İNCİ HOLDİNG

SUSTAINABILITY REPORT

2023

For New Generations.

From production to society.

FOR NEW GENERATIONS

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FOR NEW GENERATIONS

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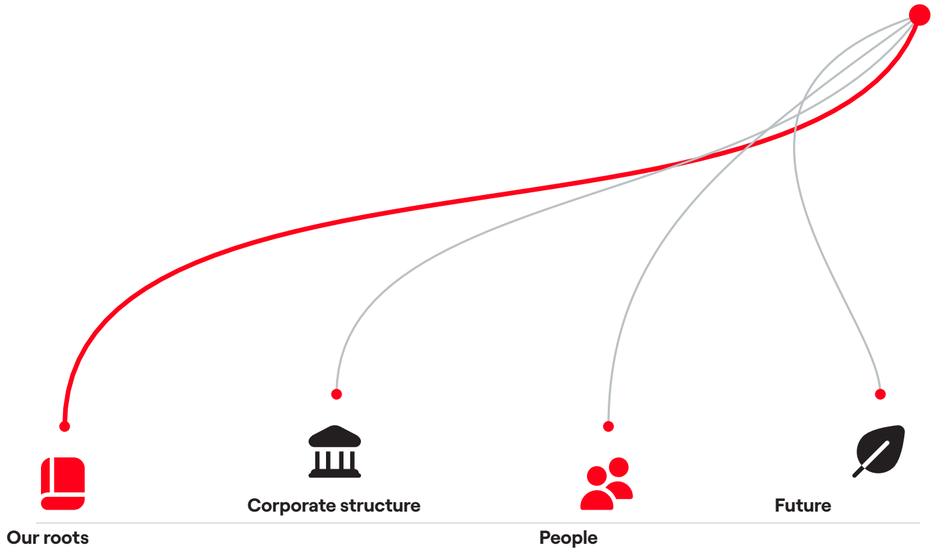
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INTRODUCTION

FROM GENERATION TO GENERATION



The entrepreneurial spirit and trust-based relationships we inherited from Cevdet İnci guide the steps we take today. Through our investments in institutionalization, people, responsible production and innovation, we aim to carry this legacy forward to new generations.

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INTRODUCTION

About this report

At İnci Holding, we see sustainability as one of the core elements of creating long-term value, maintaining our competitiveness and fulfilling our responsibility to future generations.

This report has been prepared to transparently share with our stakeholders the environmental, social and governance (ESG) performance, strategic priorities and sustainability progress of İnci Holding and its Group companies for the period 1 January 2025 – 31 December 2025.

In 2025, while focusing on climate change, resource efficiency, the circular economy, people-centered development, a responsible supply chain and corporate resilience, we continued to assess sustainability topics both in terms of their impact on our business and in terms of our economic, environmental and social impacts. At the same time, we took a holistic approach to sustainability, risk and competitiveness, analyzing the effects of changing global dynamics on our sectors and business models. As we shaped our growth approach around sustainable value creation, innovation, efficiency, digital transformation and investment in business areas that respond to future needs, we continued to strengthen our long-term resilience and competitiveness.

Our report covers our practices that contribute to the United Nations Sustainable Development Goals and has been prepared in accordance with the GRI Standards. Covering the activities of İnci Holding A.Ş. and its affiliated Group companies (İnci Holding A.Ş., Maxion İnci Jant Sanayi A.Ş., Maxion Jantaş Jant Sanayi ve Ticaret A.Ş, İnci GS Yuasa San. ve Tic. A.Ş.*, İncitaş Motorlu Araçlar Sanayi A.Ş., Yusen İnci Lojistik Ticaret A.Ş., ISM Minibar Makina Elektrik Sanayi ve Ticaret A.Ş., Starcool Soğutma San. ve Tic. A.Ş., Vinci B.V. Corporate Venture Capital and Cevdet İnci Eğitim Vakfı), this report also serves as our annual Communication on Progress (CoP) under the United Nations Global Compact.

This year again, by sharing our areas for improvement and our future priorities alongside our achievements, we aim to advance our sustainability journey together with all our stakeholders.

We welcome your feedback and suggestions on the report: surdurulebilirlik@inciholding.com

*Following the reporting period, as a result of a share transfer completed in 2026, İnci Holding acquired all of the shares held by GS Yuasa in İnci GS Yuasa as of 17 June. The company continues its operations under the title "**İnci Akü Sanayi ve Ticaret A.Ş.**"

MESSAGES FROM MANAGEMENT

Message from the President



Cihan Elbirlik

President, İnci Holding

Dear Stakeholders,

As İnci Holding passes a new milestone in its sustainability journey each year, we see the growing importance of our capacity to adapt to changing conditions and our responsibility to prepare for the future.

The entrepreneurial spirit, trust-based relationships, transparent management and commitment to institutionalization that we inherited from our founder Cevdet İnci continue to form the foundation of our decisions today. While preserving these values from our past, we believe that renewing ourselves by understanding the needs of a changing world is an essential condition for long-term success.

Today, competitive conditions in the business world are changing rapidly. Climate change, energy and raw material security, supply chain risks, technological transformation and new sustainability regulations are reshaping the way companies do business, creating both risks and new opportunities.

We see this transformation as an important opportunity to prepare for the future, and we regard sustainability as one of the core elements of maintaining our competitiveness, enhancing our corporate resilience and creating long-term value.

Our Sustainability Report, which we are publishing for the fifth time this year, is a concrete reflection of this approach. In our report, we transparently share our environmental, social and governance performance for 2025, as well as our strategic priorities, progress and areas for development. In doing so, we offer an opportunity to look together not only at the period behind us but also at how we are preparing for the future.

We believe that our investments in institutionalization are a key element of our resilience in the face of changing conditions. As we develop our strong risk management and internal audit structure, our ethics culture and our transparent approach to governance, we are also strengthening our decision-making processes to take future risks into account. For us, institutionalization goes beyond meeting today’s needs; it is a prerequisite for leaving a strong and trustworthy institution to future generations.

Message continues on the next page

MESSAGES FROM MANAGEMENT

Message from the President

While focusing on environmentally friendly technologies, energy and resource efficiency and digitalization in our existing areas of operation, we are also investing in areas that respond to future needs, such as energy storage and cooling.

We see technology and innovation as the key tools of this transformation; through our artificial intelligence applications, our İnci Radar Open Innovation Platform and our corporate venture capital structure, we aim to turn new ideas and technologies into business results and sustainable growth.

However, we believe that people are at the heart of this entire transformation.

The development, safety and engagement of our employees; young people's access to the competencies of the future; strengthening women's participation in economic life and leadership; and contributing to the development of the communities we are part of are inseparable parts of our sustainability approach. In 2025, while continuing our training and development activities focused on our employees' growth and the competencies of the future, we also expanded our programs supporting young people's and women's transition from education to employment. We believe that sustainability means creating value not only for today but for future generations.

Going forward, we will continue to closely monitor the impacts of climate change and resource security, technological transformation, evolving competency needs and global competitive conditions on the business world. As we take the necessary steps to help our companies adapt to changing conditions with a more resilient, agile and competitive structure, we will further integrate the sustainability agenda into our business strategy. In doing so, we are aware that we are describing not a destination to be reached, but a journey of continuous improvement.

Going forward, we will continue on our path by preserving the values we inherited from Cevdet İnci, with an approach that is open to change, focused on long-term value creation and mindful of our responsibility toward our people, society, the environment and our business partners.

Kind regards,

Cihan Elbirlik

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MESSAGES FROM MANAGEMENT

Message from the CEO



Dear Stakeholders,

Through our fifth sustainability report, I am pleased to share with you the performance we delivered across the Group in 2025, the results of our practices and our priorities for the period ahead.

The period we are going through is one in which not only economic conditions but also the rules of competition are changing for companies. The transformation in the European market means that topics such as carbon costs, resource efficiency, supply chain traceability, the environmental performance of products and technological capabilities are increasingly affecting business results. We approach these developments not primarily as a compliance matter, but in terms of the sustainability of our operations, protecting the value we deliver to our customers and our long-term competitiveness.

Looking at our 2025 performance, we see that we achieved significant improvements across the Group. We reduced our consolidated greenhouse gas emissions to 40,095 tCO_2, a 50% reduction compared to the previous year. The 59% improvement in our turnover-based GHG intensity and the 47% improvement in our carbon footprint intensity per product show that this progress is reflected across different business indicators. Going forward, our main focus will be on ensuring that these gains become a permanent part of our operations.

We follow a similar approach to resource efficiency. In 2025, we reduced our water consumption by 15% while recovering 227,432 m^3 of water. Recycling 98% of our waste and raising the share of recycled input materials used to 48% are among the measurable results of our efforts to use resources more efficiently in our production processes. We evaluate these indicators not only in terms of environmental performance, but also in terms of the efficiency of our production processes and discipline in resource use.

Changing competitive conditions also require a higher level of traceability and preparedness across our value chain. In 2025, the share of new suppliers screened against environmental criteria rose to 51%. We anticipate that, in the future, supply chains will increasingly be managed through data, transparency and performance criteria.

Zeki Şafak Ozan

CEO & Board Member

Message continues on the next page

MESSAGES FROM MANAGEMENT

Message from the CEO

We believe that for transformation to be lasting, investments and technology must translate directly into business results. In 2025, we reached 109 R&D projects across the Group, and our R&D investments increased 4.2-fold compared to the previous year. Within the scope of open innovation, we evaluated 67 startups and carried out pilot projects with 18 of them. As a result of these efforts, an emission reduction of approximately 500,000 kgCO_2 was achieved on a consolidated basis.

We also approach developments in digitalization and artificial intelligence not as a technology agenda, but as tools that will improve the way we do business. Rather than simply keeping up with new technologies, our priority is to use them in the right areas to accelerate decision-making, make operations more measurable and deliver results that make our employees' work easier.

Placing people at the center of our work, our headcount reached 3,259 in 2025, while average training hours per employee rose to 31.7 hours across the Group. We see women's stronger presence in working life and decision-making processes as a key element of our long-term corporate development. The share of women in senior management stood at 39%, in middle management at 33%, and on the İnci Holding Board of Directors at 38%. We also regard the 42% women's employment rate achieved in the Genç İnci Program as an important outcome of this approach. We will continue to focus on practices that support greater representation of women at different levels of management and in technical fields.

Going forward, we expect the impact of volatile competitive conditions, new regulations and technological transformation to increase further. With this in mind, we are building our approach on making the right investments, improving our operations, anticipating our risks and regularly measuring the results we achieve.

Our priorities will be developing low-carbon and resource-efficient operations, strengthening the traceability of our supply chain, turning technology and R&D investments into tangible business results, supporting the development of women and young talent, improving our occupational health and safety performance and preserving our strong governance structure.

2025 showed us once again that sustainability is not a separate area of work, but a management approach that spans our entire business, from investment decisions to operations and from human resources to the supply chain. Going forward, we will continue to track our progress through measurable indicators, make good results permanent and clearly identify our areas for development.

I would like to thank all our colleagues, customers, business partners and stakeholders who contributed to these results and took responsibility for improving all our processes.

Kind regards,

Zeki Şafak Ozan

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2025 · İNCİ GROUP

İnci Group in 2025

3,200+
Employees

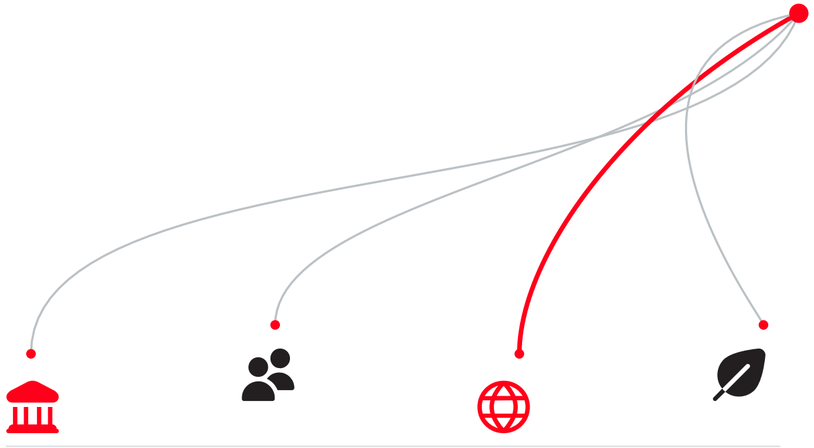
11
Organizations

60%
Export ratio

100+
Countries reached

3
Global business partnerships

3
Generations of leadership



TODAY'S STEPS

We track our long-term value creation approach through the results we deliver today. Our indicators, ranging from environmental performance to employee development and from corporate governance to innovation, enable us to assess both our progress and our areas for improvement.

3 companies on the TİM Top 1000 / ISO 500 lists for 13 years

ENVIRONMENTAL PERFORMANCE

Our key sustainability results

Our energy consumption (MWh)



2024 → 2025 | Direct energy: 1.8% decrease · Indirect energy: 3.0% decrease

Waste management



Hazardous waste

14%

Non-hazardous waste

86%

+13% Change in total waste

−5% Change in hazardous waste

+18% Recycled waste

+12% Renewable energy

ENVIRONMENTAL PERFORMANCE

The cycle of resources

Our water sources (m³)

Source	2024	2025
Municipal water	1,071,955	**918,313**
Groundwater	329,964	**266,395**
Other water	40.2	**1,281.5**
Total	**1,401,959**	**1,184,748**

Water recovery

227,432

m³ · 2025

2024: 334,376 m³

19%

Share of recovered water

Water intensity: 0.08 m³/product · 15% reduction in consumption

98%

Waste recycling rate

48%

Recycled input

447,535

kWh renewable energy

91,135

tCO_2 certificate impact

51%

Environmental screening of new suppliers

201 suppliers · 310% increase

SOCIAL PERFORMANCE

Development powered by people

3,259

Total employees

2025 consolidated indicator

70% · Share of employees receiving regular performance reviews



9% Female employees

91% Male employees

2.5% increase · vs. 2024

39%

Women in senior management

33%

Women in middle management

15.1% Employee turnover rate

19.7% Female employee turnover rate

5% New female hires
Field 5% · Office 39%

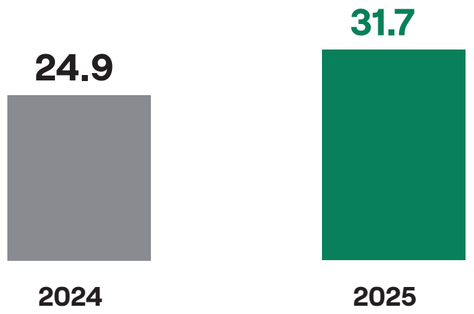
26.5% Accident frequency rate

0 Fatal accidents / occupational diseases

42% Genç İnci women's employment

Average training per employee

hours



KEY RESULTS

2025 in innovation and governance

OUR INNOVATION PERFORMANCE

109

R&D projects

Increase in R&D projects: 10%

122

TL million R&D investment

Increase in investment: 4.2x

67

Startups evaluated

18

Pilot implementation

3

Open innovation calls

4 national and international collaborations

7.8

TL million operational savings

3 patent applications

İnci Radar: approx. 500,000 kg CO_2 reduction

KEY RESULTS

2025 in innovation and governance

OUR GOVERNANCE AND ECONOMIC PERFORMANCE

3 Companies

on the TİM 2025 Türkiye's Top 1,000 Exporters List &
on the ISO 2025 Türkiye's Top 500 Industrial Enterprises List

