

Eczacıbaşı Group
Integrated Sustainability Report

Building a Healthier Future, Together

2024

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About the Report

GRI 2-2, GRI 2-3, GRI 2-4

At the Eczacıbaşı Group, our unwavering dedication to **fostering a healthier and more sustainable future** underpins every aspect of our operations. The **Eczacıbaşı Group 2024 Integrated Sustainability Report** provides a comprehensive review of our sustainability strategies, achievements, goals, performance, and progress during the fiscal year of **January 1 to December 31, 2024**.

Scope of our Report

This report covers **Eczacıbaşı Holding, Bathrooms (Eczacıbaşı Building Products Inc. Co., burgbad, VitrA Bathroom Products LLC), Tiles (VitrA Tiles Inc. Co., VitrA Tiles LLC.), Consumer Products (Sanipak Healthy Living Products Ind. and Trade Inc., Eczacıbaşı Consumer Products Maroc SARL, Jeesr Industries), Healthcare (Eczacıbaşı Pharmaceuticals Marketing Co., Gensenta Pharmaceuticals Inc. Co., Eczacıbaşı-Monrol Nuclear Products Co.), Natural Resources (Esan Eczacıbaşı Industrial Raw Materials Co.), İntema Building Materials Marketing and Sales Inc. Co. and Other (Kanyon Management and Marketing Co.)**. All financial data are stated in euros (€) unless otherwise stated.¹

Principles and Standards

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

- GRI Content Index can be reached at [Annex](#).

Updates in Presentation of Report

Updates to last year's reporting:

- The Eczacıbaşı Group's climate strategy was developed as part of the Low Carbon Transition Roadmap project launched in 2023. In line with the established climate strategy, we held interviews with C-Levels and directors, provided training on SBTi and completed carbon footprint measurements. In addition, we initiated work on emission reduction targets and the evaluation of required investments.

For additional details please refer to [Investing in Planet](#).

- We are proud to present our first Double Materiality Analysis in this report. Leveraging the insights from the double materiality assessment, we have reviewed our sustainability strategies and targets.

For additional details please refer to [Our Approach to Sustainability](#).

- A thorough climate scenario analysis was conducted for all Group companies, assessing physical and transition risks at their operational sites and five key suppliers. The impact on offices, factories, and warehouses was evaluated. To ensure the resilience of the strategy, two different climate scenarios were assessed (low and high carbon) to capture a broad range of potential climate trajectories and their associated risks and opportunities.

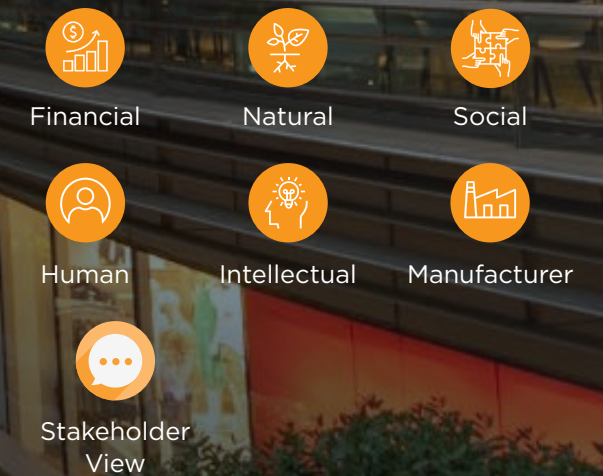
For additional details please refer to [Risk Management](#).

GRI 2-2, GRI 2-3, GRI 2-4

Assurance

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

Navigation Icons



¹ Financial data provided in this report covers all wholly owned companies and subsidiaries that are consolidated in the Eczacıbaşı Group financial statements unless otherwise stated. The demographic data of employees presented in the report pertains specifically to the operations conducted in Türkiye by the organizations included in the report.



All Eczacıbaşı Group sustainability reports since 2007 are available on our [corporate website](#).

Message from the Chairperson

Dear Stakeholders,

The year 2024 was marked by the profound impacts of global and local economic fluctuations, geopolitical uncertainties, and climate-related risks. Conflicts in the Middle East and Eastern Europe, alongside major elections around the world, shaped the international political landscape. At the same time, tight monetary policies adopted by central banks and ongoing structural challenges continued to dampen global economic growth.

In Türkiye, a sharp decline in inflation following its peak, together with notable improvements in the current account balance, helped restore confidence in the Turkish lira. Nevertheless, fluctuating domestic demand, persistent cost pressures, and the real appreciation of the lira tested the operational agility of businesses across sectors.

Amid these multifaceted challenges, the Eczacıbaşı Group remained firmly committed to its long-term vision and core values. Guided by our principles of sustainable growth, digital transformation, innovation and entrepreneurship, and social benefit, we generated value across all our business lines.

2024 was also a year in which we strategically deepened our sustainability efforts. In line with our ambition to transition to a low-carbon economy, we expanded our emissions calculations to cover our entire value chain and reassessed climate-related risks and opportunities to better understand their potential impacts on our business.

Additionally, we launched a double materiality assessment with the participation of more than 3,000 internal and external stakeholders. This initiative played a pivotal role in shaping our long-term sustainability strategy, enabling us to comprehensively evaluate both our environmental and social impacts, as well as the implications of these issues for our operations. It also laid a strong foundation for aligning our future priorities with stakeholder expectations.

Despite ongoing macroeconomic pressures, we remained focused on strategic investments and transformation projects. Operational efficiency, cost discipline, and market diversification were key to maintaining our resilience. These efforts were reflected in tangible progress across our operations.

Demonstrating our strong commitment to renewable energy, we launched the construction of two solar power plants in 2024 with a total capacity of 40 MWp: a 36 MWp plant in Aksaray for VitrA Tiles, and a 4 MWp plant in Balya for Esan. Upon completion, these projects will make a significant contribution to our transition to clean energy.

At our Sanipak facility in Yalova, we launched a wastewater recovery unit aimed at reusing 70% of the site's wastewater, further reinforcing our commitment to responsible water management. Eczacıbaşı Building Products became the first faucet producer in Türkiye to receive the national Environmental Label.

Alongside environmental initiatives, we pressed on with our efforts to cultivate an equitable, inclusive, and participatory corporate culture. Increasing the representation of women across our workforce, supporting leadership development, and aligning our human resources policies with the evolving expectations of new generations remained core priorities.

To further embed Eczacıbaşı's values throughout our organization and shape a workplace culture grounded in these principles, we conducted a comprehensive Culture Audit in 2024. This initiative involved 304 one-on-one and focus group interviews across the Group, providing valuable insights that will help us ensure a values-aligned and purpose-driven organization.

Last but not least, our Group maintained its long-term, impact-oriented support of culture, arts, sports, education, science, and technology, with a particular focus on youth. The Dr. Nejat F. Eczacıbaşı Education Scholarship Program provided scholarships to 500 university students, and the Eczacıbaşı Youth Ticket project supported student access to cultural activities by offering 120,000 highly discounted tickets to all events organized by the Istanbul Foundation for Culture and Arts (İKSİ).

In the years ahead, we will continue to pursue sustainable growth, digital transformation, innovation and entrepreneurship, and human-centered values with determination and care.

I would like to extend my heartfelt thanks to all colleagues for their unwavering dedication, and our stakeholders for their trust and collaboration. Together, we will continue to work toward a more livable world and a stronger, more resilient society.



Bülent Eczacıbaşı Chairperson

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Eczacıbaşı Group at a Glance

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Overview of the Eczacıbaşı Group

GRI 2-1

Inspired by the entrepreneurial spirit of our Group's founder, Dr. Nejat F. Eczacıbaşı, who had the courage to do more than what was "normal", we strive to add value to modern, high quality and healthy living.

Founded in 1942 in Türkiye, the Eczacıbaşı Group is a significant industrial conglomerate distinguished by its emphasis on innovation and quality, its positioning as a significant player in the global market, and its long-term ability to create value that is beneficial to people and the planet. Through a comprehensive range of products and services, including building products, pharmaceuticals and fast-moving consumer goods, Eczacıbaşı continues to work for a healthy future with care and confidence.

For details regarding the history of the Eczacıbaşı Group, please refer to [our website](#).

Our Mission

Modern lifestyles that are high quality, healthy, and sustainable.

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

For additional details regarding **Our Values**, please refer to [our website](#).



Our Organizational Structure, Brands, Products, and Services

GRI 2-1

Bathrooms

Türkiye's first and largest producer and exporter of ceramic sanitary ware, producing VitraA branded products since 1958 and bathroom furniture, bathtubs, and shower trays since 1991. Eczacıbaşı Building Products operates 14 plants across Türkiye, Germany, France, and Russia. These plants collectively produce 6.7 million ceramic sanitaryware units, 870 thousand modules of bathroom furniture, 2.2 million faucets, 250 thousand acrylic bathtubs and shower trays, 2 million concealed cisterns, and 1.1 million toilet seats.

As a creator of comprehensive bathroom solutions, Eczacıbaşı Building Products offers an inspiring range of products under well-known brands, ensuring that the bathroom is perceived as a space of beauty, relaxation and personal enrichment rather than just functionality.

For more detailed information please refer to the [Eczacıbaşı Building Products - Bathroom Integrated Sustainability Report 2024](#).

Products and Services

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



Tiles

Türkiye's leading ceramic tile exporter to the EU, VitraA Tiles started production in Tuzla, Istanbul in 1991, and Bozüyük, Bilecik in 1992, and now has an annual production capacity of 33 million square meters.

Under its Vitra, Villeroy & Boch, and Engers brands, the company is present in more than 75 countries, with its main markets being Türkiye, Germany, and France. VitraA Tiles is dedicated to meeting the evolving demands of customers and business partners with sustainable, high-quality, modern solutions featuring innovative design.

For more detailed information please refer to the [Eczacıbaşı Building Products - Tiles Integrated Sustainability Report 2024](#).

Products and Services

- Wall tiles
- Porcelain tiles
- Floor tiles
- Pool tiles
- Technical porcelain tiles
- Mosaic tiles

GRI 2-1



Consumer Products

A pioneer of Türkiye's FMCG sector, Sanipak reaches 7 out of 10 households with innovative and leading brands for hygiene paper, wet wipes, baby care products, sexual health products, and home care products.

Over the years, it has diversified its portfolio and become a leading innovator in Türkiye's personal care sector. With a diverse portfolio of 25 brands, the company operates 5 production plants and employs over 2,000 people. Sanipak distributes its products to more than 60 markets around the world.

For more detailed information please refer to the [Sanipak Integrated Sustainability Report 2024](#).

Products and Services

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



Natural Resources

The Eczacıbaşı Group, through its natural resources company Esan, is one of Türkiye's leading industrial mineral and metallic mine producers and exporters.

Established in 1978 to supply high-quality raw materials to Eczacıbaşı Group's ceramic plants, Esan has grown into one of Europe's leading industrial mineral producers and Türkiye's top exporter of lead concentrate, with over 45 years of experience and an annual production volume of 4 million tons from its 40 mines and 10 processing plants in Türkiye at Balya, Milas, Yeniköy, Yassıtaş, Çine, Polat Çine, Polat Hisarardı, Bozüyük, Sarıbeyli (Bandırma), İnce.

Esan also operates Esan Italia Minerals in Italy and maintains branch offices in China and Ukraine, where it also has a processing plant.

Overall, Esan provides more than 150 products to industries in Türkiye and exports to over 45 countries.

For more detailed information please refer to the [Esan Integrated Sustainability Report 2024](#).

Products and Services

- Industrial minerals
- Metallic mines

GRI 2-1



Healthcare

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

In 2024, Eczacıbaşı's main healthcare operations included Eczacıbaşı Pharmaceuticals Marketing, Gensenta Pharmaceuticals, and Eczacıbaşı-Monrol Nuclear Products. Eczacıbaşı Pharmaceutical and Industrial Investment Co. is dedicated to respecting human, fostering innovation, and contributing to society, culture, education, science, and sports while maintaining the highest quality in their products and services.

For more detailed information please refer to the [Eczacıbaşı Pharmaceutical and Industrial Investment Co. Integrated Sustainability Report 2024](#).

Products and Services

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



Investment Office

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

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

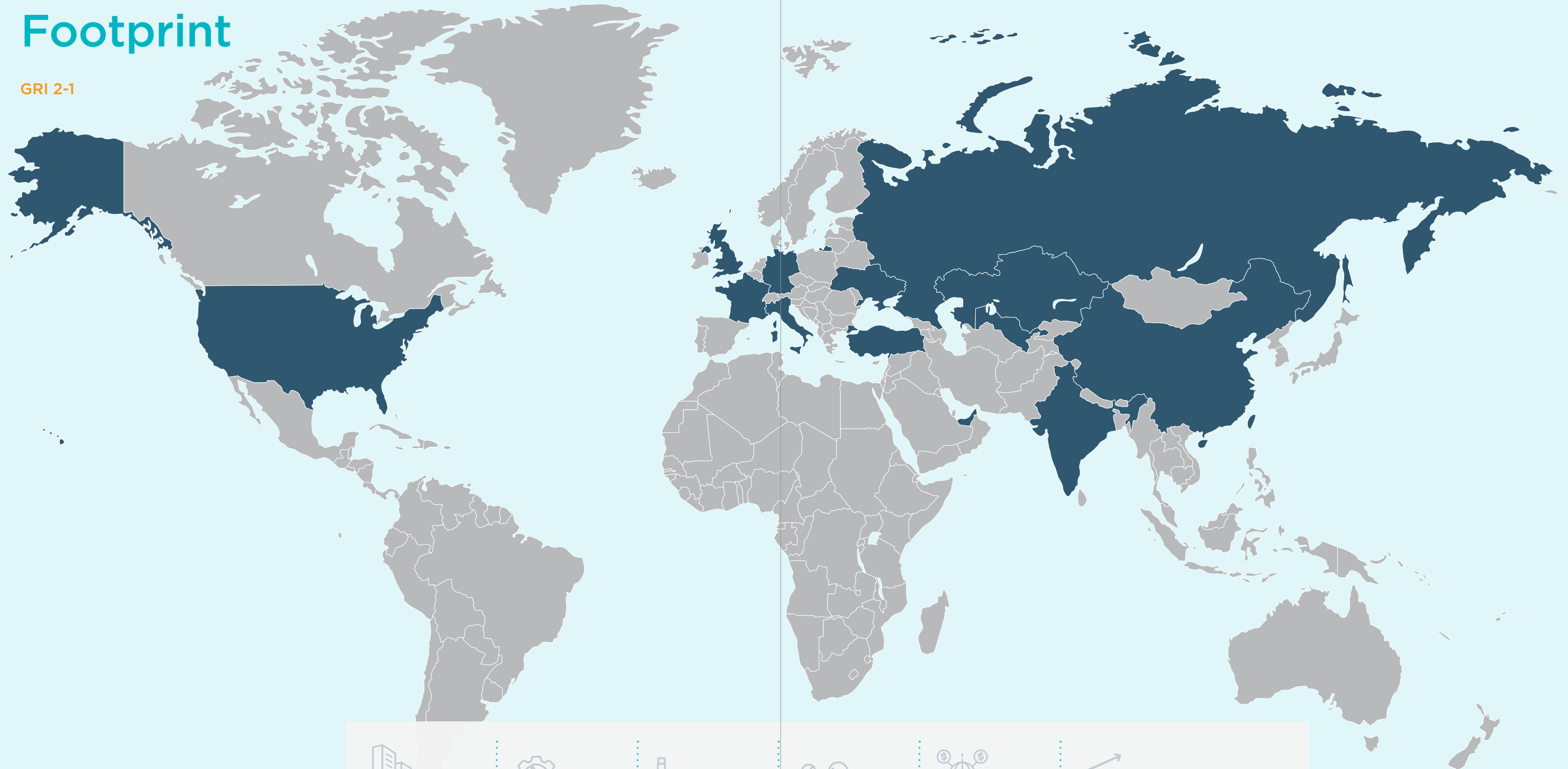
Products and Services

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

Our Global Footprint

GRI 2-1

GRI 2-1



41

Companies



5

Sectors



32

Production
Plants



12

Offices
Worldwide



+120

International
Markets



€1.9 billion

Total
Net Sales

Our Operating Environment



As a global organization, it is critical to monitor, anticipate and address the challenges and opportunities we face in a rapidly changing environment.


Global Trends	<p>Climate and Nature Crisis</p> <p>The climate crisis is becoming increasingly pronounced, as extreme weather events continue to inflict significant impacts on people, economies, and ecosystems. Economic growth and population growth are intensifying pressures on natural systems, contributing to deforestation, biodiversity loss, water scarcity, and environmental degradation. Climate change-induced disruptions to supply chains and declines in productivity are compelling businesses to adopt more sustainable practices. At the same time, regulatory expectations for transparency in corporate climate commitments are mounting.</p> <p>Despite growing urgency and consistent warnings from organizations such as the Intergovernmental Panel on Climate Change (IPCC), current measures remain insufficient and the risk of failure in achieving meaningful climate action is increasing.</p>
Our Response	<p>The Eczacıbaşı Group recognizes the multidimensional impact of the climate crisis on the economy, the environment, and society. To address these challenges, we prioritize the interests of all our stakeholders and develop strategies and roadmaps to support the transition to a low-carbon economy. At the same time, we assess and mitigate risks associated with this transition, while also seeking to leverage emerging opportunities for implementing sustainable environmental solutions.</p> <p>We are intensifying actions to reduce energy consumption by optimizing production processes, investing in infrastructure, and adopting resource-efficient technologies. We are also investing continuously in renewable energy generation and procurement to significantly reduce our carbon emissions.</p> <p>Within the scope of the Low Carbon Transition Roadmap project we launched at the end of 2023, we are continuing our efforts to define long-term carbon emission reduction targets and to evaluate the investment requirements necessary to achieve these goals.</p>
Capitals Impacted	<div></div>

To ensure our long-term success, we recognize the importance of understanding how global trends relate to our strategic initiatives so we can effectively engage with our external environment.

Global Trends	<p>Technological Progress and Digital Age</p> <p>Cutting-edge advancements in artificial intelligence, machine learning, robotics, and additive manufacturing are transforming industries by driving automation, accelerating innovation, and enhancing research, efficiency, and productivity. AI is reshaping business models by enabling predictive maintenance, streamlining supply chain operations, and improving quality assurance.</p> <p>As data-driven decision-making becomes indispensable across all sectors, there is a growing imperative to prioritize transparency, robust data governance, and cybersecurity. Ethical considerations surrounding the deployment of AI, alongside increasing regulatory oversight, demand careful and proactive engagement. Moreover, AI is emerging as a powerful enabler of sustainability, contributing to smarter energy use and more effective resource management. Ensuring that technological progress is aligned with sustainability objectives is essential for fostering long-term resilience and inclusive growth.</p>
Our Response	<p>In 2024, the Eczacıbaşı Group continued to embrace emerging technologies as a strategic lever to enhance digitalization, operational resilience, and sustainability across the value chain. We intensified our focus on artificial intelligence and advanced analytics to enable smarter and more informed decision-making. These tools have played a critical role in predictive maintenance, optimization and quality assurance, helping us reduce downtime, increase efficiency and improve service delivery.</p> <p>By aligning our digital strategy with sustainability objectives, we are not only reducing our environmental impact through smarter energy and resource management, but also reinforcing our commitment to long term, inclusive growth. As we navigate the twin transition of digital and green transformation, we remain focused on leveraging technological progress to future proof our operations, deliver value to our stakeholders, and contribute positively to society.</p>
Capitals Impacted	<div></div>




Global Trends	<p>Cybersecurity</p> <p>With rapid digital transformation, cybersecurity has emerged as a critical global risk, with profound implications for business continuity and national security. The World Economic Forum’s Global Risks Report 2025 underscores the escalating prevalence of threats such as data breaches and ransomware attacks, which increasingly target critical infrastructure and compromise personal data. The growing complexity of digital ecosystems further amplifies these vulnerabilities, compelling organizations to strengthen cybersecurity measures and enhance digital identity management.</p> <p>The MSCI 2024 report reinforces the urgency of these risks, particularly within the financial services sector. While technologies like artificial intelligence and blockchain present new opportunities, they also introduce novel challenges in safeguarding digital assets. To ensure operational resilience and protect against an evolving threat landscape, companies must prioritize robust, adaptive cybersecurity frameworks.</p>
Our Response	<p>At Eczacıbaşı, we view cybersecurity as essential to safeguarding our reputation and ensuring seamless business operations. Our approach centers on proactive risk management and robust information protection aligned with global standards such as ISO/IEC 27001. We enhance our resilience through comprehensive training programs designed to elevate cybersecurity awareness across our workforce.</p> <p>Our strategy involves continuous monitoring and assessment of potential threats, supported by cutting-edge technologies. This proactive stance is reinforced by maintaining strong cyber insurance, offering an additional layer of protection against digital threats. Furthermore, we prioritize data security, especially in our AI-driven projects, adhering to strict regulations like KVKK and GDPR. Regular audits, access controls, and training ensure our Industrial Control Systems remain secure and operationally efficient. By integrating these practices with our business continuity plans, we minimize disruptions and maintain the trust and confidence of our stakeholders.</p>
Capitals Impacted	<div></div>

Global Trends	<p>Economic Downturn and Global Inflation</p> <p>Global inflation continues to exert significant pressure, driven by the rising costs of raw materials and services largely stemming from supply chain disruptions, elevated energy prices, shifting monetary policies, and increased labor expenses. Climate-related events, including extreme weather conditions, further exacerbate these dynamics by disrupting agricultural output and straining natural resources. These interconnected challenges have far-reaching implications for corporate cost management, pricing strategies, profitability, and long-term growth.</p> <p>To remain resilient, businesses must adopt agile and adaptive approaches, such as optimizing cost structures, enhancing operational efficiency, and diversifying supply chains to mitigate risk and sustain performance in an increasingly volatile economic landscape.</p>
Our Response	<p>The Eczacıbaşı Group closely monitors global and local macro-economic developments, continuously evaluating their potential impact on our business and prospective performance and swiftly adjusting business practices accordingly. With a bold emphasis on innovation and the aid of our agile management approach, we recalibrate our commercial strategies and try to look through the challenges into the potential opportunities they present.</p> <p>Our focus on sustainable and alternative materials not only improves the resilience of our supply chains but also makes us less exposed to the price fluctuations of raw materials in international markets. The diversity of our business fields and high 54% share of international revenues generated by exports or sales from overseas operations keeps our operating model resilient to unanticipated economic shocks. In addition to broadening the Group’s international presence, we continually reassess investment opportunities in new areas to discover new channels of value creation and foster further diversification. Our proactive and agile approach helps us offer stakeholders solutions for healthy, high-quality, and sustainable living.</p>
Capitals Impacted	<div></div>

Global Trends	<p>Social Polarization and Inequality</p> <p>The World Economic Forum’s Global Risks Report 2025 underscores the growing risks posed by widening income disparities and social fragmentation, further intensified by uneven economic recovery across regions. Heightened public awareness and advocacy around social injustice are compelling businesses to take a more proactive role in addressing inequality and upholding human rights. Despite globalization and economic growth, structural inequalities have persisted and even deepened, in many cases, undermining social cohesion. Regulatory frameworks increasingly call for companies to demonstrate accountability in protecting human rights and advancing social justice.</p> <p>In this evolving landscape, organizations are expected to embed diversity, equity, inclusion, and sustainability into their core strategies—not only to foster positive societal impact, but also to strengthen their ability to attract, engage, and retain top talent.</p>
Our Response	<p>At the Eczacıbaşı Group, we prioritize creating an inclusive, fair, and respectful work environment where everyone has equal opportunities. Guided by international human rights frameworks—including the UN Women’s Empowerment Principles (WEPs), which we signed in 2013—we consider diversity and inclusion a strategic priority and actively support the empowerment of women and underrepresented groups.</p> <p>Our ALLforALL Equal Opportunities Platform and Committee coordinate equality initiatives across the Group. In 2024, we updated the ALLforALL Manifesto to reaffirm our stance against all forms of discrimination. That same year, we integrated our initiatives—Technologyforall, Salesforall, and Industryforall—under the ALLforALL platform to strengthen our impact in promoting gender equality in fields where women are traditionally underrepresented.</p>
Capitals Impacted	 

Global Trends	<p>Geopolitical Developments and Economic Instability</p> <p>Rising polarization, populism, and protectionism are fundamentally reshaping the geopolitical landscape, undermining multilateral cooperation and diminishing the influence of international institutions. Throughout the world, populist leaders often pursue domestic agendas with limited regard for global interdependencies, contributing to an increasingly fragmented and radicalized political environment. Geopolitical tensions—exemplified by conflicts such as the Russia-Ukraine war—are exerting profound pressure on the global economy, heightening the risk of sustained inflation or prolonged economic stagnation.</p> <p>The World Economic Forum’s Global Risks Report 2025 identifies interstate conflict as a critical threat, compounded by the spread of misinformation, declining institutional trust, and growing barriers to international collaboration. In response, multinational corporations may be compelled to align with geopolitical blocs, accelerating global economic fragmentation. Moreover, efforts to regionalize supply chains in pursuit of resilience could inadvertently expose businesses to concentrated risks, including labor shortages and climate-related disruptions.</p>
Our Response	<p>The Eczacıbaşı Group continually monitors global geopolitical developments and assesses potential exposure by geographies and individual industries. We employ a multi-layered, proactive strategy focused on resilience, agility and long-term sustainability. We conduct collaborative, interdepartmental studies and scenario planning to identify the risks of geopolitical developments and related sanctions, including the European Union’s Green Deal (CBAM and other regulatory developments) and take precautionary measures to mitigate them.</p> <p>Our focus on sustainable and alternative materials and R&D to enhance the resilience of our supply chains, our drive to reduce our carbon footprint, and our pursuit of operational excellence all contribute to our ability to adapt to the constantly evolving global geopolitical environment. We also work tirelessly to discover ways to manufacture our products with fewer resources and create new, more resource-efficient products.</p>
Capitals Impacted	 

Global Trends	Lifestyle and Behavioral Changes In developed economies, particularly among younger generations, there is a discernible shift in values away from material accumulation and towards experiences, accessibility, and holistic wellbeing. This evolving mindset reflects a growing awareness of finite planetary resources and a heightened sense of environmental and social responsibility. Millennials and Generation Z are at the forefront of this movement toward sustainable living, increasingly influencing market trends through their demand for ethical, purpose-driven products and brands. As consumers become more conscious of their impact, many are willing to pay a premium for goods and services that align with their values. In turn, businesses are being compelled to integrate sustainability and ethical practices into their operations to remain relevant and meet the expectations of this increasingly discerning and principled consumer base.
	Our Response At Eczacıbaşı, we approach lifestyle shifts with great sensitivity. Within our organizations, we continue to implement hybrid work models that address the diverse and changing demands of our employees. Health, safety, and wellbeing are at the core of our strategy; we are committed to providing a work environment that supports the physical, emotional, and mental wellbeing of our employees while enabling their continuous development. In 2024, we strengthened our strategy by closely monitoring employee wellbeing through engagement and pulse surveys and by systematically operating our insight-gathering mechanisms to better understand employee needs. For consumers of our products and services, we focus our innovation on co-creating new solutions that transform life habits to everyone's benefit. By staying closely aligned with the evolving needs and preferences of our customers, we enhance our ability to stay agile and competitive in a fast-changing market. This commitment enables us to anticipate shifts and deliver meaningful, relevant solutions.
Capitals Impacted	 

Global Trends	Energy Transition S&P Global's 2025 Global Sustainability Trends Watch report highlights the mounting challenges of the global energy transition, driven in part by surging energy demand from data centers and emerging technologies that complicate the pursuit of carbon neutrality. While developed economies are accelerating their shift away from fossil fuels, developing nations face the dual imperative of advancing low-carbon solutions while supporting economic growth. Clean energy technologies, such as batteries, hydrogen, solar, and wind, are pivotal to this transition, and evolving carbon market regulations are helping to bolster investor confidence. However, a significant gap remains, as many companies have yet to establish robust strategies to address climate-related risks. This underscores the urgent need for more comprehensive policies, forward-looking planning, and resilient energy frameworks to support a just and effective global energy transition.
Our Response	 Given the energy-intensive nature of our core sectors, energy management remains a strategic priority across our operations. We have adopted a comprehensive approach to mitigating transition risks and strengthening long-term operational resilience. Key actions include reducing overall energy consumption, enhancing energy efficiency, and systematically increasing the share of renewable energy in our energy mix. To ensure continuous improvement, each Group company is assigned annual energy intensity targets that are subject to regular review and gradual tightening over time. Since 2022, 100% of the electricity requirement of our operations in Türkiye is being supplied by either energy companies with Renewable Energy Certificates (RECs) or the Group's own renewable energy plants. This achievement not only accelerates our decarbonization journey but also enhances energy security and reduces our exposure to energy market fluctuations.
Capitals Impacted	  

Year in Review

The Eczacıbaşı Group's key performance indicators as of end-2024 are as follows:

Financial and Economic Performance

€1.9 billion

Total net sales



54%

Share of International sales



Investing in our Planet

24.1 MWp

Renewable energy installed capacity



2,441,248 MWh

Total energy consumption ✓



594,266 MWh

Green electricity procurement (90% of the Group's total electricity consumption)



94%

Share of renewable electricity consumed (procurement and own-generation) ✓



100%

Share of renewable electricity consumed in Türkiye ✓



81%

Share of recycled waste ✓



27 Energy saving projects, estimated annual saving of

16,130 MWh



7 Water efficiency projects estimated annual saving of

534,778 m³



Investing in People

40%

Total share of women professionals (Türkiye) ✓



44%

Women among new recruits (Türkiye) ✓



35%

Women in management positions (Türkiye) ✓



46%

Share of women in STEM* positions



35%

Share of women in revenue-generating roles



28

Training hours per employee (Türkiye) ✓

1.93

Lost Time Incident Rate (LTIR) ✓



2.90

Total Recordable Incident Rate (TRIR) ✓

Investing in Future

183

Cumulative granted patents in 2024



75

R&D Projects



€11.3 million

Total R&D centers expenditure across the Group

* R&D, product development, and engineering positions are included.

