



2024 SUSTAINABILITY REPORT

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ABOUT THE REPORT

Saya Holding continues to advance its sustainability vision under the motto “Strong Future for Sustainability”, taking decisive steps each year to strengthen its environmental, social and governance (ESG) commitments and deliver tangible outcomes. This vision has positioned our sustainability approach at the core of our corporate strategy, embedding it into strategic planning processes, daily operations, and financial and managerial decision-making process. With the strong leadership and stakeholder engagement established by our senior management, sustainability has become the guiding framework that shapes all strategic decisions across the organization.

The year 2024 represented not only the reporting period but also a year of strategic transformation, during which our corporate identity, vision and business model were redefined. In this period, our group—previously known as “Saya Group”—was restructured under the renewed identity of Saya Holding. This transformation updated our governance structure and positioned innovation, inclusivity and social value creation as core components of our strategic focus. With this shift, our organizational framework became more agile, enabling us to identify strategic priorities and expand our transformation capacity across different domains. Our Board guided the redesign of our governance model, strengthening transparency and embedding a participatory leadership approach throughout the implementation of new governance principles.

Symbolizing this transformation, we relocated our headquarters to Maslak Link Plaza, a LEED Gold-certified building. This move reflects not only a physical transition but also our renewed commitment to efficiency, modernity, operational excellence and an enhanced collaborative ecosystem. Our new headquarters embodies Saya Holding’s vision for the future by representing a culture oriented toward sustainability, efficient resource use, digitalization and innovation. Equipped with energy-efficient systems, green space management, waste reduction technologies, improved indoor air quality and sustainable mobility solutions, the center has become a model for modern corporate architecture aligned with global sustainability standards. Additionally, flexible working areas and shared spaces support a more productive, innovative and inclusive working environment.

Covering the period from January 1 to December 31, 2024, this report presents Saya Holding’s sustainability performance in alignment with international standards. Saya Holding includes its subsidiaries Humanis İnsan Kaynakları ve Yazılım A.Ş., Volt WEG Group (formerly Volt Motor and Volt Technology A.Ş.), and Folkart Yapı A.Ş., which operate across the healthcare, technology, construction, and industrial sectors. Their strong performance in financial, environmental, social and governance areas forms the foundation of Saya Holding’s sustainability-driven growth strategy. With 96% of consolidated revenue coming from these subsidiaries, the report reflects a holistic and integrated approach to corporate sustainability.

One of the most notable developments of 2024 was the sale of Volt Motor (Volt WEG Group) to the Brazilian based global technology company WEG S.A. This strategic transaction marked not only Saya Holding’s international expansion but also demonstrated global trust in Turkish engineering and industrial capabilities. Volt WEG Group’s sustainability-driven production approach, engineering power and global market access make this acquisition an exemplary milestone for the Turkish industrial ecosystem.

This report also covers the activities of Volt Motor* (Volt WEG Group) until December 1, 2024, the date on which the company transferred to WEG S.A. In addition, Saya Holding designated 2024 as the year to initiate its strategic goal of integrating Volt Technology’s sustainability-oriented activities under Saya Holding. Volt Technology’s involvement broadens the scope of this report by strengthening our digital transformation capabilities, technology-oriented vision and innovation-driven sustainability targets.

Our report is prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards, integrating our commitments to the UN Global Compact (UNGC) and the UN Sustainable Development Goals (SDGs). In 2024, our sustainability strategy was updated through a comprehensive materiality analysis, which included stakeholder expectations, sectoral trends and global sustainability dynamics. Based on this analysis, we defined the issues that create long-term value for our business under the categories of “very high” and “high” priorities. These issues serve as the strategic foundation that guides our sustainability roadmap.

In this context, Saya Holding’s sustainability strategy prioritizes innovation, social contribution, environmental responsibility and good governance. Together with our stakeholders, Saya Holding remains committed to creating value for today and future generations through our belief in a “Strong Future for Sustainability.”

VERY HIGH PRIORITY TOPICS



Dear Stakeholders,

The foundations of Saya Holding date back to the 1950s, carrying forward a strong family tradition and decades of commercial expertise. The company continues its determined journey of sustainable growth and innovative investments. The experience we have gained through our investments and growth over the years has guided us not only toward financial success but also toward a value-driven sustainability vision. Since becoming a signatory of the United Nations Global Compact (UNGC) in 2021, we have ensured the integration of sustainability strategies across all our subsidiaries.

At Saya Holding Headquarters, we coordinate the sustainability efforts of our subsidiaries in an active and harmonized manner. In this context, for both existing and planned investments, we closely follow local and international regulatory frameworks as well as sector-specific guidelines. We meticulously coordinate each subsidiary's environmental, social and governance-oriented practices with our overall strategy. Our headquarters serves not merely as a compliance center but as a strategic hub that shapes long-term value creation and guides all subsidiaries within this framework.

The year 2024 marked a period in which sustainability practices were brought to the core of corporate governance processes. Globally, environmental, social and financial regulations continued to accelerate, and Türkiye introduced the Türkiye Sustainability Reporting Standards (TSRS), which made it mandatory for companies to assess financial performance alongside environmental and social outcomes. Although Saya Holding is not yet required to comply, we have embraced these developments early on, making sustainability a cornerstone of our long-term growth strategy. We firmly believe that lasting value can only be created by balancing economic stability with environmental responsibility and social trust.

At the global level, frameworks such as the European Green Deal and the Paris Climate Agreement, along with emerging mechanisms like the Carbon Border Adjustment Mechanism (CBAM), have reinforced the need for companies to redefine their strategic resilience. Increasing energy supply risks, financial impacts of the climate crisis, and tightening sustainability regulations now require companies to adopt a more comprehensive and forward-looking approach. Today, success is measured not only by financial results but also by a company's ability to reduce environmental impact, create social value, and internalize ethical governance principles. Capital markets are also evolving—investments are now driven not only by profitability but by meaning, trust and sustainable value.

At Saya Holding, our transformation is built on long-term value creation rather than short-term gains. The renewed governance structure we implemented this year supports our strategic goals and strengthens the foundation of our sustainable growth strategy. Each of our subsidiaries has contributed to this transformation through sector-specific sustainability initiatives, technological advancements and efforts aligned with global sustainability targets. For instance, Humanis continued its sector-leading responsible production practices; our sustainability-driven digitalization efforts rapidly advanced; and we began preparing for CDP Climate Change reporting, while the Science Based Targets initiative (SBTi) validation process commenced for our medium-term goals. We also expanded sustainability-focused business models across our organization.

Our sustainability journey is guided by global frameworks such as GRI, TCFD, and the UN SDGs. With this roadmap, we aim not only to comply with sustainability requirements but to create shared value for all stakeholders—including future generations—while contributing to social welfare, environmental stewardship and economic resilience. Our people-centered approach lies at the heart of our corporate culture. We strive to create an equal, inclusive and trusted working environment for all employees. In support of gender equality and inclusive leadership, we have initiated efforts aligned with the UN Women's Empowerment Principles (WEPs).

Sustainability is not a destination for us but a long-term journey requiring continuous development. With a deep sense of responsibility, we place the impact of every decision at the center of our thinking. As Saya Holding, we will continue not only to grow sustainably but also to transform our business with society and the environment. Because we believe that a company that anticipates the future is valuable, but a company that builds the future is indispensable.

Sincerely,
CEM MENGİ
Chairman of the Board, Saya Holding

CEM MENGİ
Chairman of the Board, Saya Holding



Dear Stakeholders,

The year 2024 has been a critical period in which global economic dynamics shifted once again, and geopolitical developments, monetary tightening and inflationary pressures directly influenced policy decisions. Despite ongoing uncertainty worldwide, the transition toward green transformation and a green economy has continued at pace. In Türkiye as well, preparations for the Climate Law, green transformation initiatives and sustainable finance developments have made it essential for the private sector to take a more active and transformative role.

As we shape our sustainability strategies, we closely monitor the profound changes in global finance driven by COP29. Developed nations have committed to providing \$100 billion annually for climate finance, yet the actual financial need of developing countries exceeds \$1.3 trillion per year. Although multilateral development banks and other financial institutions aim to accelerate climate finance with contributions exceeding \$200 billion annually, a significant financing gap remains. In light of these trends, sustainable growth now requires not only risk mitigation but also the capacity to manage transformation and align financial strategies with evolving global standards.

One of the most significant milestones for Saya Holding in 2024 was the redefinition of our corporate identity and governance model. With the relocation of our headquarters to Maslak, we shifted from a “Group” structure to a fully integrated “Holding.” This step brought our subsidiaries together under a unified vision and strengthened our decision-making processes. In addition, our Sustainability Workshop conducted with group companies enabled us to evaluate current regulations as well as anticipated global developments. Through this comprehensive perspective, we assessed how future regulatory requirements, expected climate policies and global transformation trends may affect our strategic roadmap and how potential risks and opportunities can be addressed.

Humanis, one of our subsidiaries, continued to improve its processes across the value chain—from production to governance—focusing on reducing environmental and social impacts. In line with its sustainability vision, Humanis enhanced energy and resource efficiency, increased clean energy use with its 2024 Solar Power Plant investments, and reinforced data-driven decision-making through digitalization and AI-supported systems. Waste management was strengthened through expanded recycling practices, and the company advanced its carbon footprint measurement and reporting efforts. These initiatives positioned sustainability not only as a corporate goal but also as a long-term value creation strategy.

Folkart, meanwhile, maintained its commitment to sustainable and environmentally friendly project practices. Energy-efficient designs and renewable energy systems remained a priority in all real estate developments. Additionally, circular economy-oriented practices were expanded to reduce carbon impact and improve resource efficiency.

Another noteworthy development of 2024 was the sale of Volt Motor to Brazil-based WEG Group. This strategic decision aligns with our long-term growth objectives and aims to enhance the value generated from our investments by allocating resources more efficiently. The acquisition of Volt Motor by a global player stands as a testament to both our country’s engineering capabilities and the Holding’s sustainable innovation power.

As we look toward 2025 and beyond, our goal is clear: to position Saya Holding not only as a company known for its economic success but also as a regional leader in environmental and social responsibility. We view sustainability as an integral part of our business model, and with your trust and partnership, we aspire to build a strong, sustainable and inclusive future.

For us, sustainability goes beyond numbers; it is a comprehensive approach to creating value. It is about improving human life, reducing social inequalities, minimizing environmental impact and building long-term trust with our stakeholders. Every step we take today is driven not by managerial obligation alone but also by the meaningful support of our employees and stakeholders.

Sincerely,
CANER ÖZSARAN
Director of Strategy, Overseas Business Development and Investments, Saya Holding

CANER ÖZSARAN
Director of Strategy, Overseas Business
Development and Investments, Saya Holding



About Saya Holding

The Sancak Family's commercial journey began in the 1950s under the leadership of Abdülkerim Sancak. Maintaining its values of integrity, trust, and ethical business conduct across various sectors in Anatolia, the family gained strong recognition within its environment.

With its potential and vision for broader markets, the family moved to Istanbul in 1987. Operating under the name Ezcacio Coz Pharmaceuticals in the pharmaceutical industry, they later established Hedef Ecza Deposu in 1993.

In 2001, following a strategic partnership with Walgreens Boots Alliance, the company transformed into Hedef Alliance. Abdülrezzak Sancak continued his active role in governance, and Hedef Alliance became a market leader domestically while also attaining significant recognition internationally.

SAYA IS FOUNDED

Driven by the desire to utilize their accumulated knowledge and experience across diverse sectors and contribute to Türkiye's economic development, Abdülrezzak Sancak and his brothers founded Saya in 2006 with a focus on R&D and export-driven value creation.

THE FIRST COMPANY: FOLKART

The family laid the foundation of Folkart Yapı A.Ş., the first company within the Saya group, in 2006. Operating in the construction sector, Folkart focuses on high-rise buildings, A+ residential and office developments, and projects centered around aesthetics and modern living—carrying its motto “Life is Worth It.”

SAYA ENTERS THE RETAIL SECTOR

To contribute to Türkiye's economic growth and employment, Saya entered the retail sector through Folkart in 2007 by acquiring the Alpark chain of supermarkets. Over the years, the family expanded into the retail industry, and in 2010, following market assessments, the company sold its retail operations to CarrefourSA.