54% / 9%

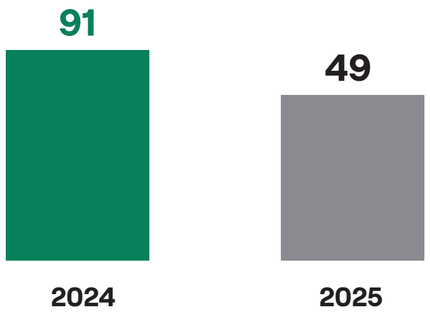
TL EUR

Our Group-wide growth rate over the last 5 years

99%

Attendance rate at Board of Directors meetings

Number of Ethics Case Reports



49

Number of Ethics Case Reports

39

Number of Ethics Violations

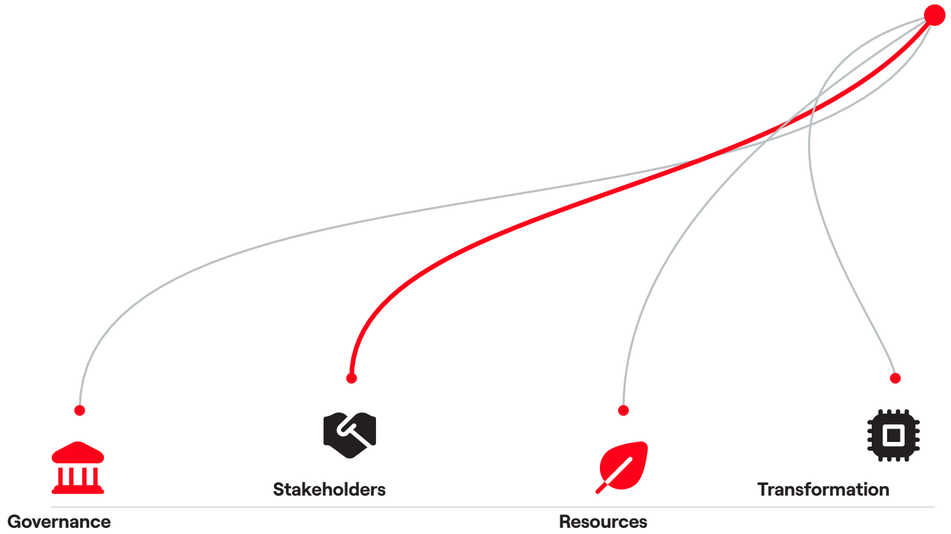
16%

Change in closure time of Ethics Line cases

Compared to 2024

MANAGEMENT & STRATEGY

FOR NEW GENERATIONS



For new generations, we assess risks, opportunities and stakeholder expectations as a whole. Our four strategic priority areas create a common link between today's decisions and our long-term value creation approach.

- **Institutionalization**
- **People and society**
- **Responsible production and consumption**
- **Innovation**

SUSTAINABILITY MANAGEMENT

Our value creation model & value chain

MEGATRENDS

- Low-carbon transformation
- AI and efficiency
- Energy and resource security
- Resilient supply and growth
- Talent and corporate resilience

OUR MECHANISMS

- Risk management
- Climate management
- Data and digital management
- Stakeholder management
- Ethics and compliance

OUR RESOURCES

Our human resources

Competent, diverse, inclusive
Occupational health and safety culture

Our financial resources

Strong capital structure
Effective risk and financial management
Sustainable growth investments

Our intellectual capital

R&D, innovation and digitalization
Intellectual property and know-how
Data and technology infrastructure

Our social & relationship capital

Stakeholder trust and partnerships
Social benefit-focused programs
Strong brand and reputation management

OUR VALUE CHAIN

01 Natural capital → 02 Critical raw materials → 03 Responsible sourcing → 04 Supplier development → 05 R&D and design

06 Low-carbon production → 07 Smart logistics → 08 Customer use → 09 Collection and recovery → 10 Secondary raw materials

CIRCULAR ECONOMY: REDUCE · REUSE · RECOVER · REMANUFACTURE

- Investing in institutionalization
- Investing in people and society
- Investing in responsible production and consumption
- Investing in innovation

VALUE CREATED

Economic value

Sustainable growth
Stable cash flow
Value-added growth and economic contribution
Investor value

Environmental value

Carbon emission reductions
Energy and water efficiency
Waste reduction and circular resource use
Biodiversity conservation

Social value

Safe working environment
Employment and talent development
Societal benefit

Long-term value

Resilient and agile business model
Leaving a safe and livable world for future generations
Sustainable competitiveness

MANAGEMENT & STRATEGY

Megatrends Shaping Competition for İnci Holding

At İnci Holding, we consider the key megatrends shaping competitiveness in 2026 and beyond to be low-carbon industrial transformation, AI-enabled digitalization, energy and resource security, resilient supply chains, and investment in future business areas and talent transformation. We address these trends not merely as risks to be managed but as opportunities for sustainable growth, innovation and long-term value creation, and we shape our business plans, investments and risk management processes accordingly.

Megatrend	Impact on İnci Holding	Our Potential Actions
Competitive and Low-Carbon Industrial Transformation	The EU Competitiveness Compass (Made in Europe initiative), the Clean Industrial Deal, CBAM, the ETS and the Batteries Regulation are reshaping competitive conditions in automotive, energy storage and supply chains. Carbon and resource efficiency are becoming a direct matter of cost and market access.	• Integrating regulatory risks into enterprise risk management • Conducting company-level competitiveness analyses • Accelerating carbon reduction and energy efficiency projects • Prioritizing investments in low-carbon products and processes
The Efficiency Race Driven by AI and Digitalization	AI, data analytics and digital traceability are no longer just technology investments; they deliver operational efficiency and competitive advantage. Companies are increasingly managing sustainability through data.	• Managing ESG and carbon data from a single platform • Scaling up AI-enabled quality and efficiency applications in production • Preparing for the Digital Product Passport • Strengthening data quality and KPI monitoring infrastructure across the Group
Energy Security and Resource Resilience	Energy costs, access to renewable energy, water stress and access to critical raw materials are among the key competitive factors of the coming period. They are especially significant for aluminum, battery raw materials and energy-intensive production processes.	• Integrating regulatory risks into enterprise risk management • Conducting company-level competitiveness analyses • Accelerating carbon reduction and energy efficiency projects • Prioritizing investments in low-carbon products and processes
Resilient Supply Chains and New Growth Areas	Geopolitical risks, nearshoring, supply chain security and growth opportunities in strategic sectors are coming to the fore. New opportunities are emerging in automotive, energy storage, logistics technologies and mobile refrigeration.	• Developing new business and investing in future business areas • Increasing technology matchmaking through İnci Radar and the entrepreneurship ecosystem • Monitoring critical supplier risks • Assessing growth opportunities in Europe and nearby markets
People, Talent and Corporate Resilience	Investors and stakeholders see talent transformation, new skills, an ethical culture and strong governance practices as a competitive advantage.	• Strengthening leadership and talent development programs, and expanding gender equality and inclusion initiatives • Managing ethics, risk and sustainability culture together • Developing Board-level sustainability and risk oversight mechanisms

MANAGEMENT & STRATEGY

What Are the Current Risks Shaped by Global Competition in Our Sectors?

Sector	Short Term (0–3 years)	Medium Term (3–10 years)	Long Term (10+ years)
LOGISTICS 	• Route delays and sudden spikes in freight costs due to geopolitical tensions. • Cyberattacks on digital networks causing operational disruptions. • Route delays and sudden spikes in freight costs due to geopolitical tensions (e.g., the US–Iran war or the Suez Canal or Panama Canal crises) are disrupting operational stability. In addition, cyber insecurity ranks near the top of the short-term list as a risk that could paralyze logistics networks.	• The mandatory shift to low-carbon transport modes and the high investment it requires. • Infrastructure modernization for AI integration and cyber resilience. • The shift to low-carbon transport modes in line with green logistics demands will place a massive investment burden on the sector. AI and digital resilience will become key to operational efficiency.	• Permanent damage to ports and highways due to climate change. • Labor union issues triggered by social inequality, and a shortage of skilled labor. • Climate-related infrastructure losses (port cities sinking due to rising sea levels and deteriorating road networks) are the greatest threat. In addition, labor unrest triggered by social inequality and a shortage of qualified personnel will make it harder to sustain operations
TOURISM 	• Macroeconomic uncertainties may affect partnerships with tourist hotels/facilities, which could translate into lower bookings/spending • Expectations of ESG-aligned procurement (plastic/battery recycling, etc.) • The global economic slowdown, high inflation and debt burdens directly affect consumer spending and tourism demand. Geoeconomic confrontation may make it harder to access the raw materials (steel, plastic) and electronic components needed for minibar production, and tariffs may increase costs.	• Demand for ESG-aligned services and expectations of environmental performance in hotels • Growing use of stakeholder ESG assessments as a supplier selection criterion in the hospitality sector • Environmental risks (climate events) creating medium-term demand fluctuations • ESG reporting and environmental performance expectations (plastic and battery recycling, etc.) will become critical in hotels' supplier selection.	• Tourism seasonality may shift over the long term due to climate impacts, • Consumers' shift toward tourism destinations offering services with high ESG sensitivity may affect brand loyalty performance.
AUTOMOTIVE 	• Protectionist measures such as additional US tariffs on vehicles and steel. This could raise costs and significantly erode profit margins, particularly for European and Japanese manufacturers. • Chinese brands approaching a 10% share of the European market and tech giants entering the sector. • Dependence on China for rare earth elements and the threat of supply disruption. China's monopoly over rare earth elements has the potential to cause production disruptions on a larger scale than the 2022 chip crisis	• The EU's 2035 ban on internal combustion engines and "Made in EU" local content requirements. • Risk of margin erosion due to carbon border taxes (CBAM) and high technology integration. • These two risks make the localization of supply chains imperative. While corporate profit margins are expected to decline, this will require a fundamental restructuring of business models and investments in Industry 4.0 and data security.	• Permanent restriction of access to global markets. • Operational pressure on production facilities due to the physical impacts of climate change. • While the physical impacts of climate change (extreme weather events) directly threaten production facilities, entrenched geopolitical polarization may restrict access to global markets.

MANAGEMENT & STRATEGY

What Are the Current Risks Shaped by Global Competition in Our Sectors?

Sector	Short Term (0–3 years)	Medium Term (3–10 years)	Long Term (10+ years)
ENERGY STORAGE 	• Price/supply uncertainty in energy and raw materials • Geoeconomic scarcity and price volatility in minerals such as lithium and cobalt needed for battery production. • Mandatory compliance with national content definitions and new EU/US "strategic product" regulations (e.g., Made in EU local content and the strategic product definition)	• Advanced battery recycling obligations and infrastructure investments for raw material circularity. • Rising standards for green production and carbon footprint labeling. • EU and US strategic reserve policies will push companies toward raw material circularity (recycling) and green certification processes. While falling battery prices benefit consumers, cost pressure on manufacturers and the race for technological leadership will intensify	• Ongoing geopolitical ownership wars over critical minerals. • Pressure for very strict product labeling and a full transition to circular economy models • The circular economy will become an absolute requirement, and ownership wars over raw materials and very strict product labeling standards will be the main determinants of competition
COOLING EQUIPMENT 	• As OEMs' demand for carbon, energy and refrigerant gas data from suppliers grows rapidly, companies with insufficient ESG maturity and data monitoring infrastructure are coming under audit pressure. • The inclusion of existing HFC gases within regulatory scope, along with rising expectations for product reliability and after-sales support under heavy commercial use conditions, is increasing operational risks. • In this period, risk arises mainly from a lack of transparency and preparedness.	• Criteria such as low-carbon suppliers, high energy efficiency, electric platform compatibility and design for recycling are becoming decisive in OEMs' supplier selection. • As the obligation to comply simultaneously with multiple regulations such as F-Gas, Ecodesign, REACH and ELV increases, expectations for verified ESG data and long product life / service guarantees are strengthening. • At this stage, risk emerges in the form of compliance costs and the need to transform product architecture.	• Products unable to offer low-carbon, high-efficiency solutions compatible with electric platforms risk being removed from OEM-approved supplier lists, or even disappearing from the market altogether. • For companies unable to switch to alternative refrigerants (CO_2, HFO) or meet life cycle requirements, exclusion from future platforms and a business model incompatible with the heavy commercial vehicle transformation are becoming the key strategic risk.

Source: https://www.weforum.org/publications/global-risks-report-2026/

How Do We Manage Competitiveness Risks?

In what the World Economic Forum calls the "Age of Competition", we see that the automotive, energy storage and logistics sectors in which we operate are directly affected by global trade, technological transformation and sustainability-focused regulations. We therefore focus not only on adapting to risks but on turning changing conditions into a competitive advantage. We are strengthening our value chains, developing our technological capabilities and proactively implementing steps that support our sustainable growth.

We closely monitor climate, industrial and sustainability regulations entering into force at the European Union and national levels and systematically assess their impacts on our companies. We identify risks and opportunities at an early stage and support strategic decision-making processes by keeping our relevant teams regularly informed.

As part of our Enterprise Risk Management approach, we address these impacts under the heading "Strategic, Competition and Growth" and carry out the necessary operational and systemic preparations in parallel. In this way, we manage sustainability not merely as a compliance issue but as an opportunity to create long-term value and gain a competitive advantage.

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MANAGEMENT & STRATEGY

Our Sustainability Priorities and Management Approach

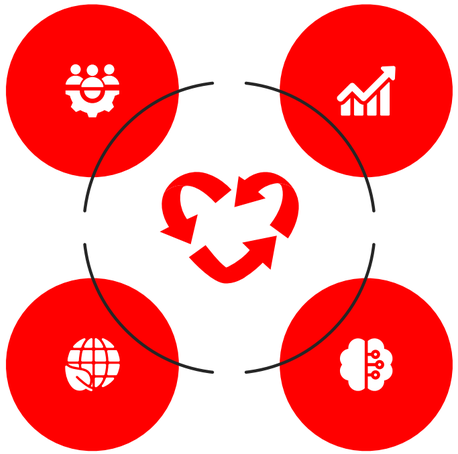
İnci Holding structures its sustainability approach around four strategic priority areas, all for new generations: Investing in Institutionalization, Investing in People and Society, Investing in Responsible Production and Consumption, and Investing in Innovation. These priorities guide the Holding in managing its risks, responding to stakeholder expectations, strengthening its competitiveness and creating long-term value. Each priority area is supported by policies and management systems and tracked through measurable performance indicators and medium- to long-term targets.