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Our Value-Creating Business Model

Capital						
Key Input	<p>€1.9 billion total net sales</p> <p>€1.0 billion international sales</p> <p>€186.92 million EBITDA</p> <p>41 companies</p>	<p>+13,000 overall employment</p> <p>3,869 employees subject to regular performance and career development evaluations</p>	<p>2,441,248 MWh energy consumption ✓</p> <p>5,036 thousand m³ water withdrawal</p> <p>7 water efficiency projects</p> <p>27 energy efficiency projects</p> <p>2 completed renewable energy projects</p> <p>22 Environmental Product Declarations (EPDs)</p> <p>10 Eco-labeled Products</p>	<p>€11.3 million total R&D and innovation investment amount</p> <p>142 R&D centers and innovation employees</p>	<p>11,436 suppliers</p> <p>2 internship programs</p> <p>720 İKSV events</p> <p>33 universities and high schools which the Group collaborated with</p>	<p>32 production plants</p> <p>€1,740 million total assets</p>
Our Operation	<p>Our Mission</p> <p><i>To be pioneer of modern lifestyles that are healthy, high quality and sustainable.</i></p>			<p>External Drivers</p> <ul style="list-style-type: none">• Climate and Nature Crisis• Technological Progress and the Digital Age• Cybersecurity• Economic Downturn and Global Inflation• Social Polarization and Inequality• Geopolitical Developments and Economic Instability• Lifestyle and Behavioral Changes• Energy Transition <p>For more information, please refer to Global Trends.</p>		
Key Output	<p>%3 decrease in combined income growth</p> <p>€16 million total tax paid</p> <p>€39 million paid to capital providers</p>			<p>Our Business Activities</p> <p>Bathrooms and Tiles</p> <p>Consumer Products</p> <p>Natural Resources</p> <p>Healthcare</p> <p>Investment Office</p>		
Key Output	<p>183 cumulative granted patents</p> <p>75 R&D projects</p>			<p>Contributed Stakeholder Groups</p> <ul style="list-style-type: none">• Finance Community• Employees• Customers• Supply Chain• Government and Regulators• Civil Society <p></p>		
Key Output	<p>%3 decrease in combined income growth</p> <p>€16 million total tax paid</p> <p>€39 million paid to capital providers</p>			<p>176 students participating in internship programs</p> <p>43,688 young people attended 720 İKSV events</p> <p>281 employees* contributing to volunteering activities</p> <p><small>* It is the number of volunteers registered in the systems.</small></p>		
Key Output	<p>5,960,426 ton production ✓</p> <p>+120 international markets</p>					

Sustainability at Eczacıbaşı Group

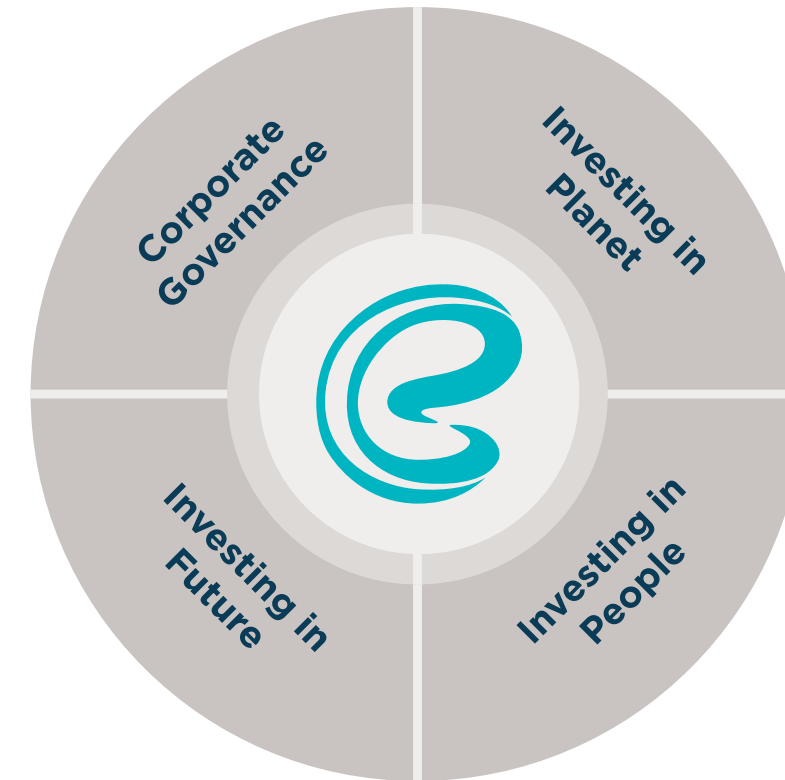
The Eczacıbaşı Group takes a holistic view of sustainability that balances the needs of the business world and society. Our strategies focus on long-term economic performance and societal prosperity, ensuring responsible use of natural resources.

Sustainable value creation is central to our business strategy. We incorporate sustainability into every stage of the product lifecycle, actively seeking sustainable opportunities. We continually enhance our methods to deliver value to our stakeholders.

During the last financial year, we enhanced our sustainability efforts, refining our strategy to align with our goal of creating value for all. Our sustainability approach is built on four sustainability pillars that support our business strategy. These pillars encompass our focus areas, guiding sustainable value creation and addressing opportunities and risks across our value chains.

In 2024, we closely tracked our key focus areas to meet our sustainability targets. To address new challenges and opportunities, we regularly evaluate our strategy's effectiveness. Our progress and approach are detailed in this report for our stakeholders.

We are committed to sustainability as a business approach and lifestyle, aiming to "build a healthier future, together" with our stakeholders. Our focus is on nurturing thriving societies and fostering a sustainable relationship with our planet.



Corporate Governance	Investing in Planet	Investing in People	Investing in Future
<p>The Eczacıbaşı Group is grounded in ethical principles and prioritizes accountable, fair, responsible, and transparent corporate conduct. We promote a risk-aware culture and uphold corporate standards to manage risks and seize opportunities for long-term sustainable growth.</p>	<p>The climate influences all Group activities, so managing our planet impact is our main business strategy. We are working hard to reduce the environmental footprint of our value chain, from raw materials to production and other processes.</p> <p>We prioritize improving natural resource efficiency, utilizing circular business models, and transitioning to renewable energy sources to limit emissions.</p>	<p>Guided by our culture and values, we strive to provide exceptional employee experiences through HR strategies that develop individual and team competencies. We are committed to creating an equal, diverse, inclusive, and safe work environment.</p> <p>Outside of the Group, we strive to strengthen community ties through social initiatives and to collaborate with our stakeholders to build more resilient societies.</p>	<p>All Eczacıbaşı Group companies are committed to creating lasting value for future generations through innovative solutions that enhance lives.</p> <p>Digital transformation is key to our strategy, and we continuously integrate digital technologies into all business processes to build a more sustainable future.</p>

Double Materiality

GRI 3-1, GRI 3-2, GRI 3-3

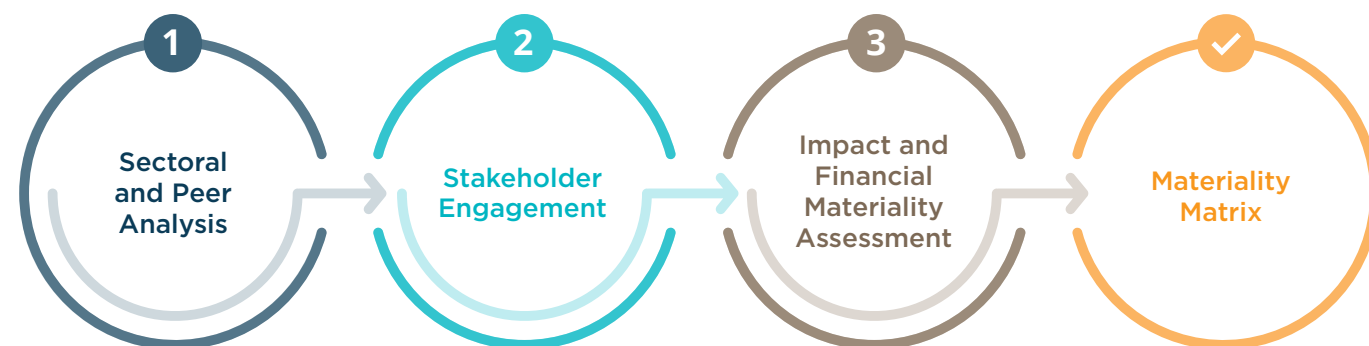
The Eczacıbaşı Group is committed to adapting to the evolving sustainability landscape of our industries.

To enhance our ability to meet stakeholder expectations and consider what is best for corporate governance, people, the planet, and our shared future, we updated our material sustainability topics in 2022 and adopted the Double Materiality Analysis.

This comprehensive assessment covers our impact on both society and the environment (impact materiality) and the potential risks and opportunities that sustainability-related matters may pose to our operations and financial performance (financial materiality).

The DMA process incorporates three main evaluation stages, for an integrated approach to address both impact and financial materiality.

1. Sectoral and Peer Analysis
2. Stakeholder Engagement
3. Impact and Financial Materiality Assessment



1. Sectoral and Peer Analysis

During the first stage of our double materiality assessment, which identifies our key sustainability topics, we analyzed developments both within the broader business environment and our specific sector. The purpose of this assessment is to keep pace with changing trends and maintain our competitive advantage in the sector. To this end, we conducted a sectoral and peer analysis that included a review of industry-specific research from authoritative organizations such as the Sustainability Accounting Standards Board (SASB), the World Economic Forum, and S&P Global, as well as international reporting standards and sustainability reports published in the sector. These insights were critical in informing our Double Materiality Assessment and enhancing our understanding of shifting stakeholder expectations.

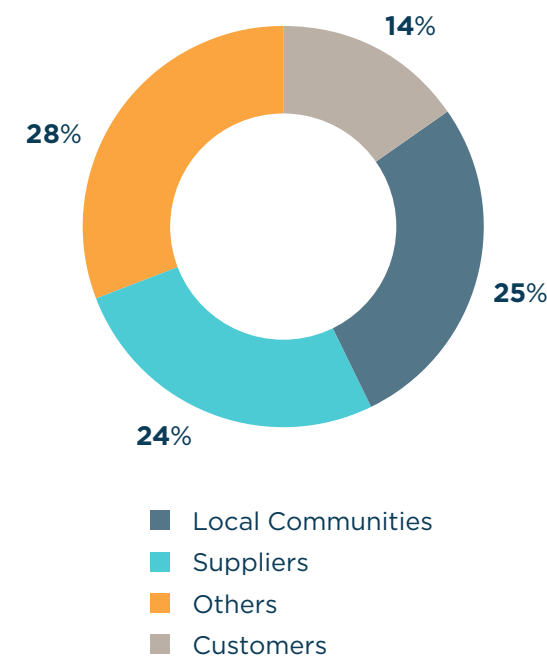
2. Stakeholder Engagement

We conducted a comprehensive and inclusive stakeholder engagement process, encompassing internal and external stakeholder surveys, workshops, and executive interviews, to evaluate 28 material issues aligned with our strategic pillars: Investing in Planet, Investing in People, Investing in the Future, and Corporate Governance. This process also integrated the findings from the external environment and peer analysis carried out during the identification of our sustainability material topics.

The insights gathered during the stakeholder engagement process, together with the outcomes of workshops and interviews, were considered in the evaluation of the impacts, risk and opportunities (IROs) lists and scores, while survey results had a direct impact on the development of the matrix.

Internal and External Stakeholder Surveys

We conducted an online stakeholder survey to capture the perspectives and expectations of our internal and external stakeholders concerning our sustainability topics. A total of 3,263 stakeholders participated across the Eczacıbaşı Group, including 235 respondents from Eczacıbaşı Holding. The survey engaged a diverse range of stakeholder groups, such as investors, customers, suppliers, academics, media representatives, public authorities, and members of local communities.



The survey results show the level of participation of external stakeholders. According to the percentage distribution of participants, the following groups are represented: Stakeholders in the 'Others' category (28%), Local Communities (25%), Suppliers (24%), and Customers (14%).

GRI 3-1, GRI 3-2

The 'Others' category includes various groups, such as Academia, Authorized Service Centers, Investors (including Financial Institutions), the Media, Civil Society Organizations and Public Institutions. This data highlights the diversity of interactions with external stakeholders and the contributions these groups make to the organization.

Workshops

To evaluate the impact of sustainability topics identified through internal and external stakeholder surveys, we organized workshops focused on assessing the environmental, social, and financial effects of our activities. These sessions were attended by the General Manager, key directors and managers, representatives from Human Resources and Finance teams, as well as members of our Sustainability Department.

During the workshops, participants were asked to identify the five most critical sustainability topics for our company from those highlighted in the materiality survey. Subsequently, working groups were formed to assess various dimensions of the selected topics, including their significance, strengths, challenges, and strategic implications for Eczacıbaşı Holding.

Interviews

Another key component of the stakeholder engagement process involved in-depth interviews with C-level executives and key directors or managers of Eczacıbaşı Holding. These interviews followed a semi-structured format, with separate question sets tailored for C-levels executives and key directors. Additionally, the questions were customized for each Eczacıbaşı Group business sector. A total of 45 interviews were conducted with Eczacıbaşı Group executives, 11 of them at Eczacıbaşı Holding, including internal stakeholders at the Digital Transformation Office, Audit Department, Investment Office, Human Resources (HR), Sustainability, Corporate and Government Affairs, and Accounting and Finance.

GRI 3-1, GRI 3-2

3. Impact and Financial Materiality Assessment

In determining potential material issues, we developed a long list based on the sustainability topics at the sub-sub-topic level in ESRS 1 Application Requirement 16 (AR 16) and prevailing industry trends, while considering the impacts, risks and opportunities (IROs). This list was further refined by assessing key sustainability topics identified through extensive input from both internal and external stakeholders, as well as insights gathered from senior management interviews.

Impact materiality focused on the company's actual or potential effects on people and the environment, while financial materiality evaluated risks and opportunities that may affect financial performance, such as cash flow and financial position.

Both assessments were carried out across short- (0-1 year), medium- (2-6 years), and long-term (7-25 years) horizons, in accordance with the Eczacıbaşı Group's strategic planning framework and ESRS requirements. Key internal and external stakeholders were engaged to support this phase. Our evaluation incorporated multiple factors, such as the nature and timing of risks and opportunities, their impact on our value chain, and existing mitigation and precautionary measures. IROs were calculated using the following formulas, in accordance with EFRAG's Materiality Assessment Implementation Guidance and the Enterprise Risk Management Procedure.

In the materiality matrix, financial and impact materiality were plotted on the X- and Y-axes, respectively, using a threshold score of 8. Topics scoring above this threshold on both axes were classified as very high materiality, those above on one axis as high, and those below on both axes as medium materiality.

The results of double materiality assessment, which constitutes one of the key inputs for shaping the sustainability strategy in the short, medium, and long-term starting from this year, are as follows.

Perspective of Our Stakeholders

Deniz Konuralp
Sustainability Consultant

Forvis Mazars Türkiye

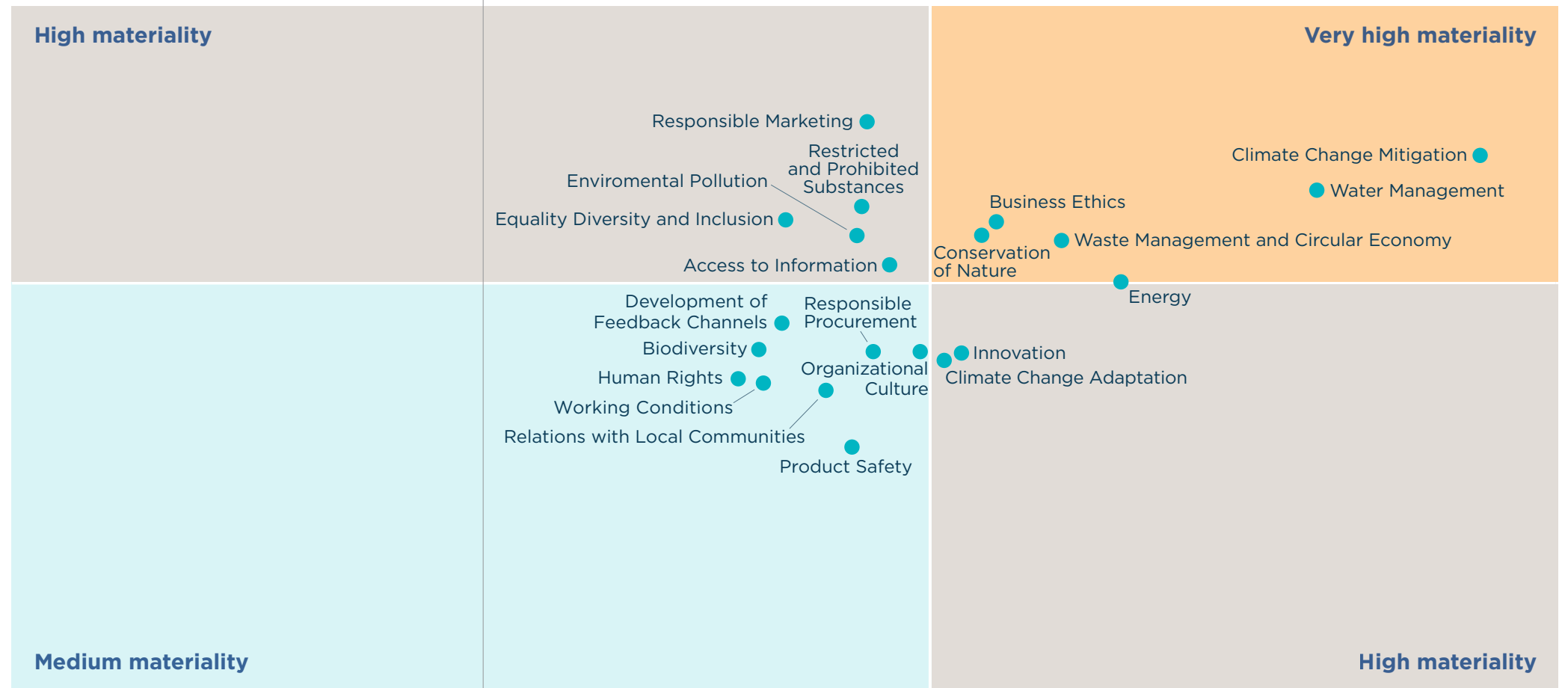


The double materiality workshop was a meaningful step in aligning stakeholder insights with Eczacıbaşı's long-term sustainability strategy. Going forward, I believe it positions the Group to make more targeted and impactful decisions. They will be best served by focusing on a narrower set of material issues that are most relevant to their business model and Türkiye's evolving environmental and social context.

GRI 3-1, GRI 3-2



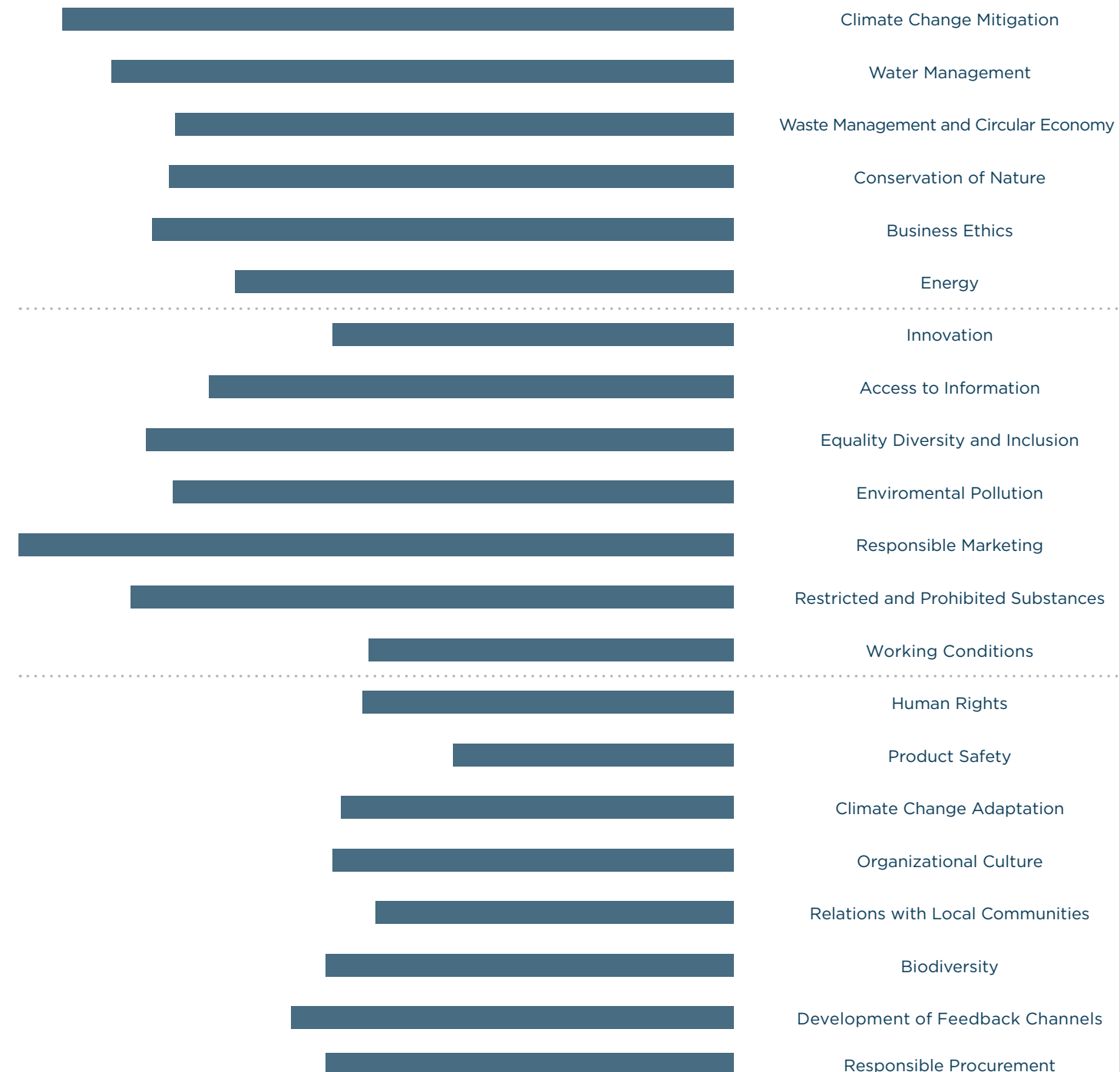
Impact Materiality



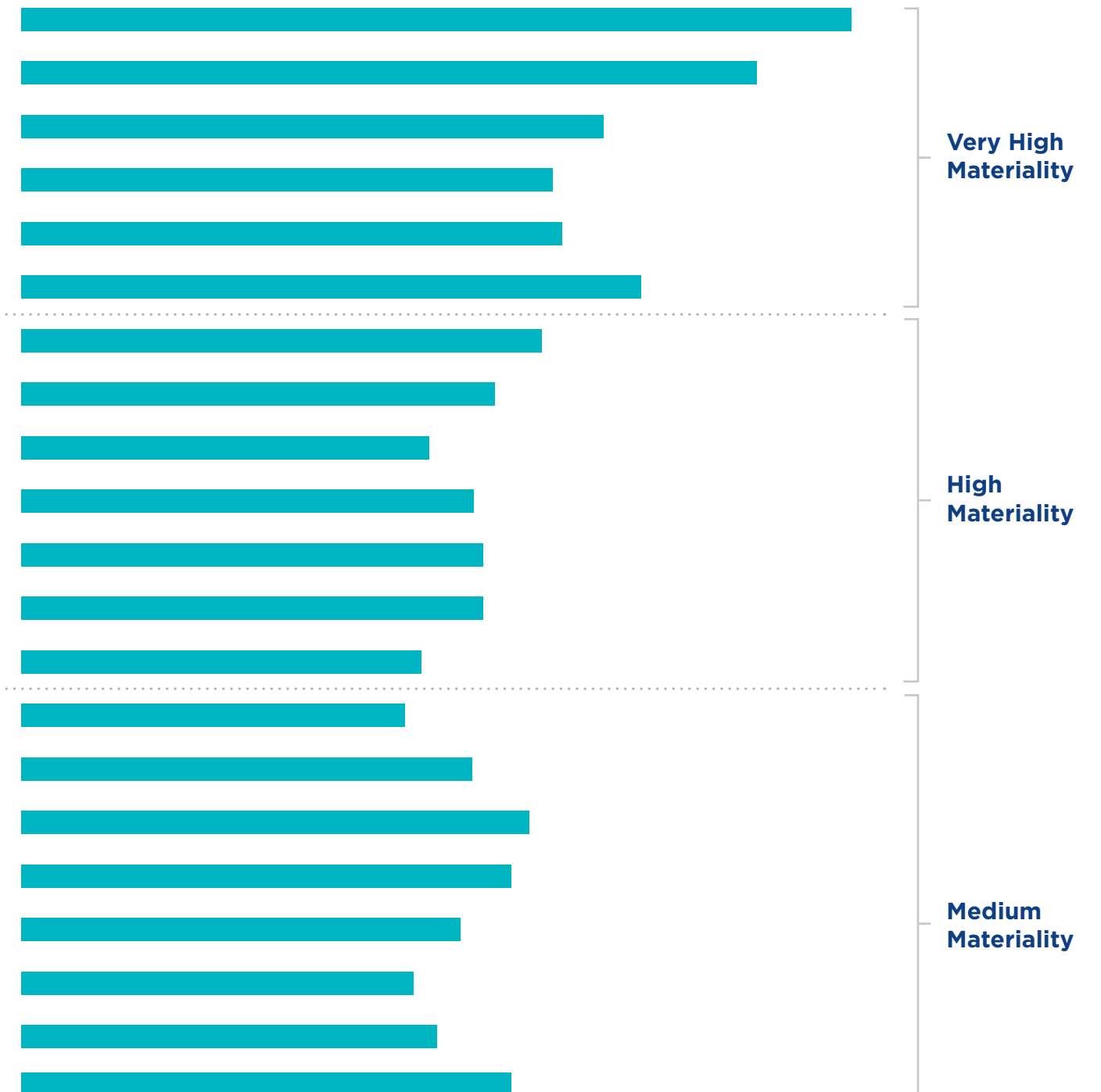
Financial Materiality

GRI 3-1, GRI 3-2

2024 Material Topics Ranking



GRI 3-1, GRI 3-2



Financial Materiality Impact Materiality

The results of this year's thorough **Double Materiality Analysis (DMA)** provide a vital underpinning for our forward-looking strategy. Building upon these critical insights, we are committed to refining our strategic priorities by revising our goals and undertaking a meticulous review of our performance metrics.

This deliberate and holistic approach is intended to deepen our sustainability impact, while fostering balanced and resilient growth across the financial, environmental and social dimensions. This will reinforce our commitment to long-term value creation for all stakeholders.

Sustainability Objectives

At Eczacıbaşı, we prioritize the establishment of objectives and the systematic evaluation of our performance, recognizing these as pivotal elements in effecting meaningful change.

The table below sets out the Eczacıbaşı Group's sustainability objectives for the material topics selected, together with an overview of performance in 2024 and future objectives.



Key Focus Areas	Goals	Key Performance Indicator	Performance				Status
			2021	2022	2023	2024	
Energy Management and Carbon Emissions	By end-2025, our renewable energy installed capacity will reach 83 MW ¹ (95 MWp)	Renewable energy installed capacity (MWp)	0.06	9.77	23	24.1 5% of the total electricity consumption ² (20.1 MWe)	In progress
	By end-2030, we will provide the entire electricity consumption of energy-intensive Group Companies in Türkiye - Vitra Tiles and Eczacıbaşı Building Products - from self-produced renewable energy.	Vitra Tiles' renewable energy installed capacity (MWp)	0.06	3.76	3.76	3.76 4% of the total electricity consumption ² (3.45 MWe)	In progress
		Eczacıbaşı Building Products' renewable energy installed capacity (MWp)	-	4.31	12.51	12.51 20% of the total electricity consumption ² (10.27 MWe)	In progress
		Esan's renewable energy installed capacity (MWp)	-	1.63	5.23	6.33 4% of the total electricity consumption ² (5.33 MWe)	In progress
	By end-2030, we will provide 50% of the electricity consumption of Esan and Sanipak from self-produced renewable energy.	Sanipak's renewable energy installed capacity (MWp)	-	-	1.51	1.51 1% of the total electricity consumption ² (1.31 MWe)	In progress
Water Management	By the end of 2025, Sanipak will reduce its water withdrawal per ton of product to 8.14 m ³ . ³	Sanipak's water intensity (m ³ /ton)	9.84	9.37	9.13	8.08 ✓	Achieved
Equal, Diverse and Inclusive Workplace	By end-2025, we will increase the share of women in professional employment to 42.50%.	Total share of women professionals (%)	36.3%	38%	39.8%	40% ✓	In progress
	By end-2025, we will increase the share of women among new recruits to 50%.	Share of women among new recruits (%)	46.3%	48.5%	50.2%	44% ✓	In progress
	By end-2025, we will increase the share of women in management positions to 37.5%.	Women in management positions (%)	32.2%	34.1%	36.4%	35% ✓	In progress

¹ The target is in MWe units.

² The share of renewable electricity in total electricity consumption in Türkiye when operating at full capacity.

³ The company updated its target in 2024, and since these facilities constitute the majority of the company's production, the current target only covers the Tissue Paper Production facilities in Türkiye. Morocco is not included.

⁴ ✓ The symbol represents verified data.

Contributing to the UN 2030 Agenda

Eczacıbaşı fully integrates the Sustainable Development Goals (SDGs) into its operations, ensuring alignment with both company values and stakeholder expectations.

The Group prioritizes critical areas including human health, quality education, gender equality, clean water and sanitation, affordable and clean energy, economic growth, innovation, reducing inequalities, responsible consumption and production, climate action, and partnerships.

Through initiatives to enhance hygiene standards, promote female workforce participation, improve water and energy efficiency, ensure fair employment practices, minimize negative environmental impact and more, the Group actively fulfills its sustainability commitments. These comprehensive efforts not only advance the UN SDGs but also generate meaningful social and economic value for the communities and stakeholders it serves.



Stakeholder Relations

GRI 2-29

Building trust and engaging with stakeholders are essential for our long-term success, enabling us to manage risks, seize opportunities, enhance our products and services, and maximize our overall impact.

At Eczacıbaşı, we value regular and direct communication with our stakeholders to understand global trends, market expectations, and their needs and aspirations. This helps us build trusting relationships and collaborate on shared challenges.

The table below summarizes our key stakeholders, their importance to us, the value we create for them, and how we engage with them through various channels.

Please refer to the Annex for the [Stakeholder Relations Table](#).



3

Corporate Governance

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Governance Approach

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

Board of Directors

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

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

The Board of Directors of Eczacıbaşı Holding is composed of ten members, four of whom are independent and two are women. Accordingly, the proportion of independent members is 40%, while women's representation on the Board stands at 20%. Members of the BoD are elected annually at the General Assembly for a one-year term.

In 2024, the Eczacıbaşı Holding Board of Directors held a total of 26 meetings. All meeting decisions were made by majority vote. Our members attend the Board of Directors meetings in person, and those who are unable to attend physically can participate online.



Overview of Board of Directors

Gender Representation Balance



80%



20%

Independent Member

40%

Board Committees

Board Committees	Investment Committee	Audit, Risk and Governance Committee
Members**	Faruk Eczacıbaşı* , Erdal Karamercan, Esra Eczacıbaşı Coşkun, Tolga Tuğlular, Ahmet Fadıl Ashaboğlu	Emre Derman* , Tolga Tuğlular, Werner Geissler
Responsibility	<ul style="list-style-type: none"> Ensuring investment policies and practices align with the long-term financial and strategic objectives of Eczacıbaşı Holding and the Group strategy. 	<ul style="list-style-type: none"> Implementing all essential actions to guarantee that all internal or external audits are conducted accurately and transparently. Undertaking oversight responsibility on behalf of the Board of Directors to ensure reasonable assurance is provided for the interests of all stakeholders. <p>For more information, please refer to the Risk Management section.</p>
	2 meetings 100% participation 40% Ratio of independent members	4 meetings 100% participation 100% Ratio of independent members

Board Committees	Talent and Remuneration Committee	Environment, Social, Governance (ESG) Committee
Members**	N. Emre Eczacıbaşı* , Emre Derman, Veronique Laury, Burak Sevilengül	Veronique Laury* , Erdal Karamercan, N. Emre Eczacıbaşı
Responsibility	<ul style="list-style-type: none"> Determining the human resources strategy of the Group, providing guidance and making decisions on human resources management, reviewing the performance of executive managers, monitoring the development of executives in the most critical top positions, and creating a succession plan. 	<ul style="list-style-type: none"> Assessing the ESG (Environmental, Social, and Governance) policies and practices of the Eczacıbaşı Group. Supporting the development of the Group's long-term ESG strategy. <p>For more information, please refer to the Sustainability Governance section.</p>
	4 meetings 100% participation 50% Ratio of independent members	4 meetings 100% participation 33% Ratio of independent members

* Committee heads are indicated with bold.