A HEALTH PHILOSOPHY INSPIRED BY PEOPLE

In line with its vision of achieving long-term success through innovation, the Saya group entered the healthcare sector in 2010 with its investment in Humanis. Under the motto “A Little Touch, A Big Impact on Life,” the company began producing pharmaceuticals with a value-oriented approach. Humanis, which entered the market under the Pharmacetic brand in 2012, received authorization from the European Medicines Agency (EMA) and BfArM for its first product. In 2019, its production facility in Russia obtained GMP certification from the Ministry of Health of the Russian Federation, marking an important milestone.

ONE OF TÜRKİYE'S LARGEST ELECTRIC MOTOR MANUFACTURERS: VOLT MOTOR

Volt Electric Motor and Voltan Kalıp, two leading companies in electric motor and mold manufacturing, became part of the Saya group in 2011. In 2016, Volt Electric Motor (later Volt WEG Group) and Voltsan Kalıp merged, forming a facility covering 45,000 m² with advanced production and AR-GE capabilities. The company reached a production capacity of 315 kW and 200 kW electric motors, making it one of the largest electric motor manufacturers in Türkiye. Volt Electric Motor distinguished itself through its innovative and global market-oriented approach. In 2024, Volt Electric Motor (Volt WEG Group) was sold to WEG S.A., a leading global technology company from Brazil.

THE BIRTH OF THE LIVAMINE BRAND

Saya entered the mining and metallurgy sector in 2010 with the establishment of the Livamine brand. In 2016, it acquired Liva Krom İşletmeciliği Sanayi ve Ticaret A.Ş. to expand its investments in this field. The company later purchased the chrome mining operations in the Harmancık region of Bursa from Uluğaç Harmancık Krom SAN. TİC. A.Ş., adding 389 hectares of chrome reserves to its portfolio under the Livamine brand.

DESIGN, PRODUCTION AND INTEGRATION ACTIVITIES

In 2018, Saya established Volt Technology Development and Engineering, focusing on advanced engineering, safety-based production processes and defense industry applications. The company expanded its technologies and AR-GE capabilities, contributing to Türkiye's national defense sector through system integration and development projects. The motor and powertrain solutions developed by Volt Technology have played a significant role in advancing the country's technological independence.

AN INNOVATIVE PERSPECTIVE ON THE REDUCTOR INDUSTRY

Saya continued its diversified investments by entering the reductor sector. In 1964, Öztekfen Gearbox was founded, and in 2020, it was added to the Saya group, marking another step in the Holding's growth strategy.

SAYA HOLDING'S TRANSFORMATION

The late founder Abdülrezzak Sancak, who passed away in 2016, played a pivotal role in shaping Saya's core values. Staying true to his philosophy that “Blessed is the one who remedies a need,” Saya Holding has continued to invest in sectors that create social and economic value. In 2024, Saya transitioned into a holding structure, integrating its subsidiaries under a unified identity. Today, Saya Holding is positioned as a company contributing significantly to Türkiye's economy, societal welfare and global competitiveness.

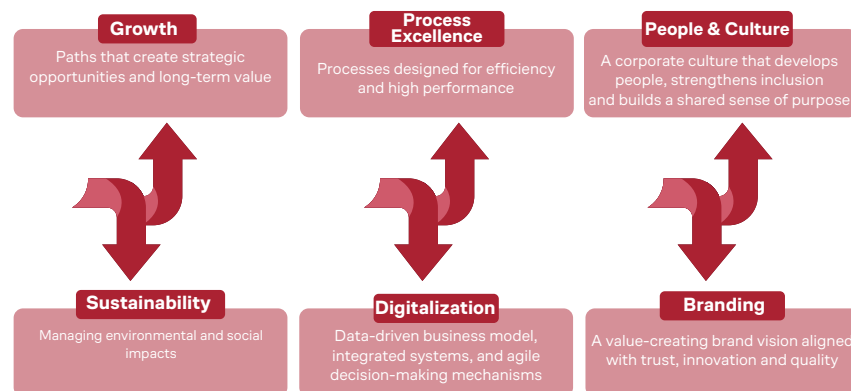
Strong Future for Governance

MEGA	MACRO CATEGORY	VERY HIGH PRIORITY	RELEVANT SDGs
People & Culture	Collaboration between the Saya Board–Executive Management–Subsidiaries	Corporate Governance	<div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>
Sustainability	Execution of Governance Functions	Corporate Governance / Ethical Governance	<div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>
Business Excellence	Risk Management	Risk Management & Regulatory Compliance	<div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>
Business Excellence	Process Improvement	Financial Performance of the Organization	<div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> </div>

STRATEGIC STRUCTURE AND OBJECTIVES

As Saya Holding, we bring together companies operating in different sectors under a common vision, turning our diversity into a strategic synergy. When bringing together the knowledge, experience and competencies of our subsidiaries operating in construction, technology, healthcare, mining and industry under a single roof, we not only provide capital, but also take on a guiding role that supports governance and strategic decision-making. This approach stands as the foundation of the strong position our Holding has reached today, as well as the lasting impact we aim to create for the future.

Saya Holding's strategic framework is built around six core focus areas that reflect our long-term vision and carry us into the future: digitalization, growth, sustainability, people and culture, branding, and process excellence. These areas are not independent pillars; rather, they complement, reinforce and complete one another, forming the essential elements of a structure that shapes the holistic development of the Holding.



Digitalization for us is not merely the renewal of technology; it is the redefinition of our business model. We see the simplification of our processes and the transformation of our decision-making mechanisms into data-driven structures as leverage that will shape the future. Through integrated systems, we redesign the customer experience by transforming end-to-end operational processes with an outcome-oriented governance mindset.

Growth is the tangible expression of Saya Holding's long-standing desire to create continuous impact. For us, growth is not an ultimate goal but an ongoing process shaped by innovative thinking, bold strategies and long-term value creation. Through the synergies generated among our subsidiaries, we create value not only on a sectoral basis but also on a broader economic and societal scale.

Sustainability is at the heart of the way we work and represents our corporate philosophy. We systematically manage our environmental impacts, integrate climate change mitigation into our strategies and embed circular economy principles into our entire value chain. We view sustainability not only through its environmental dimension but also through the lenses of financial stability, governance transparency and stakeholder trust—seeing it as a legacy to be passed on to future generations.

Our people and culture approach reflects our belief that sustainable success begins with people. We build a corporate culture that reveals employee potential, encourages development, and strengthens inclusivity. Through mentoring programs, talent management practices and the performance systems we implement, we create an ecosystem where the value each employee contributes is both visible and meaningful; loyalty, trust and a shared sense of purpose at the center of this culture.

Aligned with our branding vision, we aim to transform Saya Holding into a value-driven brand associated not only with being a holding company, but also with trust, innovation and quality. As a reflection of our corporate culture and ethical stance, we manage our brands strategically, steering them through strong local roots toward a lasting reputation on the global stage.

Process excellence forms the operational backbone of our entire structure. By applying lean management principles, we continuously improve our processes, raise our quality and productivity standards and make the most efficient use of our resources. Supported by digital tools and performance-oriented systems, we enhance institutional resilience and strengthen the foundations of sustainable growth.

As Saya Holding, we advance our sustainability initiatives through a holistic and integrated structure. In line with our 2030 vision, we defined our primary goals under the Social and Equality categories; within the Equality category, we determined our goals for women's empowerment. Each goal is associated with relevant strategic focus areas and macro-level projects, creating a structured roadmap. We periodically monitor progress toward these goals, evaluate developments through strategic planning cycles and transparently present the detailed progress of our objectives under A Strong Future for Governance.

The effective execution of our strategic structuring model is supported by a strong governance model that enables fast, decisive and expert-driven decision-making. For this reason, we established committees and working groups composed of expert teams directly linked to our governance structure. This system ensures faster and more effective decision-making; facilitates risk prediction; and allows opportunities to be evaluated correctly.

The committees and working groups constitute the fundamental pillars of the Holding's governance architecture:

- **The Ethics Committee**, ensures adherence to ethical principles and safeguards corporate behavioral standards.
- **The Audit Committee**, ensures transparency in financial reporting processes and the effectiveness of internal control systems.
- **The Stakeholder Rights Committee**, guarantees the protection of stakeholder rights and the orderly execution of information flow.
- **The Investment Committee**, evaluates investment opportunities aligned with the Holding's strategic goals and directs capital allocation.
- **The Sustainability Committee**, monitors environmental, social and governance priorities holistically and reports directly to the Board of Directors.
- **The Corporate Governance Committee**, integrates transparency, accountability and good governance principles into our corporate structure.
- **The Corporate Risk and Compliance Committee**, evaluates financial, operational and strategic risks; implements mitigation plans.
- **The Remuneration Committee**, ensures that fair, transparent and inclusive compensation policies are implemented.

In addition, our working groups—designed to encourage innovative and effective decision-making—directly contribute to achieving strategic goals:

- **The Finance Working Group**, contributes to capital efficiency, financial productivity and investment strategy development.
- **The SayaNova Working Group**, supports initiatives that foster innovation, commercialization of ideas and new business models.
- **The New Technologies Working Group**, focuses on projects aligned with digital transformation and process efficiency.
- **The Globalization Working Group**, strengthens international cooperation and represents the Holding in global sustainability platforms.

Through meetings organized between the Board of Directors and Committee Chairs, we ensure that the governance model operates smoothly. This framework allows us to manage sustainability priorities consistently, measure management performance effectively and incorporate our strategic goals into the organization with high accuracy. In this way, we closely monitor global developments and stakeholder expectations and create a governance system that can adapt to changing conditions.

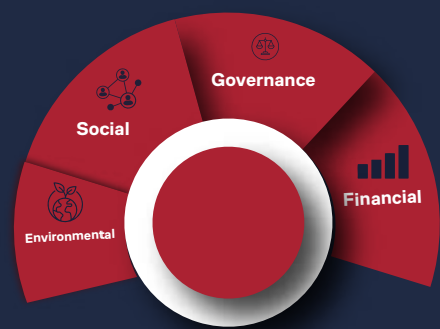


Ultimately, the strategic structuring of Saya Holding and all its subsidiaries is not merely a response to today's competitive conditions but a vision-oriented model shaped by the business world of tomorrow. With our accumulated experience, we build a bridge that connects future business needs with value creation and social benefit. Each of our strategic committees and working groups represents the driving forces of this structure. We design not only for today but for the future; we take firm steps toward sustainable growth, innovation and social value creation through strong governance mechanisms.



OUR SUSTAINABILITY APPROACH

Sustainability serves as a guiding compass shaping every aspect of our operations. For us, sustainability is not merely the priority of a specific period nor solely a corporate responsibility requirement; it is a permanent component of our strategy and the foundation of our long-term value creation vision. In today's rapidly changing regulatory environment and evolving stakeholder expectations, we embrace sustainability as a proactive approach. We not only manage risks but also prepare for the future by identifying opportunities in advance. Our strategic plan is built on four main axes—environmental, social, governance and financial—and these elements form the core of our sustainability approach. We regard these axes not as separate components, but as complementary pillars that strengthen each other.



Working groups under the Sustainability Committee

- Finance and Compliance Working Group
- Environmental Sustainability Working Group
- Human Resources and Inclusion Working Group
- Sustainable Supply Chain Working Group
- Corporate Social Responsibility Working Group

In the environmental sphere, combating climate change, reducing carbon emissions, investing in renewable energy, increasing energy efficiency and implementing circular economy practices are among our key priorities. From a social perspective, we contribute to society through projects that promote employee satisfaction, gender equality and social inclusion, as well as volunteering initiatives that generate societal value. Our governance principles are built on ethical values such as integrity, transparency, accountability and stakeholder trust. Financially, we view sustainability as an essential enabler of long-term growth and investor confidence. As these four sustainability axes converge, our way of doing business transforms into a model that not only considers today but also foresees the future—creating long-term and meaningful value.

Our sustainability approach is grounded in a hybrid model built upon common standards and company-specific flexibility. While the core sustainability principles and goals applied across the Holding are shaped by shared commitments such as environmental management, ethical codes and inclusion policies, each subsidiary is given the flexibility to implement practices in alignment with its own operational dynamics. Through this model, our construction, technology, healthcare and mining subsidiaries are collectively guided by the Holding's strategy while also having the freedom to adopt sector-specific practices aligned with their own realities. As a result, while maintaining the unity of our sustainability culture, we preserve the unique dynamics of each field.