Investing in Institutionalization for New Generations

- Risk Management and Internal Audit
- Corporate Governance
- Ethics Management
- Working with Global Partners

Investing in Responsible Production and Consumption for New Generations

- Climate Change and Carbon Strategies – Energy and Emissions Management
- Climate Change and Resource Conservation – Water Management and Circular Economy
- Sustainability in the Supply Chain
- Developing Environmentally Friendly Products and Services
- Leading Role in Meeting and Shaping Market Sustainability Expectations
- Biodiversity Conservation



Investing in People and Society for New Generations

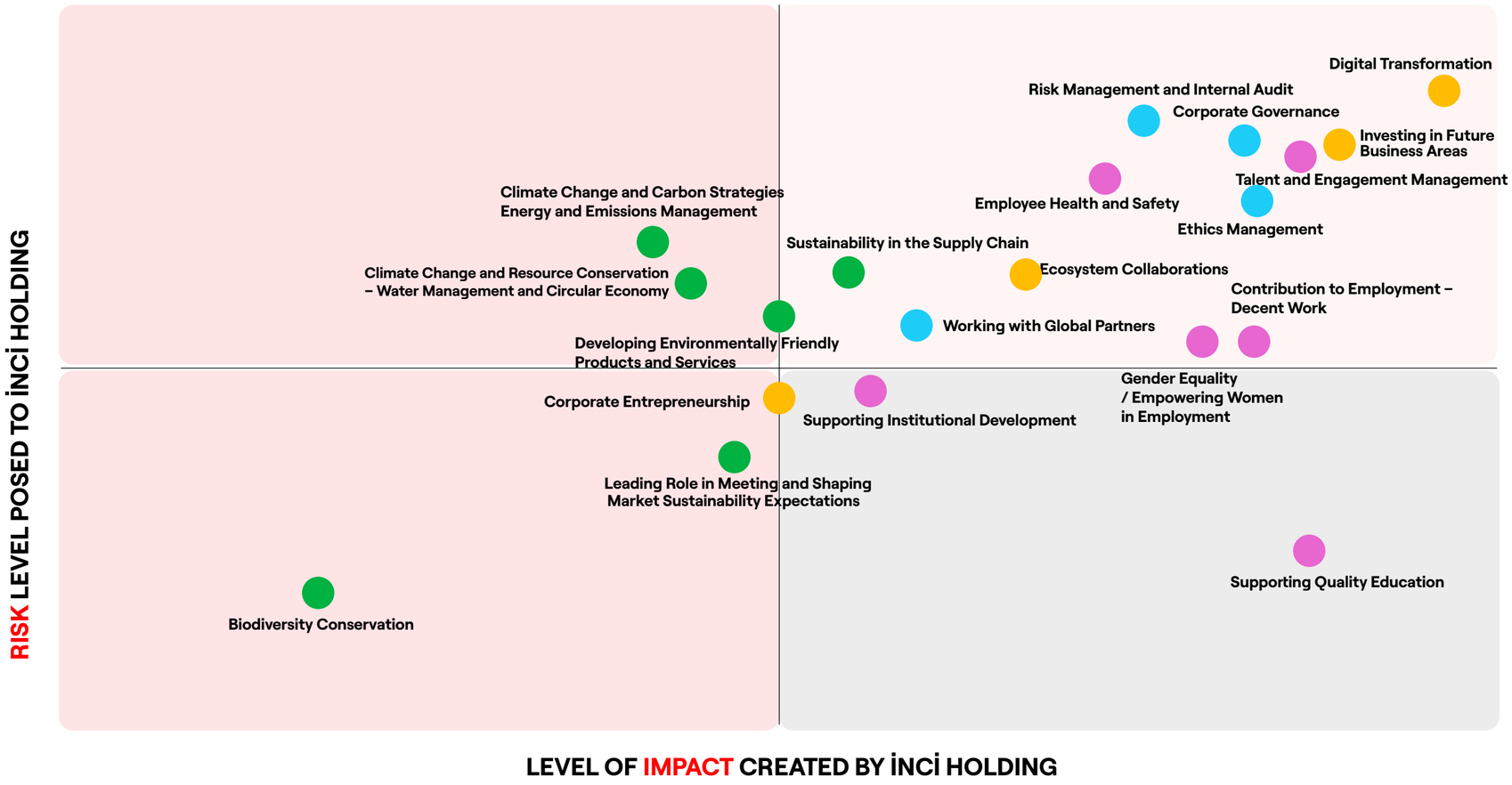
- Talent and Engagement Management
- Employee Health and Safety
- Contribution to Employment – Decent Work
- Gender Equality and Empowering Women in Employment
- Supporting Institutional Development
- Supporting Quality Education

Investing in Innovation for New Generations

- Digital Transformation
- Investing in Future Business Areas
- Ecosystem Collaborations
- Corporate Entrepreneurship

MANAGEMENT & STRATEGY

Our Sustainability Priorities and Management Approach



VERY HIGH PRIORITY

- Digital Transformation
- Risk Management and Internal Audit
- Talent and Engagement Management
- Corporate Governance
- Investing in Future Business Areas
- Ethics Management
- Employee Health and Safety
- Contribution to Employment & Decent Work
- Ecosystem Collaborations
- Gender Equality / *Empowering Women in Employment*
- Sustainability in the Supply Chain
- Working with Global Partners

HIGH PRIORITY

- Climate Change and Carbon Strategies – Energy and Emissions Management
- Climate Change and Resource Conservation – Water Management and Circular Economy
- Developing Environmentally Friendly Products and Services

PRIORITY

- Supporting Quality Education
- Supporting Institutional Development
- Corporate Entrepreneurship
- Leading Role in Meeting and Shaping Market Sustainability Expectations
- Biodiversity Conservation

MANAGEMENT & STRATEGY

Our Sustainability Priorities and Management Approach

Main Priority Area	Priority Topics	Management Tools and Policies	Outcome-Oriented Targets
Investing in Institutionalization for New Generations	Risk Management and Internal Audit	- Enterprise Risk Inventory & Enterprise Risk Management Policy - Three Lines of Defense Model (Operational Management, Risk Management, Internal Audit) -Risk-based annual internal audit approach & International Internal Audit Standards -Follow-up of audit findings and regular reporting to the Board	Risk management: Protects company value and supports sustainable growth. Internal audit: Provides independent assurance that company objectives are achieved in a safe, controlled and effective manner
	Corporate Governance	Corporate Governance Principles, Sustainability Governance	Developing transparent and effective governance practices
	Ethics Management	Code of Ethics, Anti-Corruption Policy, Compliance Programs	Expanding an ethical culture and reducing compliance risks
	Working with Global Partners	UN Global Compact, WEPs, sector and stakeholder platforms	Creating shared value through international partnerships
Investing in People and Society for New Generations	Talent and Engagement Management	Human Resources Policies, Leadership Development Programs	High employee engagement and talent development
	Employee Health and Safety	ISO 45001, OHS Policy	A zero fatal accidents approach and strengthening safety culture
	Contribution to Employment and Decent Work	Human Rights and Labor Principles	Creating safe, fair and inclusive working environments
	Gender Equality and Empowering Women in Employment	Equality Policies, WEPs Commitments, Hem İşte Hem Eğitimde Program	Increasing women's representation in employment and leadership
	Supporting Institutional Development	Hasat Hibe Programı, social investment programs	Increasing social impact and stakeholder capacity
	Supporting Quality Education	Genç İnci and education partnerships	Supporting the development of young people with the competencies of the future

PRIORITY AREAS AND MANAGEMENT APPROACH

Our Sustainability Priorities and Management Approach

Main Priority Area	Priority Topics	Management Tools and Policies	Outcome-Oriented Targets
Investing in Responsible Production and Consumption for New Generations	Climate Change and Carbon Strategies – Energy and Emissions Management	Climate Change Policy, ISO 50001, Energy Efficiency Programs	Reducing emissions intensity and accelerating the low-carbon transition (target of 50% absolute reduction by 2035) Increasing energy efficiency and renewable energy use
	Climate Change and Resource Conservation – Water Management and Circular Economy	ISO 14001, Zero Waste Practices	Improving water recovery and waste recycling performance
	Sustainability in the Supply Chain	Supplier Code of Conduct, assessment systems	Assessing critical suppliers against sustainability criteria
	Environmentally Friendly Products and Services	Product sustainability and life cycle approach	Increasing low-carbon and sustainable product solutions
	Leading Role in Meeting and Shaping Market Sustainability Expectations	Regulatory and stakeholder management systems	Adapting to evolving sustainability requirements and leading the sector
	Biodiversity Conservation	Environmental Management Systems	Reducing impacts on natural capital
Investing in Innovation for New Generations	Digital Transformation	Digital Transformation Roadmap, Information Security Systems	Increasing data- and AI-enabled efficiency
	Investing in Future Business Areas	Strategic investment and growth programs	Creating sustainable value from new business areas
	Ecosystem Collaborations	İnci Radar, university and entrepreneurship networks	Developing the open innovation ecosystem
	Corporate Entrepreneurship	İnci Radar, intrapreneurship practices	Turning innovative ideas into business results

Continued from the previous page

MANAGEMENT & STRATEGY

Sustainability Governance Competency Matrix

Competency	Holding Board of Directors	Company Boards of Directors	Company Sustainability Teams	Sustainability Committee	General Secretariat / Sustainability Officer
Systems Thinking	▲	▲	–	▲	▲
Strategic Vision	▲	▲	–	–	–
ESG (Environment, Company Value, Policy and Strategy Integration) Capacity	▲	▲	▲	▲	▲
Sustainable Investment Management	▲	▲	–	▲	–
Global Partners and Shareholder Relations	▲	–	–	▲	–
Sustainability Leadership	▲	▲	▲	▲	▲
Operational Excellence and Continuous Improvement	–	–	–	▲	–
Sustainable Innovation through the Startup Ecosystem	▲	▲	▲	▲	▲
Value-Creating Leadership	▲	▲	▲	▲	–
Digital, Data and AI Management	▲	▲	▲	▲	▲
People, Culture and Talent Management	▲	▲	–	▲	–
Audit	▲	–	–	▲	–
Risk Foresight and Resilience	▲	▲	▲	▲	▲
Resource Efficiency and Circular Economy	–	–	▲	▲	–
Global and Strategic Perspective	▲	▲	–	▲	▲
Effective Financial Management	▲	▲	–	▲	–
Investment Evaluation	▲	▲	–	▲	–
Resource Management	▲	▲	–	▲	–
Corporate Governance	▲	▲	–	▲	▲
Strategic Coordination	–	–	▲	▲	▲
Stakeholder Management	▲	▲	–	–	▲

MANAGEMENT & STRATEGY

Sustainability Governance and Scaling Up Good Practices

Supporting the Sustainability Transformation of Our Group Companies

In 2025, we carried out work to increase the sustainability maturity of our Group companies and strengthen their compliance with evolving regulations. By assessing the impacts of developments in CBAM, the EU Batteries Regulation and climate policies, we contributed to shaping their sustainability roadmaps and 2026 business plans. We also supported mechanisms for the regular monitoring of sustainability actions at the board of directors level.

Through awareness-raising activities at İnci GS Yuasa, we increased employees' knowledge of sustainability, climate change and ESG, focusing on topics such as sustainability performance, emissions management and resource efficiency.

At Starcool, we launched integration work to support its sustainability transformation. Through a prioritization analysis assessing impacts and opportunities in the environmental, social and governance areas, we shaped a roadmap for defining KPIs, improving data collection processes and developing implementation plans.

Through these efforts, we aimed to strengthen sustainability practices across our Group companies under a common management approach, while supporting long-term competitiveness and resilience.

Sustainability Good Practices Sharing Program – 2025

Through the Sustainability Good Practices Sharing Program, which we restructured in 2025, we supported knowledge sharing, joint learning and the spread of good practices among our Group companies. Through meetings on the themes of digital transformation and innovation, corporate culture and ethical leadership, carbon reduction and circular economy, and gender equality, we helped our companies share their experiences, jointly assess current developments and identify common areas for development.

Within the scope of the program, we brought together sustainability and technical teams to support the scaling up of good practices across the Group. In addition, by featuring innovative solution providers from the startup ecosystem, we strengthened our companies' access to new technologies and sustainability solutions.



MANAGEMENT & STRATEGY

Good Practices Sharing Program

Digital Transformation and Innovation

FOCUS AREA

Digitalization, operational efficiency, AI applications

KEY ACHIEVEMENTS

By sharing digital transformation projects, we supported the scaling up of data management, traceability and operational improvement practices.

Culture, Values and Ethical Leadership

FOCUS AREA

Corporate culture, employee engagement, ethical leadership

KEY ACHIEVEMENTS

By sharing ethical leadership, inclusive communication, mentoring and employee experience practices, we contributed to the development of a sustainable corporate culture.

Carbon Reduction and Circular Economy

FOCUS AREA

Climate change, energy efficiency, sustainable production

KEY ACHIEVEMENTS

By assessing our Group companies' carbon reduction, energy efficiency and sustainable production projects, we strengthened opportunities for collaboration on the climate transition.

Gender Equality

FOCUS AREA

Inclusive human resources practices and equal opportunities

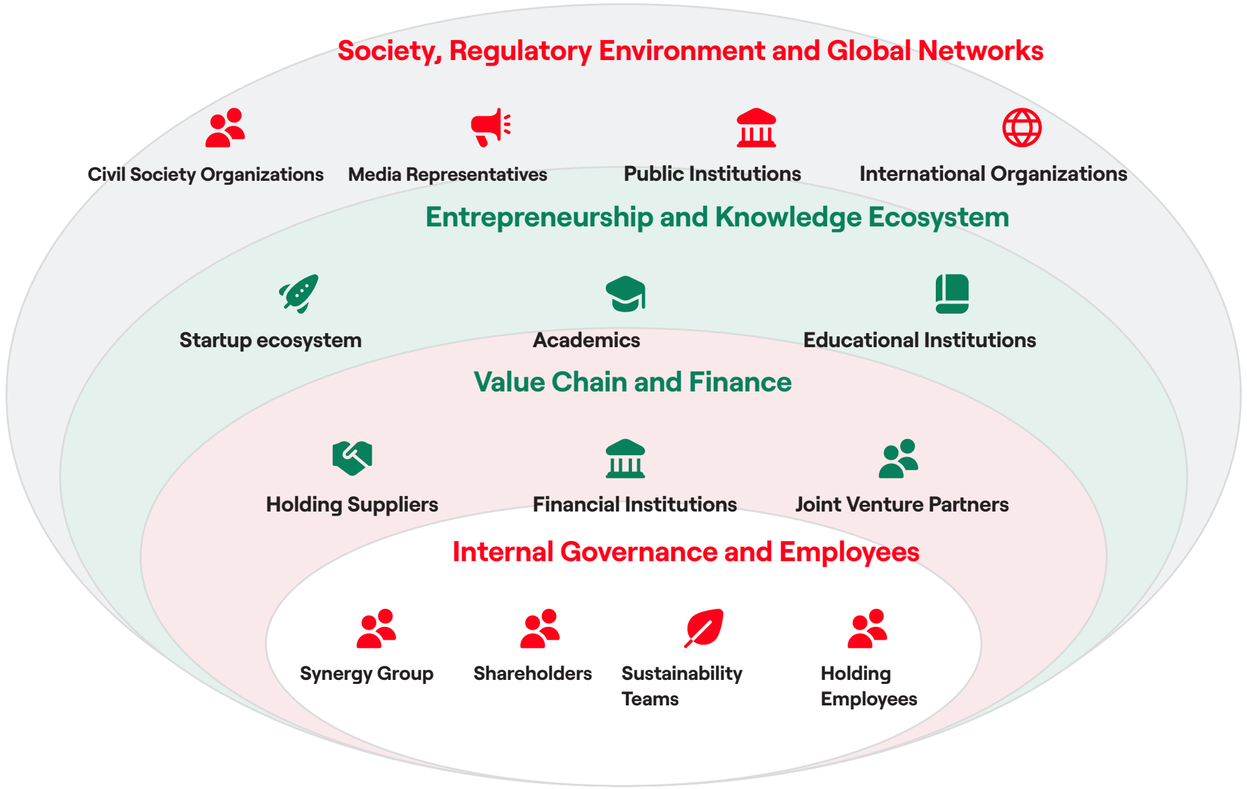
KEY ACHIEVEMENTS

We shared practices for women's empowerment, inclusive recruitment approaches and equality-focused corporate culture initiatives.

MANAGEMENT & STRATEGY

Stakeholder Map and Engagement Model

Prioritization was carried out by considering stakeholders' influence on impact and financial materiality, their position in the value chain and their contribution to the sustainability transformation.



Double Materiality

We prioritize from the perspective of impact and financial materiality, creating sustainable value.

Regulatory Authorities

Through regulatory compliance, transparent communication and collaboration, we support a sustainable and inclusive ecosystem.

Global Sustainability Networks

We learn from international networks and integrate good practices into our corporate culture.

Financial Institutions

Through financial discipline and transparent communication, they are an important part of our value creation process.

Startup Ecosystem

By supporting the startup ecosystem, we accelerate innovative solutions and sustainable growth.

This map is dynamic; it is regularly reviewed and updated in line with stakeholder feedback and priorities.