** The listed committee members began their terms on June 30, 2025.

Board of Directors



Dr. Erdal Karamercan
Board Member
*Investment Committee
Environment, Social,
Governance (ESG)
Committee*

Werner Geissler
Independent Board Member
*Audit, Risk and Governance
Committee*

Bülent Eczacıbaşı
Chairperson of the Board

Faruk Eczacıbaşı
Vice Chairperson
Investment Committee

Véronique Laury
Independent Board Member
*Talent and Remuneration
Committee,
Environment, Social, Governance
(ESG) Committee*

Esra Eczacıbaşı Coşkun
Board Member
Investment Committee

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

Ahmet F. Ashaboğlu
Board Member
Investment Committee

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

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

Executive Management

The Eczacıbaşı Group's executive management consists of experienced corporate function leaders (VPs) and business unit CEOs who are tasked with providing strategic guidance across the organization.

The aim of the 17 people in this executive management team, including four women, is to achieve sustainable excellence aligned with the Group's strategies and mission. To this end, they champion innovation, collaboration, and accountability, using their expertise to foster the Group's long-term growth.

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

Executive Management Gender Ratio



Name	Position
Burak Sevilengül	CEO Eczacıbaşı Group
Hasan Pehlivan	CEO Eczacıbaşı Building Products
Mert Karasu	CEO Vitra Tiles
Emin Fadilloğlu	CEO Eczacıbaşı Pharmaceutical and Industrial Investment
Bülent Kozlu	CEO Sanipak
Emre Kayışoğlu	CEO Esan
Tolga Güneri	General Manager Eczacıbaşı Energy Investments
Ferit Erin	Chief Financial Officer
İpek Güleç	Chief Investment Officer
Özcan Konak	Chief Audit Officer
Eylem Özgür	Chief Human Resources Officer
Hilmi Koçak	Chief Information Officer
Emre Eczacıbaşı	Executive Board Member
Esra Eczacıbaşı Coşkun	Executive Board Member
Devrim Çubukçu	Corporate and Government Affairs Coordinator
İlkay Akalın	Corporate Communications Director
Cem Tanrıkilici	Media Relations Director

Sustainability Governance

The Eczacıbaşı Group takes a holistic and integrates approach to Environmental, Social, and Governance (ESG) management. Climate change is a core component of this framework, ensuring that climate-related risks and opportunities are addressed in line with the Group's broader sustainability and governance objectives.

This approach fosters long-term value creation and organizational resilience. All governance-related information under the ESG also covers climate-related topics.

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



Group-wide Sustainability Organization

Eczacıbaşı Holding Board of Directors

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

Eczacıbaşı Holding ESG Committee

Reporting directly to the Board, the ESG Committee is responsible for ensuring the effectiveness of ESG strategies, governance structures, and implementation mechanisms across the Group.

Members of the ESG Committee are selected from among the members of the Eczacıbaşı Holding Board of Directors, based on their expertise and prior experience in relevant areas. The committee:

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

The Committee convenes four times a year, scheduled quarterly prior to Board of Directors' meetings. The Committee Leader presents key findings and recommendations to the Board. The main ESG topics addressed in ESG Committee meetings include:

- Review of sustainability and climate-related investments,
- Review of progress on the Group's low carbon transition strategy,
- Review of energy and water KPIs and sustainability project performance,
- Review of Group companies' ESG road maps,
- Review of sustainability-related policies.

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

Material sustainability-related risks and opportunities are reported to the ESG Committee by the Holding Sustainability Department as appropriate. As an example, in a 2024 ESG Committee meeting, the Sustainability Department presented a comprehensive assessment of the potential implications and impacts of the Carbon Border Adjustment Mechanism (CBAM) on the Group's energy-intensive operations.



Eczacıbaşı Holding Sustainability Department

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

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

Eczacıbaşı Holding Sustainability Coordination Council

Alignment across Group companies is ensured through the Sustainability Coordination Council, which is composed of representatives from the sustainability teams of Group companies. The Council convenes monthly, providing a platform that strengthens strategic coordination. During these meetings, ESG projects and best practices implemented by Group companies are shared and reviewed, emerging and existing regulatory developments are assessed, and ongoing initiatives addressing sustainability and climate-related risks and opportunities are followed. Topic-specific Working Groups, formed as needed, bring relevant agenda items to the Council meetings for discussion and evaluation. When necessary, external experts are invited to share their insights on specific topics. This structure supports effective coordination and informed decision-making in the Group's ESG strategy and implementation processes.

Sustainability Working Groups

Sustainability Working Groups, established under the Sustainability Coordination Council, serve as the execution bodies of the Group's sustainability efforts. These working groups are responsible for transforming the Group's ESG strategies and policies into targets and action plans. The groups also track global and local developments, submit suggestions to the Board, and implement ESG projects.

The ALLforALL Equal Opportunity Committee and Occupational Health and Safety (OHS) Committee are also part of the sustainability governance structure. Both committees report to Eczacıbaşı Holding's Chief Human Resources Officer. Progress on the metrics and targets is reported to Eczacıbaşı Holding Sustainability Department every quarter and presented to the ESG Committee.



Risk Management

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

The Eczacıbaşı Group's Enterprise Risk Management (ERM) methodology actively involves all business units responsible for risk management.

Following an assessment of risk probabilities, their potential impact, and the opportunities they create, responses are determined based on the risk and opportunity levels set by the Board of Directors, with the goal of mitigating identified risks and capitalizing on opportunities.

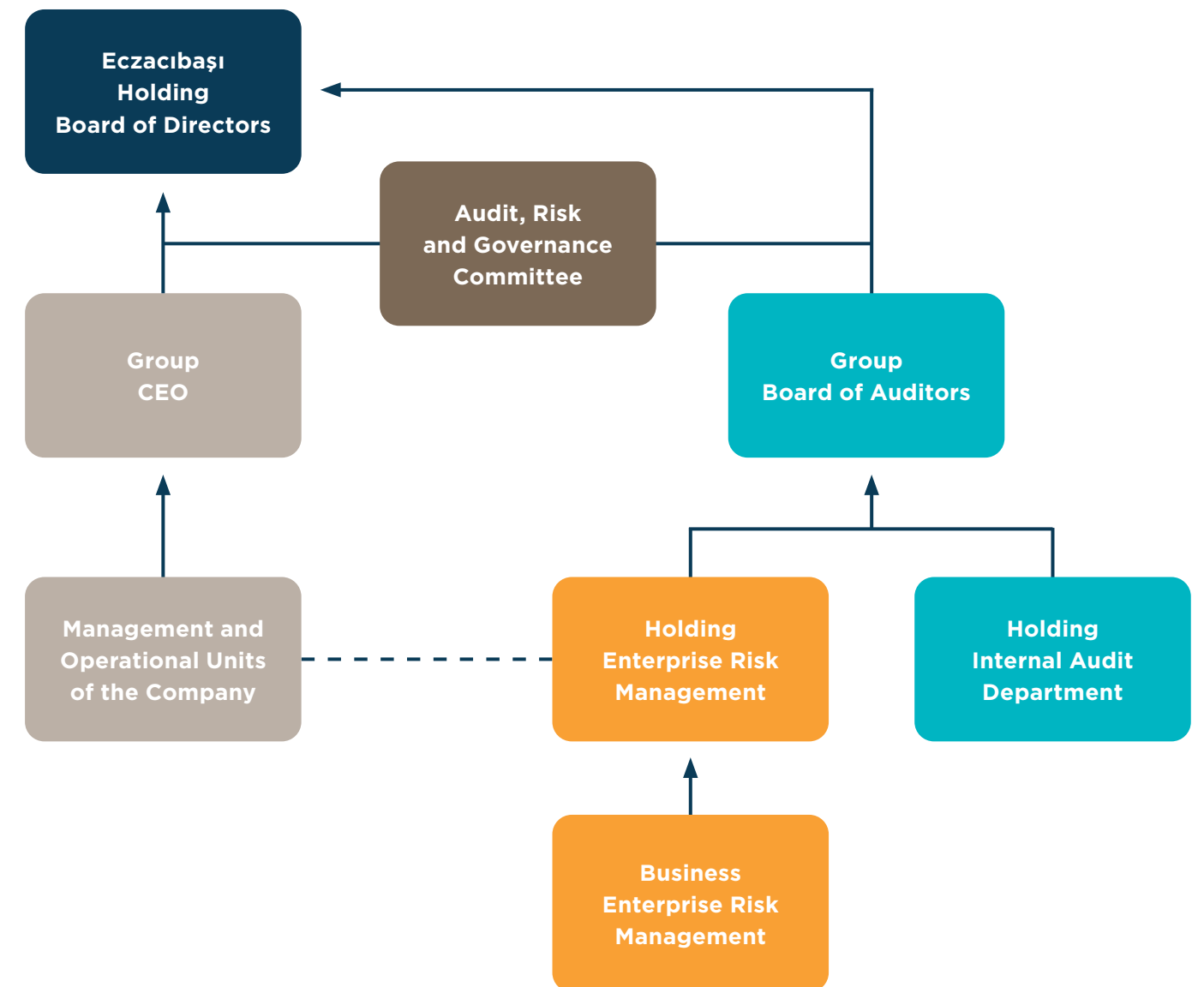


Eczacıbaşı Group Risk Management Structure and Approach

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

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

The Group's Enterprise Risk Management (ERM) governance structure is outlined in the table below.



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

- **Eczacıbaşı Holding Board of Directors**

Responsible for overseeing the ERM framework, approving the ERM policy, and monitoring the overall effectiveness of risk management efforts.

- **Audit, Risk, and Governance Committee**

Monitors the implementation and effectiveness of the ERM framework and ensures its alignment with strategic objectives.

- **Holding and Company ERM Departments**

Responsible for overseeing risk management across the organization, and provide support and expertise in ensuring that risks are identified, assessed, and managed.

- **Company Management**

Integrates ERM into strategic and operational decision-making processes, ensures the allocation of resources for effective risk management, and regularly reviews significant risks and mitigation strategies.

- **Department Managers**

Identify and manage risks within their areas of responsibility, report risk management activities and key risks to the company ERM team, and implement mitigation strategies in line with the ERM policy.

- **All Employees**

Identify, monitor, and report potential risks in their respective areas and support risk management initiatives.

In addition, a designated Board member at both the company and Holding level is assigned to oversee the assessment of risks and opportunities and to ensure their respective boards of directors are regularly informed on these matters.

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

Risk reporting within companies and the Group as a whole aims to provide information for decision-making at all levels. **Board Reports** are submitted quarterly to the Board of Directors via the Audit, Risk, and Governance Committee and focus on strategic risks, enabling high-level oversight and response. **Management Reports** allow senior management to regularly review the overall risk profile and risk management plans, ensuring alignment with strategic objectives. **Departmental Reports**, prepared by department managers, address operational-level risks and mitigation actions, and serve as input for both management and board-level reporting.

All types of risks—strategic, operational, financial, compliance, sustainability, and climate-related—are evaluated from a holistic perspective. These risks are considered in terms of their potential to hinder the achievement of strategic goals, negatively impact corporate value, or pose a threat to the Group's continuity and growth. Risk assessment is carried out at all levels of the Group, starting from the Board of Directors.

Identification and Assessment of Climate-Related Risks and Opportunities

In 2024, the Group undertook a qualitative assessment of climate-related risks and opportunities for its core businesses: Bathrooms, Tiles, Consumer Products, Healthcare, and Natural Resources. The assessment comprised **problem definition, qualitative scenario development, and scenario review and implications**. The purpose of this qualitative Climate Scenario Analysis (CSA) was to make an initial assessment of potential risks and opportunities for Eczacıbaşı Group companies under plausible future scenarios and selected time horizons. These risks and opportunities were then collated and prioritized at the Group level.

During the problem definition stage, discussions with sustainability teams facilitated the identification of key questions and assessment boundaries to ensure the analysis provided the companies with relevant and actionable information to guide subsequent steps.

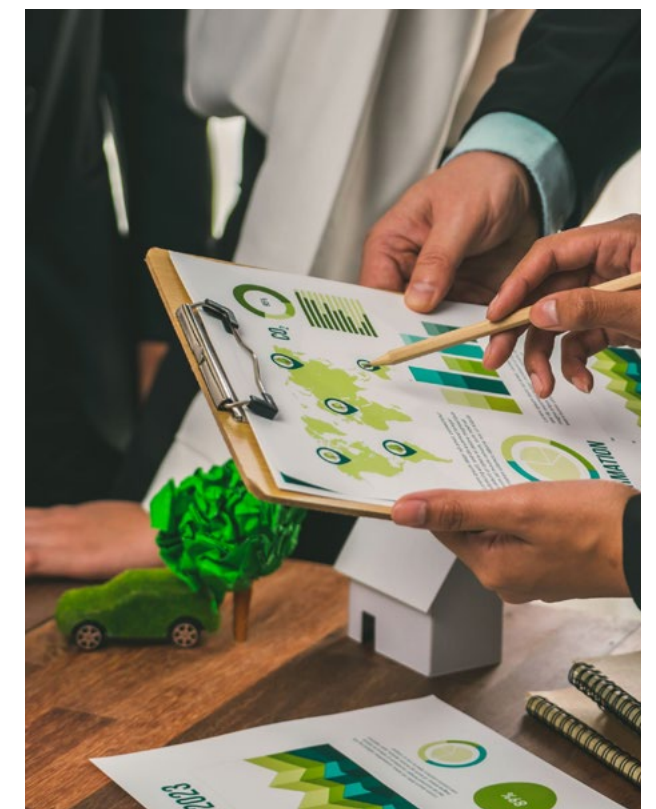
This phase included:

- Defining focal questions and list of stakeholders.
- Data collection (e.g., site locations for physical exposure analysis).
- Identification of key locations as well as critical suppliers² and their locations.

In the scenario development stage, five workshops were conducted with key stakeholders from various departments in each Eczacıbaşı Group company. The aim was to understand how business strategy and drivers could be affected by climate change and to identify potentially material risks and opportunities specific to each Group company, considering site-specific vulnerabilities.

We categorize our climate-related risks as physical risk and transition risks in line with the framework of the Task Force on Climate-related Financial Disclosures (TCFD).

In the workshops, discussions were held regarding both physical and transition risks and opportunities, focusing on how these risks and opportunities could affect Group companies' operations and business strategy at key locations and through the critical supply chain over the short, medium, and long term. Additionally, the discussions addressed what actions should be taken to manage these risks and opportunities, as well as the timing for these actions.



² When identifying critical suppliers, those accounting for 80% of total monetary purchases and/or lacking viable alternatives under procurement criteria were prioritized.

The table below outlines the categories of risks and opportunities:

Risk and Opportunities Name	
Physical Risks	Flooding from rivers, coastal (exacerbated by sea level rise and increase in storm surges) and surface water (caused by extreme precipitation)
	Water stress and droughts
	Heatwaves and extreme high temperatures
	Storms and strong winds (e.g., hurricane, cyclones, medicanes)
	Increase in average temperatures
	Increase in average rainfall and/or changes in seasonal patterns
	Chronic shifts in climate impacting supply and demand
	Acute shifts in climate impacting supply and demand
Transition Risks	Carbon prices
	Energy costs and volatility in the market
	Use or production of high embodied carbon materials
	Decreased lifecycle of existing assets and enforced technology changes
	Increase in reporting, regulatory requirements and stakeholder concern
	Reputation: Greenwashing and/or failure to meet climate targets resulting in reduced capital flows and difficulty attracting talent
	Increased scrutiny over environmental topics related to climate
Opportunities	Sustainable Products
	Circular Economy
	Renewable Energy
	Climate Adaptation Measures
	Climate Resilience Products

Insight from the workshops, combined with outputs from various datasets and sources, enabled the identification and assessment of risks and opportunities under both low- and high- carbon scenarios in the short-, medium- and long-term.

For physical risks, climate risk tools, WRI Aqueduct Tool, and the World Bank Climate Change Knowledge Portal were reviewed to determine likelihood levels for individual sites and supplier regions. Impact levels were informed by a literature review and insights gathered during the workshops. For transition risks, a comprehensive literature review of International Energy Agency (IEA) publications was conducted covering current and emerging national and international regulations, standards, and reports.

The Eczacıbaşı Group calculates risk value using the formula: **Risk Value = Probability x Impact**.

The same calculation was applied to opportunities. Following the development of the risk and opportunities database, stakeholders from each Group company reviewed the identified risks and opportunities considering existing risk reduction actions. This led to the prioritization of material risks according to the risk matrix shown in the figure.

Probability and impact are categorized into five levels (very low to very high) according to Enterprise Risk Management Procedure. The levels in the risk matrix are indicated by specific colors: the yellow and green areas represent acceptable risk levels (secondary risks), the orange area represents significant risks, while the red and burgundy areas indicate critical risks.

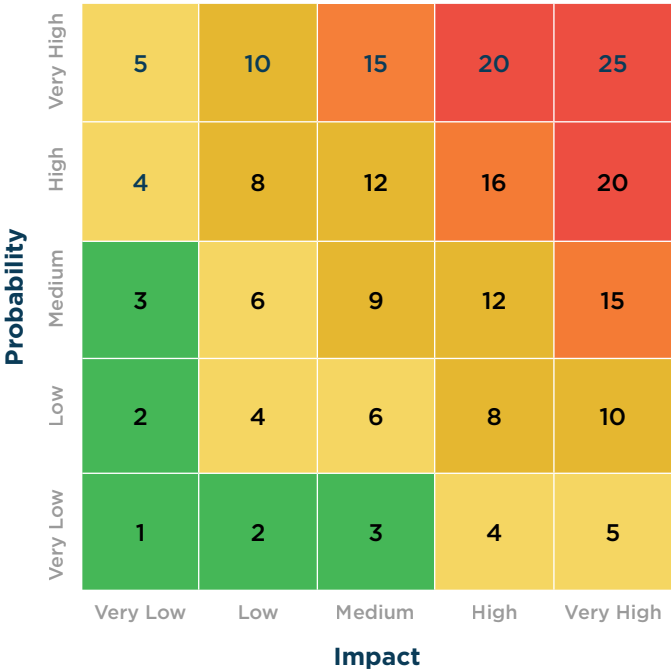
• Probability

The probability of a given event occurring depends on factors external to Eczacıbaşı, such as the frequency of heatwaves, carbon pricing, or the introduction of new regulations.

• Impact

The extent to which a given event could impact Eczacıbaşı depends on its companies' level of preparedness. The potential impact of each risk on Group companies' assets, operations, and supply chain is evaluated within the specific context of each Group company. Impact is initially assessed as inherent risk, and insights from Group companies regarding existing risk reduction measures are incorporated into the review of impact scores³.

Eczacıbaşı Group's Risk Matrix



³ In 2025, a quantitative financial impact assessment of high and very high risks and opportunities, as well as a comprehensive qualitative analysis of sustainability risks, will be conducted. This assessment will be based on sources such as climate scenario analyses, organizational projections, and IEA reports.

Climate-related Risks and Opportunities Integration

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

Climate-related risks and opportunities are determined by the ERM and Sustainability departments of Eczacıbaşı Group companies, drawing from the results of the qualitative climate scenario analysis.

Each risk and opportunity inventory in the ERM process is monitored by the relevant department. Business units are responsible for informing the Group and company ERM teams of any new risks or opportunities or any changes to the definitions or scores of current ones.

The assessment of climate-related risks and opportunities, along with the effectiveness of actions taken, is reviewed periodically by the Group and company ERM teams. Sustainability teams are responsible for tracking the progress of actions quarterly and tracking risks and opportunities regularly, especially short-term ones. Changes in impact and probability are evaluated, and if significant adjustments are identified, the assessment process is revisited.

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

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

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

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

Risks and Opportunities: Responses and Actions

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

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

For climate-related risks and opportunities having a value of 8 or higher in the short, medium, and long term, the following details are documented in the prepared inventory: actions taken or planned, their anticipated impact on the respective risks or opportunities, the departments responsible for implementation, the required investment budget, and the projected timeline for completion. The risk and opportunity inventory is maintained by the sustainability teams and relevant departments, while it is also monitored by the risk managers of the organizations.

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

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



Cybersecurity

At Eczacıbaşı, we understand that maintaining a strong information security posture is critical to safeguarding our reputation, ensuring business continuity, and building trust with our stakeholders. Guaranteeing the security of all types of information that pertains to our company, our clients, and our stakeholders is one of our top priorities.

We comply with all applicable laws, standards, and corporate policies regarding information security. We operate an **Information Security Management System** in accordance with **ISO/IEC 27001** that fulfills the applicable requirements for information security. We integrate globally recognized standards and risk methodologies, such as **ITIL** and **CoBIT**, into our cybersecurity approach.

We recognize the pivotal role that the human factor plays in ensuring cybersecurity. To enhance the knowledge and skills of our internal and external stakeholders, we are committed to developing a comprehensive and applied cyber security training program that aligns with global standards and addresses current cyber threats. Accordingly, we carry out simulations, gamification studies, training sessions, and tabletop exercises to raise information security awareness tailored to our Group. Throughout the year, we publish informative announcements via our internal communication channels and organize live broadcasts on cybersecurity for all employees.

Throughout the Eczacıbaşı Group, we proactively identify, analyze, and mitigate information security risks. Our cyber risk insurance covers all Group companies against cyber risks and crimes, one of the most significant risks worldwide.



By adopting a cyber resilience approach, we proactively monitor developing technologies and cyber security threats. By implementing the most up-to-date security measures, we increase the resilience of the organization and ensure preparedness to respond quickly and effectively to possible cyber-attacks. Our organization maintains a community-wide cybersecurity intelligence service that is operational 24/7. This service is designed to monitor current threats and cyberattacks.

We are aware that data is the most valuable asset, so we place it at the center of all our security architecture. As part of our commitment to data security, we regularly monitor our data in accordance with our policies on Competition, Personal Data Protection Law, General Data Protection Regulation (GDPR), and our framework rules on the protection of financial information, sensitive and confidential data. In response to any suspicious activities, we implement disciplinary procedures.

One of the most critical issues facing our industry is the cybersecurity of **Industrial Control Systems (ICS)**. To enhance the cybersecurity of our ICS, we have established a comprehensive cybersecurity strategy and strengthened our network structure and access controls. We are also conducting regular risk assessments, audits and training. We are working on ICS security and systems that provide deep network visibility to secure Operational Technology (OT) networks in production environments, detect threats, and increase business continuity.

We create and manage our business continuity plans and crisis management plans in an integrated manner to prevent and minimize business disruptions that could result from potential cybersecurity risks. We implement our business continuity processes in an organized manner across the Group, involving all teams. We review our business continuity and incident response procedures every year and test them twice a year.

In order to ensure full compliance and continuous improvement with Eczacıbaşı Holding Information Security Management System, we conduct internal audits and evaluate the results at the Senior Management level.

In this context, we establish and operate internal control mechanisms based on the principle of separation of duties to continuously improve and maintain information security. We review our cybersecurity risks quarterly in the Audit, Risk and Governance Committee with the participation of our Board of Directors, and we plan our cybersecurity investments for the improvement areas revealed in audit activities.

Ethics and Compliance

Eczacıbaşı fosters a dynamic corporate culture rooted in strong business ethics, emphasizing respect for people and nature, continuous improvement, and contributions to societal prosperity.

Inspired by the vision and values of its founder, Dr. Nejat F. Eczacıbaşı, these principles continue to guide the Group's operations, and members are expected to understand, internalize, and implement them in their daily work.



Business Ethics and Legal Compliance

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

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



In 2024, we strengthened our ability to effectively manage potential violations of ethical rules. We updated the structure and processes of the Ethics Committee and published the **Ethics Committee Regulation, Misconduct Risk Management Policy, and Prevention of Retaliation Policy for the Protection of Employees.**

The Eczacıbaşı Group has an extensive **Code of Conduct** that specifies our ethical and compliance expectations for both our employees and third parties we engage with. Our **Code of Conduct** is readily accessible to all stakeholders, including employees, through our website.

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

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

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

In 2024, we conducted a Culture Audit to ensure that Eczacıbaşı's core values are embraced throughout our Group and to strengthen the cultural infrastructure required for sustainable success. As part of this audit, one-on-one and focus group interviews, were carried out with 304 people across the Group.

As a signatory of the UN Global Compact, the Eczacıbaşı Group is wholeheartedly dedicated to maintaining a fair and equitable work environment that respects human rights and adheres strictly to ethical business practices.

Across all our companies, we firmly prohibit practices such as child labor and forced labor, ensuring that recruitment processes are free from discrimination based on gender, language, belief, or ethnic origin. We take pride in upholding the principle of zero tolerance for discrimination, bribery, and corruption, viewing it as an integral part of our corporate integrity and responsibility.

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



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

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

Policies Supporting ESG Management

To maintain a unified and cohesive approach to ESG strategy and implementation, the Group has developed a series of corporate policies that convert its strategic priorities and sustainability principles into actionable frameworks.

These policies embody the Group's commitments and function as governance mechanisms that direct the identification, management, and oversight of environmental, social, and governance risks and opportunities.

These Group policies, which are listed on [our website](#), cover all Group companies.

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



Employee Communication and Training

The Eczacıbaşı Group is dedicated to ensuring that all employees clearly understand the standards and regulations pertinent to their roles.

We provide comprehensive training and open communication channels to clearly demonstrate how these rules are applied in daily tasks. While we anticipate that our current employees have completed this training, we ensure that every new hire undergoes it within their first month of employment. In 2024, our employees received 742.25 employee*hours of Code of Conduct training and 290 employee*hours of Anti-Corruption and Bribery training.

In 2024, we prepared a video training on Fraud Awareness and Reporting Channels that will be offered to all white-collar employees in Türkiye and abroad via the online training platform in 2025.

Average Hours of Training by Program	2022	2023	2024
Anti-Corruption and Anti-Bribery	1.1	0.10	0.12
Ethics	0.3	0.15	0.19

Supply Chain Management

GRI 204-1, GRI 308-1, GRI 414-1

At Eczacıbaşı, we leverage a broad array of resources and in-depth insights to advance sustainable and responsible production practices, not just within our facilities but also in collaboration with our partners. We are dedicated to upholding ethical and sustainable standards, ensuring that global standards are maintained throughout every phase of our supply chain. Our suppliers are expected to comply with all relevant laws and regulations, contributing to a better future for all. This commitment drives us to adhere strictly to our Code of Conduct across our entire business operations, including supply chain management.

Partnering with suppliers who share our values and actively demonstrate their commitment is crucial for us. To maintain high standards in our supply chain operations, we conduct a thorough “Supplier Assessment” focusing on product quality and safety, along with evaluating their social, environmental, and ethical impacts.

Group companies also implement supplier evaluation procedures and sign procurement contracts to make sure that our suppliers meet our expectations and values. These contracts include clauses concerning compliance with all relevant laws and regulations, fair conditions of employment, forced labor and child labor, occupational health and safety, environmental stewardship, and information security and privacy, among others. Additionally, we expect any potential partner or supplier to have ISO 9001 Quality Management System certification at a minimum.

Our commitment to sustainable development also includes efforts to increase the proportion of local suppliers in our network. We collaborate closely with our suppliers to promote the socioeconomic development of Türkiye, and by 2024, local suppliers made up **88.5%** of our supply base, with a **8.3%** increase in the total number of suppliers through partnerships with new providers.

Suppliers (#)	2022	2023	2024
Local Suppliers	7,551	10,109	13,333
Foreign Suppliers	853	2,139	1,877
Total Suppliers	8,404	12,248	15,210

* Indirect suppliers are not included.



Economic and Financial Performance

Economic sustainability is of paramount importance to the Eczacıbaşı Group, but we also remain steadfast in our commitment to not achieve growth and success at the expense of nature and society. Adopting a balanced and sustainable approach to economic development. Similarly, we pursue export-oriented growth for balanced and sustainable economic development, as we are acutely aware of Türkiye’s current account deficit. This business model is also strategically designed to mitigate the impact of economic volatility.

The Eczacıbaşı Group’s portfolio diversification strategy reflects our steadfast commitment to sustainable growth, as we invest in new ventures that foster a robust, prosperous future. Our capacity expansion investments within core businesses not only enhance our focus on quality but also enable us to manage costs more efficiently, thereby benefiting our consumers. By embracing a forward-thinking approach, we are well positioned to contribute to Türkiye’s economic and social progress, ensuring the long-term viability of our business.

At Eczacıbaşı, we are convinced that responsible business practices and sustainable growth are intrinsically linked. We are dedicated to a comprehensive sustainability strategy that integrates economic, environmental, and social elements.

Through driving export-oriented growth and implementing sustainable practices across our operations, we are confident we will achieve enduring success while simultaneously contributing to a better future for all.

Driving competitiveness and cultivating sustainable value for all stakeholders are at the core of the Eczacıbaşı Group. With a global footprint extending across **120 countries**, encompassing **41 companies** and **32 production facilities in Türkiye and abroad**, we capitalize on advanced technologies and industry-leading practices to remain pioneers in our sectors. In 2024, we achieved a solid financial performance with net revenue of €1.9 billion, 54% of which was generated internationally through exports from Türkiye and the sales of Group companies located abroad. Challenging macroeconomic conditions and weaker European demand persisted in 2024, leading to a 3% decline in international sales to €1,045 million. Domestic demand also weakened compared to last year, with sales decreasing by 3% to €895 million.

We are confident that our organic investments and strategic initiatives across business segments will fortify our market position and perpetuate value creation for our stakeholders. Our relentless pursuit of quality, innovation, and customer satisfaction is integral to fostering enduring value for clients, employees, shareholders, and the broader community. As globalization interconnects the world further, our commitment to enhancing our international presence grows. Our objectives encompass leading our core businesses globally and championing a sustainable future on an international scale. At Eczacıbaşı, we leverage our expertise and resources to ensure we create sustainable value for our stakeholders aligned with our business ethics and corporate responsibility.



	2022	2023	2024
Total Net Sales (€ billion)	1.9	2	1.9
Ratio of foreign sales (%)	59%	54%	54%

Economic Value Generated, Distributed and Retained (€ million)	2024
Economic Value Generated ¹	1,939
Economic Value Distributed ²	824
Economic Value Retained ³	1,115

¹ Economic value generated is defined as revenues.
² Economic value distributed includes operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments.
³ Economic value retained is defined as ‘economic value generated’ less ‘economic value distributed’.



4

Investing in Planet

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Report Highlights



Climate and Environment

We are dedicated to reducing our company's environmental impact by embracing sustainable practices and integrating innovative technologies, thereby maximizing resource efficiency and optimizing our use of energy and materials. The Group's Environment and Climate Change Policy provides the framework for achieving this goal.