This approach is supported by strong corporate ownership, most prominently through the Sustainability Committee (see page 21: Sustainability Committee organizational chart). With its chairmanship held by a member of the Board of Directors, the Committee's authority at the highest level demonstrates that sustainability is a central component of our governance and strategic decision-making mechanisms. Sustainability is positioned as one of the priority areas in our Strategic Plan; the goals and actions set in this area are directly aligned with the General Manager's performance targets and evaluated alongside upper-level management. The Committee, which incorporates environmental, financial and human-centered perspectives, ensures coordinated progress with Kemal Bey and directs critical decisions with regular activity reports. By being part of this leadership structure, sustainability is placed at the core of our long-term vision and strategy, and all subsidiaries implement this approach as an integrated component of their operations.

Working groups under the Sustainability Committee

Finance and Compliance Working Group

Environmental Sustainability Working Group

Human Resources and Inclusion Working Group

Sustainable Supply Chain Working Group

Corporate Social Responsibility Working Group

Companies in the healthcare sector, one of our areas of operation, lead the way in efficient resource use, carbon reduction, green transition and environmentally responsible production practices. We continue our efforts in the sector based on scientific criteria, globally recognized certification standards and responsible resource use. Particularly in the manufacturing and technology domains, our goals include increasing energy efficiency, optimizing water use, expanding renewable energy, strengthening waste management and diversifying low-carbon technologies.

For our technology company Volt Technology, which specializes in engineering and development activities, the year 2024 marked a turning point, laying the foundation for its sustainability initiatives. This step represents a strategic milestone for integrating all our subsidiaries into a sustainability reporting culture.

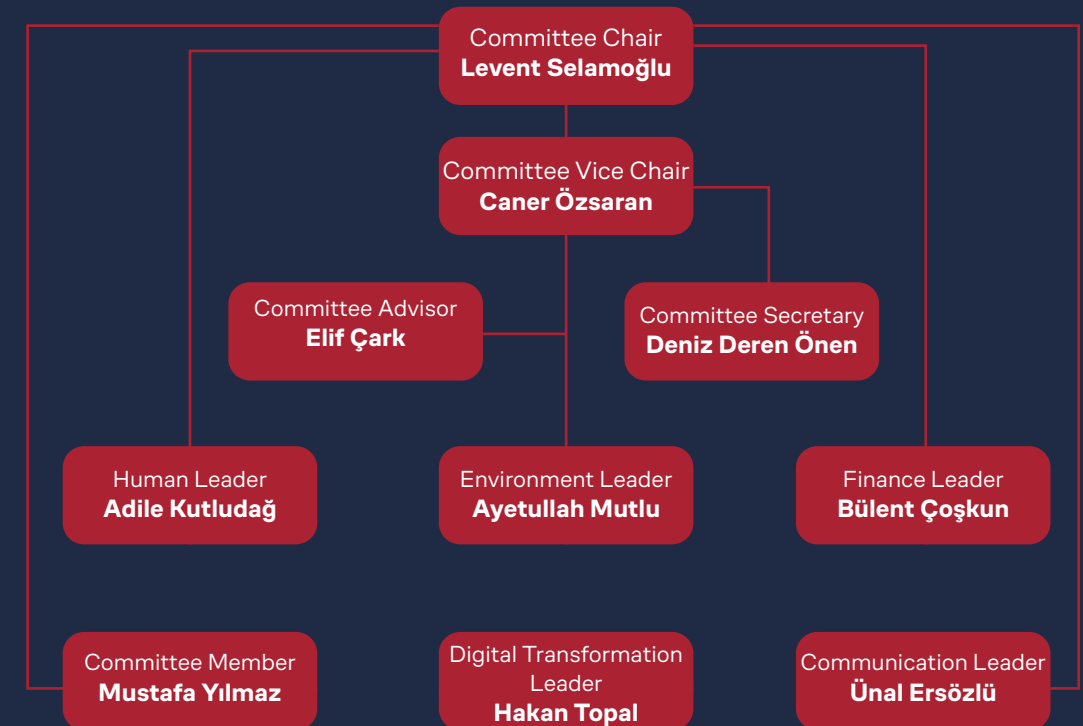
This multifaceted structure incorporates sustainability not merely as an ideal, but as a measurable, reportable and trust-building element in the eyes of our stakeholders. While our common standards ensure transparency and accountability, company-specific flexibilities enable each subsidiary to develop effective, creative and innovative solutions in their respective sectors. Thus, sustainability progresses in full alignment with our strategic goals while simultaneously becoming a value-creation mechanism that provides a competitive advantage across different industries.



External stakeholder engagement and senior management ownership play a decisive role in the maturation of our sustainability approach. In this regard, on 24 May 2024, a comprehensive Sustainability Workshop was held at Saya Holding Headquarters with the participation of our Committee Chair, Board Chairperson, functional leaders, sustainability teams, senior executives and the Secretary General and team of BCSD Türkiye.

Today, sustainability is not merely a governance topic for us; it is an integral part of our decision-making processes, investment planning, human-centered corporate culture and stakeholder relations. While reducing our environmental impacts, we strengthen our financial resilience; while increasing employee well-being, we support social equality. In this way, we perceive sustainability not only as a requirement of today, but as a long-term journey that underpins future prosperity—taking every step with the awareness of creating lasting value for future generations.

As we place sustainability at the center of our business, we aim for transformation not only within our own boundaries but across our entire ecosystem. From our supply chain to our customers, from our employees to our investments, we ensure that everyone becomes part of this transformation. Because for us, sustainability is not merely a goal, but a way of life.



Sustainability Committee Organizational Chart

MATERIALITY ASSESSMENT AND STAKEHOLDER ANALYSIS

As Saya Holding, we structure our GRI-based materiality analysis in alignment with global standards, enabling us to evaluate both internal and external stakeholder expectations together with the potential impacts of these topics on the company in a multidimensional framework. This process is carried out in three phases:

- Identification of Priority Topics
- Stakeholder Analysis
- Survey Administration and Analysis Preparation

This analysis ensures that we allocate our resources efficiently and establishes a transparent and reliable foundation for our sustainability reporting strategy.

Priority topics were reviewed for the new reporting period. Changes in global and local regulations, sectoral dynamics and the operating principles of our subsidiaries were taken into consideration, and the update process was initiated. As part of this work, the previous report's strategic topics were reassessed; titles featured in the 2022 report, analyses for 2025–2030 trends, risk reports and external findings were evaluated in the context of global trends.

The topics were categorized into four main areas within Saya Strategy's Sustainability Mega structure:

- Environmental
- Financial
- Social

01

ENVIRONMENTAL

- Combating climate change
- Carbon emission reduction
- Energy efficiency and renewable energy use
- Waste management
- Water management and water conservation
- Biodiversity and ecosystem protection
- Circular economy practices
- Clean energy and green transformation

02

FINANCIAL

- Financial performance
- Efficient use of resources
- Investment strategies and planning
- Customer satisfaction
- Supply chain efficiency and supplier performance
- Economic value creation
- Risk and opportunity management

03

SOCIAL

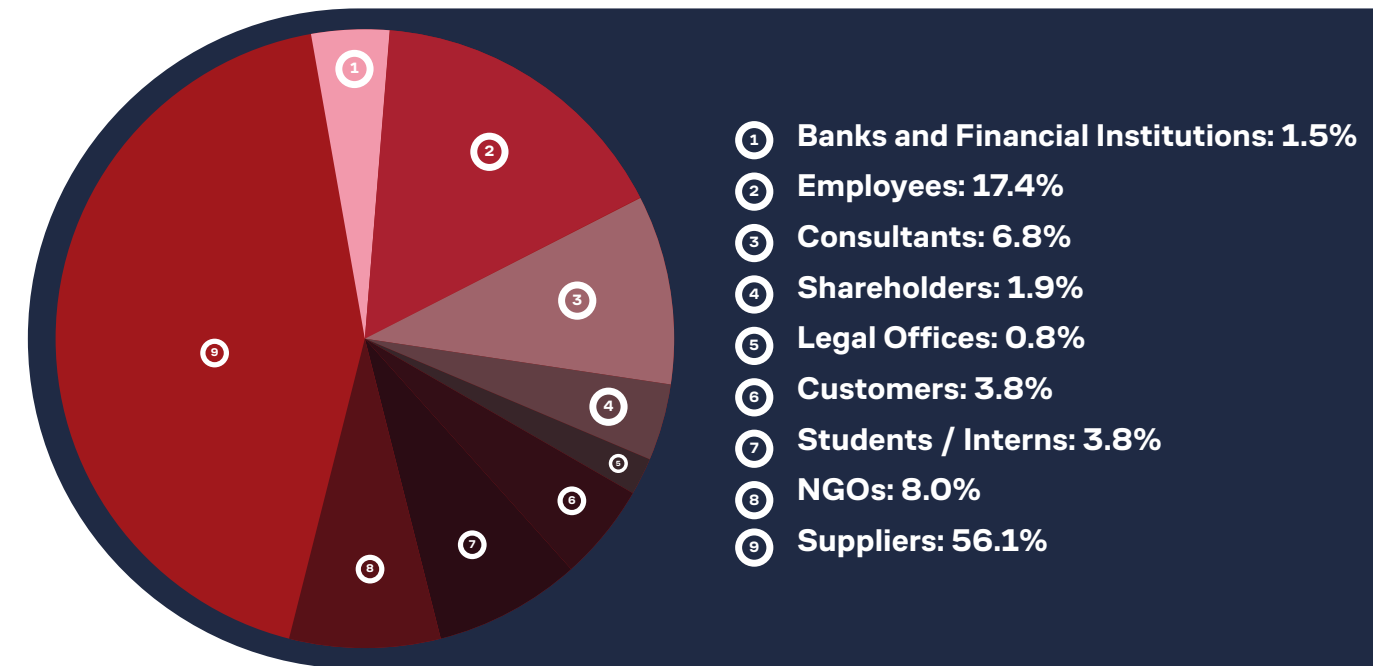
- Corporate governance
- Ethical principles
- Occupational health and safety
- Equality, diversity and inclusion
- Human rights and employee rights
- Talent management
- Anti-bribery and anti-corruption

04

GOVERNANCE

- Occupational health and safety
- Corporate governance and ethical governance
- Compliance with laws and regulations
- Transparent reporting
- Risk management and internal control
- Data privacy and cybersecurity
- Anti-bribery and anti-corruption
- Stakeholder engagement

The prioritized topics were shared with relevant stakeholders through a GRI-based survey. Employees, investors, suppliers, customers, public institutions and NGOs formed the main stakeholder groups considered in the survey. These groups were selected based on their impact and expectations regarding the company's operations. The categorical weight distribution of stakeholders participating in the survey is as follows:



Saya Holding Strategy, in collaboration with the Strategy, Overseas Business Development & Investments Directorate, conducted a stakeholder survey, and the resulting materiality matrix of Saya Holding is presented below:

Very High Priority Topics:

- Energy Efficiency and Renewable Energy Use
- Financial Performance of the Organization
- Digital Transformation and Technology Management
- Corporate Governance
- Ethical Principles
- Risk Management and Compliance with Regulations
- Data Privacy and Cybersecurity
- Anti-Bribery and Anti-Corruption
- Occupational Health and Safety



High Priority Topics:

- Combating Climate Change and Greenhouse Gas Management
- Waste Management
- Responsible and Ethical Resource Management
- Local Resource Utilization
- Water and Wastewater Management
- R&D and Innovation
- Product Quality and Safety
- Customer Experience and Satisfaction
- Use of Artificial Intelligence and Data
- Opportunity Management and Agility
- Employee Engagement and Talent Management
- Diversity, Inclusion and Equal Opportunity
- Employee Well-being
- Effective Stakeholder Partnerships
- Brand Identity and Reputation Management
- Human Rights and Responsible Practices

Priority Topics:

Value Chain Management
Circular Economy
Inclusive and Accessible Products
Biodiversity and Nature-Positive Actions
Local Socioeconomic Development
Community Investment

Saya Holding and its subsidiaries have shaped their sustainable development focus areas and very high priority topics as follows:

Company	Very High Priority Topics	Focus SDGs
SAYA HOLDING	<ul style="list-style-type: none"> • Energy Efficiency and Renewable Energy Use • Financial Performance of the Organization • Digital Transformation and Technology Management • Corporate Governance • Ethical Principles • Risk Management and Compliance with Regulations • Data Privacy and Cybersecurity • Anti-Bribery and Anti-Corruption • Occupational Health and Safety 	
FOLKART	<ul style="list-style-type: none"> • Occupational Health and Safety • Customer Safety and Satisfaction • Digital Transformation • Risk Management and Compliance • Corporate Governance 	
Humanis	<ul style="list-style-type: none"> • Product Quality and Safety • Ethical Principles • Occupational Health and Safety • Employee Satisfaction and Development • Risk Management and Compliance • Responsible Resource Use 	
Volt WEG Group	<ul style="list-style-type: none"> • Climate Action • Energy Efficiency • Innovation and Digitalization 	

This study conducted for Saya Holding and its subsidiaries provides guidance for future strategic efforts. The identified priority topics and focus SDGs form the input for the companies' future strategic plans. Considering the dynamics of a changing world, topics of utmost importance to stakeholders have been integrated into among the key strategic targets.