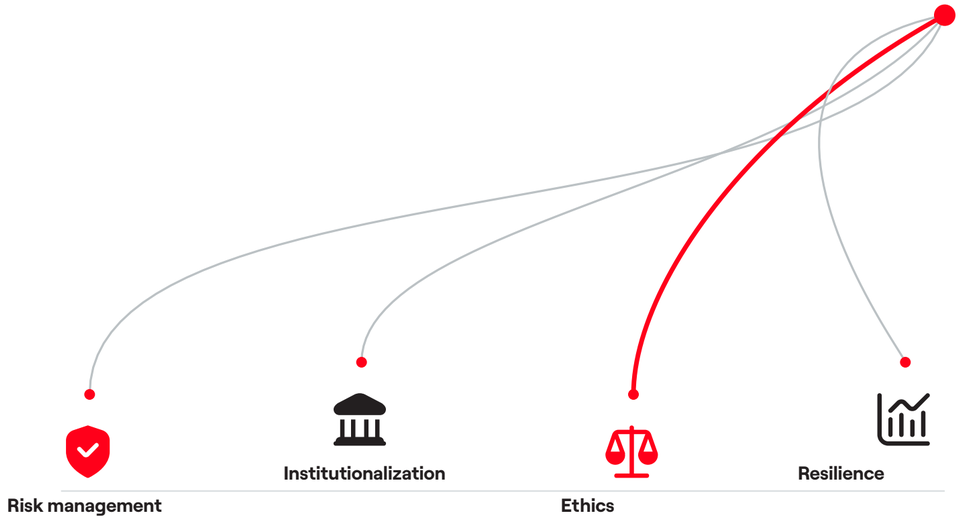
STAKEHOLDER EXPECTATIONS AND ENGAGEMENT

Stakeholder Relations Management & Stakeholder Map

Stakeholder	Expectation	Engagement method	Frequency
Synergy Group	Strategic governance, visibility of sustainability performance, evaluation of critical topics	Synergy Group meetings	3 times a year
Shareholders	Transparency, regular updates, long-term value creation	Briefing reports on a shared online platform, shareholders' meeting	Reporting every 3 months; at least 1 meeting a year
Sustainability Teams	Goal alignment, project coordination, knowledge sharing	Project-based meetings, monthly written communication, joint coordination meetings	As needed; monthly written communication
Holding Employees	Open communication, participation, feedback, inclusive corporate culture	Information e-mails, employee surveys, Holding Gatherings, 4x4 Communication Events, coffee chats with the CEO	Holding Gatherings monthly; 4x4 every two months; coffee chats with the CEO monthly
Holding Suppliers	Fair business relations, ethical sourcing, operational continuity	Meetings, e-mail correspondence, annual pre-contract contact, sharing of the Code of Ethics, project-based procurement meetings	At least 1 time a year; during procurement periods; Code of Ethics shared every November
Financial Institutions	ESG performance, financial discipline, timely information sharing	Regular meetings, operational communication	Every 2 months; as needed
Joint Venture Partners	Strategic alignment, joint decision-making, performance monitoring	Global partner meetings, Board of Directors meetings	On average 2 times a year; periodic communication aligned with the Board's schedule
Startup ecosystem	Innovation partnerships, growth opportunities, engagement with entrepreneurship networks	Collaborations through the İnci Holding, Vinci and İnci Radar platforms; İnci Radar Steering Committee meetings; sub-working groups; Vinci Investment Committee; board of directors and operational meetings	İnci Radar Steering Committee 4 times a year; Vinci Investment Committee weekly; other contacts ongoing and as needed
Academics	Scientific collaboration, knowledge sharing, social contribution	Cevdet İnci Incentive Awards, project-based university–industry collaborations, e-mail and meetings	1 time a year; ongoing project-based communication
Educational Institutions	Education support responsive to local needs, project partnership	Meetings with foundation projects, district directorates of national education, local governments and relevant educational institutions	Project-based; regular communication as needed
Civil Society Organizations	Shared benefit, active participation, sharing of expertise	Board of Directors membership, general assemblies, working groups	Monthly Board meetings; annual general assembly meetings; regularly, depending on the agenda
Media Representatives	Accurate, timely and accessible information	Annual planning meetings, project-based announcements, press releases, e-mail communication	1 time a year; project-based
Public Institutions	Regulatory compliance, reliable communication, common ground	Visits, joint work	1 time a year; additional contact as needed
International Organizations	Alignment with global principles, capacity building, active participation in sustainability networks	Online meetings & knowledge sharing, Global Compact trainings, GC Academy, GC Network Türkiye knowledge sharing	At least 2 times a year; continuous learning and regular knowledge transfer

INVESTING IN INSTITUTIONALIZATION FOR NEW GENERATIONS

WITH TRUST FOR NEW GENERATIONS



The foundation for leaving a strong and resilient organization to future generations is the management structure we build today. Through our investments in corporate governance, risk management and ethics culture, we aim to protect our value creation capacity over the long term.

IN THIS SECTION

Institutionalization and risk management 31

Ethics culture and trust 32

Strategic steps 33

Institutionalization and risk management

We see institutionalization not only as a way to adapt to changing global conditions, but as a fundamental element of leaving a strong and resilient organization to future generations. Taking into account the transformation shaped by climate change, digitalization, artificial intelligence, the circular economy and sustainability regulations, we continuously improve our corporate governance, risk management and sustainability processes.

We assess climate-related risks and opportunities, the impacts of regulations and stakeholder expectations in terms of their financial and operational dimensions. On this basis, we aim to increase our operational efficiency, optimize our costs, maintain our competitiveness and strengthen our access to sustainable finance. In this way, we treat our institutionalization investments as a strategic element that supports long-term value creation and our financial resilience.

7

Internal audit

Operational and financial processes

20%

Family members on Boards

Holding and affiliates

50%

Independent Board members

92%

Committee schedule adherence

49

Ethics case reports

39 independent + 10 Ethics Committee

52

Case closure time

days · up 16% vs. 2024

Risk management — **Internal control** — **Internal audit** — **Continuous improvement**

INSTITUTIONALIZATION

Our priorities and strategic preparations

A STRONG ETHICS CULTURE AT THE CORE OF SUSTAINABILITY

At İnci Holding, we see sustainability as an integral part of a management approach built on corporate governance and ethical values. In 2025, our Ethics Committee held 19 meetings, and we strengthened our ethics management system by improving ethics compliance processes, scaling up good practices and delivering training activities.

We assessed reports submitted through the Ethics Line and the Ethics Committee in line with the principles of confidentiality and objectivity, and implemented the necessary corrective and preventive actions. We continue to regard our strong ethics culture as one of the fundamental elements of sustainable growth and corporate resilience.

90%

Employees receiving ethics compliance training

4.83

Ethics training satisfaction score

A RESILIENT FUTURE THROUGH RISK MANAGEMENT

At İnci Holding, we regard risk management, internal control and internal audit practices as fundamental elements of sustainable growth and strong corporate governance. In 2025, we conducted risk assessments and reviewed operational and financial processes under our risk-based internal audit program.

Through Control Self-Assessment (CSA) practices, we strengthened process owners' responsibility for internal control while systematically identifying areas for improvement. We view the resulting outputs as a development tool that supports our corporate resilience and long-term value creation capacity, and we aim to continuously strengthen our risk and control culture.

Strategic steps in energy storage and cooling

INVESTING FOR NEW GENERATIONS: A GLOBAL STRATEGIC PARTNERSHIP IN ENERGY STORAGE

In line with the rapid growth of the energy storage sector, we are working with our portfolio company VFlow on a strategic partnership model targeting the European, Middle Eastern and Azerbaijani markets. We took the first step on this journey with the letter of intent we signed in November 2024.

In 2025, we advanced our strategic partnership with VFlow for the European energy storage market through concrete steps, putting into effect a distribution agreement covering Germany, the United Kingdom and Italy. At the same time, we accelerated preparations for a European set-up, new target markets and the commercialization of energy storage solutions. This partnership is an important step toward meeting the needs of a future based on renewable energy and achieving a competitive position on a global scale.

VFlow partnership — **European markets** — **Energy storage**

VALUE-ADDING GROWTH: A STRATEGIC LEAP IN THE COOLING BUSINESS

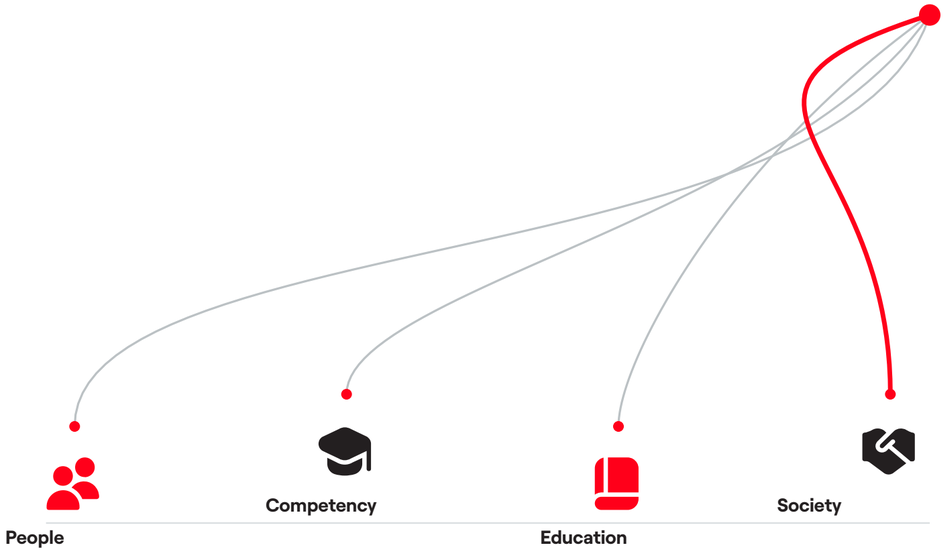
In 2024, in line with our growth target in in-vehicle cooling, we took an important step in our cooling business by acquiring 100% of the shares of Starcool. While positioning Starcool as a strategic growth platform with its industry experience and technological infrastructure, we aim to extend its product and customer portfolio into new segments.

In 2025, our focus was on strengthening the synergy between ISM Minibar and Starcool and successfully advancing the integration process in line with the planned priorities.

Starcool — **ISM Minibar synergy** — **Integration**

INVESTING IN PEOPLE AND SOCIETY FOR NEW GENERATIONS

WITH PEOPLE FOR NEW GENERATIONS



Investing in people is investing in the future of our organization and society. While supporting the development and safety of our employees, we aim to strengthen access to opportunities for women and young people on their journey from education to employment.

IN THIS SECTION

Talent and employee experience 35

Health, safety and well-being 37

Employment, equality and social contribution 39

PEOPLE & SOCIETY

People, talent and employee experience

Our Priorities & Strategic Preparedness

At İnci Holding, we believe that people, equal opportunity and social well-being lie at the heart of sustainable growth. With this understanding, while supporting the development of our employees, we run education, entrepreneurship and social investment programs that strengthen children's and young people's access to the competencies of the future. Regarding gender equality as one of our priorities, we develop practices that support women's participation in the workforce and in leadership positions, in line with our WEPs commitments. Through our #BirlikteMümkün (Together It's Possible) approach, our Genç İnci Talent Acquisition Program and our social investments, we aim to contribute to the development of future generations.

TALENT AND ENGAGEMENT MANAGEMENT

Our people and culture strategy supports the "Investing in People and Society for New Generations" approach, one of our sustainability priorities. In 2025, we focused on strengthening our employees' development, well-being and organizational agility, while expanding common human resources practices across the Group, creating a more holistic and sustainable working experience.

EMPLOYEE EXPERIENCE AND ENGAGEMENT

To strengthen the employee experience, the Parlak Yan Haklar (PAY) Program was offered to our employees for the fourth time, and our flexible and personalized benefits practices were further developed. By adopting common approaches across Group companies in health and life insurance, benefits, salary increase periods and well-being practices, we have provided a more consistent and inclusive experience for our employees.

PERFORMANCE AND DEVELOPMENT

With Süper İnci, our Continuous Performance Management System, we continued to regularly monitor our employees' development and performance. In 2025, 32 competency assessment reports were prepared, and 77.7% progress was achieved on 379 defined business goals. With our transparent, development-focused feedback approach, we helped our employees unlock their potential.

3,259

Our total number of employees

Employees

- **Talent**
- **Development**
- **Engagement**

Talent · Development · Engagement

PEOPLE & SOCIETY

Learning and future competencies

LEARNING AND FUTURE COMPETENCIES

In 2025, we delivered a total of 944 hours of training to support our employees' development. Under our internal trainer program, 7 internal trainers from our Group companies shared their knowledge and experience with our Genç İnci participants, helping to strengthen our in-house learning culture.

Through the training and development programs we ran throughout the year, we supported communication, leadership, collaboration, personal awareness and decision-making skills, aiming to help our employees adapt to the changing business environment with greater agility and effectiveness.

Through the 7 Modern Traps in Business Life Training, we raised our awareness of the cognitive biases, communication barriers and strategic errors that affect decision-making processes. In doing so, we strengthened our skills in more conscious decision-making and effective collaboration.

Through Transactional Analysis (TA) Training, we developed our competencies in personal awareness, effective communication and relationship management. By better understanding different ego states, we supported healthier, more constructive and more productive communication in working life.

STRENGTHENING LEADERSHIP

We organized organizational development trainings to support the "I Lead My Work, I Lead My Team and I Lead Myself" dimensions of the İnci Holding Leadership Behavior Model. While strengthening core leadership behaviors such as effective communication, a feedback culture, collaboration and trust-building, we invested in the leadership competencies of the future by supporting leaders in using AI tools more effectively in decision-making, communication and productivity processes.

İNCİ AKADEMİ · TRAINING HOURS

703 hours · classroom training

241 hours · online training

GENÇ İNCİ · LEARNING AND EMPLOYMENT

7 / 37
Internal trainers / training hours

75 / 26
Academy / digital training hours

13 / 12
2025 graduates / employed

145 / 33%
Overall graduates / employment rate

7 MODERN TRAPS IN BUSINESS LIFE

Busyness	Procrastination	Perfectionism	
Impulsivity	Individualism	Routinization	Myopia

Health, safety and well-being

EMPLOYEE HEALTH AND SAFETY

We regard employee health and safety as a strategic priority that supports the employee experience, operational efficiency and business continuity. Across our Group companies, we strengthen safety culture through behavior-based safety practices, field feedback and a proactive risk management approach, addressing employee safety and operational resilience together.

We also support this approach through our open innovation platform, İnci Radar. By developing collaborations with the startup ecosystem in priority areas such as occupational health and safety, ergonomics, heat management in production areas, employee comfort and digital solutions, we evaluate innovative solutions that contribute to safer, healthier and more productive working environments.



In addition, through the health and well-being programs we ran throughout the year, we support our employees' physical, mental and social well-being, and aim to improve their quality of life through initiatives focused on preventive health, psychological resilience and well-being.

Through the Cervical Cancer Awareness Session, we aimed to raise our employees' awareness of women's health, preventive health practices and early diagnosis. In the session we organized in collaboration with Medicana Health Group, we shared information on the risk factors, symptoms and prevention methods of cervical cancer, supporting awareness of healthy living.

Through the Post-Traumatic Stress Awareness Session, we aimed to support our employees' psychological resilience, raise awareness of the effects of stress on individuals and strengthen their well-being.

Health, safety and well-being

İnci GS Yuasa – OHS Experience Room – Safety Start

With the OHS Experience Room we launched at İnci GS Yuasa, we raised our employees' awareness of occupational health and safety. While enabling employees to experience risk and accident scenarios through VR technologies and simulations, we strengthened our safety culture with training content updated under SafeStart.