As part of our Low Carbon Transition Project, we identified climate risks and opportunities for both the Group as a whole and individual companies and completed the calculation of our corporate carbon footprint.¹

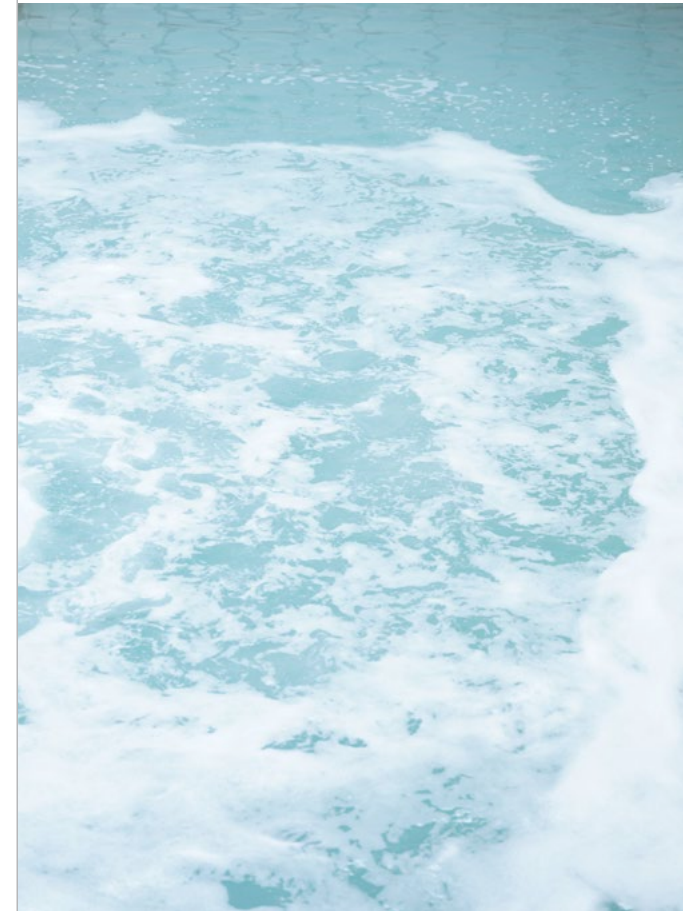
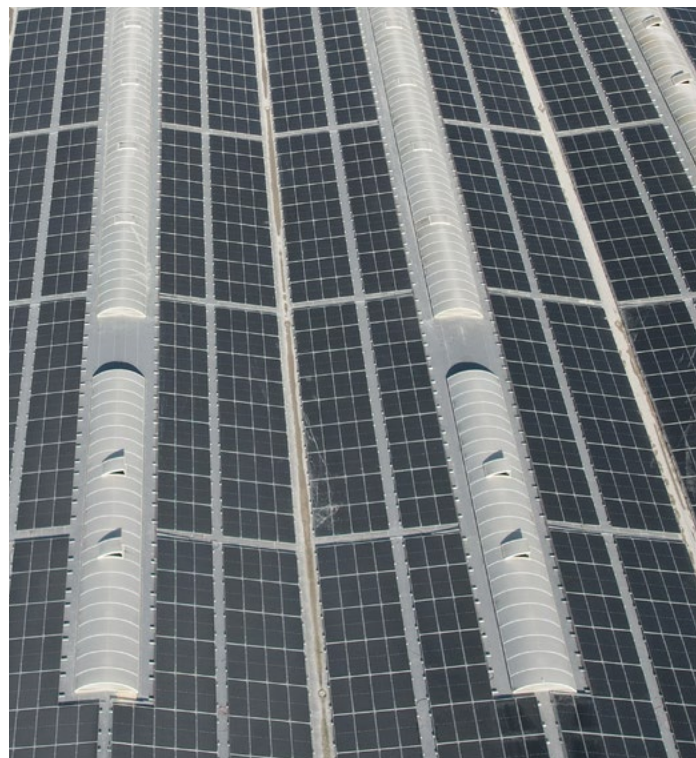
¹ The 2023 calculations have been completed, while the 2024 calculations are still ongoing.

Energy Management and Carbon Emissions

We prioritize sustainable energy consumption and production to reduce our carbon footprint, fostering a future that is more sustainable.

Our total energy consumption amounted to **2,441,248 MWh** ✓. By the end of 2024, we completed **27** energy savings projects, achieving an estimated annual saving of **16,130 MWh**.

We achieved a renewable energy capacity of **24.1 MWp**, generating **23,691 MWh** of electricity annually. The proportion of electricity we used from renewable sources amounted to **94%** ✓ of our total consumption.



Water Management

At Eczacıbaşı, we prioritize efforts to decrease water usage, optimize efficiency, and enhance wastewater recovery.

As a UN Global Compact participant, we have committed to the **UNGC's Forward Faster's Water Resilience Target** in 2025: We aim to build water resilience across global operations and supply chains, and contribute to a collective positive water impact in at least 100 prioritized water-stressed basins by 2030.

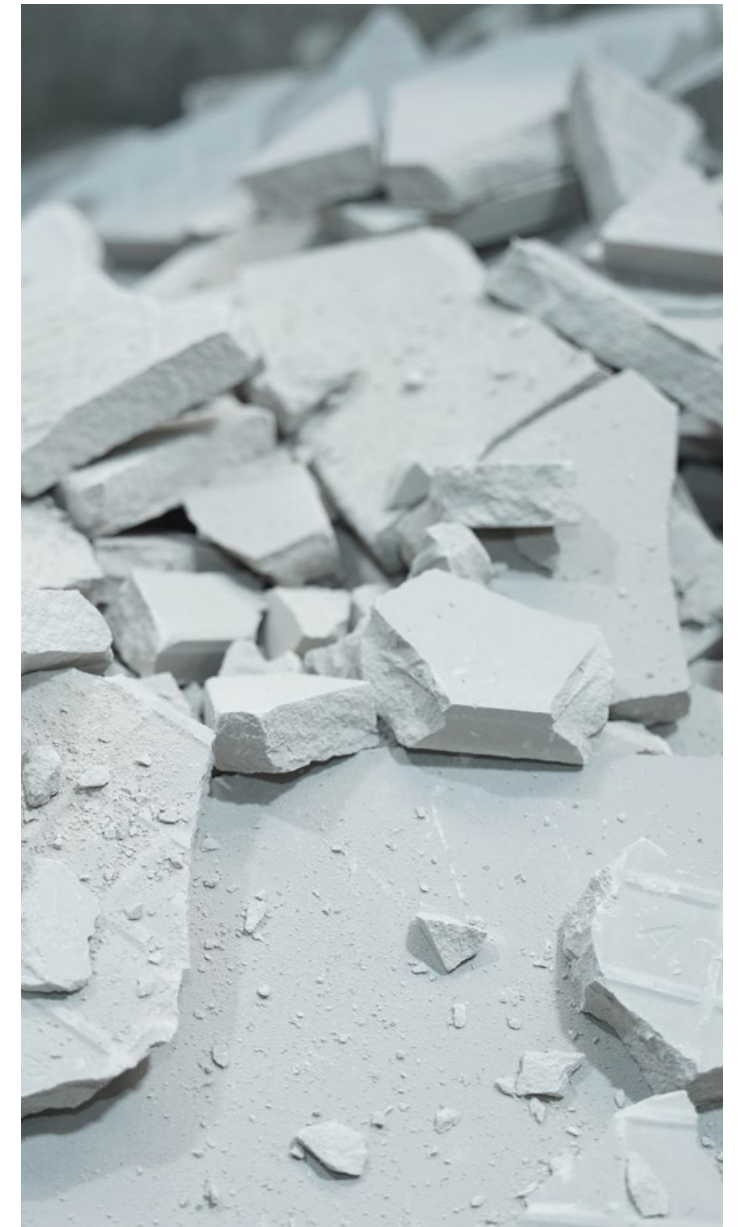
Through this commitment, we have also become a signatory to the CEO Water Mandate.

Circular Economy

We are steadfast in our commitment to optimizing waste generation and incorporating circular economy principles throughout our operations.

81%

Share of recycled waste ✓



Climate and Environment

The Eczacıbaşı Group integrates environmental responsibility into its core business strategy and focuses on reducing the environmental impact of both its internal business operations and wider value chain through its **Environment and Climate Change Policy**.

All group entities, including suppliers, subcontractors, and partners, are obliged to align with this policy.

Our aim is to enhance efficiency, curtail consumption, and diminish reliance on fossil fuels, while simultaneously investing in renewable energy sources. Our continuous pursuit of sustainable energy consumption and production is propelled by our steadfast commitment to reducing our carbon footprint and mitigating climate-related risks.

In pursuit of our ambitious climate objectives, we rigorously monitor key performance indicators (KPIs), conduct thorough on-site assessments, evaluate risks and opportunities pertinent to climate change, and implement measures aligned with these risks and opportunities.

At Eczacıbaşı, we adopt a holistic approach to managing the climate and environmental impacts of our operations. Our steadfast commitment to sustainability is evident at every level of our organization, from the Board of Directors to each department across every Group company.



Environmental Due Diligence

In 2023 we initiated comprehensive environmental due diligence of our sites in Türkiye, with a focus on enhancing resource efficiency and ensuring alignment with the EU Green Deal. This initiative is being carried out in collaboration with external consortium partners.

Following a comprehensive analysis of data gathered from site visits, literature reviews, sectoral best practices, and performance indicators, we are evaluating our facilities' performance with respect to resource efficiency and European Green Deal alignment.

In this regard, a total of 21 sites were evaluated on an individual basis, after which their good practices were disseminated across the Group. By end-2024, we completed 68% of our environmental due diligence assessments. These studies identify potential risks and opportunities that we explore in more detail in subsequent action plans. We then monitor the progress of these action plans on a regular basis. In the coming years, we will conduct similar studies periodically across all sites, including locations abroad. Our objective is to continually enhance our business resilience in environmental terms.

Low Carbon Transition Roadmap

At the end of 2023, we initiated a low carbon transition project. The primary objective of this project is to develop and implement an effective climate strategy fully aligned with global standards and frameworks.

The project is structured around three main phases:

- Measuring climate impacts,
- Identifying climate risks and opportunities, and
- Setting GHG emission targets and developing the climate strategy.

In 2024, we completed the identification of climate risks and opportunities for the Group as a whole and its companies and finalized the calculation of our corporate carbon footprint.

In 2025, we plan to continue our efforts to model carbon reduction initiatives, define company-specific GHG emission targets, and determine the financial impact of the climate-related risks.

Sustainability Talks with Esmiyor Series

"Sustainability Talks with Esmiyor" is a webinar series on the ecological and institutional effects of climate change.

In 2024, we organized three events: **"Climate Change Under the Influence of the Anthropocene," "Water Scarcity in the Midst of Water Abundance,"** and **"What Happened at the 2024 United Nations Climate Change Conference (COP29)?"**.

These conversations focused on the urgent need for transformation toward sustainability in both corporate practices and individual actions.

In addition to highlighting the environmental responsibilities of businesses and the importance of sustainable strategies, the series also aims to enhance individual awareness and encourage personal engagement.

Green Finance Webinar

In 2024, Eczacıbaşı organized a Green Finance webinar featuring leading experts in the field. The event focused on recent developments and emerging opportunities in green finance.

Participants were provided with in-depth insights into the EU taxonomy for sustainable activities, definitions of green finance, as well as relevant regulations and frameworks in Türkiye. The session also highlighted current trends and practical applications at the intersection of finance and sustainability.

This initiative contributed to strengthening organizational awareness of sustainable finance and supported our broader goal of integrating sustainability principles across all business functions.

Climate-related Risks and Opportunities of Eczacıbaşı Group

In 2024, the Eczacıbaşı Group conducted a qualitative assessment of climate-related risks and opportunities across its five core sectors. The potential impacts of these risks on companies were assessed according to different facility types, including offices, factories, and warehouses.

The climate scenario analysis was conducted for the short, medium, and long term. Each timeframe was defined in alignment with the Eczacıbaşı Group’s strategic planning, investment timeline, and sustainability objectives.



Short Term (0-1 years)	Medium Term (2-6 years)	Long Term (7-25 years)
In the near term, the focus is on short-term operational goals and annual performance tracking as outlined in our strategic planning. This period aligns with our yearly budget cycles and immediate risk management efforts, ensuring a rapid response to evolving market conditions and regulatory requirements.	<p>The medium-term reflects a period of strategic investment and transition planning, where key sustainability initiatives, such as renewable energy investments and compliance with the EU Green Deal’s 2030 target, take shape.</p> <p>This timeframe is also crucial for aligning budget planning with climate targets and ensuring long-term business resilience.</p>	The long-term period is structured around deep decarbonization goals and alignment with the EU Green Deal’s 2050 target . This timeframe enables the integration of transformational sustainability strategies, long-term investment planning, and regulatory adaptation, ensuring the company’s transition to a low-carbon economy over multiple decades. In addition, the long-term horizon is particularly relevant for the assessment of physical climate risks, which are expected to manifest more prominently over time. Given the design life and operational longevity of Eczacıbaşı’s key assets, incorporating physical risk considerations into this timeframe is essential for building long-term resilience.

To assess the resilience of Group strategies, the climate scenario analysis was conducted under two main scenarios: optimistic (low carbon) and pessimistic (high carbon).

A ‘high carbon’ scenario – This scenario projects a global temperature increase of approximately 3 to 4°C or higher by 2100. Emissions continue to rise at current or accelerated rates, resulting in significantly increased physical risks, while transition risks remain relatively low due to limited climate action. In this context, economic growth and technological development are prioritized, energy- and resource-intensive lifestyles become widespread, and environmental awareness remains low.

Scenario references:
SSP5-8.5, IEA STEPS, IEA APS

A ‘low carbon’ scenario – This scenario envisions a global temperature increase of approximately 2°C or lower (around 1.5°C) by 2100. It assumes a rapid and comprehensive transition to a low-carbon economy, significantly limiting the rise in physical risks. However, due to the swift departure from current business practices, transition risks remain elevated. The scenario highlights human well-being, sustainable technologies, and renewable energy as key priority areas.

Scenario references:
SSP1-2.6, IEA SDS, IEA NZE2050

Climate-related Risks

The Climate Scenario Analysis (CSA) was first conducted for individual companies and then consolidated at the Group level by identifying the most material risks across all entities. This approach enabled a detailed assessment of each business unit’s unique climate vulnerabilities and facilitated the clear identification of risks and opportunities specific to their operations. Consolidating the findings at the Group level allowed for the prioritization of shared and potentially systemic risks—such as water stress, carbon pricing, energy price volatility, and supply chain disruptions—across business lines.

According to the consolidated CSA results, key climate-related risks for companies include physical risks such as extreme temperatures and water stress, and transition risks like carbon pricing, energy market fluctuations, evolving regulatory requirements, supply chain disruptions, and broader systemic transition risks. These risks have the potential to directly impact both operational continuity and cost structures, making them the focus of the Group’s climate resilience strategy.

Each risk is evaluated based on its materiality in the context of different Eczacıbaşı Group companies, considering both current and anticipated impacts under relevant time horizons. The risks are presented with their most material scenario. Transition risks are projected to be more material for Eczacıbaşı Group under a low carbon scenario, whereas physical risks will be more material under a high carbon scenario.

For further information on the outcomes of the CSA conducted and the key climate-related risks identified at the Group level, please refer to [Eczacıbaşı Group: Climate-related Risks 2024](#).

Climate-related Opportunities

The transition to a low-carbon economy presents significant opportunities for the Eczacıbaşı Group. By proactively addressing climate-related challenges, we can enhance sustainability, drive innovation, and improve operational efficiency.

The most prominent opportunities across our Group companies include:

- Development of sustainable products by reducing emissions and costs using low-carbon raw materials and transportation methods.
- Adoption of technological advancements which lead to reduced resource consumption.
- Climate resilience-focused product innovation, supporting solutions for water stress and other climate-related disasters.
- Adoption of circular economy practices, minimizing resource consumption and maximizing waste recovery.

- Early adoption of renewable energy and on-site generation, strengthening energy security and reducing carbon intensity.

Many of these opportunities are directly linked to specific climate risks and can be leveraged to create long-term business value. Additionally, certain initiatives such as data analytics play a key role in enabling the realization of other climate-related opportunities, enhancing efficiency, and strengthening strategic decision-making.

By aligning our business strategy with emerging opportunities in the low-carbon economy, we continue to drive sustainable growth and resilience in a rapidly evolving climate landscape.

Climate-Resilience Strategies

In the Eczacıbaşı Group, we recognize that addressing climate risks and opportunities requires a strategic and structured approach that reflects both our overarching priorities and the unique challenges faced by each sector.

Opportunity	Bathroom	Tiles	Consumer Products	Natural Resources	Healthcare
Development of products to support water stress crisis					
Development of products for recovery during climate events					
Technological advancements (which lead to reduced energy consumption)					
Development of sustainable products					
Materials for transition to low carbon economy					
Adoption of circular economy practices					
Improved data analytics to reduce risks (including use of AI)					
Increase climate resilience and reduce cost by implementing adaptation measures					
Early adoption and onsite renewable energy					
Reduce emissions and costs by shifting to low carbon raw materials and/or low carbon transportation					
Increase reputation and revenue by demonstrating climate leadership					

The companies for which it is considered valid are indicated.

Our core priorities in climate strategy have been identified by carefully considering climate and sustainability-related risks and opportunities, as well as evolving customer expectations and stakeholder insights.

At the same time, we acknowledge that different industries face distinct challenges and opportunities in the transition to a sustainable future. Therefore, we have identified the priorities of our Bathrooms, Tiles, Consumer Products, Healthcare, and Natural Resources sectors based on sector-specific sustainability risks, climate-related financial implications, and market dynamics. These priorities are continuously monitored and adapted based on customer demands and industry's best practices, ensuring a holistic yet tailored approach to climate action.

By maintaining this balance between strategic goals and sector-specific priorities, we ensure that every Group company within the Group actively contributes to our sustainability vision while addressing the most relevant challenges and opportunities within their respective industries.

- **Bathrooms and Tiles** are energy-intensive sectors, making **energy efficiency, renewable energy, and circular economy** key focus areas. These sectors prioritize projects such as environmental product declarations, life cycle assessments, eco-labelling, and renewable energy power plants to mitigate emissions and enhance sustainability.

- **Consumer Products** is a water-intensive sector with a significant focus on **reusing water and water efficiency, responsible forestry, sustainable packaging, and waste reduction**. To minimize its environmental footprint, the sector actively engages in wastewater recycling, sustainable packaging roadmaps, and reforestation initiatives that support biodiversity.

- **Natural Resources** is also a water-intensive sector, with a strong emphasis on **forestation, biodiversity, and responsible resource management** to ensure the sustainability of raw material extraction and local community engagement. Given its reliance on water for processing and operations, key initiatives include responsible mining certification, biodiversity action plans, and water efficiency projects to minimize environmental impact.

- **Healthcare**, which focuses solely on the production and sale of pharmaceuticals, prioritizes **energy, water, and waste management**. Given the industry's regulatory and environmental impact, key initiatives include energy efficiency in operations and sustainable pharmaceutical practices.

Further details on these priority areas and actions are provided in the subsequent sections.

Natural Resources

Esan has secured a **sustainability-linked loan of USD 50 million** from the European Bank for Reconstruction and Development (EBRD) to support its investments in reducing carbon emissions and improving energy efficiency at the Balya Mine.

Within the scope of this financing, the **Balya Ore Hoisting Shaft Project** is being implemented, including the construction of an 850-meter-deep ore hoisting shaft and auxiliary facilities. This investment significantly reduces diesel use in underground mine transportation. For the 2024-2025 period alone, the project is estimated to have prevented 102,208 tCO₂ emissions.

The project increases energy efficiency at the operational level, reduces carbon intensity, and represents a critical step towards Esan's carbon reduction targets. As an infrastructure investment that transforms carbon management into tangible benefits, it also strengthens the company's sustainable mining practices.

In addition, as part of the cooperation with EBRD, the **Mining School Project** has been launched with Balıkesir University. Through this program, 120 students will receive both theoretical and practical training from academics and Esan experts, aiming to transfer sectoral knowledge to the next generation.

esan

Energy Management and Carbon Emissions

Energy management is a key component of the Eczacıbaşı Group's climate strategy—especially given the energy-intensive nature of our core sectors. We implement measures to reduce consumption, enhance efficiency, and expand the use of renewable energy across operations.

We consistently assess our energy usage and emissions to identify areas for improvement. Each Group company is assigned annual energy intensity targets, which we review and progressively tighten to drive continuous improvement. Collaborating with stakeholders, we strive to innovate solutions that bolster sustainability and lessen environmental impact.

Since 2022, Eczacıbaşı Group has sourced all the electricity consumed in its operations in Türkiye from renewable energy sources, strengthening both our carbon reduction efforts and long-term energy security. These initiatives not only support our commitment to a low-carbon transition but also create long-term opportunities for operational efficiency, cost savings, and market competitiveness.

In 2024, the Group's total energy consumption in Türkiye was **2,263,507 MWh**. By the end of 2024, we completed 27 energy savings projects, achieving an estimated annual saving of **16,130 MWh**. At the same time, our **renewable energy capacity increased to 24.1 MWp**, underscoring our commitment to clean energy solutions.

Business Division	Number of Projects	Energy Savings* (MWh)
Bathrooms	6	623
Tiles	3	5,251
Consumer Products	9	3,969
Natural Resources	2	135
Healthcare	7	6,153

* It is the data of the estimated annual saving for one year.

ECZACIBAŞI HEALTHCARE GROUP

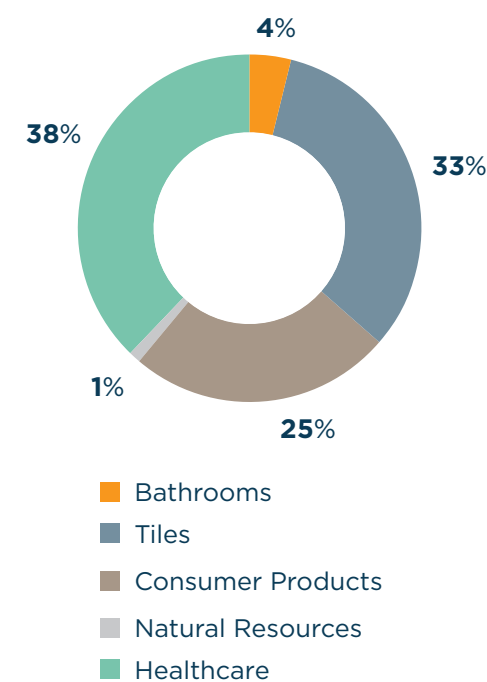
Healthcare

To enhance the energy efficiency of its operations and minimize environmental impact, a Heat Pump Project has been commissioned at the Gensenta Yenibosna facility. Within the scope of this project, the heating of process water utilized in the air handling units has been achieved through a heat pump system, thereby fully eliminating the requirement for steam consumption previously used for hot water generation.

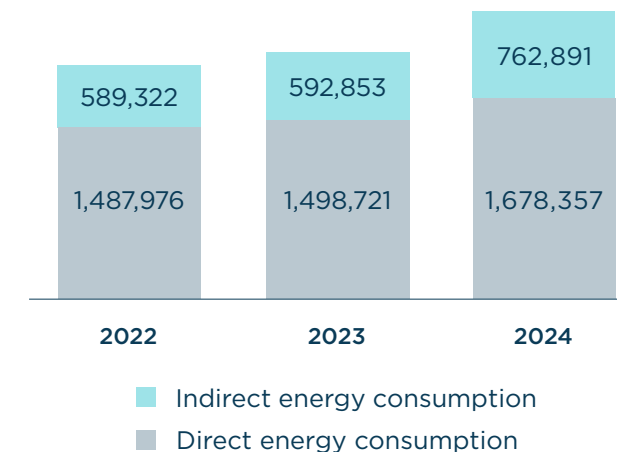
In the hot water distribution line serving the air handling units, a bypass connection was installed upstream of the heat recovery exchangers to redirect the flow to the heat pump system. On the chilled water side, the connection was established from the cooling supply collector.

As a result of this implementation, steam production for hot water supply to the air handling units has been completely phased out, delivering an annual energy saving of approximately 2,500 MWh.

Energy Savings by Group Companies



Total Energy Consumption (MWh)



Renewable Energy

At Eczacıbaşı, we are dedicated to maintaining a leading position in the realm of emerging technologies and opportunities within the energy sector. Accordingly, we systematically perform feasibility analyses to assess the viability of fulfilling our electricity requirements via renewable sources.

Recognizing the critical importance of greater energy independence and self-sufficiency, we have augmented our investments in renewable energy generation and procurement.

Generating Our Own Electricity from Renewables

We aim to finalize our ongoing investments in 40 MWp and assess further opportunities in 2025.

By 2030, our objective is to meet 100% of the electricity demand of our energy-intensive companies, Vitra Tiles and Eczacıbaşı Building Products, and 50% of the electricity requirements of Esan and Sanipak with self-produced renewable energy.

Our ambition is to elevate the share of renewable energy in our overall consumption to approximately 65% by 2030. To achieve this target, we have persistently deployed a diverse range of renewable energy technologies across our sites.

In 2024, we made progress towards this goal with the commissioning of 24.1 MWp of renewable energy production capacity. This advancement enabled us to generate a total of **23,691 MWh** of renewable electricity throughout the year.

23,691 MWh

Total renewable electricity produced during the year

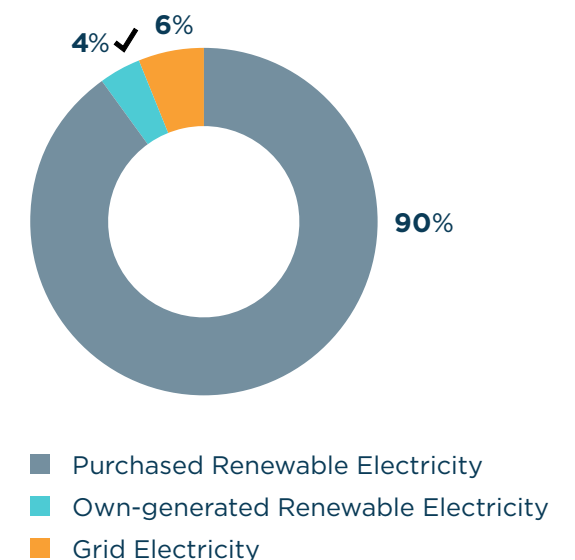


24.1 MWp

Renewable Energy Installed Capacity



Electricity Usage



ECZACIBAŞI
BUILDING PRODUCTS

Tiles

Demonstrating its strong commitment to renewable energy, Vitra Tiles launched the construction of a solar power plant in 2024.

The 36 MWp Solar Power Plant in Aksaray was commissioned in 2025, marking a significant milestone in Vitra Tiles’ operations in Türkiye. This project will fulfill 60% of the electricity needs of Vitra Tiles, thereby significantly reducing its environmental impact and boosting its energy efficiency. Vitra Tiles aims to minimize its impact on the environment by reducing 37,190 tons of carbon emissions with its power plant, which will generate energy equivalent to the electricity needs of approximately 20,000 households every year.

Perspective of Our Stakeholders

Melis Kudal

Bureau Veritas

Renewable Energy Technical Coordinator



By increasing the share of renewable energy sources in its operations, Vitra Tiles transforms its habits towards energy production and consumption in line with sustainability principles and pioneers the reduction of environmental impacts through the use of clean energy. The commissioning of a grid-connected, off-grid solar power plant with an installed capacity of 36 MWp is a concrete example of this approach. The Company’s activities in this direction also pioneer the concept of energy sustainability by supporting the efficient and responsible use of energy resources.

As the company has already set renewable energy targets, aligning its actions with these goals will further reinforce its overall sustainability strategy. These targets demonstrate the company’s commitment to minimizing the environmental impact of its energy consumption. Additionally, expanding the portfolio of clean and sustainable energy sources will play a key role in reducing resource dependency and enhancing long-term energy resilience.

Green Electricity
Procurement

In 2024, to strengthen our approach, we not only procured renewable electricity with I-REC and YEK-G (Renewable Energy Source Guarantee System) certification for all our operations in Türkiye.

Certified renewable electricity procurement amounted to **594,266 MWh**, representing **90%** of the Group’s total electricity consumption. Including our self-generated renewable electricity assets, we met **4% ✓** of our electricity needs for both domestic and international operations via renewable sources this year.

594,266 MWh

Renewable electricity
purchased



Business Division	Locations	Total MWh
Bathrooms	Türkiye	66,797
Tiles	Türkiye	99,483
Consumer Products	Türkiye	207,117
Natural Resources	Türkiye	191,492
Healthcare	Türkiye	24,565
Other Products and Services	Türkiye	4,812



Water Management

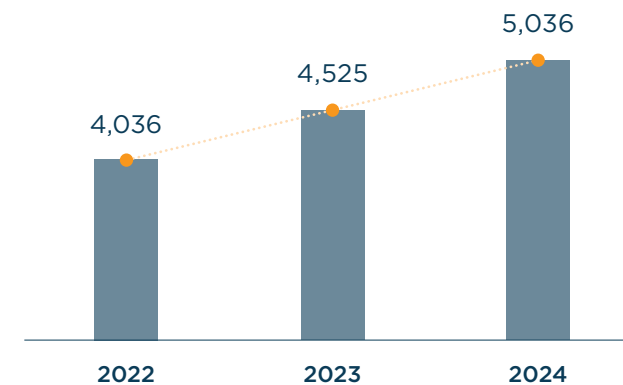
In line with our commitment to responsible production, we have implemented various measures to protect and conserve water sources and promote sustainable resource management. Our main objective is threefold: **reduce water withdrawal, improve efficiency, and increase wastewater recovery**. We also take environmental and social factors into account when withdrawing water and regularly assess water-related risks to ensure responsible usage and long-term resilience.

Each Eczacıbaşı Group company sets annual water intensity targets, with performance progress reviewed quarterly by the ESG Committee to ensure ongoing improvement and alignment with our sustainability objectives. Additionally, as of January 2025, all our operations in Türkiye are subject to the Water Efficiency Regulation. Action plans have been developed to ensure compliance with the requirements outlined in the regulation.

As a UN Global Compact participant, we are committed to the **UNGC's Forward Faster's Water Resilience Target** in 2025. We aim to build water resilience across global operations and supply chains, and contribute to collective positive water impact in at least 100 prioritized water-stressed basins by 2030. Aligned with this commitment, we are working to expand our efforts to improve water quantity, quality, and accessibility across all operations, while further enhancing our water stewardship performance in the coming years. By committing to this target, we have also become a signatory of the CEO Water Mandate.

Effective management of water resources has long been a key focus of the Eczacıbaşı Group, particularly given that 82% of our facilities are located in areas facing high or extremely high-water stress. As part of our broader environmental sustainability efforts, our Group companies regularly monitor and manage both their water intensity targets and absolute water withdrawal by source.

Water Withdrawal (thousand m³)



All Eczacıbaşı Group companies are aware of the pivotal function water performs in their production processes. Throughout the year, Group companies engaged in numerous projects, including various initiatives aimed at optimizing processes and maximizing efficient water use, as well as improving water treatment to boost recycling efforts. These initiatives led to approximately **534,778 m³** of water savings.

Business Division	Number of Projects	Water Savings (m ³)
Tiles	1	20,000
Consumer Products	6	514,778



Consumer Products

Sanipak acknowledges the essential role of water in their production processes. Sanipak conducted ISO 14046 water footprint assessments across all its production facilities in Türkiye and obtained verification in 2024. In addition, as part of its commitment to responsible resource management, Sanipak has implemented Wastewater Recovery Facility to protect water sources, enhance sustainability, and mitigate the potential impacts of water-related risks.

In 2024, new Wastewater Recovery Facility at its Yalova paper plant started operating. The expectation is that the new facility will result in the recovery and reuse of as much as 40% of the freshwater consumed by the plant and reduce total water withdrawal by 20%. This initiative is expected to achieve an annual savings of approximately 400,000 m³, significantly decreasing water consumption per ton of product. Monitoring of the facility's performance is ongoing. Feasibility studies for new wastewater recovery facilities at other sites are underway.



Circular Economy

Considering the limited resources of our planet, we believe we have a responsibility to incorporate circular economy principles into our industrial operations.

We are driven by our corporate values of resource efficiency, design for longevity and functionality, and the reuse of waste as a resource. We minimize our consumption of resources and reduce our waste by choosing materials with a lower environmental impact, that can be recycled or reused. We also work hard to maximize the recovery rate of materials.