As a result of the analysis, the very high priority topics were evaluated under the Double Materiality Analysis, considering both their financial impact on the company and their environmental and social significance. A risk-materiality matrix was used for this evaluation.

Relevant Topics	Impact Materiality		Financial Materiality		
	Positive	Negative	Risk	Opportunity	Outcome
Energy Efficiency and Renewable Energy Use	HP	MP	MP	MP	HP
Financial Performance of the Organization	MP	HP	HP	MP	MP
Digital Transformation and Technology Management	MP	MP	NP	MP	MP
Corporate Governance	HP	MP	MP	NP	HP
Ethical Principles	MP	HP	NP	NP	MP
Risk Management and Regulatory Compliance	HP	MP	MP	NP	HP
Data Privacy and Cybersecurity	MP	MP	NP	NP	MP
Anti-Bribery and Anti-Corruption	MP	MP	NP	NP	MP
Occupational Health and Safety	HP	MP	MP	NP	MP

High Priority (HP), Normal (N), and Not a Priority (NP)

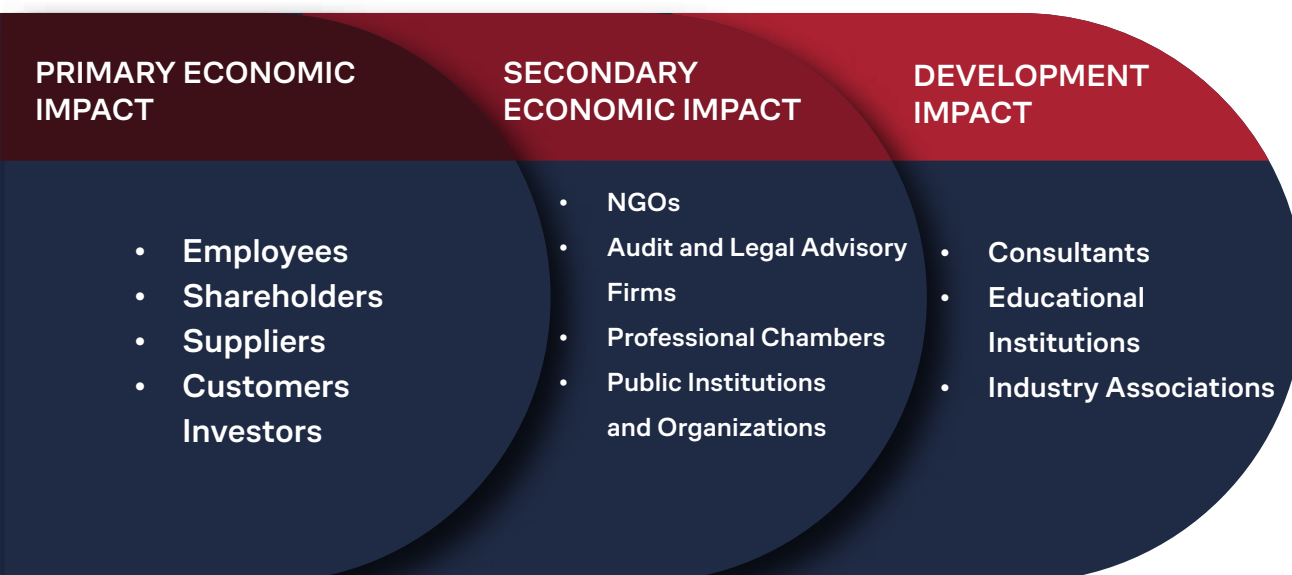
VALUE CHAIN OVERVIEW AND MANAGEMENT APPROACH

The value chain expresses our company's approach to managing not only its economic impact but also its social, environmental and governance dimensions. In this context, Saya Holding establishes all its processes within a transparent, inclusive and ethical structure, understanding the expectations and needs of our stakeholders. Selecting the right stakeholders, continuously improving the quality of engagement, and ensuring the consideration of stakeholder feedback in decision-making processes constitute core components of our sustainable governance approach.

The value chain encompasses all activities carried out to ensure that products and services reach customers. Saya Holding strengthens its value chain management by prioritizing customer satisfaction, focusing on responsible sourcing, production processes, occupational health and safety, preserving human rights, managing costs efficiently and improving customer satisfaction.

We adopt responsible procurement principles throughout the supply chain and prioritize efficiency, quality and innovation in our production and service processes. Through this approach, we aim to enhance our value creation capacity in line with GRI standards and deliver long-term and sustainable benefit to all our stakeholders.

We categorize our stakeholders based on their roles within our processes. These groups are also classified according to their economic impact and strategic importance. This holistic approach enables us to integrate the expectations of stakeholders and the risks and opportunities at different points of the value chain into our sustainability strategies.



Saya Holding's stakeholder analysis, prepared with reference to GRI and AA1000 standards at the Holding Headquarters, evaluates the value chain from a holistic perspective. Stakeholders were grouped based on primary and secondary economic impacts and development impacts. Taking the 2024 Sustainability Report a step further, the stages of the value chain were defined in detail for the Holding and its subsidiaries. This analysis will continue in a comprehensive manner.

Saya Holding's value chain consists of five main stages: input sourcing, production/service processes, distribution, use and end-of-life (recycling or recovery).



Input Sourcing: Responsible procurement principles are applied in supplier relationships, and environmental impacts (carbon footprint, raw material consumption) and human rights risks are monitored.



Production/Service Processes: Energy efficiency, occupational health and safety, quality and innovation are prioritized. This stage includes direct economic impacts (employment, cost optimization) and indirect social impacts (local development, skill development).



Distribution: Efficiency in logistics processes is ensured through digitalization and optimization practices.

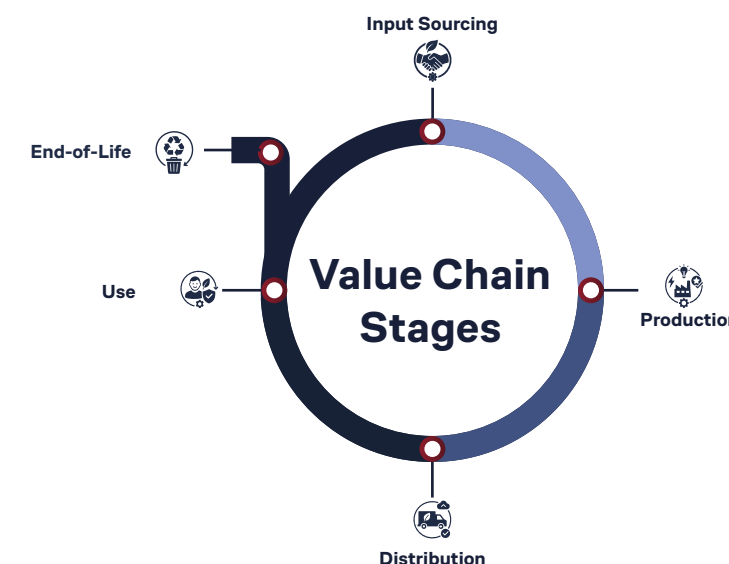


Use: The social and environmental impacts of product and service use (customer satisfaction, energy consumption, safety) are analyzed.



End-of-Life (Circularity) Assessment: The potential for recycling and reuse of waste is evaluated.

In the table below, the direct and indirect economic, social, environmental, and governance impacts related to each stage of Saya Holding's value chain are summarized.



Each stage includes direct impacts (e.g., energy consumption, employment, cost optimization) and indirect impacts (e.g., human rights in the supply chain, customer expectations, quality and innovation). Each stakeholder is mapped according to its significance and level of influence on our company, and topics of highest priority are linked with relevant stakeholder groups.

This structure ensures transparent and inclusive governance, supports more efficient resource management, and contributes to aligning sustainability performance with strategic objectives.

IMPACT	STAKEHOLDERS	COMMUNICATION CHANNELS	FREQUENCY	VERY HIGH PRIORITY TOPICS
Primary Economic Impact	Employees	E-mail, online & in-person meetings, trainings, audits, telephone	Monthly, Quarterly, Semi-Annual, Annual (as needed by each department)	Occupational Health & Safety, Ethical Principles, Digital Transformation & Technology Management
	Shareholders	Meetings, E-mail, Telephone	Monthly, Quarterly, Semi-Annual, Annual (as needed by each department)	Financial Performance, Corporate Governance, Risk Management
	Investors	Meetings, E-mail, Telephone	Monthly, Quarterly, Semi-Annual, Annual (as needed by each department)	Financial Performance, Corporate Governance, Risk Management, Regulatory Compliance, Renewable Energy Use, Energy Efficiency
	Suppliers	Meetings, e-mails, online platforms, contractual communications, telephone	As needed	Ethical Principles, Anti-Bribery & Anti-Corruption, Energy Efficiency, Renewable Energy Use
	Customers	Meetings, E-mail, Telephone	As needed	Data Privacy & Cybersecurity, Ethical Principles, Digital Transformation & Technology Management
Secondary Economic Impact	Public Institutions & Authorities	Written statements, notifications, meetings, audits, visits, telephone	Monthly, Quarterly, Semi-Annual, Annual (as needed by each department)	Risk Management & Regulatory Compliance, Occupational Health & Safety, Ethical Principles
	NGOs / Professional Chambers	E-mail, Meetings, Telephone, Written Statements	Monthly, Quarterly, Semi-Annual, Annual	Ethical Principles, Anti-Bribery & Anti-Corruption, Renewable Energy Use, Energy Efficiency
	Auditing & Legal Advisory Firms	Meetings, E-mail	Topic-based annual and periodic	Corporate Governance, Risk Management, Regulatory Compliance, Ethical Principles
Development Impact	Educational Institutions (Universities, Institutes)	E-mail, Meetings, Telephone, Trainings, Corporate Website	As needed	Digital Transformation & Technology Management, Renewable Energy Use, Energy Efficiency, Ethical Principles
	Consultants	E-mail, Visits, Meetings, Corporate Website, Social Media	As needed	Corporate Governance, Data Privacy & Cybersecurity, Ethical Principles, Risk Management & Regulatory Compliance
	Industry Associations	E-mail, Visits, Meetings, Corporate Website, Social Media	Periodic (Monthly, Quarterly, Semi-Annual, Annual)	Corporate Governance, Energy Efficiency, Renewable Energy Use, Ethical Principles

All these activities demonstrate that Saya Holding's sustainability strategy is carried out in an integrated manner, evaluating economic, social, environmental and governance dimensions simultaneously at every step of the value chain. Our analyses show that stakeholder interactions contribute not only to operational processes but also to service delivery, and through our holistic approach we effectively manage risks while transforming sustainability opportunities into concrete projects. In doing so, our company aims to deliver a performance aligned with our strategic goals and create measurable, long-term value for all stakeholders.



Güzin Öztürk

UNGC Member and Stakeholder Relations Manager

In 2022, Saya Holding joined the UN Global Compact, committing to compliance with its 10 principles covering human rights, labor standards, the environment and anti-corruption. Since then, the company has actively participated in various UN Global Compact programs to strengthen its sustainability approach and deepen its alignment with global standards.

In 2022, Saya Holding took part in the UN Global Compact Climate Ambition Accelerator Program, taking steps toward setting climate action and net-zero emissions targets. That same year, the company advanced its efforts to build an inclusive institutional culture under the Diversity and Inclusion Program. In 2024, Saya contributed to the “Business and Human Rights” Program, which supports companies in identifying their human rights impacts and developing action plans, and prepared its own action plan accordingly.

Saya Holding has decided to participate in two different international initiatives in 2025.

Since 2022, Saya Holding has publicly reported its sustainability progress through its annual Communication on Progress (CoP) submitted to the UN Global Compact.

As UN Global Compact Türkiye, we will continue to support the private sector in achieving the Sustainable Development Goals.

