruption	1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.	Business Ethics and Legal Compliance, page 60-63
		2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption	
	Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.	Business Ethics and Legal Compliance, page 60-63
Risk and opportunity oversight	Integrating Risk and Opportunity into Business Process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Enterprise Risk Management page 52-58
Planet			
Climate Change	Greenhouse Gas (GHG) emissions	For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Environmental Performance Indicators, page 138-139
		Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Scope 1 and Scope 2 emissions are calculated and reported annually. Scope 3 emissions continue to be calculated and reported across the Group for both 2024 and 2025.
	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	We continue to conduct detailed climate risk assessments and provide climate related disclosures in line with the TCFD recommendations.
Nature Loss	Land use and ecological sensitivity	Report the number and area (in hectares) of sites owned, leased or managed in/or adjacent to protected areas and/or key biodiversity areas (KBA).	We do not have an operational center located in protected areas, especially RAMSAR areas.
Freshwater Availability	Water consumption and withdrawal in water-stressed areas	Report for operations where material: megaliters of water withdrawn, megaliters of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool.	Water Management, page 82-83
		Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	

People			
Dignity and Equality	Diversity and inclusion (%)	Percentage of employees per employee category, by age group, gender and other indicators of diversity	Equal, Diverse and Inclusive Workplace, page 92-94
	Pay equality (%)	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Equal, Diverse and Inclusive Workplace, page 92-94
	Wage level (%)	Ratios of standard entry level wage by gender compared to local minimum wage.	Equal, Diverse and Inclusive Workplace, page 92-94
		Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	
	Risk for incidents of child, forced or compulsory labour	An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Enterprise Risk Management page 52-58 Supply Chain Management, page 64-65
Skills for the future	Training provided	Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).	Attracting, Developing and Retaining Talent, page 95-100
		Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Health, Safety and Wellbeing, page 102-103
Health and Wellbeing	Health and safety (%)	The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.	Health, Safety and Wellbeing, page 102-103
		An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	Eczacıbaşı Group Occupational Healty and Safety Policy

Prosperity			
Employment and wealth generation	Absolute number and rate of employment	1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 95-100
		2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 95-100
	Economic Contribution	1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: – Revenues – Operating costs – Employee wages and benefits – Payments to providers of capital – Payments to government – Community investment	Economic Sustainability, page 66-67
		2. Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period.	Economic Sustainability, page 66-67
	Financial investment contribution	1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.	Economic Sustainability, page 66-67
		2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	
Innovation of better products and services	Total R&D expenses ($)	Total costs related to research and development.	Research and Development, page 122
Community and social vitality	Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Our Value-Creating Business Model, page 30-33

Limited Assurance Report

RSM

RSM Turkey Uluslararası Bağımsız Denetim A.Ş.

Maslak Office Building
Sümer Sokak, No 4, Kat 2
34485, Maslak
İstanbul, Turkey
T +90 212 370 0700
F +90 212 370 0849
www.rsmtr.com

ECZACIBAŞI HOLDING A.Ş.
LIMITED ASSURANCE REPORT

Limited Assurance Report to the Board of Directors of Eczacıbaşı Holding A.Ş.

We have been engaged by the Board of Directors of Eczacıbaşı Holding A.Ş. (the "Company") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") included in the Eczacıbaşı Group Integrated Sustainability Report 2025 for the year ended 31 December 2025 and listed below.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Company's Selected Information for the year ended 31 December 2025 is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Scope and Criteria of Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), on whether the Selected Sustainability Information listed below (the "Selected Information") in the Company's Integrated Sustainability Report for the year ended 31 December 2025 (the "2025 Sustainability Report") has been prepared in accordance with the principles set out in the Reporting Guidance section of the Integrated Sustainability Report.