Product Responsibility

In line with our commitment to reducing our dependence on limited resources, we have made significant investments in cutting-edge technologies and implemented industry-leading practices to enhance the efficiency of our production lines. This approach is designed to promote the production of sustainable products. We are continuously expanding our range of responsible products every year thanks to our unwavering commitment to sustainable and responsible production.

Our production processes are heavily reliant on raw materials, as our examination of material consumption has revealed. Therefore, we prioritize the use of diverse raw materials in all our activities.

Sustainable and Low-Carbon Products

In response to evolving market expectations, regulatory developments, and climate-related transition risks, Eczacıbaşı Group places strong emphasis on the development of sustainable and low-carbon products.

These initiatives reflect both our commitment to environmental responsibility and our strategic efforts to mitigate transition risks such as shifting customer preferences, stricter sustainability requirements, and potential market access barriers, while simultaneously creating opportunities for growth, brand differentiation, and leadership in sustainable innovation.

Eco-Labels and Environmental Product Declarations (EPDs)

In response to evolving customer demands and sustainability expectations, Environmental Product Declarations (EPDs) are a high priority for our Bathrooms and Tiles businesses, as are eco-label certifications for our Consumer Products sector.

All three businesses conduct Life Cycle Assessments (LCAs) to systematically evaluate the environmental impacts of their products, regardless of certification goals. Increasing the number of products assessed through LCA remains a key focus across our operations.

Company	Number of Environmental Product Declarations (EPDs)*	Number of Eco-labeled Products	Eco-labeled Product Name
Bathrooms	7	1	• Faucet (2025)
Tiles	15**	1	• 30x60 Wall Tile (2020)
Consumer Products	0	8	• Selpak Professional Extra Z-Fold Dispenser Towel Plus (2024) • Selpak Professional Extra Toilet Paper, 24-Pack (2024) • Selpak Professional Premium Toilet Paper, 24-Pack (2024) • Solo Bamboo Toilet Paper, 40-Pack (2023) • Solo Bamboo Toilet Paper, 32-Pack (2023) • Solo Bamboo Toilet Paper, 16-Pack (2023) • Solo Bamboo Toilet Paper, 12-Pack (2023) • Solo Bamboo Toilet Paper, 4-Pack (2023)

* Both the EU EPD and the French Environmental and Health Product Declaration are included.

** Includes V&B Fliesen's EPDs.

Our Group companies continually strengthen their product certification and management systems to adhere to the highest standards of quality, safety, and sustainability.

Please refer to the [Annex](#) for the product certificates of Eczacıbaşı Group companies.



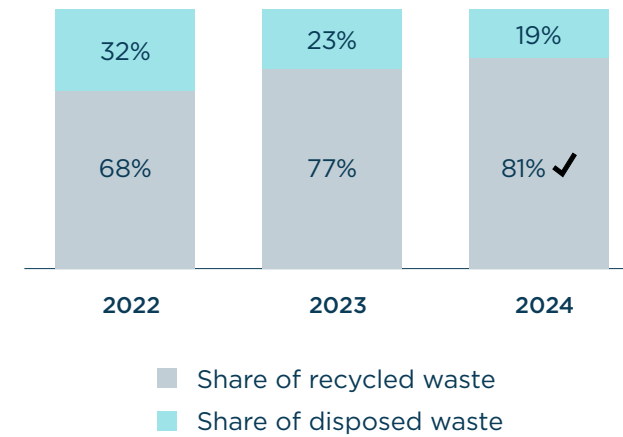
Waste Management

The Eczacıbaşı Group recognizes its vital responsibility to reduce operational waste and advocate for a circular economy model. With a strategic focus on preventing waste at its source, we are committed to adopting a “zero waste” approach across all our waste management practices.

We pledge to meticulously monitor the environmental impacts of our operations at every stage of production, from design to the end-product’s lifecycle. We are steadfast in our commitment to optimize waste generation and incorporate circular economy principles throughout our operations.

In 2024, the Group effectively managed a total of **142,854 tons ✓** of waste, with **116,257 tons ✓** successfully recycled. Consequently, the proportion of recycled waste in 2024 reached **81% ✓** across the entire Group.

Waste Distribution (%)



Consumer Products

Sanipak considers waste management and waste reduction as key priorities in its sustainability journey. The company is committed to minimizing waste generation across its operations and supply chain, enhancing reuse and recycling practices, and implementing responsible disposal methods when necessary. It continuously reviews its consumption and production habits while improving its reduction, reuse, and recycling strategies.

With this approach, in 2024, Sanipak set three targets focused on plastic reduction.

- Achieve 100% reusability of all plastic packaging by 2030.
- Reduce overall plastic consumption by 10% by 2028.
- Ensure that 20% of all plastic packaging is produced from recycled materials by 2027.

As a result of the Plastic Reduction projects implemented in 2024, a total decrease of 80 tons was achieved, corresponding to a 4% reduction compared to the reference year 2021.





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Report Highlights



Attracting, Developing and Retaining Talent

We provide our employees with comprehensive training programs designed to enhance their professional and technical expertise, leadership capabilities, and management skills.

In 2024, our white-collar employees received an average of **28 training hours** ✓.

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



Community and Social Vitality

Eczacıbaşı is committed to “adding value to the communities” within which it operates. In honoring this commitment, we seek to employ sustainable solutions that offer have a long-term positive impact on the communities.

43,688 young people participated in **720 İKSV events** through the Eczacıbaşı Youth Ticket.

500 university students benefited from Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning.

Eczacıbaşı Volunteers touched the lives of more than **900 children and hundreds of animals in shelters.**

Equal Opportunity

In 2025, the Eczacıbaşı Group committed to the **UNGC Forward Faster** target of equal pay for work of equal value by 2030 encompassing both domestic and international operations.

40% ✓ of white-collar employees are women, and **35% ✓** of management positions are held by women*.

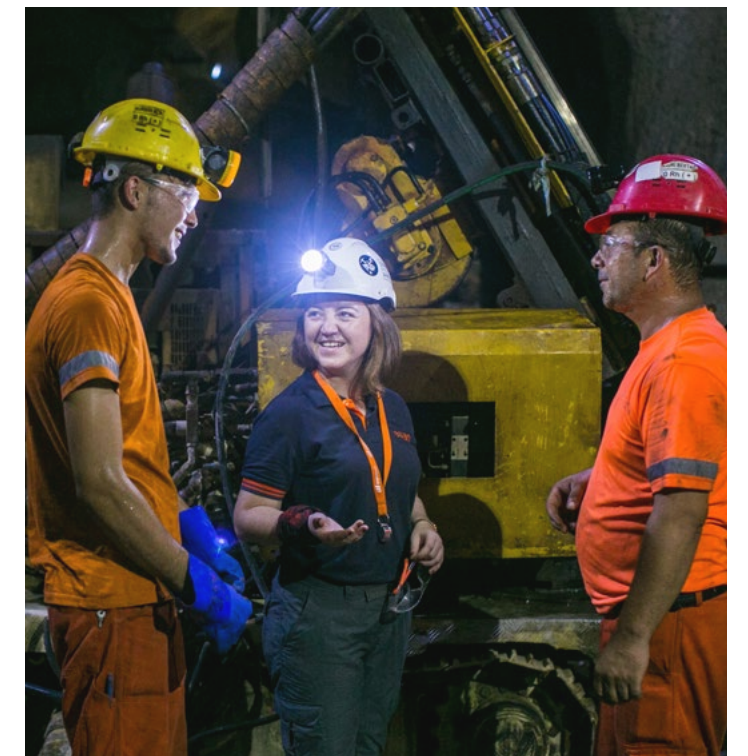
Women comprise **46%** of our workforce in STEM positions.

* This rate represents data on white-collar employees in Türkiye.

Health and Wellbeing

At Eczacıbaşı, we provide a safe work environment that enhances employee engagement and productivity. We are committed to offering a workplace that prioritizes the safety, health, and wellbeing of our employees.

Thanks to the dedicated efforts of our employees, our **TRIR** during the reporting period was **2.90 ✓** and our **LTIR** was **1.93 ✓**.



Equal Opportunity

The Eczacıbaşı Group's human resources strategy focuses on fostering an inclusive, fair and respectful work environment where everyone is valued. We provide equal opportunities to all individuals, regardless of gender, religion, nationality, ethnicity, sexual orientation, disability, or any other characteristic. We believe that embracing diversity is not only the right thing to do, but also a critical driver of innovation, resilience, and long-term success.

Our dedication to gender equality and equal opportunities is further strengthened by the Group's **Gender Equality and Equal Opportunities Policy**, first approved by our Board of Directors in 2021 and revised by the Equal Opportunity Committee in 2023.

Our diversity and inclusion efforts are guided by internationally recognized frameworks, including the UN Universal Declaration of Human Rights, the ILO conventions, and the UN Women's Empowerment Principles (WEPs), which we signed in 2013. As a member of the "Equality at Work Platform," we continually evolve our policies and practices to promote the advancement of underrepresented groups, especially women, and ensure equal access to opportunities across all business areas.

ALLforALL at Eczacıbaşı



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

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

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

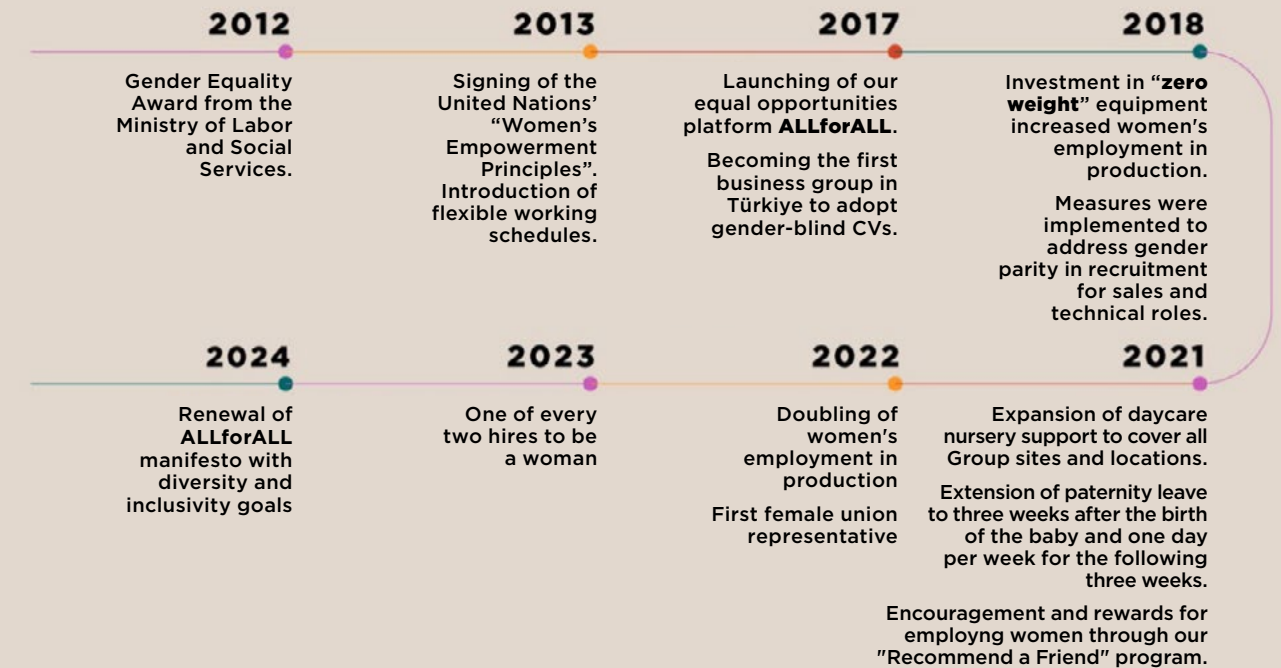
ALLforALL at Eczacıbaşı means:

Nurturing shared wisdom,
Embracing differences,
Growing through diversity.

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

In 2024, the ALLforALL Manifesto was revised to reaffirm our commitment to equal opportunity for all individuals, regardless of background or identity, and to clearly express our stance against all forms of discrimination. That same year, our targeted initiatives—Technologyforall, Salesforall, and Industryforall—which aim to support gender equality in fields traditionally underrepresented by women, were formally consolidated under the ALLforALL platform to enhance coordination and impact.

MILESTONES IN EQUAL OPPORTUNITY



allforall

Eczacıbaşı

Perspective of Our Stakeholders

Günseli Sümerli
Eczacıbaşı Bilişim
HR Manager



Eczacıbaşı Group holds a leading position in the Turkish private sector in the field of gender equality, maintaining a strong stance through both its policies and practices. The "LiderizBiz" program offers women employees the opportunity to explore their leadership qualities, recognize their needs and values, and strengthen their empathy and communication skills. For many participants, the program has been a powerful experience—marking the beginning of a personal transformation and a renewed connection with their inner voice.

The program also fosters lasting bonds and mutual learning among women, creating a supportive network that enhances collaboration and leads to more meaningful outcomes in the workplace.

The Group also stands out with its high ratio of women in leadership roles and initiatives like the Women Craftsmen Program which promotes women's employment in production roles traditionally dominated by men. Looking ahead, the Group may aim to develop targeted programs to increase the representation of women among field workers, middle managers, and in STEM-related roles. Diversity in internal communications and training can be further improved, and perceptions of inclusivity can be analyzed through employee experience surveys.

Equal, Diverse and Inclusive Workplace

We believe our success relies on channeling innovative thinking and creativity towards the right goals, achievable only when diverse ideas are encouraged, openly discussed, and put into action. For over a decade, we have actively promoted equal opportunities in every aspect of our business.

Our Approach: Embedding Equality in Practice

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

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

Measurable Progress and Ongoing Commitment

As of 2024, our efforts have led to tangible outcomes in building a more equitable workplace:

- **40% ✓** of white-collar employees are women, **35% ✓** of management positions¹ are held by women, and the hiring rate for female candidates¹ was **44% ✓**.
- Women comprise 45% of our workforce in technology roles—well above the global average.
- We have made progress in blue-collar roles as well, increasing the proportion of women from 14% to 15%.
- Our inclusive career model continues to be recognized as the best practice in closing gender-based pay gaps.

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

Our targets¹ for 2025 are:

- **42.5%** women professionals
- **38%** women in management, and
- **50%** women among new hires.

In areas such as Bilecik, Bozüyük, and Eskişehir, where Eczacıbaşı Building Products and VitrA Tiles operate manufacturing plants, we have increased female employment through active collaboration with local governments and organizations.

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

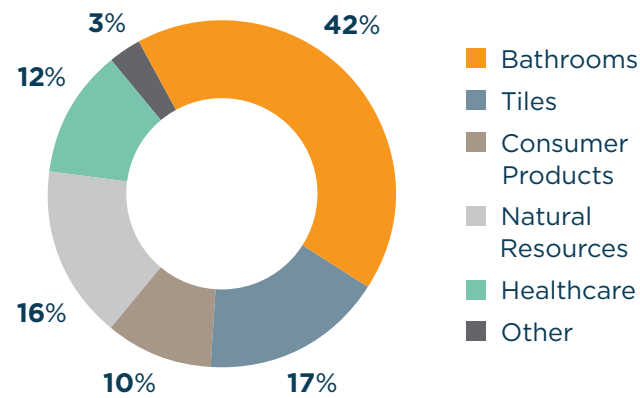
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Our **female** employees receive **equal pay** as their male counterparts in 2024.²

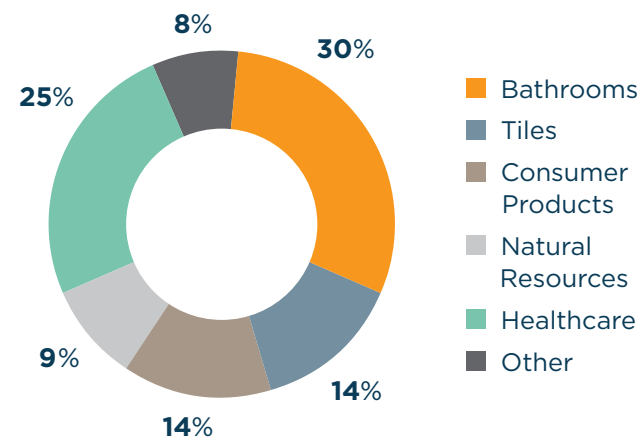
¹ The scope of the data above is limited to white-collar employees in Türkiye operations.

² The scope of the data above is limited to Türkiye operations.

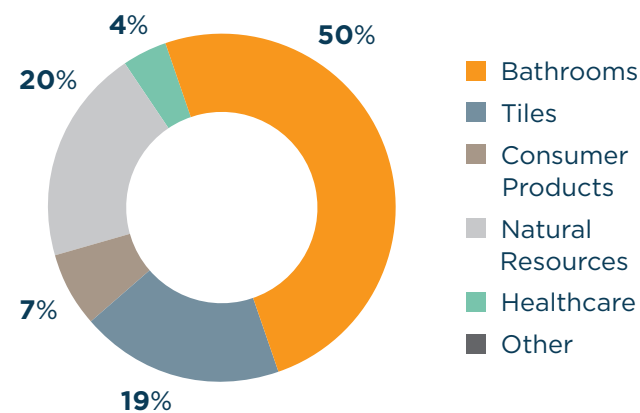
Total Employee by Group Companies



Total White-Collar by Group Companies



Total Blue-Collar by Group Companies



Our Remuneration Approach

Eczacıbaşı is deeply committed to promoting the principle of “equal pay for equal work.” Our compensation strategy considers career path, position level, performance, and market-based salary benchmarks to ensure fairness. Developed to attract and retain qualified talent, our pay policy promotes both salary balance within the company and market competitiveness.

By motivating employees and enhancing loyalty, we support Group objectives and create a fair workplace that appeals to talent who value equality. Eczacıbaşı prohibits discrimination and guarantees equitable pay rates for all employees, aligning with ethical principles and human rights in all employment aspects.

For more detailed information please refer to the [Eczacıbaşı Group Integrated Sustainability Report 2023: Story of Our Ambition Report](#).

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

Human Rights and Union Rights

The Eczacıbaşı Group has implemented a **Human Rights Policy** that requires its companies to adhere to international and national human rights standards in all activities. This policy is obligatory for all employees and encourages business partners to adopt similar principles. The Group upholds a peaceful, transparent, and equitable work environment, respecting employees’ rights to unionize and supporting collective bargaining, as evidenced by 60% union membership among blue-collar workers in Türkiye in 2024.

Eczacıbaşı maintains neutrality regarding employees’ political beliefs, prohibiting the use of company resources for political purposes.

Attracting, Developing and Retaining Talent

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

In 2024, the ratio of employees who left voluntarily was 9%, while our overall turnover rate was 18%, only slightly higher than the previous year. While we recognize the value of attracting external talent to meet evolving needs, our primary focus remains on fostering internal mobility and advancing opportunities within our existing workforce.

Our emphasis on collaboration, innovation, and professional development is a testament to our unwavering commitment to empowering our employees to reach their full potential and attain the Group’s shared goals and aims.

Continuous Learning and Development

The Eczacıbaşı Group offers comprehensive training programs to enhance professional, technical, leadership, and management skills. We update our curricula to keep pace with industry advancements and meet employee needs. Development Planning identifies areas for improvement, Career Development Meetings clarify aspirations, and various training programs prepare employees for diverse roles.

In 2024, the Group launched the **OWL Together project**, which includes mentorship and Internal Training Programs to encourage peer learning. The project currently engages 171 mentors and 87 internal trainers.



16

Leadership Development Training

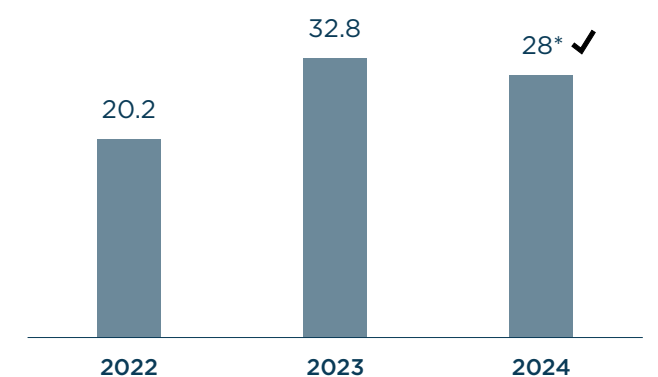
116

Technical Development Training

33

Behavioral Development Training

Training Hours per Employee



* Includes white collar employees in Türkiye.

In 2022, we launched an extensive training program on 89 topics covering behavioral, technical, functional, and leadership development. All employees are eligible to participate in this program, which is designed to help them reach their full potential. Additionally, we partnered with universities like Columbia, MIT, and Tuck to enrich our 90-day Manager Program, benefiting 132 selected managers with unique insights from these prestigious institutions.

Eczacıbaşı prioritizes raising future leaders and offering diverse career opportunities to ensure business continuity. Accordingly, succession plans for executive positions are meticulously prepared, and leadership development continues to be supported through the Strategic Leadership, Manager to Be, and Manager to Become programs. In 2024, 20 directors, 95 senior managers and 155 line managers had the opportunity to develop professionally through these training programs.

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

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

In collaboration with universities, the Eczacıbaşı Group offers technical training programs tailored to its core business fields to ensure employees stay up to date with industry trends. Additionally, these programs help preserve corporate memory by engaging internal trainers to share their expertise and experience.



Consumer Products

Sanipak believes that success depends on training a highly motivated workforce equipped with the necessary skills, and accordingly prioritizes continuously supporting the development of its employees.

The Tissue Academy Program is designed to impart a comprehensive understanding of the process of converting cellulose into paper. The program aims to facilitate the transfer of expertise in paper production, fostering collaboration and synergies among different functions. Sanipak's eight trainers played a key role in enabling engineers to gain hands-on experience through a variety of learning activities, including field trips, laboratory studies, and function-specific technical courses. These efforts contributed to a comprehensive enhancement of their knowledge on paper production.

Sanipak is dedicated to fostering a collaborative environment that fosters the growth and development of its team members. By providing support in both technical skills and professional competencies, such as leadership, communication, and cooperation, Sanipak is committed to becoming a team that is dedicated to the development, transformation, and creation of the future.

Attracting the Best Talents

At Eczacıbaşı, we prioritize the potential and perspectives of young talents by offering them opportunities through impactful projects. We seek educated, innovative, dynamic, self-motivated, and team-oriented individuals aligned with our Group values, ensuring equal opportunities and a discrimination-free selection process. Our objective recruitment practices utilize scientifically validated tools for precise candidate assessments.

Career Test Drive for Young Talents

The Eczacıbaşı Group's **Career Test Drive Program**, launched in 2009, offers full or part-time internships for university students over the course of three months or longer. Career Test Drive immerses interns in real-world operations, allowing them to work on actual company initiatives and present them to key managers. In 2024, nearly ten thousand applications were received, and 56% of junior specialist positions were filled by interns from the program. We are proud to support young talents and assist them in achieving their professional goals.

Come Alive at Eczacıbaşı

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

We keep internal communication dynamic via our employee app, e-live, with around 10,000 monthly visits, sharing corporate news, exclusive discounts, and job openings with team members. Additionally, our career website, www.eczacibasikariyer.com.tr, offers comprehensive information about Eczacıbaşı, detailing our organization, open positions, and application processes.

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



From University Campuses to Eczacıbaşı Offices

We engage with students and young professionals through campus events and the “Let’s Discover!” webinar series, connecting 20,000 university students with the business world before graduation. These webinars provided information about the Eczacıbaşı Group, sectors, career opportunities, and the work environment, supporting our sustainable talent acquisition strategy by directing participants to our internship programs. We also host competition programs like **EnGenius**, **Markatlon**, **IdeaToReal**, and **Way to Future Bootcamp**, targeting young talents in diverse fields, from engineering to marketing, R&D to information technologies.

In 2024, the EnGenius project competition program hosted by Eczacıbaşı Building Products focused on the theme of Generative Artificial Intelligence. The program provided a platform for young talents to develop AI-driven solutions and share their ideas on real business challenges in key areas such as customer experience, marketing, and supply chain. Throughout the program, participants visited production facilities to observe business operations firsthand and collaborated with their mentors to build a technology driven future. Students who performed successfully in the program were considered for the Career Test Drive internship program

The **Eczacıbaşı TechYouth School**, created by the Eczacıbaşı Group for technology-enthusiastic students, was launched with **Eskişehir Technical University (ESTU)**. This eight-week program includes modules on cybersecurity, artificial intelligence, robotic process automation, and project management, providing students with valuable knowledge and experience. Graduates are invited to apply for internships and jobs within the Eczacıbaşı Group.

The collaboration continues with the “**Eczacıbaşı Project Office**” focused on sustainable development. ESTU students who graduate from the program conduct project internships at the office, sponsored by Eczacıbaşı Bilişim, where they continue their career development with guidance from Eczacıbaşı mentors.

University – Industry Collaborations

In 2024, Eczacıbaşı Group actively engaged in 78 career-focused events organized by career planning centers and student clubs at 29 universities. Through its attendance at these events, which included career fairs, panels, interview simulations, webinars, and networking sessions, the Eczacıbaşı Group demonstrated its commitment to building relationships with students and offering them insights into the company and the industry, and creating pathways for young talent to connect with the Eczacıbaşı Group and pursue their professional goals.

Performance and Career Development

We focus on the personal and professional growth of our employees through thorough performance and career development evaluations. This supports human resources advancement and aligns individual aspirations with organizational goals.

Our **Performance Management System**, using a three-phase process of planning, interim evaluation, and year-end evaluation, identifies and nurtures talent, provides regular feedback, and allows for corrective actions when needed. By fostering employee potential, we achieve our strategic objectives and prioritize internal promotions to fill vacancies. Our talent management processes include competence assessment and development planning, creating an efficient system. These efforts ensure our human capital needs are met, nurturing capable individuals to maintain our leadership in the industry.



We Shape Our Future with Our Leadership Behaviors

In 2024, the Eczacıbaşı Group continued to build on the **Eczacıbaşı Group Leadership Behaviors** implemented the previous year, which focus on carrier values, universal leadership principles, current strengths, and future competencies. Members are guided by these behaviors, crafted by our leaders, across four dimensions of leading themselves, their teams, and business efforts. This approach continues to emphasize our feedback culture, driving sustainable growth and performance within the Group.

Leadership Behaviors, implemented consistently across all Eczacıbaşı organizations, are supported by senior management, volunteer leaders at every level, and cultural ambassadors. These behaviors are reinforced by integrating them into training-development, feedback, competency assessment, and recognition-appreciation processes. The rollout involved comprehensive training sessions on effective feedback for management teams, emphasizing a feedback culture. Through 360-degree and competency evaluations, all full-time white-collar employees were supported in their development with feedback, ensuring lasting learning and growth.

Employee Engagement

At Eczacıbaşı, we believe that enhancing employee engagement and satisfaction strengthens staff loyalty, and we strive to create a fair and supportive work environment. Prioritizing open communication, we aim to improve our HR strategies and provide growth opportunities for our employees. Our focus is on increasing employee satisfaction through fair compensation, development opportunities, and flexible working conditions. Through performance reviews and strategy meetings, we ensure employee involvement in management processes and channel their creative potential into business operations.

We maintain open and continuous communication with employees using various channels such as the Corporate Portal (Port-e), Eczacıbaşı Group mobile application (e-live), SMS, and email. To evaluate employee feedback and drive organizational growth, we regularly conduct “**Your Voice**” and “**Climate**” surveys. We collaborate with independent groups to improve processes based on survey results and develop employee-centered projects.

Through the E-Generation Youth Committee, we recognize and value the perspectives of young employees, creating an inclusive and diverse work environment that harnesses their energy and creativity for the organization’s success. Over the past four years, our **Perfect Employee Experience (PEX)** initiative focuses on developing applications based on feedback, working collaboratively with young employees to create a more effective work environment. These efforts reflect Eczacıbaşı’s commitment to fostering a collaborative and innovative culture.

Digitalized, Integrated Human Resources Solutions

In 2024, Eczacıbaşı advanced its human resources systems to better address specific needs, improve integration, and optimize the employee experience. As part of this initiative, the Eczacıbaşı Talent Hub digital platform was actively used throughout the year, offering employees a unified access point for career and development processes. The platform’s multi-language support ensured accessibility across all Eczacıbaşı locations globally.

Building on this foundation, Eczacıbaşı introduced People Hub, a comprehensive digital transformation effort that streamlined HR processes throughout the Group. This platform integrated organizational structures, workflows, payroll, and personnel processes for 48 companies across 15 countries.

A dedicated team of 45 experts executed this large-scale project over the course of a year, ensuring smooth integration with finance and other business applications. Key enhancements included better visibility of organizational structures, simplified leave and payroll processing, and easier access to competency and development modules. Additionally, AI-supported applications were leveraged to offer employees curated reading series on topics such as new technology, leadership, development, and lifestyle, ensuring continuous access to valuable insights.

By consolidating all human resources processes under one unified system, People Hub has created a more seamless, efficient, and user-friendly experience, marking a significant milestone in Eczacıbaşı’s digital HR transformation journey.

Health and Wellbeing

We place the highest priority on health and wellbeing in the workplace and take great pride in seeing our positive impact on the health of individuals not only within our Group but also in society at large.

In this regard, we have cultivated a corporate culture that places a strong emphasis on the well-being and safety of our employees. We actively promote this culture through proactive measures and robust company procedures.

Our **Occupational Health and Safety (OHS) Policy** defines proactive and preventive approaches to occupational health and safety rules at all workplaces and operations of the Eczacıbaşı Group and its companies.

This contributes to a significant reduction in operational disruptions, regulatory non-compliance, and reputational damage, while also fostering a culture of care and accountability.

The OHS Committee, operating within the Group Human Resources department, is committed to safeguarding the well-being of our employees, contractors and visitors while maintaining operational efficiency.



Health, Safety and Wellbeing

Our companies adopt a preventive approach to OHS, aiming to eliminate all workplace hazards and strictly adhering to OHS rules and regulations. Regular risk assessments are conducted to identify every opportunity to plan, implement, enhance, and continually improve our safety measures. Our ultimate objective is to achieve Zero workplace accidents, a goal that reflects our unwavering commitment to employee safety and wellbeing.

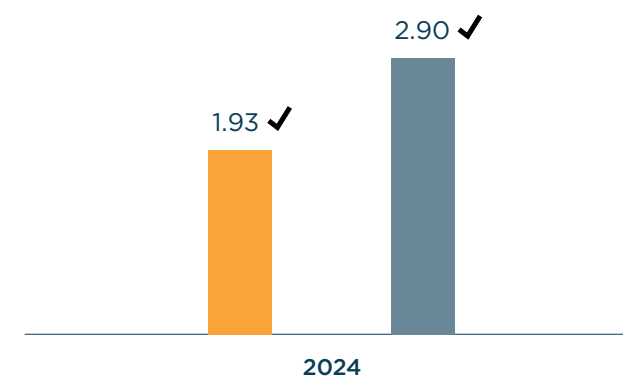
This year, our long-running cancer screening initiative led to the early diagnosis of cancer among two of our colleagues. Their treatment has begun and is progressing positively. Sharing this joy with them has been more rewarding than any other achievement throughout the year.

Across all our locations, we continue our ergonomic efforts with the goal of adapting machines to humans—not the other way around—and consistently improving working conditions. To ensure continuous improvement, we measure our safety performance to evaluate the effectiveness of our approach and identify areas for development. In this context, we closely monitor two key indicators: the Lost Time Incident Rate (LTIR) and the Total Recordable Incident Rate (TRIR).