Through hands-on training on topics such as emergency management, ergonomics and the use of personal protective equipment, we helped spread a culture of safe working.



Continued from the previous page

Maxion Jantaş – ÖnceSen – Agile OHS Transformation Project

Through the ÖnceSen Project we launched at Maxion Jantaş, we transformed occupational health and safety into a proactive safety culture built on the active participation of our employees. With agile working methods, real-time feedback mechanisms and behavior-based practices, we strengthened our employees' ability to identify and prevent risks early.

As a result of training and continuous improvement efforts, we achieved a 20% reduction in workplace accidents and a 40% reduction in the accident severity rate. Our project was recognized with an award by PERYÖN for its contribution to a sustainable safety culture.



A New Employee Benefit at Yusen İnci: HELTIA

The Yusen İnci Human Resources department added Heltia, a holistic health app covering mental health, nutrition and physical health, to Yuflex, the employee benefits selection platform.

By offering employees professional support on issues such as stress and anxiety, the app supports employee health and stands out as a valuable benefit, particularly in sectors with a demanding work pace.



PEOPLE & SOCIETY

Employment and inclusive opportunities

CONTRIBUTING TO EMPLOYMENT & DECENT WORK

In 2025, as İnci Holding, we prioritized supporting the participation of young people and women in economic life, strengthening equal opportunity and contributing to the creation of quality jobs. While expanding our practices that support the transition from education to employment, we focused on increasing the participation rate of women in our Genç İnci programs and offering development opportunities to young women studying engineering. As a result, the women's employment rate in the Genç İnci Program reached 42% by year-end.

Women's employment in the Genç İnci Program: 42%

Inclusive Employment Through Neurodiversity at Maxion İnci

With the Neurodiversity Employment Project we launched at Maxion İnci Wheel Group, we created an inclusive work environment that supports the participation of individuals with diverse neurological characteristics in working life. Through redesigned recruitment processes, dedicated onboarding programs and awareness activities, we supported employees' integration.

Through the project, we increased employment and retention rates while strengthening inclusion awareness, cross-team collaboration and employee engagement. As one of the pioneering practices in the region, we created an exemplary model in the field of social sustainability.

Supporting Future Competencies Through University-Industry Collaboration

Through the CO-OP (Workplace-Based Vocational Training) Program, carried out under the cooperation protocol we signed as İnci Holding with the İzmir Institute of Technology (İYTE), we supported students in gaining business experience while continuing their studies. With this program, which enables young people to apply their theoretical knowledge in real working environments, we aimed to contribute to the development of qualified human resources and strengthen the transition from education to employment.

MaxIntern-Fem Internship Program

With the MaxIntern-Fem Program we launched at Maxion İnci Wheel Group, we aimed to increase women's representation in STEM and support the women engineers of the future. Under the program, we offered female engineering students the opportunity to work on real projects, attend technical training and receive mentoring support. With one participant hired at the end of the program, we contributed to our share of women employees and established a sustainable talent acquisition model that supports our diversity and inclusion goals.

PEOPLE & SOCIETY

Equality

GENDER EQUALITY / STRENGTHENING EMPLOYMENT WITH WOMEN EMPLOYEES

As İnci Holding, we regard gender equality as one of the fundamental elements of sustainable growth, an inclusive corporate culture and strong human capital. As a signatory of the UN Global Compact, we integrate the principles on human rights, labor standards, the environment and ethics into our operations, and we support women's equal participation in economic and social life. In addition, guided by the United Nations Women's Empowerment Principles (UN WEPs), we develop practices that offer women equal opportunities in recruitment, career development, access to leadership positions and decision-making processes.

In line with our diversity, equity and inclusion approach, we aim to increase women's employment and strengthen women's representation in technical and leadership roles. Through our Hem İşte Hem Eğitimde and Genç İnci programs, we support women's access to education, development and employment while creating safe and inclusive work environments.

Within the scope of our Human Rights approach, we promote equal rights, equal opportunity and diversity, and we address gender equality as a strategic sustainability priority that strengthens employee engagement, innovation and organizational resilience.



#BirlikteMümkün: A Strong Transition from Education to Employment for Young Women – Hem İşte Hem Eğitimde Project – 2025 Activities

As İnci Vakfı, we continued to support young women's participation in production through vocational training under the Hem İşte Hem Eğitimde (HİHE – "Both at Work and in Education") Program. Through the Birlikte Mümkün ("Together It's Possible") events, training sessions, mentoring activities and stakeholder collaborations we carried out in 2025, we helped raise awareness of women's employment, gender equality and professional development.

Under the program, while supporting NEET women's access to vocational training and their employability in the manufacturing sector, we built a strong collaboration network among public, private sector and local stakeholders. In this way, we continued to develop HİHE as a sustainable and scalable social impact model supporting women's employment in İzmir and Manisa.

DIAL Global Inclusion Index 2025

At Maxion İnci Wheel Group, thanks to our work on diversity, equity and inclusion, we became one of the 11 companies to make the Top 50 among approximately 100 companies participating from Türkiye in the DIAL Global Inclusion Index 2025. This achievement shows that our inclusive corporate culture is recognized internationally, while also affirming our commitment to social impact.

PEOPLE & SOCIETY

Support for quality education

SUPPORTING QUALITY EDUCATION

As İnci Holding and İnci Vakfı, we take into account the impact of megatrends such as climate change, digital transformation and demographic change on societies and the workforce, and we focus our social investments on equipping individuals with the knowledge, skills and competencies to adapt to changing conditions. In particular, by supporting young people's and women's access to education, employment and development opportunities, we contribute to a just transition.

By taking our social impact approach beyond short-term benefit, we aim to create long-term value that supports the workforce of the future, local development and social resilience. Bringing together İnci Holding's institutional knowledge and the experience of Cevdet İnci Eğitim Vakfı, we continue to empower individuals and communities for an inclusive and sustainable future.



İnci GS Yuasa



Maxion Jantaş NİYEP Program

İnci GS Yuasa Shapes the Energy of the Future Together with Young People

At İnci GS Yuasa, we supported a technical training program carried out in collaboration with AKÜDER, the Manisa Provincial Directorate of National Education and ESOB Vocational and Technical Anatolian High School. Under the program, students received training on battery technologies and visited our plant to observe production processes on site. Through this collaboration, we contributed to strengthening vocational education and developing the qualified human resources the sector needs.

MAXION JANTAŞ NİYEP – Qualified Workforce Development Program

At Maxion Jantaş, we supported the development of a qualified workforce through the program we carry out in cooperation with İŞKUR under the Qualified Workforce Development Program (NİYEP). Through technical training and hands-on learning opportunities, we enabled participants to acquire competencies ready for production processes and, by achieving an 80% employment rate, contributed to regional employment and to strengthening our sustainable talent pool.

İNCİ VAKFI ACTIVITIES

Mobile Library

1 Vehicle · 19 Schools · 918 Student Members · 10,782 Books Loaned · 10,685 Visitors · 191 School and Neighborhood Visits

Scholarship Program

741 Students · 38 Graduates · 40 Volunteers · 5 Awareness Sessions · 2 Gatherings · 34 Individual Donors · 14 Corporate Donors

European Solidarity Program

11 Volunteers · 625 People Reached · 4 Countries · 6 Projects · 2,690 Volunteering Hours

School Activities

20 Volunteers · 136 Volunteer Hours · 243 Children · 8 Classes · 40 Training Hours

KOD'İNCİ Program

278 Children · 21 Groups · 30 Volunteers · 286 Volunteer Hours · 224 Workshop Hours

PEOPLE & SOCIETY

Social contribution and volunteering

SOCIAL VALUE AND VOLUNTEERING

In 2025, we continued to contribute to social development through the social responsibility projects we carried out in the areas of education, equal opportunity, entrepreneurship, animal rights and environmental awareness. From programs supporting the development of children and young people, to animal-friendly practices centered on the right to life, to projects that respect nature, we worked together with our stakeholders to create value across diverse areas for a more inclusive and sustainable future.

İnci GS Yuasa - Animal Shelter Food Cycle Project

In line with our sustainability approach, at İnci GS Yuasa we deliver the food left in the bain-maries of our cafeterias to Saruhanlı Animal Shelter instead of throwing it away. In this way, we both prevent food waste and help feed the animals at the shelter.

Our Sodexo staff place the food waste in containers provided by the shelter in accordance with hygiene rules, and the food is delivered to the shelter daily via Yusen Lojistik. The process is regularly monitored and recorded.



Through this practice, we reduce the energy consumption and methane emissions associated with disposing of food waste, save energy by lowering the need for producing and transporting new animal feed, and encourage our employees to reduce waste by taking only as much food as they need.

Maxion İnci Wheel Group – Gönülden İşler Team (Wildfire Relief Efforts)

In 2025, the Maxion İnci Wheel Group Gönülden İşler Team carried out relief efforts for the wildfires in İzmir and Manisa that deeply affected us all. Following the forest fires in İzmir and Manisa, the Gönülden İşler Team organized a comprehensive support effort to respond quickly to needs and help heal the wounds of the disaster. Thanks to the compassion shown and strong solidarity, aid reached those in need in 2025. The team continues its work to help heal the wounds left by the fires and to develop more sustainable solutions.

ISM Minibar & Starcool – Sharing Day

ISM Minibar and Starcool employees carried out a meaningful social responsibility initiative supporting access to education through a book drive organized as part of “2 December Sharing Day.” The books collected on a voluntary basis were delivered to students at Manisa Yukarı Emlakdere Primary School, contributing to the children’s learning journeys and helping spread a culture of sharing.

Book collection — **Employee participation** — **Access to education**

PEOPLE & SOCIETY

Nature and social solidarity

Her Akü Bir Tohum (Every Battery a Seed): Creating Shared Value for Climate Action and Ecosystem Restoration

With the Her Akü Bir Tohum project we launched at İnci GS Yuasa, we engage our customers, dealers and stakeholders in climate action and nature conservation efforts. By linking batteries sold under the BirinciKart loyalty program to ecosystem restoration and bringing seed balls produced by women affected by climate change back to nature, we are building an inclusive impact model. Under the project, 100,000 black pine and Turkish red pine seeds were sown in Muğla. Work carried out with Ecodrone technology delivered a CO_2 reduction impact of 3,525 tons, while innovative afforestation practices were implemented in hard-to-reach areas. Providing employment support to 7 women, the project combined environmental and social benefits, contributing to the fight against climate change, ecosystem restoration and community development.



100,000

Her Akü Bir Tohum

Nature and social solidarity

3,525 Tons

CO_2

Reduction impact

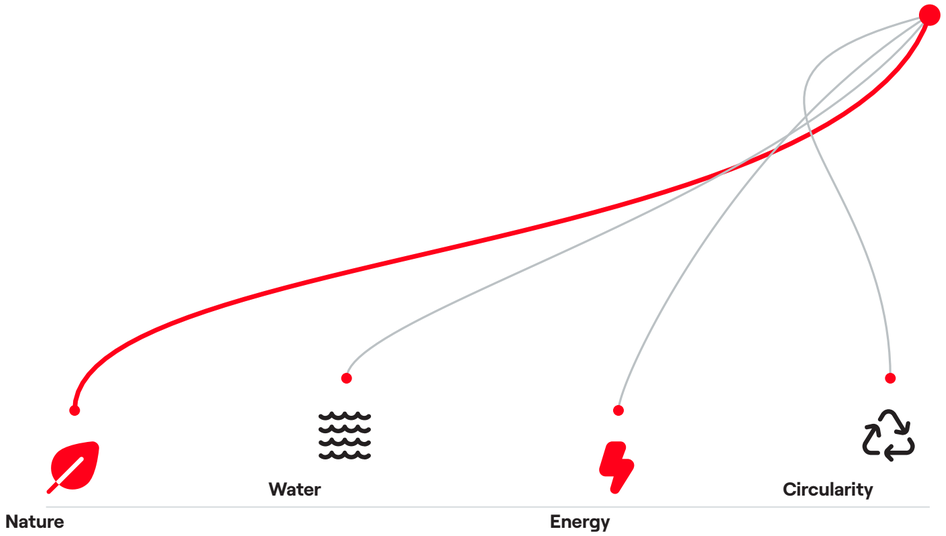
ISM Minibar – Bir Kapakla İz Bırak (Leave a Mark with a Cap): Hand in Hand for Recycling and Social Benefit

As ISM Minibar, we supported the "Bir Kapakla İz Bırak" project carried out in collaboration with Ekvator Enerji and the Spinal Cord Paralytics Association of Türkiye (TOFD). By channeling the plastic caps collected through our employees' voluntary contributions into recycling processes, we helped create social benefit aimed at improving the living conditions of people with disabilities.

With this project, we supported bringing waste back into the circular economy while also encouraging social solidarity and employee volunteering. Bringing together environmental responsibility and social impact, this initiative is one of the key examples of our sustainability approach.

INVESTING IN RESPONSIBLE PRODUCTION AND CONSUMPTION FOR NEW GENERATIONS

WITH RESPONSIBILITY FOR NEW GENERATIONS



Today’s production decisions also shape tomorrow’s resources. Through our work spanning energy and emissions management, water recovery, the circular economy and the supply chain, we aim to use resources more efficiently and support the low-carbon transition.

IN THIS SECTION

Resource and carbon management 45

Operational and energy efficiency 48

Water, circularity and supply chain 50

PRODUCTION & CONSUMPTION

Managing resources responsibly

Our Priorities & Strategic Preparedness

As İnci Holding and Group companies, we address climate transition risks such as carbon pricing, carbon border regulations, the digital product passport and supply chain transformation, alongside the physical impacts of climate change, as an integral part of our strategic risk management. While closely monitoring vulnerabilities related to climate change, natural resource depletion, biodiversity loss and the supply of critical raw materials, we prioritize investments that reduce our environmental impacts and enhance our operational resilience and competitiveness.

In line with our approach to responsible production and consumption, we are scaling up practices that improve resource efficiency throughout the product life cycle and strengthening sustainability performance together with our suppliers. While effectively managing climate risks through digitalization and data-driven management systems, we are turning this transformation into an opportunity for sustainable growth and long-term value creation.

2025 · EFFICIENCY INDICATORS

0.003
tCO_2 / product unit*

47%
Carbon intensity reduction per product

20%
Energy intensity reduction · TL turnover

59%
GHG intensity reduction · TL turnover

35%
Increase in emission reductions via certificates

8.3% / 99%
Scope 1 / Scope 2 emission reduction

* Excluding Yusen İnci Lojistik. Changes vs. 2024.

LOW-CARBON TRANSITION

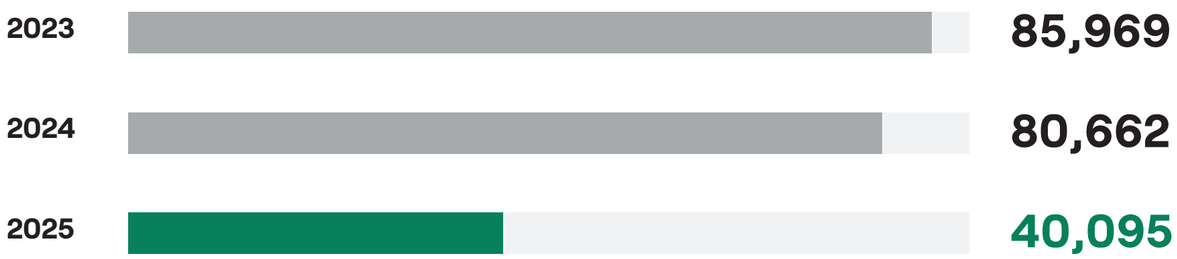
Advancing Toward a Low-Carbon Future with Digital Carbon Management

As İnci Holding, we continuously improve our carbon footprint calculation and reporting processes and manage our climate targets with a data-driven and transparent approach. In 2025, through a collaboration established via İnci Radar, we carried out the calculation and consolidation of our carbon emissions on CarbonEmit, an AI-powered sustainability platform, making our carbon management processes faster, more accurate and more traceable.