Güzin Aycan Öztürk Kocabaş
Member and Stakeholder Relations Manager
UN Global Compact Türkiye



Hakan Cem Topal

Saya Holding Information Technologies Director

I see our company’s sustainability approach as a holistic transformation in which sustainability is integrated into all our processes. This perspective, which encompasses environmental, social and governance dimensions, strengthens our strategic decision-making capacity and enables us to build a resilient corporate structure with long-term durability. Today, sustainability is not only a necessity for us but also a conscious and permanent choice embedded at the center of our roadmap.

Our work in energy efficiency, digital transformation and resource optimization directly contributes to operational performance. With technology-supported intelligent applications, our processes accelerate, efficiency increases and new business models that reduce environmental impacts are developed.

Strengthening supply chain sustainability, increasing employee awareness and expanding stakeholder partnerships offer significant opportunities for our organization. We believe that building a shared corporate mindset in these areas will accelerate our institutional resilience. On the Information Technologies side, we define our structure through energy-efficient systems, hybrid cloud architectures, automation, artificial intelligence and secure cybersecurity infrastructures. With this vision, we believe that every step we take contributes positively to both our environmental impact and our business processes.

Hakan Cem Topal
Information Technologies Director
Saya Holding

Our Sustainability Journey



Strong Future for the Environment

MEGA	MACRO CATEGORY	VERY HIGH PRIORITY TOPIC	RELATED SDGs
Sustainability	<ul style="list-style-type: none"> Increasing environmental awareness 	<ul style="list-style-type: none"> Energy Efficiency and Renewable Energy Use 	<div> <div>7</div> <div>RENEWABLES AND</div> <div>CLIMATE ACTION</div> </div> <div> <div>12</div> <div>RESPONSIBLE CONSUMPTION</div> <div>AND PRODUCTION</div> </div> <div> <div>13</div> <div>CLIMATE ACTION</div> </div>
Sustainability	<ul style="list-style-type: none"> Collaboration in the circular economy 	<ul style="list-style-type: none"> Energy Efficiency and Renewable Energy Use 	<div> <div>12</div> <div>RESPONSIBLE CONSUMPTION</div> <div>AND PRODUCTION</div> </div> <div> <div>13</div> <div>CLIMATE ACTION</div> </div>
Sustainability	<ul style="list-style-type: none"> Emission reduction projects 	<ul style="list-style-type: none"> Energy Efficiency and Renewable Energy Use 	<div> <div>7</div> <div>RENEWABLES AND</div> <div>CLIMATE ACTION</div> </div>

ENVIRONMENTAL MANAGEMENT SYSTEM

At Saya Holding, we view environmental sustainability not as an obligation but as a fundamental component of long-term value creation. Our environmental focus is shaped by the Saya Holding Environmental Policy and the environmental operating principles of our subsidiaries. This approach is embedded in our strategic vision and integrated into our corporate culture. Our environmental policy supports reducing the impacts of climate change, efficient use of natural resources, preserving biodiversity, promoting circular economy practices and ensuring a more livable planet for future generations.

As Saya Holding and its subsidiaries plan environmental sustainability activities, we prioritize the following goals based on the 17 Sustainable Development Goals (SDGs) outlined in our Environmental Policy:



Companies operating in construction, healthcare, industry and technology incorporate environmental sustainability into their operations to the extent compatible with sector dynamics, while maintaining alignment with Holding-wide principles. Therefore, all our environmental activities are carried out in line with the United Nations Sustainable Development Goals (SDGs), and our core focus areas are SDG 7 Affordable and Clean

Energy, SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 13 Climate Action, SDG 16 Peace, Justice and Strong Institutions and SDG 17 Partnerships for the Goals.

The coordination of our environmental strategies is managed through the Environmental Sustainability Working Group under the Sustainability Committee. The working group chair also serves on the Sustainability Committee, ensuring integrated management of environmental performance across the Holding and its subsidiaries. This structure enhances efficiency in environmental impact measurement and reporting, resource risk management and operational planning. Volt WEG Group's renewable energy investments, Volt's production models that reduce carbon emissions and Folkart's applications related to energy efficiency and sustainable construction all demonstrate the harmony between subsidiary-level practices and Holding-wide environmental expectations.

Our risk and opportunity management approach considers climate-related physical and transition risks; energy, water and resource use; waste reduction; and biodiversity preservation as strategic priorities with sector-specific impacts. These risks also have strategic importance due to their potential financial implications and influence on our long-term resilience and competitiveness. For this reason, renewable energy investments, green production models, low-carbon technologies and circular economy practices are core components of our sustainable growth strategy. Environmental goals are aligned with the Saya Holding Strategic Plan and reported through measurable indicators.

Our performance is monitored through energy consumption, water usage, hazardous and non-hazardous waste volumes and greenhouse gas emissions (Scope 1, Scope 2 and, where applicable, Scope 3). These indicators are monitored regularly and annual improvement targets are disclosed.

Saya Holding subsidiaries reduced their carbon emissions between 2023 and 2024 by enhancing energy efficiency, adopting circular production and using low-carbon technologies. Volt WEG Group improved engine efficiency and lowered carbon footprint by developing IE3–IE5 class motors, achieving a 35% reduction in copper consumption and preventing approximately 11,458 tons of CO₂ emissions. Humanis initiated its Science Based Targets initiative (SBTi) processes to achieve 2030 science-based emissions reduction targets and launched its CDP Supply Chain Program assessments. Folkart reduced carbon footprint by 16.48% in 2024 through its Nova Project, increasing energy efficiency and renewable energy usage. These indicators reflect the environmental performance of our operations and return on our sustainability investments in a measurable manner. Measurement, reporting and verification processes ensure that environmental goals are consistently achieved.

To manage climate-related risks effectively, we adopt the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and integrate these recommendations into our reporting. Our environmental reporting is aligned with the TCFD framework (Governance, Strategy, Risk Management, Metrics & Targets).



From a financial perspective, energy efficiency-focused investments provide cost savings and long-term financial efficiency. Thanks to the efficient motor technologies and production optimization at Volt WEG Group, a 30% energy saving has been achieved, reducing production costs while providing protection against increases in carbon taxes and energy prices. Humanis' SBTi commitment and CDP climate risk reporting demonstrate the company's potential for green financing and readiness for future carbon pricing systems. By adopting sustainable design principles in construction, Folkart supports material efficiency and the use of environmentally friendly materials. At the Holding level, our focus on energy efficiency and renewable energy investments strengthens our financial resilience and supports sustainable growth.

From a social perspective, our transformation has contributed to supporting employees, stakeholders and society. Employee training systems have enhanced technical competencies and reinforced our zero-waste and eco-friendly production mindset within corporate culture. The human-centered approach of Humanis has increased social benefit through its mission of protecting public health and its proactive climate action efforts. With its sustainability-oriented urban transformation projects, Folkart has contributed to community well-being and quality of life; Volt WEG Group has supported economic development through energy efficiency and by encouraging skilled employment and technical expertise.

Environmental compliance is not limited to meeting mandatory requirements; we adopt a continuous improvement mindset across all processes. Internal audits and independent third-party inspections ensure the reliability of our processes while enabling rapid action plans in the event of potential non-compliance.



You can access our Environmental Policy [here](#) and on our website.

Stakeholder expectations are an integral part of our environmental management approach. Continuous feedback mechanisms ensure that the opinions of our stakeholders are incorporated into strategic decision-making processes. Our suppliers are evaluated according to sustainability criteria, and awareness trainings are organized for employees on environmental responsibilities shared with our business partners.

In conclusion, environmental management for Saya Holding is not a “requirement,” but one of the most important legacies we aim to leave for the future. Through the coordinated efforts of the Environmental Sustainability Working Group, our environmental studies reflect a long-term commitment that protects not only today but also the quality of life for future generations.



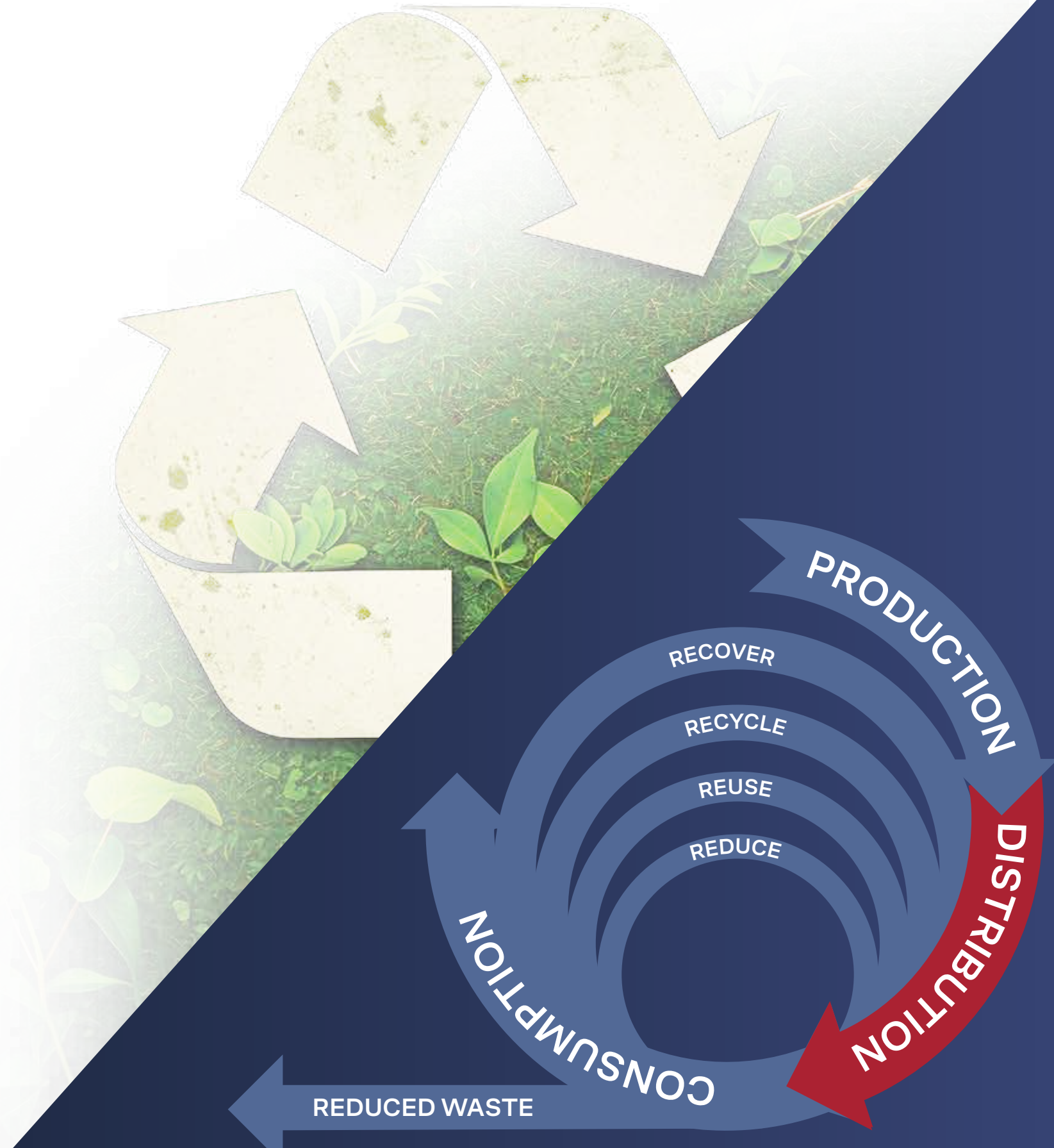
CIRCULAR ECONOMY

For Saya Holding, the circular economy is not only an environmental approach but also a strategic transformation area that redefines our way of doing business. In a world where resources are limited, it is our priority to rethink our production and consumption models, redesign our processes and develop methods that preserve value at every stage of the value chain before waste is generated. In this context, our main goals include preventing waste before it occurs, encouraging reuse, increasing recycling rates and ensuring efficient management of materials and raw resources throughout their lifecycle.

Saya Holding has integrated the circular economy mindset at the Holding level by embedding resource efficiency and recycling principles into all stages of operations. Our circular economy strategy focuses on minimizing environmental impact, improving material efficiency and promoting a culture of reuse.

As one of the core components of our environmental management system, the circular economy approach ensures that electronic devices reaching the end of their useful life are disposed of responsibly and re-evaluated for recycling. Devices that are still usable are donated to the Turkish Education Volunteers Foundation (TEGV) for reuse. Meanwhile, electronic waste is managed in compliance with environmental legislation, and secure destruction certificates are issued under the name of Saya Holding. In 2024, approximately 1.2 tons of electronic waste were processed within this scope.