While our LTIR has shown a decreasing trend in recent years, in 2024 we identified the need to align certain reporting practices at one of our operations. Although our data complies with national legislation, as a global company, we also refer to OSHA standards, necessitating this alignment. Consequently, the Group's **LTIR** for 2024 was recorded at **1.93 ✓**.

In 2024, we voluntarily initiated seismic reinforcement projects to enhance disaster and earthquake preparedness. These efforts have already been completed at several of our locations.

We have prioritized fire safety by implementing and investing in technological enhancements, including thermal cameras, equipment upgrades, and advanced early detection and suppression systems. Our factories benefit from ongoing inspections, training, and improvement initiatives in partnership with specialized fire safety consultants. We are also digitalizing our Contractor Management systems. Our unwavering commitment to occupational health and safety drives continued investment in initiatives that safeguard our workforce. Through collective efforts, we foster a culture of safety and wellbeing, creating a workplace where our employees can thrive both personally and professionally.



- Lost Time Incident Rate (LTIR)
- Total Recordable Incident Rate (TRIR)

Perspective of Our Stakeholders

Evrım Tuncay Sanipak

Senior Occupational Health & Safety Manager



As a global organization that brings together diverse cultures, Eczacıbaşı fosters the institutionalization and widespread adoption of its Occupational Health and Safety (OHS) culture through a balanced approach rooted in science, common sense, and universal human values. Key drivers of a strong safety culture include trust in leadership, the organizational value placed on safety, employee engagement, and the quality of communication. As participation and feedback processes are strengthened, both employee belonging and the visibility of hidden risks increase.

Inspired by Jean-Philippe Brédot's words, "Staircases are swept from the top — safety either starts with top management or it doesn't start at all," the establishment of the Group OHS Committee marked an important step toward safe operations led from the top. Reporting to the Group Human Resources Department, the Committee has increased ownership of the process and helped create shared standards across the Group's organizations.

I believe the Group should focus in the short term on road safety, behavior-based safety, ergonomic risk management, fire safety, and machine safety; and in the medium and long term, carefully evaluate AI-supported solutions.

Taner Çetintaş VitrA Tiles

Senior Occupational Health & Safety Manager



In recent years, the Eczacıbaşı Group's occupational health and safety (OHS) culture has undergone a significant transformation, driven by a people-centered approach and strong leadership commitment. Innovative practices and real learning experience—such as the Dojo OHS Experience Workshop, which allows employees to safely experience workplace risks—have accelerated this progress. Collaborating with industrial psychologists to analyze the root causes of incidents enables deeper insights and more lasting improvements. These efforts have helped strengthen awareness and employee participation in safety practices.

While this transformation has laid a strong foundation, further steps are needed to embed OHS culture more broadly across the organization. Key development areas include expanding training programs, adopting digital tools more widely, enhancing field observation capabilities, and reinforcing leadership support. These efforts are critical to ensuring that a culture of safety is embraced at every level.

Together, these initiatives support the Group's goal of aligning its OHS practices with the UN Sustainable Development Goals and exceeding industry standards. A strong safety culture not only provides a secure working environment—it also contributes to employee engagement, productivity, and long-term corporate success. Backed by ISO 45001 and Fire Safety certifications, the Eczacıbaşı Group aims to reduce its Lost Time Injury Rate (LTIR) to below 1 per 200,000 working hours by the end of 2025. With a focus on continuous improvement, OHS remains a core driver of the Group's sustainability strategy.

I believe the Group should focus in the short term on road safety, behavior-based safety, ergonomic risk management, fire safety, and machine safety; and in the medium and long term, carefully evaluate AI-supported solutions.

OHS Practices in Group Companies

Bathrooms

ECZACIBAŞI
BUILDING PRODUCTS

Eczacıbaşı Building Products is committed to establishing a “zero accident” workplace, recognizing the paramount importance of safety for all employees.

The VTection project leverages artificial intelligence and image processing technologies to enhance employee safety in the glazing booth. The system accurately detects whether employees are wearing half-face masks and ensures compliance with safety protocols. In cases where no mask is detected, VTection automatically deactivates the compressed air switch, thereby protecting worker health. This advanced safety approach has already been successfully implemented, with further expansion planned. The overall objective of the VTection project is to eliminate potential occupational diseases by strengthening adherence to safety standards in all operational environments of Eczacıbaşı Building Products.

Consumer Products

Sanipak

Sanipak is dedicated to ensuring a safe and healthy work environment for its employees, with a strong focus on continuous improvement in occupational health and safety.

Sanipak is leveraging the potential of digital transformation in its security processes, adopting a forward-thinking approach to occupational safety. VisitPro initiative, launched in 2023, combines a focus on technology and security to streamline visitor and subcontractor management in a digital environment. This innovative solution ensures compliance with the Law on the Protection of Personal Data (KVKK), while modernizing and enhancing the effectiveness of occupational safety processes. Sanipak is currently implementing VisitPro initiative across all locations in Türkiye.

Natural Resources

esan

At Esan, employee health and safety are among its top priorities. Esan is always working to improve its performance in this area by using proactive approaches. In this context, Esan launched the Behavior-Based Safety (BBS) System in 2024. This system aims to analyze risky behaviors in the site, understand their root causes, encourage safe behavior, and make safety a core value in its company culture.

The main approach of the system is to observe blue-collar employees and give structured feedback about their positive and negative behaviors. The process includes:

- Planned field visits with a unit supervisor, observer, and coach,
- Observing how well employees follow safety rules and instructions in their work area,
- Giving and receiving direct feedback from employees at the end of the observation,
- Creating improvement actions together with the unit supervisor based on employee feedback.

Along with these efforts, Esan has achieved a clear improvement in its overall health and safety performance. The Lost Time Incident Rate decreased from 0.40 in 2023 to 0.22 in 2024, showing an improvement of around 43%.

The Behavior-Based Safety System is a strong example of Esan’s sustainability-focused safety strategy. It aims not only to lower accident rates but also to make safety a natural part of daily work.

Community and Social Vitality

The Eczacıbaşı Group is dedicated to adding value to its communities by implementing sustainable solutions with long-term benefits.

With the involvement of its employees, the Group encourages sustainable development through social initiatives and continually seeks new partnerships with communities and organizations.

By focusing on sustainability, social impact, and collaboration, the Eczacıbaşı Group aims to make meaningful contributions to community development.

Social Investment

The Eczacıbaşı Group takes a social impact approach to its social investments. We are guided by our vision to pioneer modern, quality, and healthy living and the values of our Group founder, Dr. Nejat F. Eczacıbaşı, who said, “The true measure of private enterprise is the degree of its success in raising the prosperity of society.”

Contributing to culture, arts, sports, education, science, and informatics is considered a primary responsibility of all our companies, which carry out this function through institutions we have established or in which we play an active role.



Contribution to Society

Young People Matter at Eczacıbaşı

Since its inception, the Eczacıbaşı Group has run programs that foster the holistic well-being of young people. Initially focused on physical and emotional strengthening through sports, these programs have expanded over the years to include long-term initiatives in the fields of culture, arts, education, and science. Today, all youth-targeted social benefit activities are part of the “Young People Matter at Eczacıbaşı” program.



Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning

The Dr. Nejat F. Eczacıbaşı Foundation, in collaboration with the Turkish Education Foundation (TEV), initiated the Dr. Nejat F. Eczacıbaşı Scholarships for Higher Learning in 2023 to support 500 university students. The scholarships comprise undergraduate scholarships for students who rank within the top 20 thousand in the university exam, outstanding achievement scholarships for those who rank within the top 5 thousand, and a special category for female students affected by earthquakes. In addition to economic aid, the program also offers students holistic support, such as access to job and internship opportunities, professional development programs, and priority access to the Group's arts, sports, and education-focused activities.

Eczacıbaşı Youth Ticket

In 2022, the Group introduced the Eczacıbaşı Youth Ticket initiative to enhance young people's access to art by allocating a portion of event tickets at significantly discounted rates for students. By 2024, this initiative had successfully enabled 43,688 young people participated in 720 Istanbul Foundation for Culture and Arts (IKSV) events with Eczacıbaşı Youth Tickets.

In 2024, the 19th Corporate Social Responsibility Survey by GfK and Capital Business Outlet recognized the Eczacıbaşı Youth Ticket project as the leading social responsibility initiative in Türkiye's business sector. Additionally, the campaign film earned the Crystal Apple, Silver Felis, and Felis Awards.



Dr. Nejat F. Eczacıbaşı Young Designer of the Year Special Award

The Dr. Nejat F. Eczacıbaşı Foundation has supported design in Türkiye since 1988 through its Young Designer of the Year Award, conferred annually by the Turkish Society of Graphic Designers (GMK). In 2024, the Dr. Nejat F. Eczacıbaşı Foundation Young Designer of the Year Special Award was presented to Eda Gündüz.



Young Tuesday

In 2023 and 2024, Eczacıbaşı Group sponsored the Young Tuesday program at Istanbul Modern, providing young people aged 18-25 with free admission every Tuesday from 10:00 to 14:00. In 2024 alone, this initiative attracted over 40,000 young visitors. Additionally, 337 participants benefited from complimentary participation in four artist workshops and interviews held monthly.

TEV-TEV UK-ECZACIBAŞI Imperial College London Graduate Scholarships

The Eczacıbaşı Group, in collaboration with Imperial College London and the Turkish Education Foundation (TEV) UK, provided graduate scholarships for Turkish students to pursue studies in engineering and natural sciences at Imperial College London, ranked among the world's top 10 universities.

During the 2023-2024 academic year, two students took part in the Applied Computational Science and Engineering and Molecular and Cellular Biosciences programs.



Dr. Nejat F. Eczacıbaşı Foundation Music Scholarships

The Dr. Nejat F. Eczacıbaşı Foundation provides scholarships to outstanding young musicians who are pursuing graduate studies abroad. To date, the Foundation has supported 166 talented musicians studying a wide range of instruments as well as orchestration, direction, and composition.

In 2024, 13 young musicians benefited from this scholarship while continuing their studies in five European countries.

Contribution to Culture and Arts

Believing in the transformative power of art, the Eczacıbaşı Group has consistently contributed to social development by supporting culture and the arts through its established foundations and initiatives.

Istanbul Foundation for Culture and Arts

The Eczacıbaşı Group is the founding sponsor of the Istanbul Foundation for Culture and Arts (İKSV), established in 1973 on the initiative of Dr. Nejat F. Eczacıbaşı. İKSV supports Istanbul's cultural life by organizing major festivals and events such as the Istanbul Festivals of Music, Film, Theatre, Jazz, and the Istanbul Biennial, as well as creative programs for children and youth. It also manages the Türkiye Pavilion at the Venice Biennale, supports artistic production through awards, commissions, and collaborations, and runs an artist residency at Cité Internationale des Arts in France.

In 2024, İKSV organized 122 concerts, 192 film screenings, and 19 theater and dance performances, attracting nearly 300,000 attendees. Also in 2024, İKSV hosted the triennial Leyla Gencer Voice Competition, where 42 young opera singers from 17 countries competed in the finals held in Istanbul.

Eczacıbaşı Photographers Series

For nearly 60 years, the Eczacıbaşı Group has preserved Türkiye's photographic art heritage through its tradition of photographic publishing. Since 2010, the Group has released an annual retrospective book of a notable photographer through the Eczacıbaşı Photographers Series. In 2024, the 14th book in the Eczacıbaşı Photographers Series featured a retrospective of Nusret Nurdan Eren.



Istanbul Modern

The Eczacıbaşı Group is the founding sponsor of the Istanbul Museum of Modern Art, Türkiye's first private museum dedicated to modern and contemporary art. Established in 2004, Istanbul Modern aims to enhance public appreciation of modern art, support the production of new work, and showcase Türkiye's artistic creativity globally. In its first 20 years, the museum organized numerous exhibitions both locally and internationally, engaged over a million young people through free educational programs, hosted 3,500 diverse events, and screened nearly 4,000 films at its cinema.

In 2024, the Eczacıbaşı Group and Vitra were the main sponsors of "Olafur Eliasson: Your Unexpected Encounter," the artist's first solo exhibition in Türkiye. The exhibition was visited by over 600,000 people.

Istanbul Modern's new building designed Renzo Piano and the Renzo Piano Building Workshop has received numerous international awards since its opening in May 2023, including ArchDaily's "Building of the Year" award in the cultural architecture category and first prize in the "Completed Buildings-Culture" category at the World Architecture Festival (WAF). It was also included in the "Best of the Best" list in the Architecture MasterPrize award program.



Izmir Foundation for Culture, Arts and Education

Founded in 1985 by Dr. Nejat F. Eczacıbaşı, the Izmir Foundation for Culture, Arts and Education (İKSEV) hosts the International Izmir Festival of music, dance, and theater performances. A member of the European Festivals Association (EFA), İKSEV has also been organizing the Izmir European Jazz Festival since 1993. Additionally, it provides jazz education to young people by arranging workshops and master classes for artists and ensembles participating in the festival. Since 1998, İKSEV has held Türkiye's first National Composition Competition every two years in honor of its founding president, Dr. Nejat F. Eczacıbaşı. This initiative has contributed 207 symphonic works to Turkish polyphonic music.



Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature

In 2023, the Dr. Nejat Eczacıbaşı Foundation launched the Beyhan Eczacıbaşı Award for Women Authors of Young Adult Literature. This program aims to support the work of female authors in the field of young adult literature and promote equal opportunities in literary circles. In 2024, Meral Karamuk Uğurşan received the award for her book "Köstebeğin Sırrı - Gizli İşler 2," published by Sadık Uygun Publications.

Contribution to Sports

The Eczacıbaşı Group established the Eczacıbaşı Sports Club in 1966 to engage Turkish youth in sports and foster social development. Since its inception, the club has trained thousands of athletes and played a pivotal role in elevating the quality of sports in Türkiye to world-class standards.

Currently dedicated to women's volleyball, the Eczacıbaşı Sports Club amplifies Turkish volleyball's global presence through its international achievements.



Eczacıbaşı Sports Club

The Eczacıbaşı Sports Club is home to the Eczacıbaşı Dynavit Women's Volleyball Team, the record-holder of Türkiye's National Championships and first back-to-back Champion of the FIVB Women's Club World Championship (2015 and 2016). The team has won 28 National Championships, 9 National Cups and played in 12 European Cup Finals.

In addition to its A team, the Club has three junior teams that have won more than 40 national championships. Over the years, the Eczacıbaşı Sports Club has trained countless women volleyball players, and the number of licensed players trained in the Club's development programs currently exceeds 11 thousand.

In 2015 the Club collaborated with the ES Volleyball Sports Club and launched the "Future Spike" program to increase young girls' access to sports and encourage them to take up volleyball. So far, the program has introduced as many as 28 thousand young girls to volleyball through programs on 22 campuses in eight different provinces. In the 2024-2025 season, 4,650 students took part. Approximately 3,450 of these students were enrolled in volleyball schools, while the remaining 2,100 were licensed athletes.

In 2018, the Eczacıbaşı Sports Club was awarded the International Olympic Committee's Women and Sports World Trophy for empowering women in sports.

Contribution to Science

Curiosity, critical thinking, and a passion for learning are standout values in the Eczacıbaşı Group's professional processes and contributions to social development. Science, vital for human life and societal development, is considered the key to understanding and shaping the modern era.

Turkish Informatics Foundation

Co-founded by the Eczacıbaşı Group, the Turkish Informatics Foundation (TBV) is a multi-stakeholder civil society organization dedicated to advancing Türkiye's technology-driven development and transformation. TBV conducts scientific research, examines the social and economic impacts of emerging technologies, and develops and executes projects through strategic collaborations.

TBV has completed six major EU projects over the past decade. With the most recent project, TBV was designated as a National Certification Center for key professions within the IT sector.

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

In 2024, TBV organized a conference on "Artificial Intelligence for the Environment" in İstanbul with the participation of Vector Institute, its "AI for the Environment" partner. In recognition of its AITR platform activities, TBV received the NGO award in the gold category of the İş Bank Group's Artificial Intelligence Factory. TBV also completed the "Technology, Law and Ethics" section of the 3rd Informatics Council study carried out by Digital Transformation Office of the Presidency of the Republic of Türkiye.

Through the EU Project (VOC), TBV was accredited by TURKAK to carry out examination and certification activities for six different national qualifications. For this mission, TBV established a test center at its Karaköy premises.

Eczacıbaşı Volunteers

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

In 2024, Eczacıbaşı Volunteers assisted over 900 children, supported hundreds of animals in shelters, collected two tons of waste in Yalova, raised donations for two year-long scholarships, and planted trees.



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Investing in Future

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Innovation

From its inception, the Eczacıbaşı Group has prioritized innovation and creativity, driven by the vision of its founder Dr. Nejat F. Eczacıbaşı to contribute to Türkiye's economic and social development.

Innovation is embedded in the Group's core strategies to create sustainable value for future generations through lifestyle-focused, human-centered solutions. Through innovation projects and investments in new technologies, we strive to enhance our competitiveness and transform everyday life for the better.

Our innovation approach is rooted in a corporate culture that values curiosity, courage, and agility —where every voice is heard, and diversity is embraced. Leaders play a key role in fostering sustainable innovation by creating an environment that supports continuous growth.

The Eczacıbaşı Group's Innovation Statement embodies our commitment to aligning all innovation efforts around a shared purpose that reflects our core values and organizational mission.

The **Eczacıbaşı Group Innovation Organization and Governance Model** is designed to outline the roles, responsibilities, authorities, relationships, decision-making, and operational processes for all innovation activities, ensuring alignment with the Group's goals.

Each entity operates within a structured framework that is aligned with the Group's broader innovation roadmap. Projects are categorized strategically into core, adjacent, and transformational areas to ensure that every initiative meaningfully contributes to business growth and societal impact.

As of end-2024, this systematic approach to identifying innovation needs had resulted in the initiation of 135 projects. Over 40% of them focused on adjacent and transformational innovation, driving business expansion and pioneering solutions for emerging markets.

For more information regarding the Group's innovation organization and governance, please refer to the [Eczacıbaşı Group Integrated Sustainability Report 2023: Story of Our Ambition Report](#).

Integrating Sustainability into Innovation

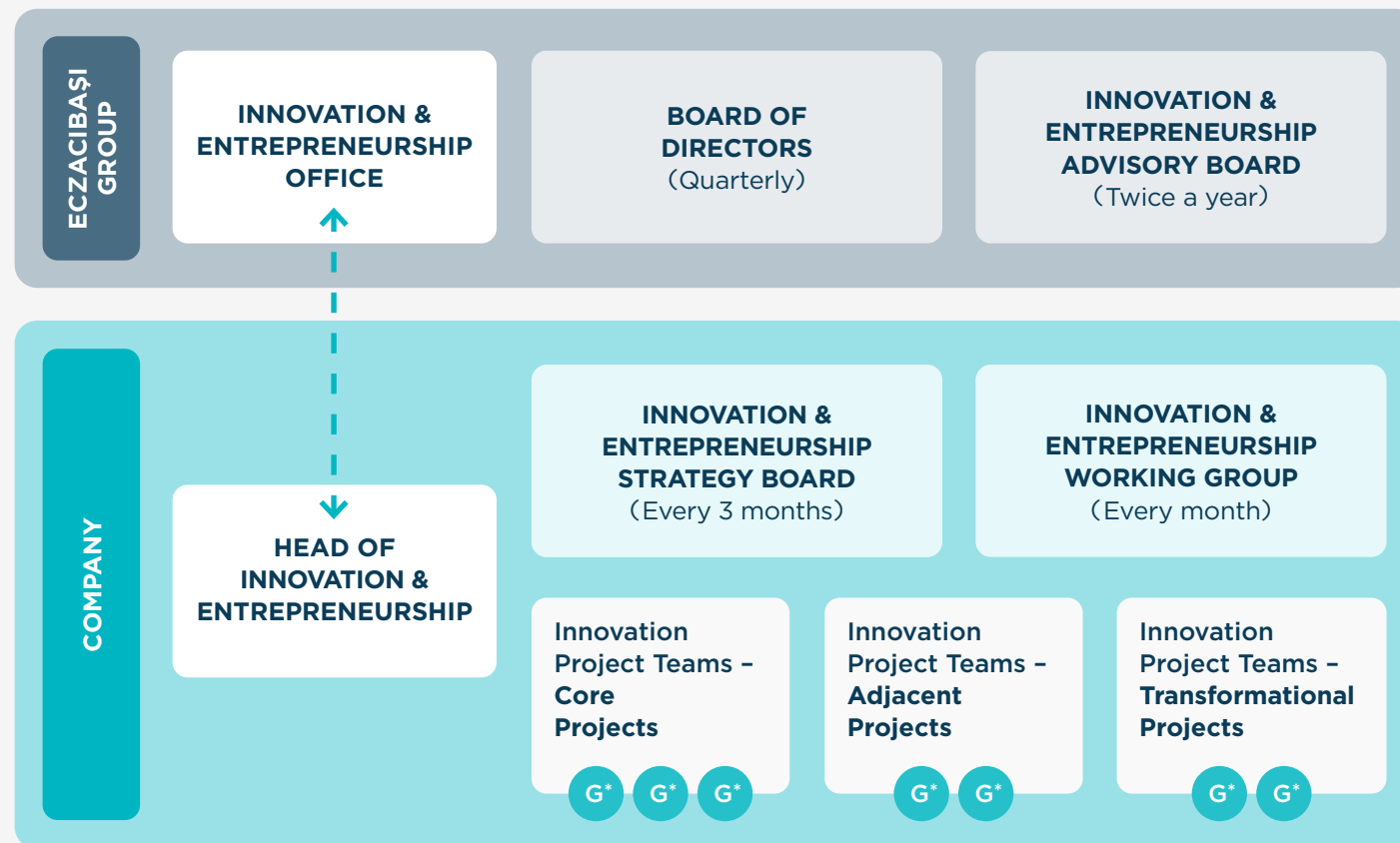
Our innovation statement is deeply intertwined with our sustainability goals. By fostering new solutions that transform life habits for everyone's benefit, we inherently promote sustainable practices.

Each aspect of our innovation efforts – life habits, collective benefit, transformative potential, and new solutions – aligns with our commitment to sustainability. By focusing on "everyone's benefit," we provide value across economic, social, and environmental areas. Transforming life habits highlights innovation's role in societal change. Our commitment to new solutions and creative thinking drives sustainable innovation and positive impact on society and the environment.

Sustainable Innovation for Lasting Impact

We take a systematic approach that encompasses all innovation activities, processes, practices, and investments, actively involving our stakeholders and innovation ecosystem through collaborative co-creation and shared growth initiatives. Our forward-thinking strategy promotes engagement with a diverse array of external partners across multiple ecosystems, fostering inclusive and participatory collaboration aimed at achieving common goals.

Innovation Organization and Governance



* G stands for Group

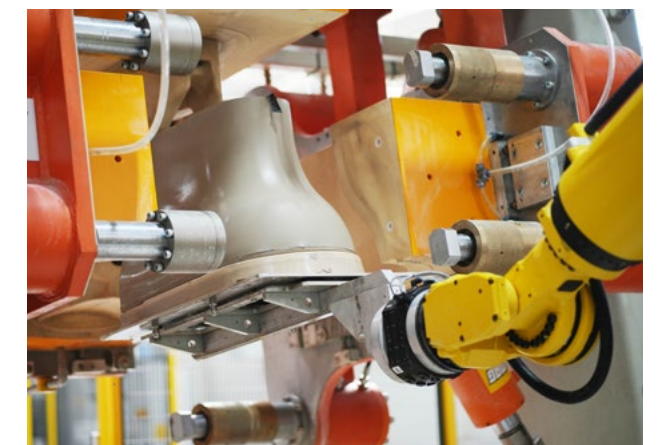
Board agendas are set by the Group's CEO and the Chief Innovation Officer (CINO), with the IEO responsible for coordination and agenda management.

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

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

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

Represents project-specific teams



Commitment to Sustainability Goals



Our targets are aligned with our sustainability priorities to ensure we remain dedicated to our goals. Our innovation initiatives actively support the Group's growth strategy and long-term competitive advantage, while advancing societal sustainability by delivering solutions that are time saving, smart, life oriented, health oriented, accessible, and economy friendly.



Healthy Lifestyles

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



Ecological Sustainability

Efficient and reusable resources and transformation.



Water

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



Material

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



Healthy Aging

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



Eczacıbaşı Group Innovation Synergy Areas

We have identified five thematic categories where synergy through inter-company collaboration is vital: healthy lifestyles, healthy aging, sustainable resource use, water savings, and materials.

Our innovation activities, aligned with these themes, contribute to Sustainable Development Goals (SDGs) such as Good Health and Wellbeing, Clean Water and Sanitation, Affordable and Clean Energy, Industry, Innovation and Infrastructure, Reducing Inequalities, and Responsible Consumption and Production. These shared synergy areas guide us in enhancing positive impacts and reducing negative ones, considering all stakeholders' benefits with an ecosystem perspective.

Eczacıbaşı Innovation Awards

The Eczacıbaşı Innovation Awards recognize and reward innovative projects from various fields, welcoming participation from all Eczacıbaşı employees. The program emphasizes both the innovation process and results, fostering a culture of shared success and collective benefit. For more information regarding Eczacıbaşı Innovation Awards, please refer to the [Eczacıbaşı Group Integrated Sustainability Report 2023: Story of Our Ambition Report](#).

In 2024, at the 18th Eczacıbaşı Innovation Awards, **158 projects were submitted** to the innovation competition within the Eczacıbaşı Group. Of these, **93 projects advanced to detailed evaluation** and jury review, and **9 were awarded** at a grand ceremony.



Perspective of Our Stakeholders

İrem Türkücü

Eczacıbaşı Building Products

Product Manager



The Eczacıbaşı Group Innovation Awards promote innovative thinking across the organization, boosting employee motivation and fostering creative synergy among teams. In doing so, they help embed innovation as a lasting value throughout the company. More than a recognition tool, the awards serve as a strategic platform that nurtures a culture of learning, strengthens interdisciplinary collaboration, and reinforces innovation as an organizational priority.

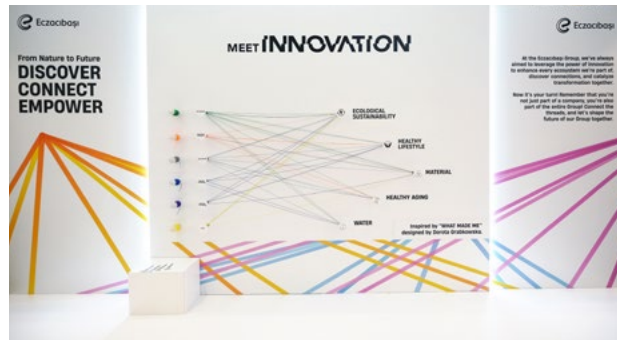
This year's award-winning project, QuantumFlush, stands out for its strong environmental, social, and governance (ESG) impact. As the world's first and only toilet with QuietMark certification, it offers a quieter and more hygienic bathroom experience. Its advanced flushing system, based on the principle of laminar flow, increases cleaning efficiency by 31% without using more water and prevents bioaerosol contamination in the bathroom environment by reducing splashing by half.

Developed through a collaborative and inclusive process, the project brought together experts from across departments and resulted in fourteen patent applications. Strong leadership and cross-functional teamwork accelerated progress, while support from the Vitra Innovation Center's testing infrastructure played a critical role in delivering a solution that exceeds industry standards in both performance and user comfort.

Eczacıbaşı MeetInnovation

The Group's annual innovation event, **Eczacıbaşı MeetInnovation**, reflects Eczacıbaşı's ecosystem-driven and interdisciplinary approach to innovation.

In 2024, Harvard Business Review Türkiye was a strategic partner in the event, which was titled "From Nature to Future: Discover, Connect, Empower." Focusing on the concept of "**Interconnectivity**," the event highlighted the creative potential of meaningful connections within a network, and underlined the importance of applying the co-production model inherent in life to business practices, relationships, and innovation.



Sustainability x Innovation Workshop

The Eczacıbaşı Group held a two-day workshop on 26 and 29 March 2024 with the participation of 50 people from different departments to explore the areas where innovation and technology are needed for the Group to achieve its sustainability goals. Sustainability-focused innovation approaches, methodologies and successful examples were shared, and representatives from Bathrooms, Tiles, Consumer Products, Natural Resources and Healthcare presented their top innovation priorities with respect to sustainability.

The first day of the workshop was held online and its aim was to create a common language and understanding of sustainability in preparation for the face-to-face workshop. The program explored the relationship between innovation and sustainability, provided a scientific perspective on sustainability through The Natural Step Framework (TNS), and made in-depth analyses of global approaches and methodologies.



Teams of participants then worked on company-specific assessments utilizing Strategic Life Cycle Assessment (SLCA) methodology in four sessions.

1. SLCA Hotspot Exercise

The SLCA tool developed by The Natural Step was used. This exercise focused on identifying critical areas for sustainability throughout the life cycle of products. Each company team assessed their products from an ecological sustainability perspective to better understand areas of impact.

In this assessment, TNS Ecological Sustainability Principles were analyzed for the raw material, production, packaging and distribution, use, and end-of-life stages of a selected product.

2. Challenge Call and Open Space

This session focused on identifying areas where organizations are looking for solutions in line with their sustainability goals. Participants were given the opportunity to use the "Sustainability Challenges: Innovative Solution Needs Template and Innovation Matrix" to identify their priority issues. Through Open Space sessions, participants contributed ideas to other companies' issues.

3. Innovation Pool and Next Steps

During this session, participants researched the technologies and innovations required for the identified problems, adding good examples and evaluating ideas. At this stage, teams explored the potential for collaboration with tools and methodologies already available and identified actions for prioritized ideas.

4. Closing Circle

In the final session, participants shared their expectations from innovation and the needs that had to be met to achieve their sustainability goals.

The second day of the workshop explored promising innovative technologies, analyzed inspiring projects in each industry, and specified technology and solution needs for sustainability goals. Collective wisdom was employed with the Open Space approach, potential opportunities were evaluated, and ideas were exchanged on innovative solutions.

While the workshop provided insights into potential focus areas for Eczacıbaşı Momentum, the workshop revealed common needs, such as circularity and waste (packaging and product transformation, water use), energy (efficiency, renewable energy), raw materials and materials (sustainable raw materials and material use).

Among the barriers mentioned were high initial investment costs, difficulties in shifting consumer preferences towards sustainability, market expectations, lack of incentives, and inadequate and expensive new technologies.



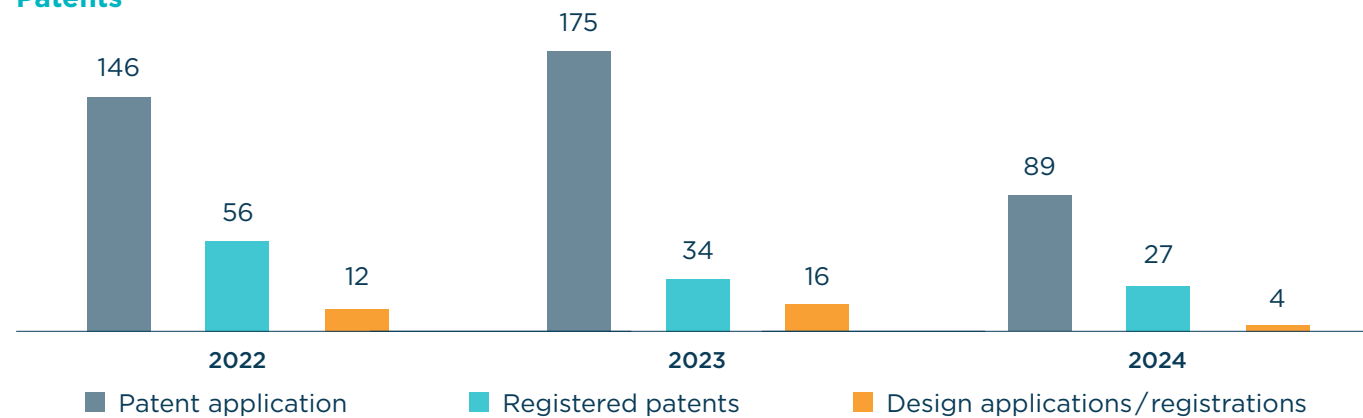
Bathrooms

ECZACIBAŞI BUILDING PRODUCTS

Eczacıbaşı Building Products is dedicated to the principle of innovation, which is the driving force behind its continuous exploration of new opportunities and its commitment to breaking new ground in terms of what is possible.