Throughout 2025, we assessed the energy and fuel consumption data of our Group companies to calculate İnci Group's total carbon footprint. With the contribution of I-REC and YEK-G instruments, we reduced our total emissions to 40,095 tCO_2e, achieving a 50% reduction compared to the previous year and a 60% reduction compared to the 2023 base year. This result demonstrates our determination to advance our low-carbon transition journey by addressing renewable energy use, energy efficiency and digital carbon management through a holistic approach.

ACTUAL TOTAL EMISSIONS

Scope 1 + 2 · tCO_2e



2024 → 2025: 50% decrease

2035 TARGET

49,986 tCO_2e

Long-term emission target

2035

PRODUCTION & CONSUMPTION

Hasat Hibe Programı (Harvest Grant Program): third cycle

Hasat Hibe Programı – 3rd Cycle

Led by İnci Vakfı in collaboration with İnci Holding, we held the third cycle of Hasat Hibe Programı in 2025, which we run to support young people in developing sustainability-focused solutions. In this cycle, İzmir Metropolitan Municipality supported the program for the first time, and we launched the special award “Sustainable Living Solutions for İzmir’s Future.” Selected from a total of 34 applications, the projects continued their development through training, mentoring and jury evaluation processes.

Following the final evaluations, we provided a total of TL 1.5 million in grant support to the finalist projects. In the third cycle, Sürdürülebilir1İzmir awards were also presented in partnership with İzmir Metropolitan Municipality, along with Erdem Kaya Patent consultancy and a Bermuda Ajans social media award, and ReSkills provided coaching support to 10 projects. By concluding the program with the Final Day held at the İzmir Historic Gasworks, we contributed to building a strong ecosystem that supports the development of sustainability-focused technology projects.

Thematic Area	Project Name
Environment and Circular Economy	Chitolastic
Energy and Industrial Efficiency	Biomix
Food and Agricultural Technologies	Biopols
Food and Agricultural Technologies	ChemCode
Food and Agricultural Technologies	RePect
Smart Cities and Sustainable Urban Living	Helimore

TL 1.5 Million
Grant Support

10 Projects
Coaching Support

PRODUCTION & CONSUMPTION

Operational efficiency through digital monitoring

Low-Carbon Logistics Transformation at Yusen İnci by Reducing Fuel Consumption

We focus on reducing fuel consumption and lowering our carbon emissions across our operations. Thanks to improvements in vehicle use and operations planning, we reduced our diesel consumption by 86% in 2024 and by 83% in 2025. This transformation contributed to a 25% decrease in our annual direct emissions.

By regularly monitoring and managing our fuel-related emissions, we reduce the environmental impact of our logistics activities, increase our operational efficiency and support our goals for the transition to low-carbon transportation.

İnci GS Yuasa- Efficiency and Carbon Reduction through Digital Energy Management

With the Digital Energy Management System we implemented to monitor our energy, water and natural gas consumption in real time, we manage our resource use more effectively. Thanks to the DTS infrastructure and artificial intelligence (AI)-supported analytics, we proactively identify improvement opportunities, and we reduced manual reporting time from one week to 10 seconds. The system enabled 34.15 TOE in energy gains and a 188.6-ton reduction in CO_2 emissions.

İnci GS Yuasa – Resource Efficiency through Digital Quality Control

At İnci GS Yuasa, we digitalized our final quality control processes with the QuikScan application we developed, converting manual data entry into a barcode-based system. This delivered a 55% improvement in inspection times, saving 2,576 labor hours per year while strengthening traceability. By optimizing operational efficiency and resource use, the application reduced rework and error rates and contributed to our sustainable production goals. We also helped reduce our environmental impact with annual electricity savings of 249.6 kWh.

83% in 2025
Diesel Consumption Reduction

25% Annually
Emission Reduction

249.6 kWh Annually
Electricity Savings

Real-time monitoring — **Data-driven management** — **Resource efficiency**

PRODUCTION & CONSUMPTION

Energy efficiency in production

Process Optimization for Low-Carbon Production at ISM Minibar

At ISM Minibar, we reviewed our energy-intensive operations and implemented a range of process improvements to make our production processes more efficient and lower-carbon. In this context, we optimized combustion operations in certain processes to reduce flame levels and flame exposure times; improved press operations for ventilation openings to cut cycle times and energy consumption; and minimized energy and gas use by reducing the number of welding points in cooling units.

Maxion İnci - Measurable Savings through Line-Based Energy Efficiency

At Maxion İnci Wheel Group, our energy efficiency projects on production lines, covering Flowforming machines, cooling systems, pump and hydraulic equipment optimization and compressor conversions, delivered annual energy savings of more than 862,500 kWh. Through process-based improvements, we are reducing energy consumption while increasing operational efficiency, lowering our carbon emissions and making energy management an integral part of our daily production processes.

Annual energy savings of more than 862,500 kWh

Maxion Jantaş Energy Efficiency Project

At Maxion Jantaş, our energy efficiency initiatives reduced our electricity consumption per wheel from 24.44 kWh/wheel in 2024 to 23.37 kWh/wheel in 2025. Supported by compressor optimization, reduction of air leaks, investments in energy-efficient equipment and digital energy monitoring systems, our efforts continuously improved our energy performance while contributing to a smaller carbon footprint and more efficient use of resources.

Maxion Jantaş · Electricity consumption per wheel
24.44 kWh/wheel in 2024 23.37 kWh/wheel in 2025

Maxion İnci- Energy Efficiency Investment Turning Waste Heat into Value

At Maxion İnci Wheel Group, the flue heat recovery project we implemented in our melting furnaces recovers waste energy released in production processes, delivering annual energy savings of 10 million kWh and a CO_2 reduction of 736 tons. With a payback period of just 1.5 years, this application combines energy efficiency with carbon reduction while also lowering our operating costs. The project creates strong environmental and economic value, supporting our low-carbon production goals and increasing resource efficiency.

Annual energy savings of 10 million kWh

Water management and circular economy

CLIMATE CHANGE AND PROTECTION OF RESOURCES – WATER MANAGEMENT AND CIRCULAR ECONOMY

İnci GS Yuasa – Osmosis Wastewater Recovery Project

With our Osmosis Wastewater Recovery Project, we reuse the wastewater generated in our processes, ensuring more efficient use of water resources. This allows us to reduce our water consumption and lower the environmental impacts of water transportation. Through the project, we target an annual CO_2 emission reduction of 8.6 tons while strengthening our holistic sustainability approach that integrates water management, resource efficiency and process optimization.

8.6 Tons CO_2

Emission Reduction

Circular Packaging Transformation at ISM Minibar

By switching to recycled bags in the packaging of our minibar products, we completely eliminated our consumption of primary raw materials. This reduced plastic-based resource use, strengthened the circular economy approach in our packaging processes and lowered our environmental impact. Implemented as part of our carbon reduction-focused Green Kaizen initiatives, this project is one of 20 completed and approved sustainability projects that together contribute total efficiency and cost gains of approximately €40,000 per year.

ISM Minibar – Reducing Warning and Information Labels

At ISM Minibar, we reviewed the warning and information labels on our products and reduced unnecessary label use. This lowered label material and ribbon consumption while reducing waste generation, packaging use and the associated carbon emissions, strengthening our eco-friendly product profile.

Water management and circular economy

Maxion İnci – Adaptive Face Bright Machining Project

At Maxion İnci Aluminum Passenger Car Wheels, we deployed a laser traceability system and adaptive machining technologies to improve quality and efficiency in our front-face machining processes. The project increased our daily production capacity by 19%, from 8,000 to 9,500 units, while reducing the scrap rate by 49% and the rework rate by 41%. These improvements prevented the generation of 29.5 tons of paint, 61.7 tons of raw material and approximately 100 tons of waste. By advancing operational excellence and resource efficiency together, we achieved a 4.39% improvement in our annual CO_2 emissions.

9,500
Production Capacity (Units)

49%
Scrap Rate Reduced

41%
Rework Rate Reduced

100 Tons
Waste Generation Prevented

4.39%
Improvement in CO_2 Emissions

Maxion İnci ATA Plant Rainwater Harvesting Project

With the rainwater harvesting system we commissioned at Maxion ATA, we filter and store rainwater collected from roof surfaces and reuse it in processes such as irrigation, cleaning and sanitation. This has reduced our use of municipal (mains) water and groundwater, strengthened our resource efficiency and contributed to our sustainable water management goals.

The project delivers annual water savings of 1,000 m^3, and approximately 25% of the water used at the facility is now supplied by recovered rainwater.

1,000 m^3
Water Savings

25%
Recovered Rainwater

Continued from the previous page

PRODUCTION & CONSUMPTION

Sustainability in the supply chain

SUSTAINABILITY IN THE SUPPLY CHAIN

Emission Reduction through Green Logistics at Yusen İnci

In our European collection operations, we made our transportation model more efficient through shipment consolidation and load optimization. As a result, we reduced the number of vehicles from 118 to 59, cut CO_2 emissions by 92.6 tons and improved our transportation-related emissions by 68.94%. By rolling out this practice, which enhances operational efficiency and service quality, to operations in other countries, we continue to support our sustainable transportation goals.

92.6 tons CO_2 emission reduction

EcOFreight Sustainable Packaging and Digital Logistics Transformation Project

At Maxion Jantaş, under the EcOFreight Project, we implemented container loading optimization and digital logistics applications to increase the efficiency and sustainability of our logistics processes. These efforts raised the container fill rate from 82.5% to 85%, improving our transportation and storage efficiency. With the Shipmind digital platform, we made shipment processes centralized and trackable in real time, and increased operational efficiency by reducing communication traffic.

85% container fill rate

ISM Minibar – Supply and Logistics Optimization through Material Reduction

At ISM Minibar, our material reduction practices in product and packaging processes have lowered resource consumption across the supply chain. Using less material allowed us to optimize shipment, carton and packaging requirements, while helping reduce carbon emissions from supply processes and external dependency.

Green Logistics in the Supply Chain at İnci GS Yuasa

Through İnci GS Yuasa's "Green Logistics" project, which aims to reduce resource use and carbon emissions in battery transportation, shipments on the same route were combined into a single transport plan. This reduced fuel and vehicle use and minimized empty return trips. The project made a tangible contribution to environmental sustainability, with a 15% operational cost advantage and an annual reduction of 30,800 kg in CO_2 emissions.

30,800 kg CO_2 emission reduction

Yusen İnci - Sustainable Supply Chain Management through Digital Carbon Tracking

At Yusen İnci Lojistik, we deployed the CO_2 E-Calculator System to manage emissions in our supply chain more transparently and traceably. Aligned with ISO 14083 and the GLEC Framework, the system enables us to digitally track and analyze transport-based carbon emissions and share them with our customers. By also reporting our Scope 1, 2 and 3 emissions digitally, we support data-driven carbon management and build a strong foundation for our carbon reduction efforts in line with our sustainable logistics goals.

PRODUCTION & CONSUMPTION

Eco-friendly products and services

DEVELOPING ECO-FRIENDLY PRODUCTS AND SERVICES

İnci GS Yuasa- Supporting Low-Carbon Mobility with the New-Generation EFB+C Auxiliary Battery

At İnci GS Yuasa, in 2025 we moved into series production of the L3-class EFB+C battery we developed for the 12 V auxiliary energy needs of start-stop, micro-hybrid and electric vehicles. Its innovative carbon technology delivers a 65% improvement in dynamic charge acceptance performance, and the product supports more efficient operation of start-stop and regenerative braking systems. In this way, it contributes to an emission reduction potential of up to 12% at the vehicle level, while its high cycle durability and recyclable design support our resource efficiency and circular economy goals.

ISM Minibar- Raw Material Efficiency through Eco-Design

At ISM Minibar, as part of our PU Grammage Optimization study aimed at reducing the environmental impact of our products, we reviewed the quantities of polyol, pentane and isocyanate used and optimized raw material consumption per product. This allows us to maintain the same product performance while producing with fewer resources. Part of our eco-design approach, this practice increases raw material efficiency and supports our goal of reducing resource consumption, production-related environmental impacts and the carbon footprint per unit of product.

ISM Minibar – Less Material in the Product, Lower Impact

At ISM Minibar, we are redesigning our products to reduce their environmental impacts throughout their life cycle. As part of this effort, our Removal of the Cooling Unit Protective Cage project simplified product design and reduced the use of wire cages, cardboard boxes and related packaging materials. This lowered material consumption, waste generation, labor requirements and logistics-related environmental impacts, enabling a transition to a more resource-efficient product structure.

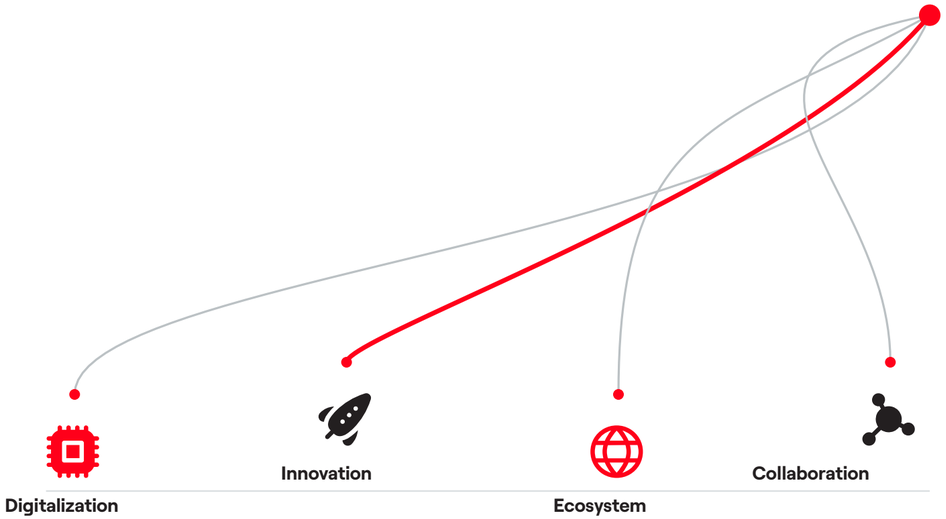
İnci GS Yuasa – More Efficient and Eco-Friendly Products through Smart Battery Management

At İnci GS Yuasa, to optimize the performance of lithium-ion batteries used in electric forklifts, we analyzed state of charge (SOC) estimation algorithms using real field data and laboratory tests and identified the most suitable solution. Through this work, we built a more accurate and reliable energy management infrastructure that can be used in our future Battery Management Systems (BMS).

The project contributes to resource efficiency by supporting more efficient battery use and extended service life. Longer-lasting batteries help reduce waste generation and raw material needs, strengthening our goal of developing more sustainable and eco-friendly products for electric forklifts.

INVESTING IN INNOVATION FOR NEW GENERATIONS

WITH INNOVATION FOR NEW GENERATIONS



Preparing for the needs of the future starts with developing new ideas today. By bringing our investments in technology, digital transformation and entrepreneurship together with our business processes, we aim to strengthen our long-term competitiveness and our capacity to create sustainable value.

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İnci Radar and open innovation 59

Investing in innovation, preparing for transformation

Our Priorities & Strategic Preparedness

As the global economy is reshaped by megatrends such as climate change, the energy transition, artificial intelligence (AI) and digitalization, we at İnci Holding see this transformation as a strategic opportunity that supports our sustainable growth and competitiveness. We position technology, innovation and entrepreneurship as an integral part of our business model, and focus on solutions that support the low-carbon transition, resource efficiency and digitalization.