Selected Information

We have been engaged by the Company to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2025 Integrated Sustainability Report for the year ended 31 December 2025. The scope of the indicators subject to limited assurance procedures and marked with an ✓ of the 2025 Integrated Sustainability Report for the year ended 31 December 2025 is as follows:

T.C.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

RSM

Selected Key Performance Indicators

- Production Volume (tons)
- Total Energy Consumption (MWh)
- Share of Own-generated Renewable Electricity in Total (%)
- Share of Own-generated Renewable Electricity in Türkiye (%)
- Share of Electricity Consumption from Renewable Sources in Total (%)
- Share of Electricity Consumption from Renewable Sources in Türkiye (%)
- Total Water Withdrawal (thousand m³)
- Share of Recycled Waste (%)
- Total Waste Disposed (tons)
- Total Waste Recycled (tons)
- Total Waste Amount (tons)
- Share of Women Employees in Recruitment (%)
- Share of Women Employees in Professional Positions (%)
- Share of Women Employees in Management Positions (%)
- Average Training Hours per Employee
- Lost Time Incident Rate
- Total Recordable Incident Rate

Our assurance was with respect to the year ended 31 December 2025 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the Integrated Sustainability Report 2025 or any other elements included in the Integrated Sustainability Report 2025. Therefore, we do not express any conclusion thereon.

Responsibilities of Management

The Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Company executives are responsible for setting the Company's sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Auditor

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We performed our limited assurance engagement in accordance with ISAE 3000 (Revised) on "Assurance Engagements Other than Independent Audits". The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

T.C.

RSM

Our Independence and Competence

We comply with the independence and other ethical provisions of the Code of Ethics for Accounting Professionals published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply the International Standard for Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

Inherent Limitations

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Our Key Assurance Procedures

We performed limited assurance on the accuracy of the selected key performance indicators specified above in the section "Selected Information" related to the period of 2025 and included in the Report.

To achieve limited assurance, the ISAE 3000 (Revised) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To draw our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation, and reporting processes of the selected key performance indicators;
- Conducted interviews with employees of the Company responsible for sustainability performance, policies and corresponding reporting;
- Conducted selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made enquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management relevant to the identification, management, and reporting of sustainability issues;
- Evaluated the source data used to prepare the Selected Information and reperformed selected examples of calculation;
- Undertook analytical procedures over the reported data;

and we believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

T.C. 1923

RSM

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting on the Company's performance and activities related to the Selected Information. We permit the disclosure of this report within the Integrated Sustainability Report 2025 for the year ended 31 December 2025; to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of the Company as a body and the Company for our work or this report save where terms are expressly agreed with our prior written consent.

RSM Turkey Uluslararası Bağımsız Denetim Anonim Şirketi
Member of RSM International

T.C. 1923

Özgür ÇEKİL
Partner

İstanbul, 8 June 2026

RSM

Indicators

The indicators and corresponding data for the reporting period ended 2025 are presented below.

Category	Indicator	Data[1]
Energy	Total Energy Consumption (MWh)	2,430,520
Energy	Share of Own-generated Renewable Electricity in Total (%)	13%
Energy	Share of Own-generated Renewable Electricity in Türkiye (%)	14%
Energy	Share of Electricity Consumption from Renewable Sources in Total (%)	93%
Energy	Share of Electricity Consumption from Renewable Sources in Türkiye (%)	100%
Water	Total Water Withdrawal (thousand m^3)	4,528
Waste Management	Share of Recycled Waste (%)	79%
Waste Management	Total Waste Disposed (tons)	36,322
Waste Management	Total Waste Recycled (tons)	133,831
Waste Management	Total Waste Amount (tons)	170,152
Production	Production Volume (tons)	5,583,777
Equal Opportunity	Share of Women Employees in Recruitment (%)	43%
Equal Opportunity	Share of Women Employees in Professional Positions (%)	39%
Equal Opportunity	Share of Women Employees in Management Positions (%)	34%
Training	Average Training Hours per Employee	38
Occupational Health and Safety	Lost Time Incident Rate	1.35
Occupational Health and Safety	Total Recordable Incident Rate	2.55

T.C.

[1] The last digits of percentages have been rounded.

Reporting Principles

The reporting principles (“Reporting Principles”) provide information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Eczacıbaşı Holding A.Ş.’s (the “Company” or the “Group”) Eczacıbaşı Group Integrated Sustainability Report 2025 (“Integrated Sustainability Report 2025”).

The indicators include social indicators (Educational Programs and Trainings, Equal Opportunity, and Occupational Health and Safety) and environmental indicators (Production, Energy, Water, Waste). It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned below in line with, in all material respects, the principles. The information contained in the principles covers the financial year ending December 31, 2025 and the relevant operations for which the Company is responsible, as detailed in the "Key Definitions, Scope of Reporting, and Preparation of the Data" section.