QuantumFlush guarantees superior cleanliness by ensuring even distribution of water across the entire inner surface of the toilet bowl without splashing or excessive noise. This product is designed to use 31% less water in the bowl than conventional rimless toilets, while achieving 120% better flushing performance with the same amount of water. QuantumFlush leverages the principles of laminar flow to minimize turbulent kinetic energy, thereby reducing noise and preventing chaotic water collisions. The product has been certified by Quiet Mark and operates with 8.45 dBA less sound energy than a typical toilet, making it approximately seven times quieter. Vitra QuantumFlush represents a new era in bathroom design, offering unparalleled efficiency, power and hygiene.

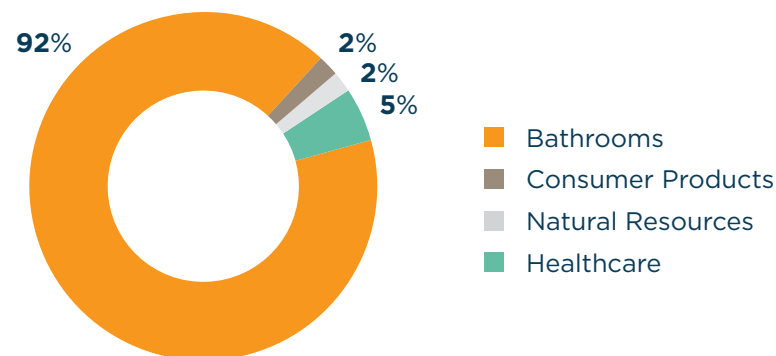
Patents



	2022	2023	2024
Cumulative granted patents	124	158	183

Reflecting our ongoing commitment to innovation and sustainable development, the cumulative number of granted patents continued its steady growth, reaching 183 in 2024. This growth is driven by our innovative mindset and courage to pioneer new solutions that challenge conventional boundaries.

Cumulative Granted Patents



Entrepreneurship

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

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

In 2024, as in 2023, the Eczacıbaşı Group played a significant role in the Istanbul Technical University (İTÜ) Big Bang Startup Challenge by supporting two early-stage startups. One venture focuses on transforming waste management through technology-driven solutions for effective waste tracking, management, and reduction.

As in the previous year, the Eczacıbaşı Group was awarded the “**Startup Friendly Companies**” accolade at Türkiye’s Corporate Entrepreneurship Awards organized by Fast Company in collaboration with Özyeğin University and the Entrepreneurial Institutions Platform.

In 2024, we engaged with 26 sustainability-focused startups within the entrepreneurial ecosystem, 12 of which were introduced to Group companies to explore opportunities for collaboration. These initiatives align with our broader ESG strategy, particularly in advancing environmental innovation and supporting the UN Sustainable Development Goals, specifically Goal 12 (Responsible Consumption) and Goal 17 (Partnerships for the Goals).

Intrapreneurship

Eczacıbaşı supports intrapreneurship by encouraging the creativity and leadership of its employees through the Eczacıbaşı Intrapreneurship (EKİG) program. Now in its third cycle, this year’s program focuses on the theme of Sustainability and Water. The program evaluated over 20 business ideas, and four projects, including SustalNdex, were selected for implementation.

Since its inception, EKİG has engaged more than 150 employees, resulting in 12 pilot projects and two market-ready solutions. This program also reinforces our commitment to building strong bridges with startups in the sustainability sector.



Our commitment to building strong bridges with startups in sustainability remains steadfast, driving innovation and supporting partnerships across the ecosystem.

ECZACIBAŞI BUILDING PRODUCTS

Bathrooms

The SustalNdex project, which successfully completed the EKIG incubation phase, is a software solution designed to make product sustainability measurable, traceable, and accessible.

SustalNdex provides outputs such as a product ranking system and product portfolio analysis, developing a scoring system and analysis methodology based on sustainability assessment. The project addresses issues like the lack of standardized metrics, difficulties in reliable data collection and reporting, growing consumer demands, and the need to adapt to future regulations such as the European Union's Digital Product Passport. Currently in the MVP (Minimum Viable Product) phase of the EKIG intrapreneurship program, SustalNdex offers a crucial tool for companies looking to monitor and improve their sustainability performance.

Eczacıbaşı Momentum

Eczacıbaşı Momentum serves as the corporate venture capital fund for the Eczacıbaşı Group, investing in new technologies and business models both within its core areas and in adjacent fields. The fund also explores pioneering technologies that help the Group venture into new sectors and support successful spin-out intrapreneurship projects.

The goal of Eczacıbaşı Momentum is to actively shape the future of both the Eczacıbaşı Group and Türkiye's entrepreneurship ecosystem by investing in high-impact, scalable startups. It facilitates connections with domestic and international entrepreneurship ecosystems while granting startups access to the expertise and business networks of Group companies.

Focus areas

Eczacıbaşı Momentum partners with and invests in companies that shape the new normal of modern life by focusing on wellbeing, consumer needs, and home living.

The fund's primary areas of focus are:

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

Current portfolio

As of end-2024, Eczacıbaşı Momentum and Eczacıbaşı Building Products Investments (EYUY) had 26 investments of this kind. Two of them were made in 2024:

- **Caresyntax:** An AI-powered surgical data platform that improves surgical outcomes by providing operational analytics, clinical enhancements, and financial optimization.
- **One:** An energy storage technology company that has developed a long-range battery for various electric vehicles.

Research and Development

Our approach to research and development is to continually refine and enhance our business operations, products and services for the good of society.

We allocate funds to R&D initiatives aligned with our commitment to innovation and social value. These projects are designed to generate benefits for society while fortifying our competitive positioning within our respective industries.

Knowing that R&D is of paramount importance to the long-term sustainability of our Group, we allocate a substantial proportion of our annual resources to R&D efforts.

Our innovation and R&D centers, strategically located across Group companies, are committed to identifying innovative and sustainable solutions for continually enhancing their products and services.

€11.3 million

Total R&D Centers
Expenditure Across
the Group



R&D	2022	2023	2024
Number of R&D employees	186	188	142*
Total number of R&D projects	437	128	75*

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



Digital Transformation

Digital transformation is one of the core enablers of the Eczacıbaşı Group's sustainability journey.

In 2024, we accelerated our efforts across all operations to become a more agile, efficient, and future-ready organization. We believe that digitalization not only enhances our competitiveness but also strengthens our sustainability goals by enabling smarter resource use, reducing environmental impact, and increasing operational efficiency.

We are committed to leveraging advanced technologies to optimize processes, reduce resource consumption, and minimize our ecological footprint. From data-driven decision-making to automation and intelligent systems, we view technology as a key driver of sustainable growth.

To this end, we actively support and oversee a wide range of digital transformation initiatives across our Group companies, resulting in significant improvements in process efficiency and real-time operational visibility across multiple business lines. For instance, Vitra Tiles became the first and only ceramic tile manufacturer to join the World Economic Forum's Global Lighthouse Network. Through the strategic use of digital tools and data, Vitra Tiles achieved a 15% reduction in energy consumption, a 60% decrease in carbon emissions, and a 50% reduction in waste generation.

In 2024, we focused on enhancing operational transparency by implementing real-time data systems and digital monitoring tools.

These efforts have supported more informed decision-making, improved process efficiency, and enhanced our ability to respond rapidly to evolving operational needs—contributing to more resilient and sustainable business practices.

Optimization initiatives—from product formulations to kiln operations—have also delivered lasting environmental and economic value. One notable example is Sanipak's **Paper Pulp Optimization** project, which received the Gartner Advanced Manufacturing Award. Using an AI-powered model, the project lowered raw material consumption by 3% and annual costs by 10% through optimized material and energy use.

Although still an emerging concept within our organization, we recognize the growing importance of the “twin transition” — the simultaneous advancement of digital and green transformation — as a strategic approach for shaping the future. This dual transformation offers powerful synergies: digital technologies enhance the efficiency, transparency, and scalability of sustainability efforts, while sustainable practices ensure that digital growth aligns with environmental and societal values.

These achievements reflect our broader commitment to embedding sustainability across all aspects of our operations. By integrating transformation initiatives into production, maintenance, and quality control processes, we are not only enhancing efficiency but also creating long-term value for our stakeholders. The success of these initiatives highlights how digital and environmental responsibility can work together, delivering tangible benefits and supporting our ongoing journey toward a more sustainable future.

For us, digital transformation is more than a path to operational excellence—it is a mindset that prepares our business for the future and reinforces our commitment to building a more sustainable world.

With every step forward, we aim to unlock new opportunities for innovation, amplify our positive impact on society, and equip our organization to meet the challenges and possibilities of tomorrow.

In 2024, we invested €16 million in digital transformation efforts, increasing the additional EBITDA contribution from these initiatives from 10% to 14%.

The year was marked by execution of data-driven projects, the launch of customer-centric programs, and the promotion of a culture focused on continuous improvement. Innovative AI and data-driven intelligence initiatives, along with customer-oriented strategies, played a key role in fostering growth and collaboration throughout the year.



Natural Resources

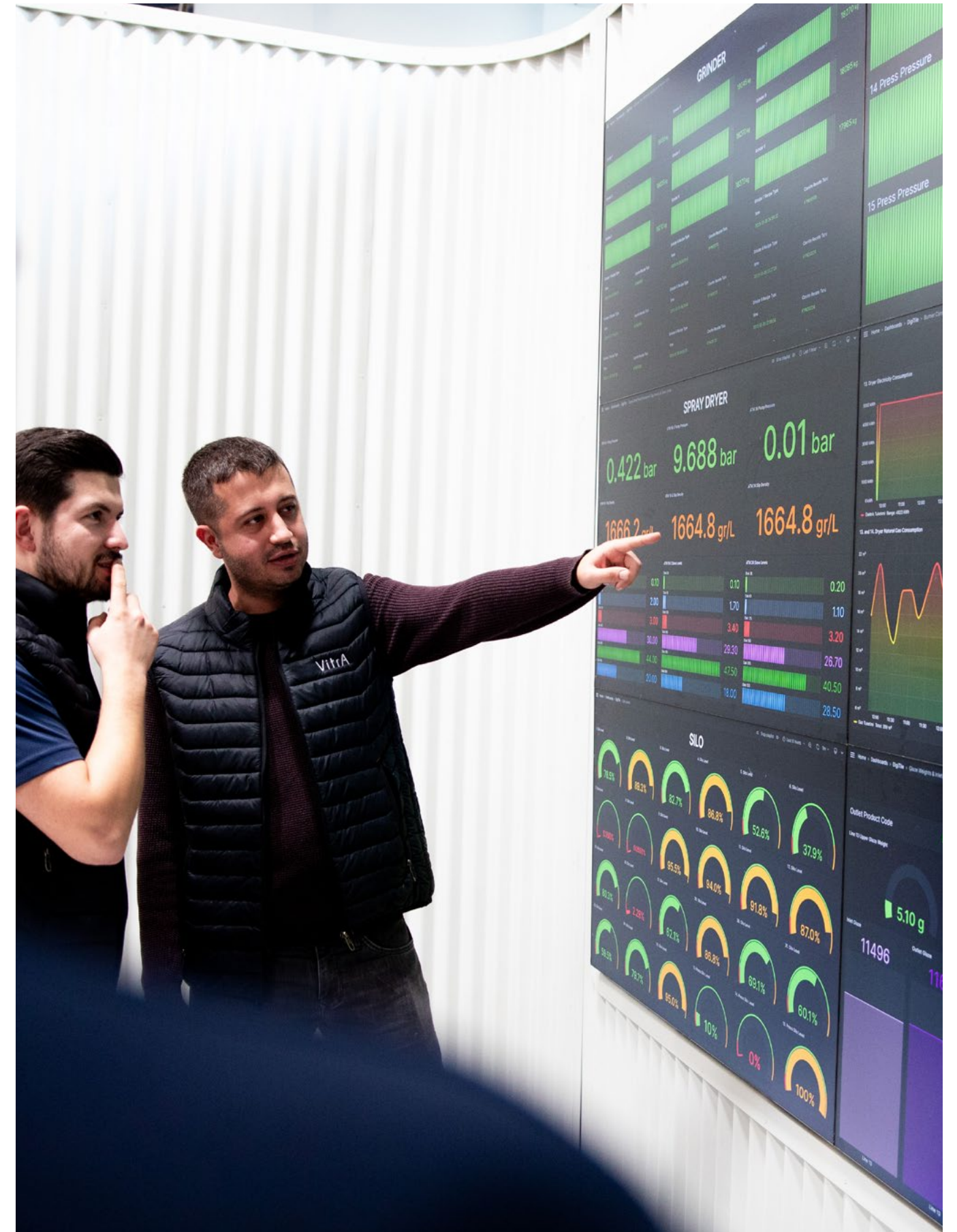
Esan continuously strives to integrate smart technologies into its operations to improve efficiency and support its sustainability goals.

- **The Signal Optimization AI Project**, implemented in Balya Lead and Zinc Mine, has enabled Esan to deploy an advanced traffic optimization system driven by artificial intelligence. This system is designed to analyze real-time data from mobile units, facilitating the dynamic management of underground traffic flow. The system ensures that equipment reaches workstations more quickly and efficiently, reduces idle times, and minimizes unnecessary fuel consumption. As a result, Esan avoided 27,000 liters of diesel consumption over two years, corresponding to a reduction of 36,386 tons of CO₂ emissions.
- **The Mineral Prospectivity Mapping** project is an initiative that employed advanced technologies, including artificial intelligence and data analytics, to enhance mineral exploration efforts within Esan's designated license areas in Kazakhstan. The objective was to enhance the strategic efficiency of its exploration efforts by re-examining historical geological data using advanced machine learning algorithms, while generating new prospects in sectors formerly regarded as saturated or thoroughly investigated by conventional methodologies.

**ECZACIBAŞI
BUILDING PRODUCTS****Tiles**

As the leading digital transformation initiative of Vitra Tiles, the DigiTile project encompasses key elements including DigiMill, DigiSpray, DigiPress, and DigiPredictive. The overarching aim is to reduce energy, raw material, and water usage. Additionally, the project seeks to digitalize expertise, minimize human dependency, and eliminate human error through autonomous AI-driven models and equipment.

- **DigiMill** project utilizes data analysis and predictive models to optimize mill rotation times and material inputs, ensuring efficient operations and high product quality.
- **DigiSpray** project enhances sustainable production by using AI-driven system for energy-efficient sludge drying, reducing human error and preserving operational expertise digitally. Fully automated sensors and AI models ensure optimal moisture levels and minimize energy use while providing real-time quality monitoring and adjustments.
- **DigiPress** project aims to enable tile production with the desired level of quality and efficiency while minimizing resource and energy consumption through extensive use of artificial intelligence and statistical analysis methods.
- **DigiPredictive** is designed to leverage sensors to facilitate the early detection of equipment faults, thus aiming to optimize operational efficiency and minimize downtime. This approach contributes to extending the lifespan of equipment, minimizing energy and material losses, and reducing maintenance costs.

**Sanipak****Consumer Products**

Sanipak is committed to achieving optimal product presentation with cost-effectiveness, while also maintaining a commitment to sustainability throughout our production process.

The Paper Pulp Preparation Optimization project was able to successfully identify and manage the complex balance between production parameters and their effects on the final product thanks to the advanced optimization model supported by artificial intelligence. This model was established using large data sets. This approach not only reduced costs but also ensured the sustainability of the production process by minimizing waste and energy consumption.

Thanks to this sustainability-focused approach, the AI-powered Pulp Preparation Optimization project, which was recognized by Future of AI Cloud and AI4TR in Türkiye, was awarded the second prize in the Europe, Middle East and Africa (EMEA) region in the "Gartner Eye on Innovation Awards for Advanced Manufacturing" competition organized by Gartner, one of the world's leading technology research and consulting companies.

7

Annex

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List of Associations, Initiatives and Memberships

Institution	Status
American Turkish Society	Membership
Business World and Sustainable Development Association (SKD Türkiye)	Membership
Business for Goals	Board Membership
Corporate Risk Management Association	Board Membership
DEİK - Foreign Economic Relations Board of Türkiye	Membership
DEIK USA Council	Business Council Executive Board Member
DEİK Germany Council	Business Council Executive Board Chairman
DEİK Saudi Arabia Business Council	Business Council Executive Board Chairman
Economic Development Foundation	Membership
Endeavor Foundation	Membership
ESİAD - Aegean Industrialists and Businessmen Association	High Consultation Council Member
GİF - Global Relations Forum	Membership
GİRVAK - Turkish Entrepreneurship Foundation (TEF)	Board of Trustees Membership
IMPACT 2030	Membership
Istanbul Kartal Urban Development Association	President
KAGİDER - The Women Entrepreneurs Association of Türkiye	Membership
Kal-Der - Turkish Quality Association	Membership
Public Affairs Institute of Türkiye	Membership
Corporate Risk Management Association	President
TESEV - Turkish Economic and Social Studies Foundation	Board Membership
The Business Plastic Initiative	Membership
The Trilateral Commission Europe	Membership
The Science Academy Türkiye	Membership
Turkish Marine Environment Protection Association (TURMEPA)	Membership

Institution	Status
TÜSİAD - Turkish Industry and Business Association	Mermbership
	Honorary Presidency
	Digital Türkiye Roundtable Member
	Environment and Climate Change Working Group Member
	Green Deal Task Force Working Group Member
	Circular Economy and Waste Management Working Group Maember
	Water Working Group Member
	Forest Conservation and Swallow Areas Working Group Member
	Climate and Paris Agreement Working Group Member
	Sustainable Finance Working Group Member
UN Global Compact	Tax Working Group Member
	Foreign Trade Working Group Member
	Highest Level Executive
UN Women Türkiye	Contact Point, Financial Contact, Women's Empowerment Principles
	UNGC-Türkiye Board Member, Gender Equality Working Group Co-Presidency
World Economic Forum	Membership
TİDE - Institute of Internal Auditing of Türkiye	Membership
IFA-International Fiscal Association	Membership
ISACA - Information Systems Audit and Control Association	Membership
ACFE - Associatio of Certified Fraud Examiners	Membership
Account Experts Association	Board Membership
Yanındayız Association	Board Membership
PERYÖN-Türkiye Human Resource Management Association	Membership
BAGEP	Membership

Awards

Awarded By	Awards	Organizations
AI4TR Awards	Predictive Maintenance	ESAN Eczacıbaşı Industrial Raw Materials
AI4TR Awards	Pulp Preparation Cost Optimization Project	Sanipak Healthy Living Products
Capital	3 rd among the top 5 companies in the Corporate Social Responsibility Research	Eczacıbaşı Holding
Capital 500	Ceramic Sector Leader	VitrA Tiles
Ecovadis	Bronze Medal	ESAN Eczacıbaşı Industrial Raw Materials Eczacıbaşı Building Products VitrA Tiles
Fast Company Türkiye	50 Most Innovative Companies List <ul style="list-style-type: none">Artificial IntelligenceForecasting with Artificial IntelligencePatient ForecastDigital Process Management	ESAN Eczacıbaşı Industrial Raw Materials Sanipak Healthy Living Products Eczacıbaşı Pharmaceuticals Marketing VitrA Tiles
Future of AI Cloud Awards	Paper Pulp Preparation Optimization Project <ul style="list-style-type: none">Papirus	Sanipak Healthy Living Products
Gartner	Gartner Eye on Innovation Awards for Advanced Manufacturing Runner-up <ul style="list-style-type: none">Paper Pulp Preparation Optimization	Sanipak Healthy Living Products
Great Place to Work Institute	Great Place to Work Award	Eczacıbaşı Pharmaceuticals Marketing
Istanbul Chamber of Industry	ISO Green Transformation Awards	Eczacıbaşı Building Products

Awarded By	Awards	Organizations
Martech Awards	Best Technology in the Building and Decoration Industry	Eczacıbaşı Building Products
Martech Awards	Best Use of Technology in Digital Platforms Category	Eczacıbaşı Pharmaceuticals Marketing
Sia Insight	Consumer Innovation Awards-Product of the Year Award <ul style="list-style-type: none">Dynavit Collagen QuatroDynavit Multi-DailyDynavit Immukid Gummies	Eczacıbaşı Pharmaceuticals Marketing
Sustainable Business Awards	Sustainable Artificial Intelligence Applications Category Artificial Intelligence Applications in Sludge Production Processes	VitrA Tiles
The Chicago Athenaeum Museum of Architecture and Design and Metropolitan Arts Press Ltd.	Good Design Awards	Eczacıbaşı Building Products
Turkish Exporters Assembly	First place in the Mining Sector at the Türkiye Export Champions Awards	ESAN Eczacıbaşı Industrial Raw Materials
Turkish Miners Association	Team Competence Award and Most Inclusive Team Award in the Mining Rescue Competition	ESAN Eczacıbaşı Industrial Raw Materials
Turkishtime	Top 250 Companies with the Highest R&D Expenditure in Türkiye	ESAN Eczacıbaşı Industrial Raw Materials
World Economic Forum	Lighthouse for Manufacturing	VitrA Tiles

Stakeholder Relations Table

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Finance Community	Shareholders	Shareholders and investors support our financial health and profitable growth by securing access to capital and strengthening our capital structure.	We maintain the highest standards of corporate governance, ensuring that management acts in the best interests of shareholders, safeguards their rights, and upholds accountability and transparency for long-term value creation.	<ul style="list-style-type: none">Sustainability Reports (Annual)Annual Reports (Annual / Quarterly)Financial Reports (Quarterly)Corporate Website (Continuous)Material Disclosures (Instant)General Assembly Meetings (Annual)
	Financial Institutions	Financial institutions contribute to the expansion of our operations by providing access to financing instruments and trading opportunities in investment and capital markets.	We create trust among financial actors with our financial health combined with our understanding of sustainability. This contributes to the sustainable transformation of our work by focusing the financial resources we access on sustainable and innovative investments.	<ul style="list-style-type: none">Sustainability Reports (Annual)Annual Reports (Annual)Social Media (Continuous)Corporate Website (Continuous)
Employees	Company Managers	Our managers are central to our business and operations, guiding our success through timely, strategic, and well-informed decisions. Their leadership ensures we stay on course, making critical choices that drive both our operational efficiency and long-term growth.	We create value for our managers by providing clear career pathways and supporting our managers in realizing their full potential. We foster an inclusive workplace where our managers actively contribute to the organization's success while feeling valued.	<ul style="list-style-type: none">Sustainability Reports (Annual)Annual Reports (Annual)Social Media (Continuous)Corporate Website (Continuous)Group Meetings (Continuous / Periodic)Material Disclosures (Instant)Employee Engagement Surveys (Annual)Trainings (Continuous)Cash-Flow Reports (Monthly)Group Financial Results Reports (Monthly)Group Profit and Loss Forecast Reports (Quarterly)
	Employees	Employees are the driving force behind our operations and high quality products. We firmly believe that investing in our employees is vital for the success of our economic and sustainability agenda, enabling our business to thrive.	We provide equal opportunities for both professional and personal development, fostering an inclusive workplace that encourages collaboration and mutual respect. By promoting work-life balance through flexible working arrangements and well-being initiatives, we prioritize the holistic success of our employees. We have integrated career development, performance, and feedback processes, utilizing the latest technologies to enhance their effectiveness and connectivity.	<ul style="list-style-type: none">Sustainability Reports (Annual)Annual Reports (Annual)Social Media (Continuous)Corporate Website (Continuous)Group Meetings and Publications (Continuous / Periodic / Instant)Bulletins / Announcements (Continuous / Instant)Material Disclosures (Instant)Employee Engagement Surveys (Annual)Trainings (Continuous)Social Responsibility Projects (Continuous)Human Resources Handbook (Continuous)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Customers	Clients	Our clients, end users and customers play vital roles in shaping our business. Their preferences directly affect our sales and sustainable success. Maintaining their strong satisfaction, gaining their loyalty, and listening to their feedback are essential to our success and competitiveness in the industry.	We deliver high-quality products and innovative solutions that meet or exceed our customers' expectations. We invest in research and development to introduce innovative solutions and products that address evolving customer needs and preferences. We focus on building strong, long-term relationships with customers through trust and consistent performance.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• Customer Research (Continuous)• Audits (Instant/Periodic)• Material Disclosures (Instant)• Fair Participation (Instant / Periodic)• Client Meetings (Periodic)
	End Users and Customers			<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)
Supply Chain	Business Partners	Business partners help us expand our reach into new geographical areas or market segments. By maintaining strong, strategic relationships with our business partners, we utilize external forces and resources to drive our own growth and success.	Our goal is to equip business partners with innovative, differentiating products to enable them to stand out in the competitive marketplace and attract discerning customers.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Annual Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• Material Disclosures (Instant)
	Suppliers	Suppliers play a vital role in ensuring the continuity of our operations and products, by providing a continuous flow of materials and services required for our production processes. Collaborations with suppliers enhance operational efficiency by streamlining supply chains, reducing costs, and improving logistics.	We build strong, mutually beneficial relationships with our suppliers, driving growth and success for all parties and contributing to the long-term resilience of our supply chains by fostering strategic partnerships, upholding fair and ethical practices, maintaining quality standards, encouraging innovation and collaboration, and optimizing supply chain efficiency.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)
	Contractor Firms	Contractor firms, contribute to the successful execution of projects and overall business success, by providing specialized skills and expertise that may not be available in-house.	We offer fair and competitive contractual arrangements, providing contractor firms with transparent agreements that build trust and ensure mutual benefit	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Government and Regulators	Public Institutions	Public Institutions are a key component of our company's ability to navigate regulatory complexities, access resources, and contribute to sustainable development.	We strictly adhere to regulations and standards set by public institutions. By actively supporting relevant regulations as an industry actor, we promote regulatory compliance in the industry.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• Projects (Project Based)• Audits (Instant / Periodic)• Material Disclosures (Instant)• One-to-one Visits (Instant)
	Local Government	Local governments play a vital role in our operations by providing essential services and infrastructure, regulating land use, issuing permits and licenses, and supporting economic development initiatives.	We contribute to local governments by providing employment opportunities, contributing to the economy through our investments and supporting community development projects where we operate.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Annual Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• One-to-one Visits (Instant)
Civil Society	International Organizations	International organizations expect our Group to adhere to high quality and safety standards, implement environmentally sustainable practices, uphold ethical and social responsibility norms, invest in innovation and technology, maintain transparency and accountability, and engage in international collaboration and networking	By meeting these expectations, our Group creates value by producing high-quality and safe products, promoting environmental sustainability, upholding ethical standards and social responsibility, driving innovation and technological advancement, ensuring transparency and accountability, and fostering international collaborations and networks.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Annual Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)
	Sectoral Organizations	Sectoral organizations help us monitor the dynamics of the sector and business world and be prepared for new developments regarding sector standards.	Our company creates value for sectoral organizations by offering high-quality and innovative products, thereby raising industry standards and enhancing sustainability and efficiency in the sector.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• Projects (Project-based)• Conferences (Instant / Periodic)
	Trade Unions	Trade Unions Trade unions expect fair wages and benefits for employees, safe and healthy working conditions, respect for workers' rights, access to education and development opportunities, job security and employment continuity, and the implementation of environmental sustainability and social responsibility policies.	Eczacıbaşı creates value for stakeholders by ensuring fair wages and benefits, maintaining safe and healthy working conditions, respecting workers' rights, providing education and development opportunities, ensuring job security and employment continuity, and implementing environmental sustainability and social responsibility policies.	<ul style="list-style-type: none">• Sustainability Reports (Annual)• Annual Reports (Annual)• Social Media (Continuous)• Corporate Website (Continuous)• Material Disclosures (Instant)

Stakeholder Groups	Stakeholders	Importance for Eczacıbaşı Group	Value Created for Stakeholders	Communication Methods and Frequency
Civil Society	Universities and Research Institutions	Universities and research institutions offer a vast wealth of knowledge, resources, and connections that can significantly enhance our innovation capacity, market position, and growth potential. We also collaborate with universities and research institutions on monitoring, and evaluation processes specifically for social impact design and management.	Our company generates value for universities and research institutions through a range of initiatives, including financial support, the implementation of practical research solutions, talent development, and enhanced reputations. These collaborations facilitate innovation, stimulate economic growth, and drive social progress, reflecting the mutual benefits inherent in these strategic partnerships.	<ul style="list-style-type: none"> • Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Career Days (Annual / Periodic) • Projects (Project-based) • Internship Programs (Seasonal / Project-based) • University Events (Instant) • Student Field Visits (Instant)
	Civil Society Organizations	Engaging with civil society organizations allows us to gain a deeper understanding of diverse community needs and concerns to better address them and enhance the company's social impact.	One of the founding values of the Eczacıbaşı Group is to “add value to the communities” in which it operates. We are committed to implementing sustainable solutions that not only have a positive long-term impact but also actively contribute to the development and empowerment of local communities. We promote and facilitate employee volunteering activities and encourage participation in civil society organizations, fostering a deeper connection and commitment to the communities we serve. Through our founding sponsorships, we also support civil society organizations in maintaining their presence and quality of work continuously and effectively.	<ul style="list-style-type: none"> • Sustainability Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Customer Research (Continuous) • Projects (Project based) • Memberships (Continuous)
	Local Community	It is important to build and maintain a strong relationship and reputation in the local community and establish trust among local stakeholders.	We are fully committed to social responsibility and community engagement, and we are confident that this will have a positive impact on society.	<ul style="list-style-type: none"> • Projects (Project-based) • Social Media (Continuous) • Corporate Website (Continuous) • Social Responsibility Projects (Project-based)
	Society	Societal impact is as critical to us as our economic contributions. We are dedicated to fostering a healthier and more sustainable future by prioritizing societal well-being. By actively engaging with and addressing the needs of society, we not only contribute to long-term sustainability but also enhance our business success and strengthen our reputation.	We are committed to enhancing the quality of life for individuals and communities through our products, operations, and corporate responsibility initiatives. By being deeply embedded in the regions where we operate, we contribute to local progress and development. Through active engagement and collaboration with society, we build trust, foster dialogue, and address pressing social, environmental, and economic challenges.	<ul style="list-style-type: none"> • Sustainability Reports (Annual) • Annual Reports (Annual) • Social Media (Continuous) • Corporate Website (Continuous) • Material Disclosures (Instant) • Media Relations (Continuous)
	Media	Media plays a critical role not only in promoting our products and brands but also in ensuring the accurate dissemination of information about our business activities and providing a platform for informed public debate. Beyond promoting our company, we also closely monitor public discourse, societal expectations, and emerging trends through media channels.	We are committed to enhancing the quality of life for individuals and communities through our products, operations, and corporate responsibility initiatives. By being deeply embedded in the regions where we operate, we contribute to local progress and development. Through active engagement and collaboration with society, we build trust, foster dialogue, and address pressing social, environmental, and economic challenges.	<ul style="list-style-type: none"> • Social Media (Continuous) • Corporate Website (Continuous) • Press Releases (Instant)

Performance Indicators

Environmental Performance Indicators

Energy Consumption (MWh)	2022	2023	2024
Non-renewables	1,578,859	1,565,128	1,818,541
Electricity	25,134	19,404	41,870
Natural Gas	1,417,331	1,428,466	1,576,581
Diesel	60,894	63,227	67,103
Fuel Oil	2,820	1,495	20,270
Steam	65,749	51,673	98,314
LPG/LNG	6,931	863	14,402
Renewables	498,439	526,447	622,707
Purchased renewable electricity	497,032	513,232	594,266
Self-generated renewable electricity	1,407	8,544	23,691
Self-generated renewable heat	0	4,670	4,750
Total Energy Consumption	2,077,298	2,091,575	2,441,248 ✓

Energy Consumption (MWh)	2022	2023	2024
Direct energy consumption	1,487,976	1,498,721	1,678,357
Indirect energy consumption	589,322	592,853	762,891
Total energy consumption	2,077,298	2,091,575	2,441,248

Total Carbon Emissions (tCO ₂ e)*	2021	2023
Total Carbon Emissions (Scope 1 + Scope 2) (Market Based)	552,564	333,940
Total Carbon Emissions (Scope 1 + Scope 2) (Location Based)	558,525	569,115

* 2024 carbon footprint calculations are ongoing. They will be accessible in the UNGC Communication on Progress 2024 report.