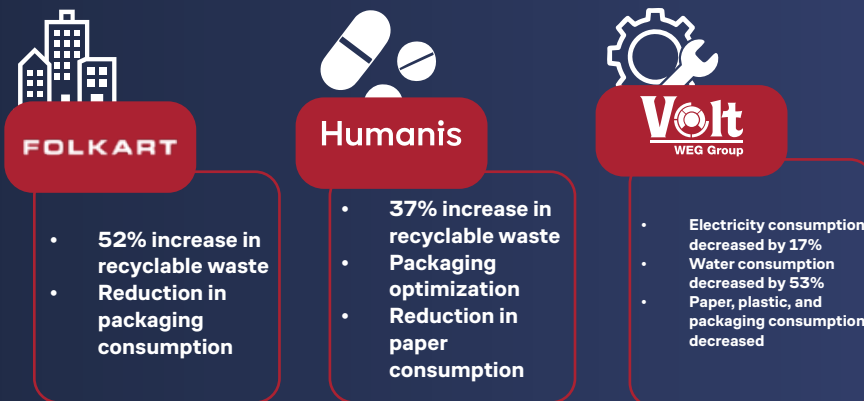
Saya Holding also supports resource efficiency by contributing to the “Give Back Recycling Project (atma başışla)” carried out jointly with TÜBİSAD, which ensures that electronic waste is recycled and reused.



Humanis is one of our subsidiaries that puts circular economy practices into action in a mong the leading companies. Through packaging optimization projects packaging waste was reduced by 37% in 2024. The widespread use of recyclable packaging materials, the reduction of paper consumption through digitalization efforts and projects supporting reuse within operations have strengthened Humanis' resource efficiency.

Volt WEG Group focuses on reducing raw material and scrap losses in production processes and limiting natural resource use through efficiency projects. Additionally, research on recycling electric motors and reusing critical raw materials has positioned Volt as a pioneering company in its sector from a circular economy perspective. Within the scope of the IBOT4CRM project carried out under the European Union's Horizon Program, Volt developed recyclable electric motor components using recycled magnet raw materials, contributing to innovation in circular production technologies.

Folkart achieved significant resource savings in office and field operations in 2024 by reducing paper usage through digitalized quality control systems and establishing waste segregation systems capable of processing 2,000 kg of hazardous waste and 4,400 kg of non-hazardous waste.



With the move to Link Plaza:

- Electricity consumption decreased by 17% compared to the previous year.
- Water consumption decreased by 53%.

This approach is supported not only by individual projects but also by corporate-level performance criteria, improvement plans and measurable targets. Environmental sustainability practices implemented Holding-wide have resulted in tangible improvements in natural resource consumption, energy use and waste management. In this regard, with the relocation of our headquarters to Link Plaza, electricity consumption decreased by 17% and water consumption by 53% in 2024, while reductions in paper, plastic and packaging waste were also recorded. As part of this process, an application was submitted for the Zero Waste Certificate for Link Plaza in 2025. Humanis and Folkart's completed facilities already hold Zero Waste Certificates. Preparations for evaluation have begun for Volt WEG Group, and assessments for Volt Technology have also been initiated.



ENERGY AND EMISSION MANAGEMENT

Energy and emissions management is one of the core pillar of Saya Holding's environmental sustainability strategy. Our approach focuses not only on meeting regulatory requirements but also on continuously advancing in line with global climate targets and international standards. In all subsidiaries, energy management is guided by the principles of efficient resource use, reduction of carbon footprint, investment in renewable energy and integration of low-carbon technologies.

Each subsidiary evaluates its own energy and emissions performance within the framework of its operational structure and reports these resulting data are consolidated and monitored at the Holding level. This comprehensive and data-driven approach ensures that our sustainability efforts contribute to long-term strategic goals. In our materiality analysis, Energy Efficiency and Renewable Energy Use has been identified as a high-priority topic.

Humanis considers energy and emissions management a strategic priority. Between 2023 and 2024, the share of renewable energy consumption increased from 19.98% to 22.05%. While grid electricity consumption rose from 8,994,980 kWh to 9,264,620 kWh, natural gas consumption decreased from 15,448,150 kWh to 14,055,295 kWh. In November 2024, Humanis commissioned land-based SPP investments to expand renewable energy use.

Additionally, various energy efficiency projects enabled Humanis to be ranked among the top 50 companies in Turkey's EN-VERİM 100 research by Turkish Time magazine. This success strengthens Humanis' leadership in sustainable practices in the pharmaceutical industry. Humanis continues to advance toward its SBTi-approved 2030 emissions reduction targets and carries out all verification processes in accordance with ISO 14064 standards.

FOLKART

Increased energy efficiency by 16.48% through renewable energy use.

Humanis

Developed Science – Based Targets initiative (SBTi) and systematized CDP reporting.



Achieved 30% energy savings with efficient motor technologies and prevented 11,458 tons of CO₂ emissions.

Volt WEG Group has integrated energy and emissions management directly into its production model. Efficient production lines and scrap reduction projects have significantly decreased raw material usage. The company reduced its energy consumption per unit produced by 17,748 kWh over two years. By commissioning rooftop solar panels, Volt obtained 35% of its electricity from renewable resources. Through the EU Horizon Program IBOT4CRM project, Volt also developed electric motor components using recycled magnet materials, contributing to sustainable production technologies.

For Folkart, energy and emissions management is critical, particularly in the construction sector where environmental impacts are high. In 2024, the Nova Project achieved 17% energy savings. Both office and construction sites prioritized renewable energy sources, efficient materials and LED lighting systems to reduce carbon emissions. Folkart's approach emphasizes low-carbon material selection and sustainable building design. Greenhouse gas emissions are monitored under a centralized reporting mechanism coordinated by Saya Holding.

Saya Holding reports greenhouse gas emissions in accordance with GHG Protocol standards under Scope 1, Scope 2 and, where applicable, Scope 3. Reporting processes follow ISO 14064 standards as well as GRI reporting principles. Furthermore, energy consumption and renewable energy usage are monitored with parallel indicators and integrated into Holding-wide reports.

Raising employee awareness is an essential part of our approach. Training programs help employees understand energy efficiency practices, while suppliers are evaluated according to sustainable consumption principles. In this way, both internal operations and supply chain processes contribute to the Holding's environmental targets.

Saya Holding's energy management approach focuses on operational efficiency, long-term environmental performance and the reduction of carbon emissions. With continuous improvement practices and carbon performance monitoring, we aim to strengthen our sustainability strategy and achieve our long-term emissions reduction goals.



WATER MANAGEMENT

The sustainable management of water resources is a priority element of Saya Holding's environmental strategy. Climate change, increasing drought risk and operational pressures caused by water scarcity make efficient water use not only an environmental obligation but also an essential part of our sustainability perspective. For this reason, each subsidiary regularly evaluates water management practices through its sustainability committees and environmental working groups. Findings and improvement plans are consolidated at the Holding level and managed in alignment with strategic targets.

Humanis has implemented sensor-based fixtures and flow-optimization systems to reduce operational water consumption due to the critical role of water in its production processes. Through infrastructure improvements and applications focused on savings, Humanis reduced its total annual water consumption by approximately 15% in 2024, decreasing from 108,351 m³ to 92,149 m³.

Volt WEG Group reduced water consumption per unit produced by recovering cooling water in production lines and piloting wastewater recycling projects.

As part of its water management efforts, Folkart implemented rainwater harvesting and greywater recovery systems across its projects, thereby reducing overall water consumption and improving resource efficiency.

The relocation of our headquarters to Link Plaza contributed to improvements in water management. Thanks to the LEED-certified building infrastructure, low-flow fixtures and rainwater/greywater solutions were put into operation, supporting daily water savings for employees.

Our water management practices are fully aligned with SDG 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production). By 2030, efficient water use and increased greywater recovery remain among our priority targets.

Reducing the environmental impacts associated with water use is a key part of our strategy. At the same time, improving operational efficiency and strengthening accountability through water conservation efforts demonstrate our long-term sustainability commitment.

Saya Holding Headquarters

- LEED building infrastructure
- Low-flow fixtures
- Employee awareness

Folkart

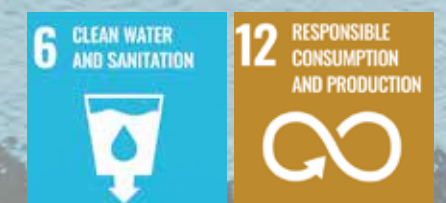
- Rainwater harvesting system
- Greywater systems
- Increased resource efficiency

Humanis

- 15% reduction in water use
- 108,351 m³ → 92,149 m³
-

Volt WEG Group

- Cooling water recovery
- Reduced water consumption per unit produced
- 2024: 0.105 m³/unit
- Wastewater ratio: 0.033 m³/unit
- Efficiency and recovery projects



BIODIVERSITY

Protecting biodiversity is one of the core components of Saya Holding's environmental responsibility approach. As the impacts of climate change increase, natural resources rapidly diminish and global biodiversity loss reaches critical levels, managing our environmental impact becomes not only a regulatory requirement but also an essential part of sustainable business practices. We base our decisions and actions on scientific data and applicable best practices to preserve natural habitats and ecosystems. We encourage efficient resource use and nature-positive business models; and ensure that our employees, suppliers and stakeholders act together with the same awareness.

Saya Holding aligns its biodiversity strategy with the United Nations Global Compact's 10 principles and the 17 Sustainable Development Goals—particularly SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 14 (Life Below Water) and SDG 15 (Life on Land). We strengthen our biodiversity commitments through the Kunming-Montreal Global Biodiversity Framework and TNFD (Taskforce on Nature-related Financial Disclosures) approaches, which are increasingly adopted by global investors. Accordingly, our goal is to adopt a nature-positive business model.



Each subsidiary evaluates biodiversity-related risks and opportunities through its sustainability committees and environmental working groups. Following these assessments, necessary improvements are consolidated and managed at the Holding level. This ensures that our environmental decisions are made within a holistic perspective.

Humanis develops projects that minimize the environmental footprint of production and reduce the negative impact of waste on ecosystems. Hazardous waste is properly disposed of, and recycling initiatives help reduce pollution on land and water. Volt WEG Group increases efficiency in raw material use through recycling-focused R&D projects. Folkart supports the protection of natural ecosystems with its green building design principles and sustainable construction materials. Volt Technology contributes by reducing chemical waste and carrying out studies aimed at preventing soil and water pollution.

During the 2025–2030 period, we aim to contribute to afforestation and habitat restoration projects, strengthen collaborations for the protection of local ecosystems and enhance biodiversity monitoring indicators. The seedling donation programs conducted by our subsidiaries on special days will support this process.

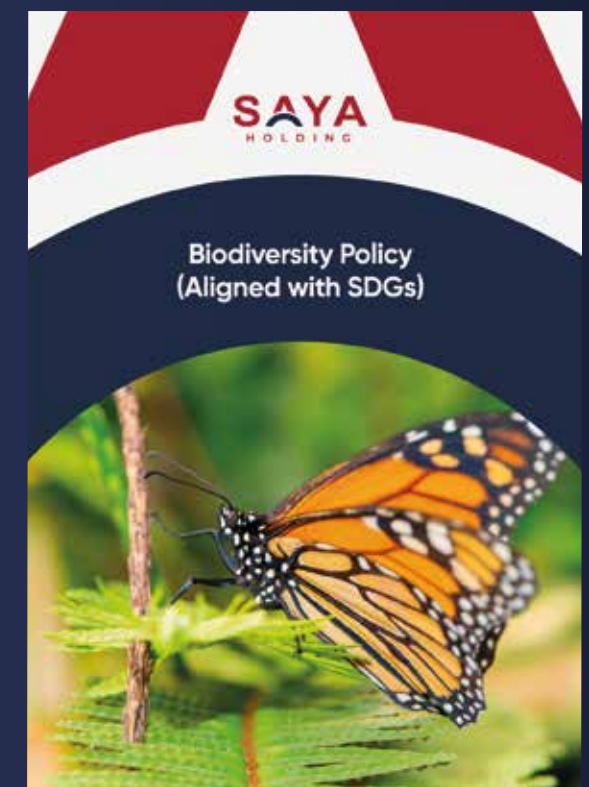
Partnerships with NGOs, universities and local communities play a vital role in protecting ecosystems. Employees participate in nature-focused volunteering initiatives, and biodiversity awareness activities will be included as part of the Holding's strategic plan starting in 2026.