One of the key applications of this approach, the İnci Radar Open Innovation Platform, brings our Group companies together with the entrepreneurship ecosystem, enabling innovative solutions in AI, energy efficiency, sustainable production and digitalization to be integrated into business processes. Through Vinci VC, we invest in technology startups aligned with our strategic priorities, while the collaborations we have developed with VFlowTech, part of our portfolio, strengthen our capabilities in energy storage technologies.

Through the AI and digital transformation projects we carry out across the Holding and our Group companies, we are spreading a culture of data-driven decision-making, increasing operational efficiency and building the capabilities of the future today. With our open innovation programs, venture capital investments and Corporate AI Governance approach, we aim to be a holding company that shapes technological transformation rather than follows it.

DIGITAL TRANSFORMATION

At İnci Holding, we see AI and data-driven technologies as a strategic priority that supports our long-term competitiveness. Across our Group companies, we run AI-supported transformation projects in many areas, from smart manufacturing to digital logistics; through our Corporate AI Governance model, Microsoft Copilot applications, AI agents and employee development programs, we are making this transformation part of our corporate culture. In this way, we are increasing operational efficiency while accelerating the data-driven transformation that supports the business models of the future.



109 · R&D projects · Digitalization and AI

INNOVATION

AI and digital production

İncitaş X Skymod Collaboration: Strengthening Operational Efficiency and Employee Experience through Digital Transformation

At İncitaş, our AI-powered workforce assistant project, launched with SkyMod through the İnci Radar open innovation platform, delivered 15% time savings in our operational processes. In our sales channels, we achieved an efficiency gain equivalent to 0.75 of cost. This project shows that digital transformation is more than a technology investment: it is a people-centered process that improves the employee experience. Through our digital transformation strategy, we continue to strengthen our operations and add value for our employees.

15% time savings and 0.75 efficiency gain

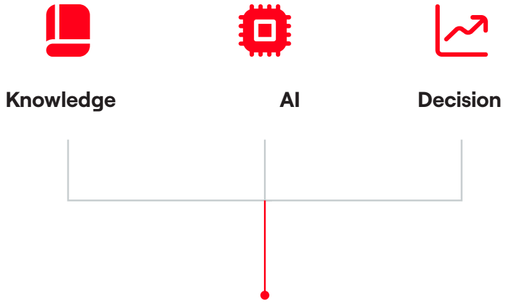
İnci GS Yuasa – İnciAssist: AI-Powered Knowledge and Decision Support System

At İnci GS Yuasa, our AI-powered İnciAssist platform brings production, quality and corporate knowledge sources together in a single point, enabling our employees to access verified information quickly and securely. As a result, we achieved an 87% increase in workforce productivity while accelerating access to information and decision-making, and strengthening our institutional memory and employee experience.

87% increase in workforce productivity

İnci GS Yuasa – Digital Assembly Journey and Process Traceability

With the Battery Assembly Journey project implemented at İnci GS Yuasa, we made data from the critical assembly and quality control processes of battery production traceable at the individual battery level. Through the digital infrastructure we developed, we monitor process parameters and test results in real time, strengthening visibility, quality management and our data-driven decision-making capabilities. Developed entirely in-house, the solution provided a cost advantage of approximately USD 60,000 compared with outsourced alternatives, while contributing to more effective process management and optimized resource use.



87%

İnciAssist Productivity increase

INNOVATION

From data to production results

Maxion İnci – Jawdalf AI Project

With the Jawdalf platform we developed at our Maxion İnci Aluminum Passenger Car Wheels plant, we brought together data from ERP, MES and other corporate systems in a single point, making production processes visible end to end. AI-supported analytics enable us to quickly detect performance losses, quality problems and operational risks, while strengthening root cause analysis and data-driven decision-making. Jawdalf stands out as one of our digital transformation tools that increases operational efficiency and supports continuous improvement.

Maxion İnci –AI-Powered Wheel Identification and Marking Automation Project

At Maxion İnci Aluminum Casting Operations, we deployed AI-powered image processing technology to improve quality in our wheel marking processes. Trained on 415,000 process data points, the system reduced error risks with a 99.51% accuracy rate and a 700-millisecond processing time, while strengthening customer satisfaction.

The project also contributed to resource efficiency by reducing rework and scrap, creating annual savings potential of R$196,000.

99.51% accuracy rate and 700-millisecond processing time

Maxion Jantaş – CounterStrike Digital Transformation Project

At Maxion Jantaş, with the CounterStrike Project we implemented to accelerate digital transformation in our paint shop processes, we increased production volume from 1,850 to 2,335 units and overall equipment effectiveness (OEE) from 53.8% to 60.8%. While real-time monitoring and automation infrastructure strengthened production continuity, this achievement earned us first place in the Digital Transformation category of the Global Maxion Team Awards.

2,335 units of production volume and 60.8% equipment effectiveness (OEE)

CounterStrike

1,850

Production volume · before

2,335

Production volume · after (units)

OEE 53.8% → 60.8%

INNOVATION

Future business areas and the investment ecosystem

INVESTING IN FUTURE BUSINESS AREAS

Contributing to Future Transformation with Vinci Corporate Venture Capital

Through its corporate venture capital fund Vinci, İnci Holding is preparing for the business areas of the future by investing in startups operating in energy transition, artificial intelligence, digitalization and sustainable industrial technologies. Portfolio companies such as SunGreenH_2, Turbit, Perciv AI, ThingTrax and ShipsGo support the transition to a low-carbon economy with green hydrogen, artificial intelligence, smart manufacturing and digital logistics solutions. While the international successes our portfolio companies achieved in 2025 strengthen our position in the ecosystem, in the coming period we aim to support the growth of our existing investments and the wider use of these technologies across Group companies.

Vinci Strengthens ESG Maturity in Portfolio Companies

At Vinci, we regularly monitor the sustainability performance of the startups we invest in through the “ESG VC Measurement Framework” and systematically track their areas for improvement. The assessments show significant progress in recent years, particularly in environmental and social performance topics, as well as the establishment of stronger structures in carbon management, diversity and inclusion practices, employee well-being and corporate governance.

In addition, the survey results also shape the development roadmaps of our portfolio companies. Through this approach, we aim to support the sustainable growth capacity of our startups while also strengthening their potential to create long-term value.

Strategic Growth in Energy Storage and Clean Technologies

We see energy storage technologies as one of the most critical growth areas of the future in the transition to a low-carbon economy. While taking steps toward the European energy storage market through our strategic partnership with VFlow, we aim to build a strong position in next-generation energy ecosystems with our investments focused on energy storage, energy management and clean energy solutions. These investments support our sustainable growth targets while strengthening our capacity to create value in the energy transition.

İnci Radar and open innovation

PARTNERSHIPS WITH THE ENTREPRENEURSHIP ECOSYSTEM

Accelerating Sustainable Transformation through Open Innovation

At İnci Holding, through the İnci Radar Open Innovation Platform, we connect the entrepreneurship ecosystem with our Group companies' sustainability, digital transformation and operational excellence goals. We test technologies developed in artificial intelligence, image processing, energy efficiency, digital logistics, occupational health and safety, and sustainable production through pilot projects, and integrate successful solutions into our operations, creating both environmental and economic value. In 2025, we continued to expand our ecosystem partnerships on national and international platforms.

Operational Efficiency through İnci Radar Technology Matchmaking

Under İnci Radar, we regularly analyze the strategic needs of our Group companies and continuously scan the entrepreneurship ecosystem in line with the needs-identification work we carry out with our business units. Through this systematic approach, we bring together our Group companies with startups offering innovative solutions in artificial intelligence, data analytics, digitalization, sustainability and operational efficiency; by developing technology-driven partnerships, we accelerate our digital transformation goals and create tangible business results.

Needs analysis → **Ecosystem scanning** → **Technology matchmaking** → **Pilot implementation** → **Integration into operations**

INNOVATION

İnci Radar technology matchmaking

AI-Powered Forklift Safety

- 15–20% time savings in operations
- 30% fewer manual field inspections
- Approx. TL 3.0 million annual financial impact

Digital Logistics Management

- 80% reduction in supplier e-mail traffic
- 100% increase in process visibility
- 30 hours of labor saved per month
- Approx. TL 1.8 million annual financial impact

VR-Supported Occupational Health and Safety

- 40% improvement in training preparation and delivery time
- Increased risk awareness
- Digital and accessible training infrastructure
- Approx. TL 1 million annual financial impact

Automatic Product Recognition with Image Processing

- Digital tracking of 170 thousand products per month
- 70% reduction in inspection time
- Operational workforce gains
- Approx. TL 2 million potential annual impact

INNOVATION

Open calls and international partnerships

Our 2025 Open Innovation Calls

In 2025, under İnci Radar, we launched three open innovation calls based on the strategic needs of our Group companies. For ISM Minibar, we focused on energy efficiency and sustainable minibar technologies; for Maxion TRO, on AI-powered quality control systems and smart occupational health and safety solutions. Through these calls, we matched our Group companies' priority needs with the capacity of the national and international entrepreneurship ecosystem to generate innovative solutions, contributing to the development of new pilot projects, technology partnerships and business models that will create long-term value.

An Innovation Network Growing with International Ecosystems

We are taking our entrepreneurship activities beyond national borders and building strong partnerships with international innovation ecosystems. Thanks to the new national and international partnerships we launched in 2025, we are increasing our access to startups, investment opportunities and advanced technology solutions, while continuing to forge new collaborations in artificial intelligence, energy technologies, sustainable production and digital transformation.

2025 OPEN CALLS

ISM Minibar
Energy efficiency and sustainability

Maxion TRO
AI-powered quality control

Maxion TRO
Smart occupational health and safety

FOR NEW GENERATIONS

We carry the values we inherited from the past on to new generations with today's sense of responsibility. Strong governance, human development, the responsible use of resources and innovation are complementary parts of our long-term approach. In the coming period, we will continue to measure our progress, openly assess our areas for improvement and create value for new generations.

PERFORMANCE INDICATORS · 2021–2025

Social performance indicators

Employee profile and employment

SOCIAL	2021	2022	2023	2024	2025
Total Number of Employees	3,054	3,166	3,266	3,180	**3,259**
Female	283	304	307	310	**288**
Male	2,771	2,862	2,959	2,870	**2,971**
Full-Time	2,957	3,158	3,259	3,174	**3,257**
Part-Time	97	8	7	6	**2**
Under 30	664	648	719	634	**824**
30–50	2,247	2,351	2,331	2,280	**2,243**
Over 50	143	167	216	241	**192**
Number of Senior Executives	93	125	68	56	**75**
Female	23	31	24	18	**29**
Male	70	94	44	38	**46**
Number of Middle Managers	159	113	166	162	**129**
Female	47	35	53	48	**42**
Male	112	78	113	114	**87**
Total Number of New Hires (Office Employees)	130	207	115	80	**108**
Female	55	53	58	28	**42**
Male	75	154	57	52	**66**
Under 30	56	98	61	27	**36**
30–50	70	69	51	52	**68**
Over 50	4	3	3	1	**4**
Total Number of New Hires (Field Employees)	407	364	480	241	**377**
Female	16	19	12	12	**18**

PERFORMANCE INDICATORS · 2021–2025

Social performance indicators

Continued from the previous page: New hires (field employees)

SOCIAL	2021	2022	2023	2024	2025
Male	391	345	468	229	**359**
Under 30	206	177	264	118	**209**
30–50	188	185	208	120	**160**
Over 50	13	2	8	3	**8**
Number of Employees Returning to Work After Parental Leave	168	163	56	46	**77**
Female	8	8	7	4	**3**
Male	160	155	49	42	**74**
Number of Employees Receiving Regular Performance Reviews	2,991	2,289	2,230	2,458	**2,296**
Employee Turnover Rate (%)	3.00	13.96	19.90	12.89	**15.31**
Female	17%	17%	15%	15.06%	**19.8**
Male	13%	14%	21%	12.66%	**14.9**
Total Training Hours	37,023	74,959	90,405	104,983	**103,421**
Female	5,745	11,855	14,005	10,711	**11,294**
Male	31,278	63,104	76,400	94,271	**92,127**
Average Annual Training Hours per Employee	22	24	28	25	**32**
Female	-	39	46	30	**39**
Male	-	22	26	24	**35**
Accident Frequency Rate	6.72%	6.12%	1.98%	36.00%	**26.58**
Number of NGO Memberships	35	42	46	47	**48**
Number of NGOs with Management Roles Held	12	15	16	15	**14**
Number of People Reached through Foundation Projects	4,809 children/ 239 youth	5,518 children/ 289 youth	17,489 children/ 734 youth	14,430 children / 550 youth	**12,213 children/ 501 youth**

Continued from the previous page

PERFORMANCE INDICATORS · 2021–2025

Environmental performance indicators

Energy, emissions and water

ENVIRONMENTAL	2021	2022	2023	2024	2025
Total Direct Energy Consumption (MWh)	172,030	218,493	223,594	219,261	**215,302**
Total Indirect (Purchased) Energy Consumption (MWh)	233,883	278,854	209,666	211,905	**205,534**
Energy Intensity per Product (MWh/unit)		0.082	0.035	0.030	**0.031**
Change in Energy Intensity (TL Turnover Basis)			-58%	-28%	**-30%**
Total Direct GHG Emissions (Scope 1) (tons CO_2)	40,538	41,511	40,339	43,420	**39,795**
Total Indirect GHG Emissions (Scope 2) (tons CO_2)	64,474	48,419	45,630	37,242	**300**
Total GHG Emissions (Scope 1 + Scope 2) (tons CO_2)	105,012	89,930	85,969	80,662	**40,095**
GHG Intensity per Product (CO_2e/product)		0.00695	0.00688	0.00569	**0.00297**
Change in GHG Emissions Intensity (TL Turnover Basis)			-29%	-32%	**-59%**
Total Water Consumption (m^3)	1,429,874	1,408,960	1,412,909	1,401,959	**1,184,749**
Municipal Water	1,096,569	1,085,423	1,104,408	1,071,955	**918,313**
Groundwater	333,225	323,445	308,456	329,964	**266,395**
Other	80	92	45	40	**1,282**
Recovered Water (m^3)	-	-	53,076	334,376	**227,432**

PERFORMANCE INDICATORS · 2021–2025

Environmental performance indicators

Waste, materials and supply

ENVIRONMENTAL	2021	2022	2023	2024	2025
Water Intensity per Product (m^3/product)	-	0.11	0.11	0.10	**0.09**
Change in Water Intensity (TL Turnover Basis)			-25%	-28%	**-37%**
Total Waste (Tons)	66,834	61,025	60,576	54,496	**61,719**
Total Hazardous Waste (Tons)	19,044	8,761	9,054	9,083	**8,663**
Total Non-Hazardous Waste (Tons)	47,790	52,264	51,522	45,413	**53,056**
Recycled Waste (Tons)	54,526	47,930	58,345	51,233	**60,546**
Waste Intensity per Product (tons/unit)	-	0.005	0.005	0.004	**0.005**
Change in Waste Intensity (TL Turnover Basis)			-30%	-18%	**-7%**
Weight of Recycled Materials Used to Produce and Package Products (Tons)	-	28,497	45,420	51,968	**34,934**
Weight of All Materials Used to Produce and Package Products (Tons)	-	165,104	196,956	176,532	**72,908**
Number of New Suppliers Screened Using Environmental Criteria	1	66	37	49	**201**
Percentage of New Suppliers Screened Using Environmental Criteria	-	4%	19%	30%	**51%**