Energy Savings (MWh)	2022	2023	2024
Number of Projects	114	60	27
Energy Savings (MWh)	24,515	40,479	16,130

Renewable Energy Installed Capacity (MWp)	2022	2023	2024
Renewable Energy Installed Capacity (MWp)	9.7	23	24.1

Water Withdrawal by Source (thousand m³)	2022 *	2023	2024
Municipal water	1,934	1,849	2,319
Ground water	1,958	2,659	2,694
Other	144	17	24
Total	4,036	4,525	5,036

* Updated due to new factory ramp-up period.

Water Savings (m³)	2022	2023	2024
Number of Projects		31	7
Water Savings (m³)	292,068	248,144	534,778

Waste by Type and Disposal Method (ton)	2022	2023	2024
Hazardous Waste	2,867	4,018	4,095
recycled/reused	2,628	3,958	4,016
disposed	239	60	80
Non-Hazardous Waste	131,496	131,799	138,759
recycled/reused	89,319	101,153	112,241
disposed	42,177	30,645	26,517
Total Waste Amount	134,363	135,816	142,854 ✓

Waste Results (ton)	2022	2023	2024
Waste recycled	91,947	105,111	116,257 ✓
Waste disposal	42,416	30,705	26,597 ✓
Total Waste Amount	134,363	135,816	142,854 ✓

Waste Distribution (%)	2022	2023	2024
Share of recycled waste	68%	77%	81% ✓
Share of disposed waste	32%	23%	19%
Total Waste Amount (ton)	134,364	134,816	142,854 ✓

Social Performance Indicators

Workforce by Gender*		2022	2023	2024
Total Workforce		7,936	9,600	9,829
	Women	1,954	2,322	2,371
	Men	5,982	7,278	7,458
White-collar employees		3,522	3,994	3,804
	Women	1,407	1,584	1,517
	Men	2,115	2,410	2,287
Blue-collar employees		4,414	5,606	6,025
	Women	547	738	854
	Men	3,867	4,868	5,171
Total Workforce by Contract Type*		2022	2023	2024
Employees with indefinite term contract		9,449	9,240	9,365
	Women	2,211	2,167	2,330
	Men	7,238	7,073	7,035
Employees with fixed term contract		322	360	460
	Women	139	155	37
	Men	183	205	423
Employee Demographics*		2022	2023	2024
Total Workforce		7,936	9,600	9,829
White-collar employees		3,522	3,994	3,804
Blue-collar employees		4,414	5,606	6,025
Employees with indefinite term contract		9,449	9,240	9,365
Employees with fixed term contract		322	360	460
Number of employees in the management work family		320	336	311
Number of non-management employees		3,600	3,631	3,478
Number of subcontracted employees		2,092	1,341	1,308
Turnover		2022	2023	2024
Employee turnover rate		11%	17%	18%
Voluntary employee turnover rate		15%	9%	9%
Female employee turnover rate		17%	17%	19%

* The scope of the data above is limited to Türkiye operations.

Employee Demographics - Age		2022	2023	2024
Under 30 years old		2,523	2,732	2,714
	Women	775	814	706
	Men	1,748	1,918	2,008
30-50 (including) years old		5,752	7,670	7,477
	Women	1,295	1,803	1,806
	Men	4,457	5,867	5,671
Over 50 years old		546	965	866
	Women	115	202	175
	Men	431	763	691
Managers and higher levels - Under 30 years old		-	-	-
	Women	-	-	-
	Men	-	-	-
Managers and higher levels - 30-50 (including) years old		237	262	297
	Women	87	91	102
	Men	150	171	195
Managers and higher levels - Over 50 years old		41	74	82
	Women	7	17	19
	Men	34	57	63
Employment Duration		2022	2023	2024
Number of employees working for a period of 0-5 years		3,821	4,097	6,653
	Women	1,160	1,254	1,834
	Men	2,661	2,843	4,819
Number of employees working for a period of 5-10 (including) years		1,515	2,383	2,438
	Women	332	568	595
	Men	1,183	1,815	1,843
Number of employees working for a period of more than 10 years		1,226	1,913	2,316
	Women	168	310	384
	Men	1,058	1,603	1,932
Employee Training*		2022	2023	2024
Average hours of training per employee		20.2	32.8	28 ✓
	Women	21.8	36.5	33.2
	Men	19.2	30.4	24.5

New Recruits	2022	2023	2024
Total number of new employee hires during the year	1,976	1,577	1,164
Women	908	633	531
Men	1,068	944	633
Under 30 years old	548	445	326
Women	350	249	206
Men	198	196	120
30-50 (including) years old	1,240	964	710
Women	502	363	291
Men	738	601	419
Over 50 years old	188	168	128
Women	56	21	34
Men	132	147	94

Employees Who Left Work	2022	2023	2024
Total	1,077	1,619	831
Women	451	584	348
Men	626	1,035	483
Under 30 years old	342	380	178
Women	195	214	101
Men	147	166	77
30-50 (including) years old	653	1,061	575
Women	236	347	226
Men	417	714	349
Over 50 years old	82	178	78
Women	20	23	21
Men	62	155	57
Number of employees who voluntarily left work	475	509	436
Women	210	249	190
Men	265	260	246

Employees receiving regular Performance and Career Development Reviews	2022	2023	2024
Total	1,945	4,897	3,868
Women	772	1,913	1,545
Men	1,173	2,984	2,324

Technical Glossary

Term	Definition
EU Green Deal	A set of policy initiatives by the European Union aimed at making Europe climate neutral by 2050.
EFRAG	European Financial Reporting Advisory Group
ESRS	European Sustainability Reporting Standards
UN Global Compact	The United Nations Global Compact is an initiative that encourages businesses to adopt sustainable and socially responsible policies in the areas of human rights, working conditions, the environment, and anti-corruption.
UNGCs Forward Faster's Water Resilience	It is an initiative under the United Nations Global Compact that aims to increase the future availability and environmental resilience of water by encouraging companies to manage water resources sustainably.
IRO	Impacts, Risks & Opportunities
Green Finance	It supports economic growth and combats climate change by including financial instruments and investments in renewable energy, energy efficiency, and low-carbon projects with the aim of increasing environmental sustainability.
Scope 1 Emissions	Direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles).
Scope 2 Emissions	Indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling.
Scope 3 Emissions	The result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain.
Low Carbon Transition	The process of shifting from fossil-fuel-based energy consumption to renewable energy sources to reduce carbon emissions.
Greenhouse Gas (GHG) Emission Targets	Goals set to reduce emissions of gases that contribute to the greenhouse effect and global warming.
Climate Scenario Analysis (CSA)	A method used to assess potential future climate conditions and understand their impacts on a business.
Optimistic (Low Carbon) Scenario	A scenario in which significant actions are taken to reduce carbon emissions, typically resulting in lower global temperature increases.
Pessimistic (High Carbon) Scenario	A scenario with minimal efforts to reduce emissions, potentially leading to higher global temperature increases.

Term	Definition
Transition Risks	Risks associated with the shift from a high-carbon to a low-carbon economy, including regulatory changes and market shifts.
Physical Risks	Climate-related risks arising from physical environmental changes, like extreme weather events and temperature fluctuations.
Climate-related Opportunity	It provides growth and cost savings potential for businesses by offering sustainable projects and low-carbon solutions.
Circular Economy	An economic system aimed at minimizing waste and making the most of resources by reusing, refurbishing, and recycling existing materials.
Eco Label	It is an official certificate that shows that products or services meet environmental sustainability standards.
Environmental Product Declaration (EPD)	A document that provides information about the environmental impact of a product throughout its lifecycle.
Life Cycle Assessment (LCA)	A technique for assessing the environmental aspects and potential impacts associated with a product, process, or service.
Renewable Energy Sources	Energy derived from natural resources that are replenishable, such as solar, wind, and hydroelectric power.
Carbon Footprint Calculation	The process of measuring the total amount of greenhouse gases emitted directly or indirectly by an entity.
Zero Waste Approach	A strategy aimed at eliminating waste through reduction, reuse, and recycling, ensuring that nothing is sent to landfills.
Wastewater Recovery Facility	An infrastructure facility that treats water and makes it reusable, ensuring that it is safe to release into the environment.
I-REC and YEK-G Certification	International and national certifications for verifying the provenance and environmental integrity of renewable energy.
Water Efficiency	Practices aimed at reducing water usage and improving water-related processes to minimize wastage and enhance resource sustainability.
Water Stress	When the demand for water in a region exceeds the available water resources or when the water quality is insufficient for a specific use.
Air Handling Unit (AHU)	An air handling unit is a component commonly used in HVAC (Heating, Ventilation, and Air Conditioning) systems.
Steam Consumption	Steam consumption is one of the types of energy used in industrial facilities.
Solar Power Plant	An energy production facility that converts sunlight into electrical energy and integrates this electricity into the grid.
Off-Grid Solar Power Plant	A system that stores the electricity it produces for local use and operates independently of the electrical grid.

Product Certificates

Bathrooms
TUV LGA Product Certificate
KIWA Certificate
SII Certificate
Belgaqua Certificate
SVGW Certificate
ANQAS Certificate
DVGW Certificate
WRAS Certificate
ISO 14025: EPD
CSTB-NF Certificate
REACH Declaration
ACS Certificate
IAPMO Certificate
WATERMARK Certificate
FSC - Forest Stewardship Council
Blue Angel Certificate
SASO
PEFC
SNI
WEEE
Interseroh
WELS
TSE (Turkish Standards Institution)
ISO14001
ISO27001
ISO45001
ISO50001
ISO9001

Tiles
TS EN 14411 Certificate of Turkish Standards Compliance
TS EN 14411 Double Star Certificate
CSTB - WALLPEC
CSTB - UPEC
EPD (Environmental Product Declaration)
Greenguard Gold
Saudi Arabia Export Certificate
GOST Certificate
Fire Safety Certificate
FDES (Fiche de Déclaration Environnementale et Sanitaire)

Consumer Products
FSC (Forest Stewardship Council)
Management System
ISO 22716 - Good Manufacturing Practices
IFS HPC - Personal Care and Households
Cosmos Product Certificate
Kosher Certificate
Green Office Certificate
Halal Cosmetics and Disinfectants
TSE Certificate
IFS Global Markets HPC
AMFORI BSCI - Social Compliance Certificate
Trusted Supplier Certificate
Domestic Goods Certificate

GRI Content Index



For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

The service was performed on the English version of the report.

Statement of Use:		Eczacıbaşı Holding A.Ş. has reported in accordance with the GRI Standards for the period 1 January 2024 and 31 December 2024.
GRI 1 Use:		GRI 1: Foundation 2021
Applicable GRI Sector Standard(s):		-
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Overview of Eczacıbaşı Group, page 10; Organizational Structure, Brands and Products, page 11-15
	2-2 Entities included in the organization's sustainability reporting	About the Report, page 4-5
	2-3 Reporting period, frequency and contact point	About the Report, page 4-5; Info, page 177
	2-4 Restatements of information	About the Report, page 4-5; Info, page 177
	2-5 External assurance	Limited Assurance Report, page 168-171
	2-6 Activities, value chain and other business relationships	Organizational Structure, Brands and Products, page 11-15; Our Value-Creating Business Model, page 28-29
	2-7 Employees	Equal, Diverse and Inclusive Workplace, page 96-98
	2-8 Workers who are not employees	Equal, Diverse and Inclusive Workplace, page 96-98
	2-9 Governance structure and composition	Governance Approach, page 44-48
	2-10 Nomination and selection of the highest governance body	Governance Approach, page 44-48
	2-11 Chair of the highest governance body	Governance Approach, page 44-48
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Approach, page 44-48

GRI 2: General Disclosures 2021

2-13 Delegation of responsibility for managing impacts	Governance Approach, page 44-48
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, page 49-51
2-15 Conflicts of interest	Governance Approach, page 44-48
2-16 Communication of critical concerns	Governance Approach, page 44-48
2-17 Collective knowledge of the highest governance body	Governance Approach, page 44-48
2-18 Evaluation of the performance of the highest governance body	Governance Approach, page 44-48
2-19 Remuneration policies	Governance Approach, page 44-48 Equal, Diverse and Inclusive Workplace, page 96-98
2-20 Process to determine remuneration	Governance Approach, page 44-48 Equal, Diverse and Inclusive Workplace, page 96-98
2-21 Annual total compensation ratio	Our Remuneration Approach, page 98. For more detailed information please refer to the Eczacıbaşı Group Integrated Sustainability Report 2023: Story of Our Ambition Report .
2-22 Statement on sustainable development strategy	Sustainability at Eczacıbaşı Group, page 30-31
2-23 Policy commitments	Ethics and Compliance, page 62-65
2-24 Embedding policy commitments	Ethics and Compliance, page 62-65
2-25 Processes to remediate negative impacts	Ethics and Compliance, page 62-65
2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance, page 62-65
2-27 Compliance with laws and regulations	Ethics and Compliance, page 62-65
2-28 Membership associations	List of Associations, Initiatives and Memberships, page 134-135
2-29 Approach to stakeholder engagement	Stakeholder Relations, page 41; Stakeholder Relations Table, page 138-145
2-30 Collective bargaining agreements	Equal, Diverse and Inclusive Workplace, page 96-98

Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality, page 32-37
	3-2 List of material topics	Double Materiality, page 32-37
Climate Change Mitigation and Climate Change Adaptation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Energy Management and Carbon Emissions, page 80-83
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Carbon Emissions, page 80-83; Environmental Performance Indicators, page 146-147
	302-2 Energy consumption outside of the organization	Energy Management and Carbon Emissions, page 80-83; Environmental Performance Indicators, page 146-147
	302-4 Reduction of energy consumption	Energy Management and Carbon Emissions, page 80-83; Environmental Performance Indicators, page 146-147
	302-5 Reductions in energy requirements of products and services	Energy Management and Carbon Emissions, page 80-83
	305-1 Direct (Scope 1) GHG emissions	Energy Management and Carbon Emissions, page 80-83
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management and Carbon Emissions, page 80-83
	305-5 Reduction of GHG emissions	Energy Management and Carbon Emissions, page 80-83
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Water Management, page 84-85
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 84-85
	303-2 Management of water discharge-related impacts	Water Management, page 84-85
	303-3 Water withdrawal	Water Management, page 84-85, Environmental Performance Indicators, page 146-147

Waste Management and Circular Economy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Circular Economy, page 86-87, Waste Management, page 88
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, page 88
	306-2 Management of significant waste-related impacts	Waste Management, page 88
	306-3 Waste generated	Waste Management, page 88; Environmental Performance Indicators, page 146-147
	306-4 Waste diverted from disposal	Waste Management, page 88; Environmental Performance Indicators, page 146-147
	306-5 Waste directed to disposal	Waste Management, page 88; Environmental Performance Indicators, page 146-147
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Energy Management and Carbon Emissions, page 80-83
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Carbon Emissions, page 80-83; Environmental Performance Indicators, page 146-147
	302-2 Energy consumption outside of the organization	Energy Management and Carbon Emissions, page 80-83; Environmental Performance Indicators, page 146-147
	302-4 Reduction of energy consumption	Energy Management and Carbon Emissions, page 80-83
	302-5 Reductions in energy requirements of products and services	Energy Management and Carbon Emissions, page 80-83

Responsible Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Supply Chain Management, page 66-67
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 66-67
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, page 66-67
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, page 66-67
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, page 66-67
Environmental Pollution		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Climate and Environment, page 74-75

Restricted and Prohibited Substances		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37
Product Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Product Responsibility, page 86-87
Responsible Marketing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Product Responsibility, page 86-87
Business Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Ethics and Compliance, page 62-65
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Eczacıbaşı Code of Conduct: https://www.eczacibasi.com.tr/assets/code-of-conduct-english-1718371073.pdf , Equal, Diverse and Inclusive Workplace, page 96-98
	205-2 Communication and training about anti-corruption policies and procedure	Equal, Diverse and Inclusive Workplace, page 96-98; Business Ethics and Legal Compliance, page 62-65
Access to Information		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Cybersecurity, page 60-61
Conservation of Nature		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Climate and Environment, page 74-75

Equality, Diversity and Inclusion

GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Business Ethics and Legal Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance Approach, page 44-51
	405-2 Ratio of basic salary and remuneration of women to men	Equal, Diverse and Inclusive Workplace, page 96-98
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Legal Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98

Development of Feedback Channels

GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Stakeholder Relations, page 41; Stakeholder Relations Table, page 138-145
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Relations with Local Communities

GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37, Community and Social Vitality, page 109, Social Investment, page 109-115
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community and Social Vitality, page 109, Social Investment, page 109-115
	413-2 Operations with significant actual and potential negative impacts on local communities	Community and Social Vitality, page 109; Social Investment, page 109-115

Human Rights

GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Ethics and Compliance, page 62; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Eczacıbaşı Code of Conduct: https://www.eczacibasi.com.tr/assets/code-of-conduct-english-1718371073.pdf , Equal, Diverse and Inclusive Workplace, page 96-98
	205-2 Communication and training about anti-corruption policies and procedure	Equal, Diverse and Inclusive Workplace, page 96-98; Business Ethics and Legal Compliance, page 62-65
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Legal Compliance, page 62-65
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Ethics and Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ethics and Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98

Working Conditions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Health, Safety and Wellbeing, page 106-108
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 150-152
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equal, Diverse and Inclusive Workplace, page 96-98
	401-3 Parental leave	Equal, Diverse and Inclusive Workplace, page 96-98
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Ethics and Compliance, page 62-65; Equal, Diverse and Inclusive Workplace, page 96-98
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-2 Hazard identification, risk assessment, and incident investigation	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-5 Worker training on occupational health and safety	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-6 Promotion of worker health	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-8 Workers covered by an occupational health and safety management system	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	403-9 Work-related injuries	Health, Safety and Wellbeing, page 106-108 https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf
	404-1 Average hours of training per year per employee	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 148-150
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Attracting, Developing and Retaining Talent, page 99-104
	404-3 Percentage of employees receiving regular performance and career development reviews	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 148-150

Organizational Culture		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37; Ethics and Compliance, page 62-65
Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 32-37, Innovation, page 118-124

People			
Dignity and Equality	Diversity and inclusion (%)	Percentage of employees per employee category, by age group, gender and other indicators of diversity.	Equal, Diverse and Inclusive Workplace, page 96-98; Social Performance Indicators, page 150-152
	Pay equality (%)	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Equal, Diverse and Inclusive Workplace, page 96-98
	Wage level (%)	Ratios of standard entry level wage by gender compared to local minimum wage.	Equal, Diverse and Inclusive Workplace, page 96-98
		Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	
	Risk for incidents of child, forced or compulsory labour	An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Risk Management, page 52-59; Supply Chain Management, page 66-67
Skills for the future	Training provided	Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 150-152
		Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Health, Safety and Wellbeing, page 106-108
Health and Wellbeing	Health and safety (%)	The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.	Health, Safety and Wellbeing, page 106-108; Social Performance Indicators, page 150-152
		An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	https://www.eczacibasi.com.tr/assets/Eczacibasi_Group_Occupational_Health_Safety_Policy_rev01.pdf

Prosperity			
Employment and wealth generation	Absolute number and rate of employment	1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 150-152
		2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 99-104; Social Performance Indicators, page 150-152
	Economic Contribution	1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: - Revenues - Operating costs - Employee wages and benefits - Payments to providers of capital - Payments to government - Community investment	Economic and Financial Performance, page 68-69
		2. Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period.	Economic and Financial Performance, page 68-69
	Financial investment contribution	1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.	Economic and Financial Performance, page 68-69
		2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	
Innovation of better products and services	Total R&D expenses (\$)	Total costs related to research and development.	Our Value-Creating Business Model, page 28-29
Community and social vitality	Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Our Value-Creating Business Model, page 28-29

Limited Assurance Report

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ECZACIBAŞI HOLDING A.Ş. LIMITED ASSURANCE REPORT

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

We have been engaged by the Board of Directors of Eczacıbaşı Holding A.Ş. (the “Group”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Eczacıbaşı Group Integrated Sustainability Report 2024 (the “Integrated Sustainability Report 2024”) for the year ended 31 December 2024 and listed below.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Group’s Selected Information for the year ended 31 December 2024, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Scope and Criteria of Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) on whether the Selected Sustainability Information listed below (the “Selected Information”) in the Group’s Integrated Sustainability Report for the year ended 31 December 2024 (the “Integrated Sustainability Report 2024”) has been prepared in accordance with the principles set out in the Reporting Guidance section of the Integrated Sustainability Report.

Selected Information

We have been engaged by the Group to perform limited assurance procedures on the accuracy of the following key performance indicators included in the “Integrated Sustainability Report 2024” for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and marked with an “✓” of the “Integrated Sustainability Report 2024” for the year ended 31 December 2024 is as follows:

Environmental Indicators

- Total energy consumption (MWh)
- Share of own-generated renewable electricity (%)
- Share of renewable electricity consumed (%)
- Share of own-generated renewable electricity in Türkiye (%)
- Share of renewable electricity consumed in Türkiye (%)
- Production amount (ton)
- Share of recycled waste (%)
- Total waste disposed (ton)
- Total recycled waste (ton)
- Total waste amount (ton)

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Social Indicators

- Training hours per employee (#)
- Women among new recruits (%)
- Total share of women professionals (%)
- Women in management positions (%)
- Lost time incident rate
- Total recordable incident rate

Our assurance was with respect to the year ended 31 December 2024 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with “✓” in the “Integrated Sustainability Report 2024” and, any other elements included in the “Integrated Sustainability Report 2024” and, therefore, do not express any conclusion thereon.

Responsibilities of Management

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

Responsibilities of the Auditor

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

GRI 2-5

Our Independence and Competence

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

Inherent Limitations

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

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

Our Key Assurance Procedures

We conducted limited assurance on the accuracy of the selected key performance indicators specified above in the section “Selected Information” related to the period of 2024 and included into the Report.

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

To draw our conclusions, We undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation, and reporting processes of the selected key performance indicators;
- Performed on-site observations to evaluate the Group's data collection methods, source data, and operational processes (The selected site was determined based on its size and significance within the Group's operations. Our procedures did not include testing the information systems used for collecting and consolidating facility data or the controls at these sites.);

GRI 2-5

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

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

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Group as a body, to assist the Board of Directors in reporting on the Group's performance and activities related to the Selected Information. We permit the disclosure of this report within the Integrated Sustainability Report 2024 for the year ended 31 December 2024; to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Eczacıbaşı Holding A.Ş. as a body and Eczacıbaşı Holding A.Ş. for our work or this report saves where terms are expressly agreed and with our prior consent in writing.

**RSM Turkey Uluslararası Bağımsız Denetim Anonim Şirketi
Member of RSM International**

Özgür ÇEKİL
Partner

Istanbul, 2 September 2025

Reporting Principles

This reporting principles (the “Reporting Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Eczacıbaşı Holding Co.’s (the “Group”) Eczacıbaşı Group Integrated Sustainability Report 2024 (the “Integrated Sustainability Report 2024”).

The indicators include social indicators (Educational Programs/Trainings, Equal Opportunity, and Occupational Health and Safety) and environmental indicators (Production, Water, Waste Management, Energy). It is the responsibility of the Group’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned below in line with, in all material respects, the principles. The information contained in these principles covers the financial year ending December 31, 2024 and the relevant operations in Türkiye and abroad (Germany, France, United Kingdom, Russia, Morocco, Ukraine, Kazakhstan) for which Group is responsible, as detailed in the “Key Definitions, Scope of Reporting, and Preparation of the Data” section.

Reporting Principles includes these Group companies (offices and facilities) of Eczacıbaşı Holding Co.; Eczacıbaşı Building Products Co. Burgbad GmbH; Vitra Bathroom Products LLC; Vitra Tiles, Vitra Tiles LLC; Intema Building Materials Marketing and Sales Inc.Co.; Eczacıbaşı-Monrol Nuclear Products Co., Gensenta Pharmaceuticals Inc. Co., Eczacıbaşı Pharmaceuticals Marketing Co.; Sanipak Healthy Living Products Ind. and Trade Inc; Esan Eczacıbaşı Industrial Raw Materials Co.; Kanyon.

“Share of women in employment, share of women among new recruits, and share of women in management positions” only include white-collar employees at the Türkiye locations of the Group.

“Training Hours per Employee,” represents the Group’s white-collar employees at its Türkiye locations.

Eczacıbaşı Building Products Inc. Co.’s office locations in France (as Vitra France and Burgbad France share the same location, Vitra France data has been assessed under Burgbad and therefore not calculated separately), Germany (known as Vitra Bad), and the United Kingdom are not included in the calculations. In addition, the Innovation Center office located in Türkiye is also excluded from the calculations for production, waste management, water, and energy data.

Production data from Intema Building Materials Marketing and Sales Inc. Co. and Eczacıbaşı Pharmaceutical Marketing Co. are not included in the calculations, as these companies do not have any production activities. Waste management data from these companies are also excluded.

Production data from Esan Eczacıbaşı Industrial Raw Materials Co.’s Maltepe, Ukraine, and Kazakhstan locations are excluded from the calculations, as the Maltepe site serves as the company headquarters, operations in Ukraine involve open-pit mining activities, and activities in Kazakhstan are limited to exploration.

For occupational health and safety data, in addition to the data from all Türkiye locations, only the data from the Tiles and Sanipak international locations have been included in the calculations.

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

For this report, the Group makes the following definitions:

KPI	Indicator	Definition	Formula
Educational Programs / Trainings	Training hours per employee (#)	In the reporting period, it refers to the ratio of total training hours attended by Group employees to the average number of employees annually, which is monitored through the training tracking platform of Human Resources belonging to Eczacıbaşı. It covers data on white-collar employees working in Türkiye.	Total training hours / Average number of employees per year
Energy	Total energy consumption (MWh)	In the reporting period, it refers to the total amount of energy consumption by the Group which is monitored monthly and invoiced by the service provider institutions. Energy consumption data includes electricity, natural gas, diesel, fuel oil, LPG and steam consumption	Total electricity + natural gas + diesel + LPG / LNG +steam
Energy	Share of own-generated renewable electricity (%)	In the reporting year, it represents the percentage share of renewable electricity generated by the organization’s own facilities within the total electricity consumption.	Total renewable electricity produced from own resources / Total electricity consumption
Energy	Share of renewable electricity consumed (%)	In the reporting period, it represents the percentage share of renewable electricity generated and purchased within the total electricity consumption.	Total renewable electricity produced from own resources + purchased renewable electricity / Total electricity consumption
Energy	Share of own-generated renewable electricity in Türkiye (%)	In the reporting period, this indicator refers to the percentage share of electricity generated in the Group’s own renewable energy plants located in Türkiye, within the total electricity consumption in Türkiye.	Electricity generated from own renewable sources in Türkiye / Total electricity consumption in Türkiye

KPI	Indicator	Definition	Formula
Energy	Share of renewable electricity consumed in Türkiye (%)	In the reporting period, this indicator refers to the percentage share of renewable electricity generated and procured by the Group in Türkiye, within the total electricity consumption in Türkiye.	(Electricity generated from own renewable sources in Türkiye + Renewable electricity purchased in Türkiye) / Total electricity consumption in Türkiye
Equal Opportunity	Women among new recruits (%)	In the reporting period, it refers to ratio of women to total employee number hired by the Group and declared to the Social Security Institution with the Employment Declaration. It covers data on white-collar employees working in Türkiye.	Number of white-collar women employees in recruitment / Total number of employees
Equal Opportunity	Total share of women professionals (%)	In the reporting period, it refers to the ratio of women to total employee number, who were monitored through Eczacıbaşı Human Resources data platform and who were reported to the Social Security Institution. It covers data on white-collar employees working in Türkiye.	Number of white-collar women employees / Total number of employees
Equal Opportunity	Women in management positions (%)	In the reporting period, the ratio of the number of women employees at the managerial levels of the Group, including Manager, Director, Senior Management managers to the Total Number of Employees. It covers data on white-collar employees working in Türkiye.	Number of white-collar women in managerial position / Total number of employees in managerial position
Occupational Health and Safety	Lost time incident rate	In the reporting period, it refers to frequency of work-related injuries that result in the employee being unable to work for a full calendar day or more following the incident.	(Lost Time Incident Quantity x 200.000) / Total Manhours

KPI	Indicator	Definition	Formula
Occupational Health and Safety	Total recordable incident rate	In the reporting period, it refers to the total of all incidents resulting in Fatal Incident, Lost Time Injury (LTI), Medical Treatment Injury (MTI), Occupational Illness (Confirmed) (OOI), and Restricted Work Injury (RWI).	(Total Recordable Incident Quantity x 200.000) / Total Manhours
Production	Production Amount (ton)	In the reporting period, it refers to the total production volume carried out by the company.	Total production quantity
Waste Management	Share of recycled waste (%)	In the reporting period, it refers the ratio of the waste that is recovered and recycled by the Group, followed up with the waste declarations and declared to the State, to the total amount of waste.	Total amount of recycled waste / Total amount of waste
Waste Management	Total waste disposed (ton)	In the reporting period, it refers to the amount of waste disposed by the Group, tracked by waste declarations and declared to the Government.	Total amount of waste disposed
Waste Management	Total recycled waste (ton)	In the reporting period, it refers to the amount of waste recycled and recovered by the Group, tracked by waste declarations and declared to the Government.	Total amount of recycled waste
Waste Management	Total waste Amount (ton)	In the reporting period, it refers to the total amount of waste disposed of and recovered by the company during the reporting period.	Total waste amount

Indicators

GRI 2-3, GRI 2-4

The data for 2024 are as follows:

Indicators	Group Data
Production amount (ton)	5,960,426
Total energy consumption (MWh)	2,441,248
Share of own-generated renewable electricity (%)	4%
Share of own-generated renewable electricity in Türkiye (%)	4%
Share of renewable electricity consumed (%)	94%
Share of renewable electricity consumed in Türkiye (%)	100%
Total waste amount (ton)	142,854
Share of recycled waste (%)	81%
Total waste disposed (ton)	26,597
Total recycled waste (ton)	116,257
Lost time incident rate (LTIR)	1.93
Total recordable incident rate (TRIR)	2.90
Women among new recruits (%)	44%
Share of women professionals (%)	40%
Women in management positions (%)	35%
Training hours per employee (#)	28

Info

GRI 2-3, GRI 2-4

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

Disclaimer

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



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