As Saya Holding, our goal is to reduce our negative impact on nature across all operations by 2030 and to contribute to halting biodiversity loss under the “Nature Positive 2030” vision. This approach reflects not only the fulfillment of our environmental commitments but also our progress toward global reporting frameworks and biodiversity strategies.













2025–2030 Period Targets

- Supporting afforestation and habitat restoration projects
- Increasing collaborations for local ecosystem protection
- Strengthening the monitoring and reporting of biodiversity indicators
- Supporting subsidiaries in establishing seedling donation programs



You can access our Biodiversity Policy here and on our website.

Strong Future for Business

MEGA	MACRO CATEGORY	VERY HIGH PRIORITY TOPIC	RELEVANT SDGs
Growth	Growing in new business areas	Organizational Financial Performance	  
	Deepening in existing business areas	Organizational Financial Performance	
	SayaNova in-house business development & entrepreneurship project	Digital Transformation & Technology Management	
Business Excellence	Process Improvement	Organizational Financial Performance	   
	Risk Management	Risk Management & Regulatory Compliance	
Digitalization	Ensuring maximum efficiency from existing software	Digital Transformation & Technology Management	  
	Ensuring maximum efficiency from existing software	Digital Transformation & Technology Management	
	Ensuring maximum efficiency from existing software	Digital Transformation & Technology Management	
	Cybersecurity	Data Privacy & Cybersecurity	

INFORMATION SECURITY

Due to its structure operating across multiple sectors and its wide user base, Saya Holding prioritizes “information security” as a corporate necessity to ensure continuity, protect stakeholder data and establish a robust security culture in line with international standards. In this context, numerous preventive, detective and corrective security applications have been implemented. With secure IT infrastructures deployed across all locations, the organization is protected both internally and against global threats. This structure strengthens the institution’s overall resilience and its multi-layered defense mechanisms against potential cyber threats.

All devices and servers are managed with central security policies; malicious software, unauthorized access and data loss risks are prevented. User activities are monitored, abnormal movements are blocked and data loss risks are reduced. In the scope of mobile device management, corporate data on phones and tablets is encrypted, and measures are implemented to remotely wipe or lock lost or stolen devices.

Data Loss Prevention (DLP) solutions are used to prevent unauthorized sharing of corporate data. Sensitive data in critical departments is secured through strong controls. Security gateways inspect email traffic, preventing harmful files from reaching users. Penetration tests are carried out periodically by independent specialists, and vulnerabilities identified in systems are rapidly closed. In addition, awareness programs and regular cybersecurity trainings for employees support the continuous improvement of institutional awareness levels.

A disaster recovery infrastructure has been established at the Holding level. In case of a disaster, this structure ensures the continuity of IT systems, and backup practices aligned with international best standards maintain business continuity. Cyber threat monitoring tools used across the Holding strengthen early detection capabilities and support fast intervention.

Humanis and Volt Technology have strengthened their corporate infrastructures by implementing an ISO 27001 Information Security Management System, ensuring system continuity through regular external audits. Their disaster recovery infrastructure, multi-factor authentication systems, VPN applications and penetration test results enable proactive management of information security risks.

Volt WEG Group has begun integrating information security practices into its production and supply chain processes, evaluating suppliers regularly according to information security criteria.

Thanks to the information security structure developed jointly by Humanis and Volt Technology, a solid security culture has been established at the Holding level. Information Security indicators are monitored centrally, and outcomes are reported regularly to the corporate governance bodies.



Folkart considers information security one of the most critical components of its digitalization strategy. Technology brings efficiency and new opportunities; however, it also introduces risks that must be managed meticulously. In this context, employees receive regular cybersecurity trainings, and their cyber awareness levels are measured annually. With the transition to remote work, two-factor authentication (2FA) has been activated for VPN usage. Additionally, disaster recovery infrastructures located in different cities ensure business continuity and operational resilience.

Volt Technology has designated information security as a strategic priority for sustainable growth and institutional integrity, implementing a management system aligned with ISO 27001 standards. Regular penetration tests detect vulnerabilities proactively, and automatic interventions minimize the impact of potential cyber threats. The modernized firewall and MPLS infrastructure optimize network continuity, while Hyperconverged Infrastructure (HCI) and DLP systems increase resource utilization and ensure secure data management in line with legal regulations.

Several security projects represent key components of this approach. The Data Loss Prevention (DLP) system's documentation and configuration have been completed, and pilot applications have begun. Infrastructure preparations for user computer backup systems are underway to prevent data loss. The EDR (Endpoint Detection and Response) product selection process has been completed, and pilot implementation has started. Within the SAP Authorization Project, role-based authorization matrices for all departments were created and pilot implementation initiated.

Human factors play a crucial role in information security. For this reason, employees receive regular cybersecurity awareness training, and secure behavior becomes part of their daily work routines. The Saya Campus platform hosts digital training sessions, and a significant portion of employees attended these sessions in 2024. Through these activities, cybersecurity awareness and security culture across the Holding have been strengthened.

Information security performance indicators are monitored and reported systematically. Within the Digitalization macro area, KPIs have been established to track performance. At Saya Holding, information security is not limited to technical solutions; it is also supported by continuity plans, disaster recovery tests, regulatory compliance, user awareness programs and ongoing training.

Thanks to this holistic approach, Saya Holding offers all stakeholders a secure digital environment while ensuring operational continuity. Information security is not only a technical requirement for Saya Holding— it is also a foundational element of business continuity, corporate reputation and stakeholder trust. In a world increasingly shaped by digitalization, data protection and cybersecurity are managed in full compliance with legal regulations and international standards. Technological infrastructure investments, risk-based management systems and employee participation enable continuous improvement within a comprehensive model of sustainable information security.

DIGITALIZATION

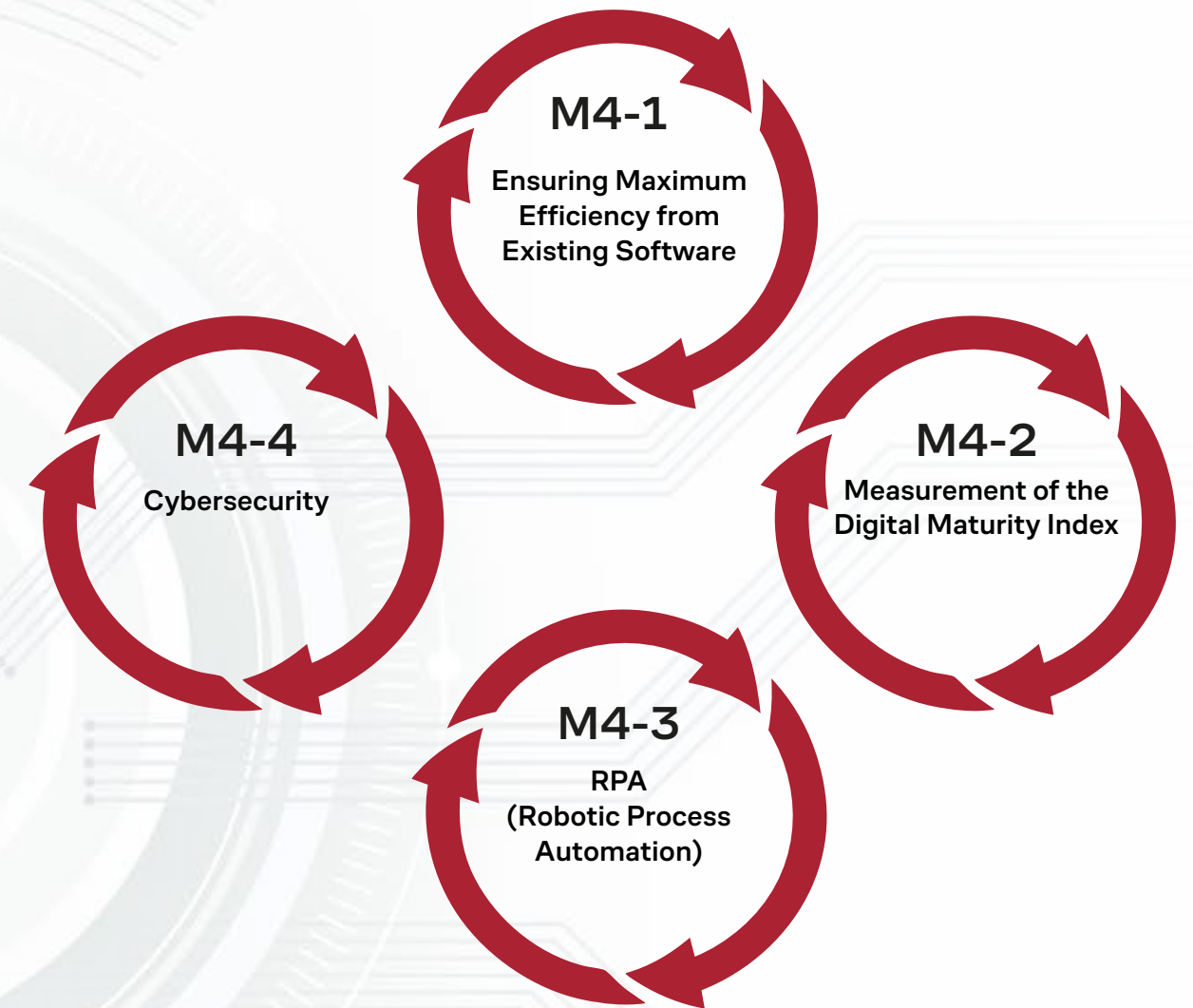
Saya Holding's digitalization efforts are not only a means to increase operational efficiency; they are also one of the key enabler supporting strategic transformation, sustainable growth, and competitive strength. In our Strategic Plan, Digitalization—positioned under the theme of “Strategic Megas”—has become one of the top priorities for all our subsidiaries.

Within this scope, the New Technologies Working Group, established under this structure, meets twice a week and provides structured coordination in areas such as process automation, data analytics, artificial intelligence-based applications, and digital maturity assessments.

Humanis is designing its digitalization journey in line with the needs of the healthcare sector; while prioritizing product safety and regulatory compliance, it also focuses on digital health solutions. Humanis's priority action areas include automation systems used in drug production processes, digital quality control applications, and data analytics-driven patient safety projects. In addition, digital maturity index measurement studies were evaluated by the consultancy firm and an action plan was created accordingly.

Volt WEG Group has stated that it plans to implement Industry 4.0-focused production systems; robotic automation, smart sensors, and IoT-based systems will increase the efficiency of production lines. It was also noted that the company plans to prioritize digital maturity index measurement studies and cross-departmental action planning. Volt WEG Group also stands out with innovative practices such as artificial intelligence-supported quality inspection, software solutions that enable energy conversion and efficiency optimization, and digital twin applications.

Volt Technology has positioned digital transformation at the center of its strategy to achieve sustainable growth and operational excellence. Paperwork and process workflow/document management systems have been integrated into production processes, reducing paper usage. As a result, operational continuity has improved and error rates have decreased. Furthermore, quality performance indicators have strengthened, and the level of digital transformation maturity has increased. RPA applications are being implemented across the group, contributing to employee productivity and energy efficiency. Additionally, the use of artificial intelligence-supported systems, data-based decision-making culture, and automation technologies have increased efficiency and energy savings.



The four main macros included under “Digitalization” in Saya Holding's strategic plan.

Folkart's digitalization is one of the fundamental elements of our corporate development and sustainability vision. Digital tools such as Microsoft Dynamics CRM, Power BI, SAP solutions, HRWeb, and Twiser Work are used to make operational processes more efficient, fast, and transparent.