The Reporting Principles cover the following Group companies (offices and facilities) of Eczacıbaşı Holding Co.; Eczacıbaşı Building Products Co. burgbad GmbH; VitrA Bathroom Products LLC; VitrA Tiles, VitrA Tiles LLC; Intema Building Materials Marketing and Sales Inc.Co.; Gensenta Pharmaceuticals Inc. Co., Eczacıbaşı Pharmaceuticals Marketing Co.; Sanipak Healthy Living Products Ind. and Trade Inc; Esan Eczacıbaşı Industrial Raw Materials Co.; Kanyon.

The share of women employees in recruitment, share of women employees in professional positions, and share of women employees in management positions include only white-collar employees at the Company’s locations in Türkiye.

"Average Training Hours per Employee" covers only the Company's white-collar employees at its locations in Türkiye.

“Lost Time Incident Rate” and “Total Recordable Incident Rate” cover only the Company’s locations in Türkiye, Morocco (for the Consumer Product division), and Russia (for the Tiles division). Waste management data from Intema Building Materials Marketing and Sales Inc. Co. and Eczacıbaşı Pharmaceutical Marketing Co are excluded from the calculations.

Key Definitions, Scope of Reporting, and Preparation of the Data

For this report, the Group makes the following definitions:

KPI	Indicator	Definition	Formula
Energy	Total Energy Consumption (MWh)	Refers to the total amount of energy consumption monitored monthly by the Company and invoiced by service providers during the reporting period. Energy consumption data include electricity, natural gas, diesel, fuel oil, LPG, steam, and renewable energy consumption.	**Total Energy Consumption (MWh) =** Total Non-Renewable Energy Consumption + Total Renewable Energy Consumption **Total Non-Renewable Energy Consumption =** Purchased Electricity (from the Grid) + Natural Gas + Fuel Oil + Diesel (Forklifts, Tractors, Generators, Heating) **Total Renewable Energy Consumption =** Renewable Electricity Consumption – Own-Generated + Renewable Electricity Consumption – Purchased + Renewable Heat Consumption – Own-Generated
Energy	Share of Own-generated Renewable Electricity in Total (%)	Refers to the percentage of renewable electricity generated by the Company in its own facilities within total electricity consumption in Türkiye and abroad during the reporting period.	Electricity generated from the Company’s own renewable energy facilities / Total electricity consumption
Energy	Share of Own-generated Renewable Electricity in Türkiye (%)	Refers to the percentage share of electricity generated from the Company’s own renewable energy plants in Türkiye within total electricity consumption in Türkiye during the reporting period.	Electricity generated from the Company’s renewable energy plants in Türkiye / Total electricity consumption in Türkiye

KPI	Indicator	Definition	Formula
Energy	Share of Electricity Consumption from Renewable Sources in Total (%)	Refers to the proportion of electricity generated and purchased from renewable sources within total electricity consumption in Türkiye and abroad during the reporting period.	Electricity generated and purchased from renewable sources / Total electricity consumption
Energy	Share of Electricity Consumption from Renewable Sources in Türkiye (%)	Refers to the percentage share of electricity generated and purchased from renewable sources, including electricity generated from the Company's own renewable energy plants in Türkiye, within total electricity consumption in Türkiye during the reporting period.	Renewable electricity (generated and purchased) in Türkiye / Total electricity consumption in Türkiye
Water	Total Water Withdrawal (thousand m^3)	Refers to the total amount of municipal water supplied and invoiced by service providers, as well as groundwater, surface water, and rainwater withdrawn and monitored via meters during the reporting period.	Total municipal water withdrawal + total ground water withdrawal + total surface water withdrawal + total rainwater used
Waste	Share of Recycled Waste (%)	Refers to the proportion of waste recovered and recycled by the Company, tracked through waste declarations and reported to the authorities, within the total amount of waste during the reporting period.	Electricity generated from the Company's renewable energy plants in Türkiye / Total electricity consumption in Türkiye
Waste	Total Waste Disposed (tons)	Refers to the amount of waste disposed of by the Company, tracked through waste declarations and reported to official authorities during the reporting period.	Total amount of disposed waste
Waste	Total Waste Recycled (tons)	Refers to the amount of waste recovered and recycled by the Company, tracked through waste declarations and reported to official authorities during the reporting period.	Total amount of recycled and recovered waste
Waste	Total Waste Amount (tons)	Refers to the total amount of waste disposed of and recovered by the Company during the reporting period.	Total waste amount