Continued from the previous page

PERFORMANCE INDICATORS · 2021–2025

Economic and governance performance

ECONOMIC	2021	2022	2023	2024	2025
Growth Rate over the Last 5 Years (TL)	32%	47%	41%	50%	**54%**
Growth Rate over the Last 5 Years (EUR)	5%	10%	7%	6%	**9%**
Total Number of R&D Projects	28	60	70	99	**109**
Total Number of Patent Applications	5	6	4	7	**3**
Number of Ethics Violations Identified	44	86	49	65	**39**
Share of Employees Trained on Ethics Compliance (%)	80	79	67	*Held once every 2 years	**90**
Closure Time for Ethics Line Cases (Days)	34	21	56	45	**52**
Average Share of Family Members on Boards of Directors (%)	23	23	16	20	**20**
Ethics Compliance Stakeholder Survey Score	4.7	4.3	4.9	4.1	**4.8**
Ratio of Board Meetings Held to Planned (%)	126	108	123	129	**107**
Board Meeting Attendance Rate (%)	99.7	96	97	98	**99**
Board Committees' Adherence to Meeting Schedule (%)	100	98	96	90	**92**

PERFORMANCE INDICATORS · 2023–2025

Three-year view of social performance

Women in senior management



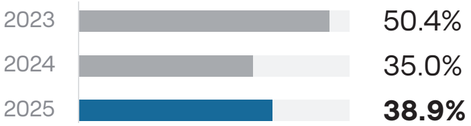
2024 → 2025: 6.5 pp increase

Women in middle management



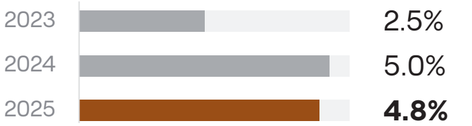
2024 → 2025: 2.9 pp increase

Women new hires · office



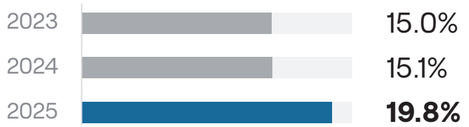
2024 → 2025: 3.9 pp increase

Women new hires · field



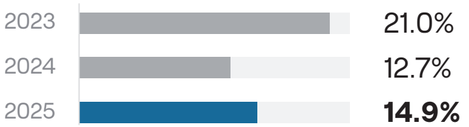
2024 → 2025: 0.2 pp decrease

Female employee turnover rate



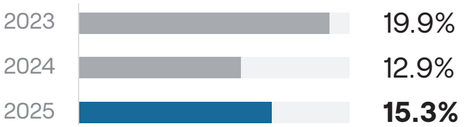
2024 → 2025: 4.7 pp increase

Male employee turnover rate



2024 → 2025: 2.2 pp increase

Workforce turnover rate



2024 → 2025: 2.4 pp increase

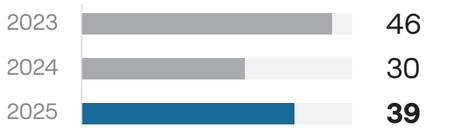
Average training per employee



2024 → 2025: 28.0% increase

Unit: hours

Training per female employee



2024 → 2025: 30.0% increase

Unit: hours

Accident frequency rate

2023 **1.98%**
2024 **36.00%**
2025 **26.58**

Units are stated differently in the source.

No. of NGO memberships



2024 → 2025: 2.1% increase

Unit: number

2025 employee breakdown

Total 3,259 people

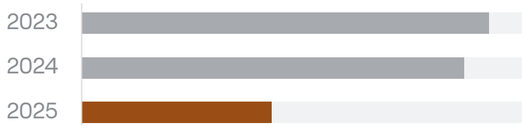
288 women · 2,971 men

Change color: Blue = increase · Terracotta = decrease. Colors do not indicate a positive/negative performance judgment.

PERFORMANCE INDICATORS · 2023–2025

Three-year view of environmental performance

Total GHG emissions · Scope 1 + 2



2023	85,969
2024	80,662
2025	**40,095**

2024 → 2025: 50.3% decrease

Unit: tons CO_2

Total waste



2023	60,576
2024	54,496
2025	**61,719**

2024 → 2025: 13.3% increase

Unit: tons

Recycled waste



2023	58,345
2024	51,233
2025	**60,546**

2024 → 2025: 18.2% increase

Unit: tons

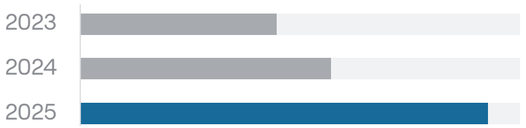
Recycled waste rate



2023	96.3%
2024	94.0%
2025	**98.1%**

2024 → 2025: 4.1 pp increase

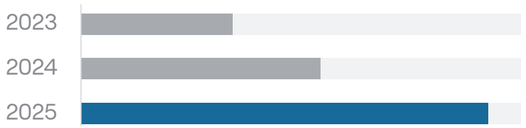
Recycled input rate



2023	23.1%
2024	29.4%
2025	**47.9%**

2024 → 2025: 18.5 pp increase

Environmentally screened new suppliers



2023	19.0%
2024	30.0%
2025	**51.0%**

2024 → 2025: 21.0 pp increase

Total water consumption



2023	1,412,909
2024	1,401,959
2025	**1,184,749**

2024 → 2025: 15.5% decrease

Unit: m^3

Water recovery rate



2023	3.8%
2024	23.9%
2025	**19.2%**

2024 → 2025: 4.7 pp decrease

Share of ISO 14001-certified sites



2023	82.4%
2024	84.2%
2025	**73.9%**

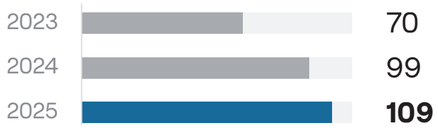
2024 → 2025: 10.3 pp decrease

Change color: Blue = increase · Terracotta = decrease. Colors do not indicate a positive/negative performance judgment.

PERFORMANCE INDICATORS · 2023–2025

Innovation, economy and governance

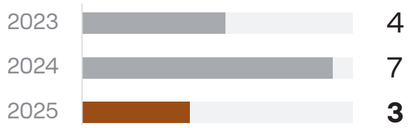
Total no. of R&D projects



2024 → 2025: 10.1% increase

Unit: number

Total no. of patent applications



2024 → 2025: 57.1% decrease

Unit: number

Growth rate over last 5 years · TL



2024 → 2025: 4.0 pp increase

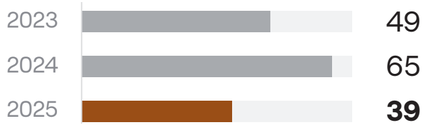
Stakeholder ethics compliance score



2024 → 2025: 17.1% increase

Unit: points

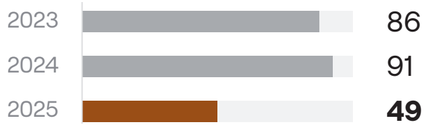
No. of ethics violations identified



2024 → 2025: 40.0% decrease

Unit: number

No. of ethics reports



2024 → 2025: 46.2% decrease

Unit: number

Ethics case closure time



2024 → 2025: 15.6% increase

Unit: days

Board committee schedule adherence



2024 → 2025: 2.0 pp increase

Unit: number

Change color: Blue = increase · Terracotta = decrease. Colors do not indicate a positive/negative performance judgment.

APPENDICES

İnci Holding Sustainable Stakeholder Engagement in 2025

İNCİ HOLDİNG

• Knowledge sharer • Ecosystem builder •

Academia and Talent Development

- Boğaziçi University Business Summit
- Ege University DTech Demo Day
- İEÜ University-Industry Collaboration
- McKinsey Next Gen Leadership Forum
- TKYD / TEİD Trainer Roles

• Quality education • Corporate governance • • Future leaders •

Entrepreneurship and Innovation Ecosystem

- TÜSİAD Corporate Entrepreneurship
- Access2Tech & IndustX Demo Day
- Arctic15 Helsinki / Slush'D İstanbul
- Accelerate İzmir Investor Meetings
- Boğaziçi Ventures AI Summit

• Innovation ecosystem • • Technology transformation • Startup collaborations •

Sustainability and Social Impact

- Circular Economy Week – Denizli
- Apollo Eco "From Energy to Sustainability"
- ORKASİFED B4Future Summit
- İZBB Sust. Report Launch
- TAİDER North Star Program

• Circular economy • Industrial transformation • • Climate collaborations •

Gender Equality and Inclusion

- İzmir Commodity Exchange Equality Stars
- Global Women Summit
- Here2Next NextGen Program

• Women's economic participation • • Inclusive leadership • Equal opportunities •

Business, Sector Networks and Policy Dialogue

- OİB IAA Mobility Munich
- OİB Egypt Trade Delegation
- Hannover Messe / YÖRSİAD
- Olea Partners Investor Day
- İZKA Industrial Brands Project

• International collaborations • • Industrial transformation • Competitiveness •

In 2025, we at İnci Holding took part as speakers, panelists, trainers, mentors, jury members and representatives in more than 35 events held across academia, the business world, public institutions, civil society organizations, the entrepreneurship ecosystem and international platforms. Through these engagements, we contributed to the sharing of knowledge and experience in sustainability, corporate governance, ethics, entrepreneurship, innovation, circular economy, gender equality and leadership development, while continuing to create shared value with our stakeholders.

APPENDICES

Reporting Scope and Guide

Social and environmental indicators

This Reporting Guide provides definitions of certain concepts and data presented in İnci Holding's Sustainability Report.

KPI	Short Definition	Unit	GRI Code
SOCIAL			
Full-Time Employees	Number of employees employed under a full-time employment contract.	Persons	GRI 2-7
Part-Time Employees	Number of employees working less than full-time working hours.	Persons	GRI 2-7
Female Employee Ratio	Share of female employees in the total workforce.	%	GRI 405-1
Male Employee Ratio	Share of male employees in the total workforce.	%	GRI 405-1
Senior Managers	Managers reporting directly to the CEO or the Board of Directors.	Persons	GRI 405-1
Middle Managers	Managers who lead teams and report to senior management.	Persons	GRI 405-1
New Employee Hires	Number of employees who joined for the first time in the reporting period.	Persons	GRI 401-1
Employees Who Left	Number of employees who left during the reporting period.	Persons	GRI 401-1
Workforce Turnover Rate	Ratio of hires and departures to the average number of employees.	%	GRI 401-1
Training Hours	Average training time provided per employee.	Hours/Person	GRI 404-1
Performance-Reviewed Employee Ratio	Share of employees who receive a performance review.	%	GRI 404-3
No. of Work Accidents	Number of recorded work-related accidents in the reporting period.	Number	GRI 403-9
LTIFR	Number of lost-time accidents per one million hours worked.	Accidents/1,000,000 hours	GRI 403-9
TRIR	Number of recordable injuries per 200,000 hours worked.	Rate	GRI 403-9
Work-Related Fatalities	Number of fatalities resulting from work accidents.	Number	GRI 403-9
Absentee Rate	Absenteeism rate relative to scheduled working time.	%	GRI 403-9
ENVIRONMENTAL			
Total Energy Consumption	Total amount of energy consumed at facilities.	MWh	GRI 302-1
Direct Energy Consumption	Energy consumed directly from fuel sources.	MWh	GRI 302-1
Indirect Energy Consumption	Energy consumption from purchased electricity, steam and heat.	MWh	GRI 302-1
Energy Intensity	Energy consumption per unit of output or turnover.	MWh/ Product or MWh/ TL Million	GRI 302-3
Scope 1 Emissions	GHG emissions from direct operations.	tCO_2e	GRI 305-1
Scope 2 (Location-based)	Indirect emissions calculated using grid emission factors.	tCO_2e	GRI 305-2
Scope 2 (Market-based)	Indirect emissions calculated based on purchased energy contracts.	tCO_2e	GRI 305-2
Scope 3 Emissions	Other indirect emissions arising from the value chain.	tCO_2e	GRI 305-3

APPENDICES

Reporting Scope and Guide

Environmental, economic and governance indicators

KPI	Short Definition	Unit	GRI Code
ENVIRONMENTAL			
Carbon Intensity	GHG emissions per unit of output or turnover.	tCO_2e/ Product or tCO_2e/ TL Million	GRI 305-4
Water Withdrawal	Total amount of water withdrawn from all sources.	m^3	GRI 303-3
Water Consumption	Amount of water consumed by operations and not recovered.	m^3	GRI 303-5
Water Intensity	Water consumption per unit of output or turnover.	m^3/Product	GRI 303-5
Recovered Water	Amount of water reused.	m^3	GRI 303-5
Water Recovery Rate	Ratio of reused water to total water consumption.	%	GRI 303-5
Groundwater Use	Amount of water withdrawn from groundwater sources.	m^3	GRI 303-3
Total Waste	Total amount of hazardous and non-hazardous waste generated.	tons	GRI 306-3
Hazardous Waste	Amount of waste subject to hazardous waste regulations.	tons	GRI 306-3
Non-Hazardous Waste	Amount of waste classified as non-hazardous.	tons	GRI 306-3
Recovered Waste	Amount of waste sent for recycling or recovery.	tons	GRI 306-4
Waste Recovery Rate	Ratio of recovered waste to total waste.	%	GRI 306-4
Waste Disposed	Amount of waste sent for final disposal.	tons	GRI 306-5
Recycled Material Use	Amount of recycled raw material used in production.	tons	GRI 301-2
Circular Material Rate	Share of recycled materials in total materials.	%	GRI 301-2
GOVERNANCE / ECONOMIC			
Ethics Violations	Number of confirmed ethics violation cases.	Number	GRI 205-3
Ethics Training Completion Rate	Share of employees who completed ethics training.	%	GRI 205-2
Corruption Incidents	Number of confirmed incidents of corruption.	Number	GRI 205-3
Board Meeting Completion Rate	Ratio of meetings held to meetings planned.	%	GRI 2-12
Board Attendance Rate	Average attendance rate of Board members at meetings.	%	GRI 2-12
Female Board Member Ratio	Share of women among Board members.	%	GRI 405-1
Independent Board Member Ratio	Ratio of independent members to total members.	%	GRI 2-9
Committee Meeting Schedule Adherence	Rate of committee meetings held as per the planned schedule.	%	GRI 2-12
Whistleblowing Line Reports	Number of reports received via the ethics whistleblowing line.	Number	GRI 2-26
ESG-Assessed Supplier Ratio	Share of suppliers assessed against ESG criteria.	%	GRI 308-1 / 414-1

Continued from the previous page

APPENDICES

GRI CONTENT INDEX

GRI	Disclosure	Description / related content	Page
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GRI 2-22	Statement on sustainable development strategy	Our Sustainability Strategy	6, 7, 8, 9, 21, 22, 23, 24
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GRI 203-1	Infrastructure investments and services supported	Investing in Innovation for New Generations	55, 56, 57, 58, 59, 60, 61
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GRI 305-2	Indirect	Our Environmental Performance, Efficient Use of Resources, Climate Chan...	11, 46, 62
GRI 305-5	Reduction of GHG emissions	Our Carbon Management Efforts: A Strong Step on the Road to 2035	46, 48, 49
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GRI 308-1	New suppliers that were screened using env. criteria	Our Environmental Performance, Sustainability in the Supply Chain	52, 64
GRI 401-1	New employee hires and employee turnover	Our Social Performance, Gender Equality and Employment ...	39, 62, 63
GRI 404-1	Average hours of training per year per employee	Our Social Performance, Our 2024 Performance Indicators	36, 62
GRI 405-1	Diversity of governance bodies and employees	Gender Equality / Strengthening Employment with Women Empl...	13, 40, 62, 63
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APPENDICES

Acknowledgements

We would like to thank all individuals and organizations who supported us in preparing our report for their contributions. You can send your questions, comments and suggestions about our report to surdurulebilirlik@inciholding.com.

Note: The reference links included in our report remain valid as of 2025.

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“Drawing strength from innovation, producing for new generations.” 2026-2027

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İNCİ HOLDİNG

SUSTAINABILITY REPORT

2023

For New Generations.

From production to society.