KPI	Indicator	Definition	Formula
Production	Production Volume (tons)	Refers to the total production volume realized by the Company during the reporting period.	Total production volume
Equal Opportunity	Share of Women Employees in Recruitment (%)	Refers to the ratio of the number of women employees recruited by the Company and reported to the Social Security Institution through employment entry notifications to the total number of recruited employees during the reporting period.	Number of women employees recruited / Total number of recruited employees
Equal Opportunity	Share of Women Employees in Professional Positions (%)	Refers to the ratio of the number of women employees tracked via the Eczacıbaşı Holding A.Ş. Human Resources data platform and reported to the Social Security Institution to the total number of employees during the reporting period. Covers white-collar employees in Türkiye.	Number of white-collar women employees / Total number of employees
Equal Opportunity	Share of Women Employees in Management Positions (%)	Refers to the ratio of the number of women employees in the Company's management positions, including Managers, Directors, and Senior Management, to the total number of employees during the reporting period. Covers white-collar employees in Türkiye.	Number of white-collar women employees in managerial roles / Total number of employees in managerial roles
Training	Average Training Hours per Employee	Refers to the ratio of total training hours attended by employees to the annual average number of employees, as tracked via the Eczacıbaşı Holding A.Ş. Human Resources training platform during the reporting period. Covers white-collar employees in Türkiye.	Total training hours / Average number of employees per year
Occupational Health and Safety	Lost Time Incident Rate	Refers to the frequency of work-related injuries that result in an employee being unable to work for one or more calendar days following the incident during the reporting period.	(Number of Lost Time Injuries × 200,000) / Total Work Hours
Occupational Health and Safety	Total Recordable Incident Rate	Refers to the total number of incidents resulting in Fatalities, Lost Time Injuries (LTI), Medical Treatment Injuries (MTI), Occupational Illnesses (confirmed) (OOI), and Restricted Work Injuries (RWI) during the reporting period.	(Total Recordable Incidents × 200,000) / Total Work Hours

Indicators

The indicators and corresponding data for the reporting period ended 2025 are presented below.

Category	Indicators	Group Data[1]
Energy	Total Energy Consumption (MWh)	2,430,520
Energy	Share of Own-generated Renewable Electricity (%) in Total	13%
Energy	Share of Own-generated Renewable Electricity in Türkiye (%)	14%
Energy	Share of Electricity Consumption from Renewable Sources in Total (%)	93%
Energy	Share of Electricity Consumption from Renewable Sources in Türkiye (%)	100%
Water	Total Water Withdrawal (thousand m^3)	4,528
Waste Management	Share of Recycled Waste (%)	79%
Waste Management	Total Waste Disposed (tons)	36,322
Waste Management	Total Waste Recycled (tons)	133,831
Waste Management	Total Waste Amount (tons)	170,152
Production	Production Volume (tons)	5,583,777
Equal Opportunity	Share of Women Employees in Recruitment (%)	43%
Equal Opportunity	Share of Women Employees in Professional Positions (%)	39%
Equal Opportunity	Share of Women Employees in Management Positions (%)	34%
Training	Average Training Hours per Employee	38
Occupational Health and Safety	Lost Time Incident Rate	1.35
Occupational Health and Safety	Total Recordable Incident Rate	2.55

[1] The last digits of percentages have been rounded.

Info

Eczacıbaşı Holding Co.

Headquarters

Kanyon Office

Büyükdere Caddesi No:185

Levent 34394 İstanbul

Phone: +90 212 371 70 00

Fax: +90 212 371 72 22

www.eczacibasi.com.tr

For more information contact
ESG@eczacibasi.com.tr

In this report, "Eczacıbaşı Group," "Eczacıbaşı Holding," "the Group," "the Company," "we," "us," and "our" refers to Eczacıbaşı Holding Co. and its subsidiaries, unless otherwise stated.

Disclaimer

Eczacıbaşı Group has acted in good faith and has made every reasonable effort to ensure the accuracy and completeness of the information contained in this document. This Report is prepared only for information purposes and should not be taken as a basis for any investment decision. Eczacıbaşı Holding Co. and its subsidiaries, their BoD, and employees contributing to the preparation of the Report shall not be liable for any direct or indirect damage resulting from the use of the information contained in this Report. All information in this document is provided by Eczacıbaşı Group and Eczacıbaşı Holding Co.

Eczacıbaşı