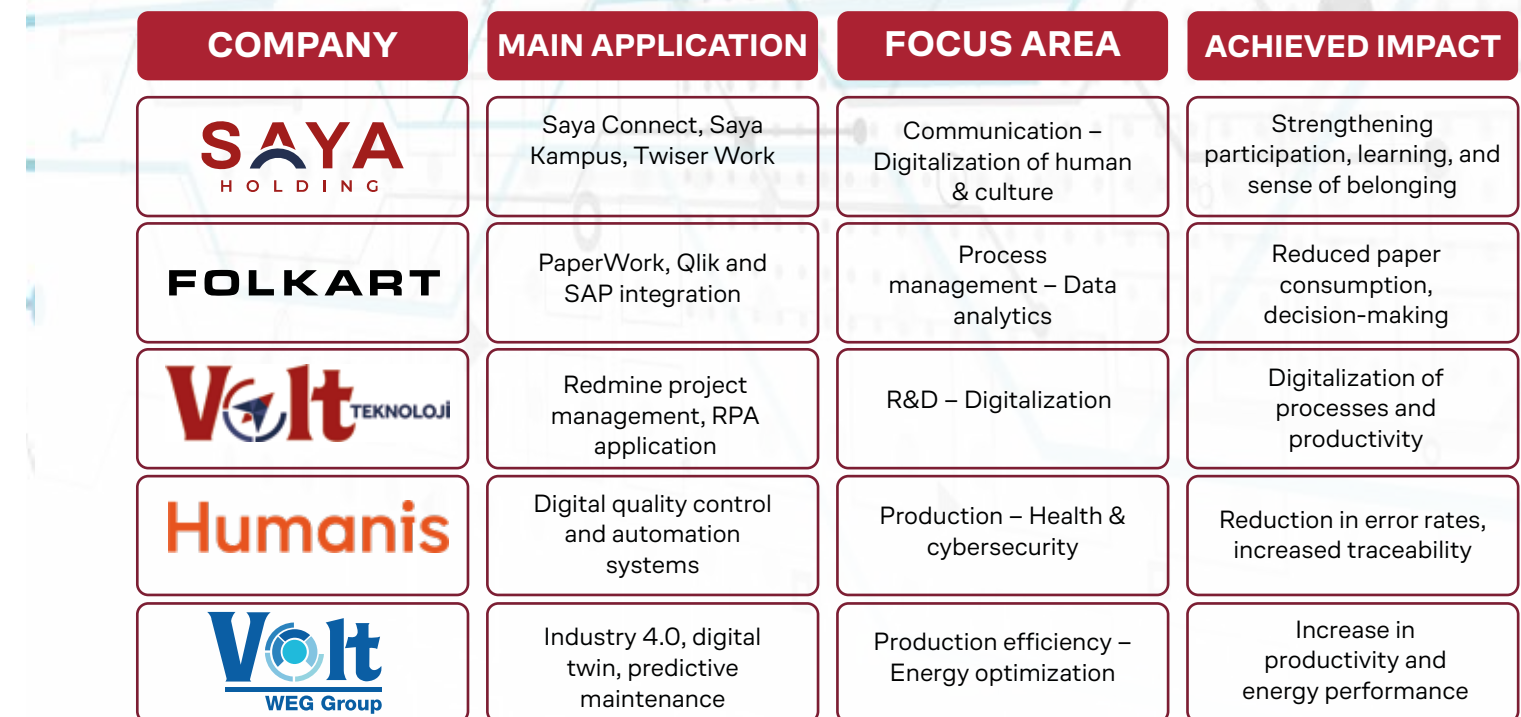
Humanis and Volt WEG Group have completed their digital maturity index assessment. Improvement plans created based on the results have been integrated into their action plans.

Among our prominent applications, PaperWork has enabled quality and OHS processes to be transferred to a digital environment, accelerating approval processes, reducing archival workload, and significantly decreasing paper consumption—thus supporting our sustainability goals.

Across the Holding, efforts are being carried out to ensure maximum efficiency from existing software infrastructures. Detailed analyses of SAP processes have been conducted, the PaperWork workflow and document management platform has been integrated, and the Qlik reporting system has been completed at 100%. In addition, IT system integrations have been improved, and investments have been made in the infrastructure that will enhance corporate business continuity with the participation of Volt WEG Group and Volt Gearbox teams.

One of the important dimensions of our digitalization agenda is the "Human and Culture Process." Human resources practices, digital business and performance management systems have been implemented; HR specialization training and related applications have been fully digitalized and reported within the performance system. In line with our strategic targets, our digitalization performance indicators are reported transparently and regularly.

As Saya Holding, we do not define digitalization merely as technology transformation; instead, with a strategic perspective shaped by our business models, corporate culture, and value chain, we aim to increase operational efficiency while supporting sustainability goals, and to build a stronger future with the competitive strength we gain.



COMPANY	MAIN APPLICATION	FOCUS AREA	ACHIEVED IMPACT
SAYA HOLDING	Saya Connect, Saya Kampus, Twiser Work	Communication – Digitalization of human & culture	Strengthening participation, learning, and sense of belonging
FOLKART	PaperWork, Qlik and SAP integration	Process management – Data analytics	Reduced paper consumption, decision-making
Volt TEKNOLOJI	Redmine project management, RPA application	R&D – Digitalization	Digitalization of processes and productivity
Humanis	Digital quality control and automation systems	Production – Health & cybersecurity	Reduction in error rates, increased traceability
Volt WEG Group	Industry 4.0, digital twin, predictive maintenance	Production efficiency – Energy optimization	Increase in productivity and energy performance

INTEGRATED GOVERNANCE

Saya Holding's integrated governance system aims to generate value by grounding strategic targets in operational practices while ensuring efficiency, transparency, and measurability in processes. In this context, a structure aligned with the main pillar of Saya Holding's Strategic Plan has been established, operating in compliance with GRI reporting standards and EcoVadis assessment criteria. Thanks to our integrated governance model, processes are managed not independently from one another but with a holistic system approach. Our areas of activity have been structured coherently with a strong sustainability vision, ensuring a robust link between strategic objectives and operational practices.

The integrated management approach ensures that sectoral audits validate our areas of compliance with international standards such as ISO 9001, ISO 14001, ISO 45001, and ISO 50001. At the same time, EcoVadis evaluations guide us in strengthening our sustainability-focused performance criteria and improving our processes.

A two-tier structure—the Saya Sustainability Committee reporting to the Board of Directors and thematic working groups consisting of representatives from group companies—has been established. These groups focus on climate, supply chain, digitalization, human capital, and other thematic areas. Through this structure, decisions are directly conveyed to the Board of Directors, ensuring that sustainability goals are met with concrete operational responses.

Humanis implements an integrated management approach in the healthcare sector by applying systems related to occupational safety, patient safety, environmental protection, and information security. The company also holds the ISO 27001 Information Security Management System certificate and conducts its processes within this framework. Furthermore, within the scope of quality and environmental management, Humanis applies ISO 9001 and ISO 14001 standards, enabling continuous improvement of its environmental and quality performance.

Volt WEG Group has built its integrated governance structure around shared corporate culture. Factory operations are managed in alignment with the Asakai methodology, allowing quality, efficiency, and customer feedback data to be transferred into daily management processes. The company operates with ISO 9001 Quality Management and ISO 14001 Environmental Management certifications, overseeing environmental and quality performance through these systems.





Folkart manages its project-related quality and safety processes under integrated management systems. Holding ISO 9001 Quality Management, ISO 10002 Customer Satisfaction, ISO 45001 Occupational Health & Safety Management System certifications, the company conducts periodic audits to ensure compliance with these standards.

Volt Technology has adopted an integrated management approach in which quality, environment, and information security systems are digitally structured. Based on ISO14001 and sectoral ISO9001/AS9100 standards, this structure ensures protection, accessibility, and sustainability of corporate information assets by incorporating ISO/IEC 27001. This model enables processes to be managed holistically, transparently, and measurably, while supporting continuous improvement.

In addition, the risk-based process assessment model has been expanded for both operational and strategic use; documentation structures have been updated, and redesigned with employee participation at the center. Internal audit mechanisms have been supported by digital monitoring systems, and audit findings have been integrated directly into improvement actions.

Within this framework, Saya Holding's integrated governance approach is applied across all group companies based on common standards and certifications. Quality, environment, occupational safety, and information security systems are unified with international management systems. Thus, management is practiced not only as a tool for corporate compliance, but also as a key driver of efficiency, transparency, and accountability.



	FOLKART		Humanis		Priority Areas
ISO 9001:2015 Quality Management System	✓	✓	✓	✓	<ul style="list-style-type: none">• Corporate Governance• Product Quality and Safety
ISO 14001:2015 Environmental Management System		✓	✓	✓	<ul style="list-style-type: none">• Climate Change and Greenhouse Gas Management• Energy Efficiency• Waste Management, Water & Wastewater Management• Biodiversity
ISO 45001:2018 Occupational Health and Safety Management System	✓	✓	✓	✓	<ul style="list-style-type: none">• Occupational Health & Safety• Employee Well-being
ISO 50001:2018 Energy Management System			✓	✓	<ul style="list-style-type: none">• Energy Efficiency and Renewable Energy Use• Responsible and Ethical Resource Management
ISO 10002:2018 Customer Satisfaction Management System	✓	✓			<ul style="list-style-type: none">• Customer Experience and Satisfaction• Ethical Principles
ISO 27001:2022 Information Security Management System		✓	✓		<ul style="list-style-type: none">• Data Privacy and Cybersecurity• Artificial Intelligence and Data Usage
AS9100D:2018 Aerospace & Defense Industry Quality Management		✓			<ul style="list-style-type: none">• Product Quality and Safety• R&D and Innovation• Risk Management and Regulatory Compliance
	✓				<ul style="list-style-type: none">• Corporate Governance• Stakeholder Engagement and Ethical Principles• Employee Engagement and Talent Management





R&D INNOVATION

As Saya Holding, we position R&D (Research and Development) and innovation as the main driving force of our sustainable growth strategy. Our subsidiaries develop innovative solutions tailored to the specific needs of their respective sectors, creating environmental, economic, and social value. In 2024, progress was made in studies focused on energy efficiency, digitalization, and sustainable production.

Humanis has increased its R&D investments centered on biotechnological drug research, sustainable production methods, and digital health solutions. The R&D Center has completed numerous TUBITAK / TUSEB and Hamle projects over its 10-year journey. It has entered new therapeutic areas with groundbreaking projects. By 2030, it aims to develop new products in four different treatment areas and continue its work in the field of global health. Additionally, raising employee competency levels, strengthening sectoral capabilities through innovative projects, and facilitating patient access to medicines are among its core goals. The R&D approach focuses on developing innovative solutions that protect public health and expanding access to treatment.

Folkart has integrated innovation in the construction and real estate sector by combining design, material selection, and digitalization dimensions. In 2024, smart building systems, energy efficiency technologies, and digital twin applications were integrated into its projects; the Nova Project achieved 17% energy savings. The green building certification processes have become a permanent component of Folkart's innovation culture. These practices embody Saya Holding's strategic goal of ensuring "technological and aesthetic integrity."



Volt Technology carries out R&D projects in parallel across defense, aerospace, aviation, and advanced technology fields. In 2024, it transitioned to a digital-based management process using the Redmine Program for project management. Projects have focused on working with electronic card arrays at component level to increase efficiency in resource allocation. Accordingly, the R&D team initiated detailed work on product lifecycle analysis, taking into account production planning, maintenance, and repair processes. Within this scope, generator control units were among the products improved in 2024. Studies were also conducted on ensuring optimization in the supplier chain. Furthermore, sector-specific training was provided, and capacity-oriented investments were made within the R&D department to strengthen corporate knowledge and maintain continuity. Employees participated in project-based rotations.

In line with its sustainable growth goals, Saya Holding has integrated innovation and corporate culture as indispensable elements of its structure. In this context, the Sayanova Internal Entrepreneurship Development Program was launched as a strategic platform aimed at transforming employees' innovative ideas into meaningful projects. Ideas submitted by subsidiaries under the program are evaluated based on sustainability, digitalization, energy efficiency, healthcare technologies, production process optimization, and social impact criteria. Sayanova aims not only to develop new product and service ideas but also to foster a culture of innovation and entrepreneurship while contributing to the future of employees with new models.

Employees participating in the program transform their ideas into projects through training and mentoring programs. Evaluated project ideas are submitted to the Saya Investment Committee following the assessments of the relevant committee.

In 2024, a decision was made to commercialize and scale Sayanova projects by establishing a unified structure centered around an incubation hub. This integration will support project outputs with professional mentorship, investor access, and technical validation processes. Saya Holding continues to expand its innovation ecosystem internally while turning innovative ideas into sustainable value-creating projects.

As of 2024, Saya Holding's R&D investments are not only a competitive advantage but also a guarantee of sustainable growth. The work carried out under the company's strategic plan aims to deliver innovative and environmentally friendly technologies, digital transformation projects, and efficiency-oriented innovative solutions across all operations.



PRODUCT AND PRODUCTION CONTINUITY

Ensuring the continuity of our product and production processes is one of the core indicators not only of operational efficiency, but also of our understanding of quality, environmental, and social responsibility. In this context, we see production not as an isolated output activity but as a holistic system extending from design and procurement to implementation and the end of the product lifecycle.

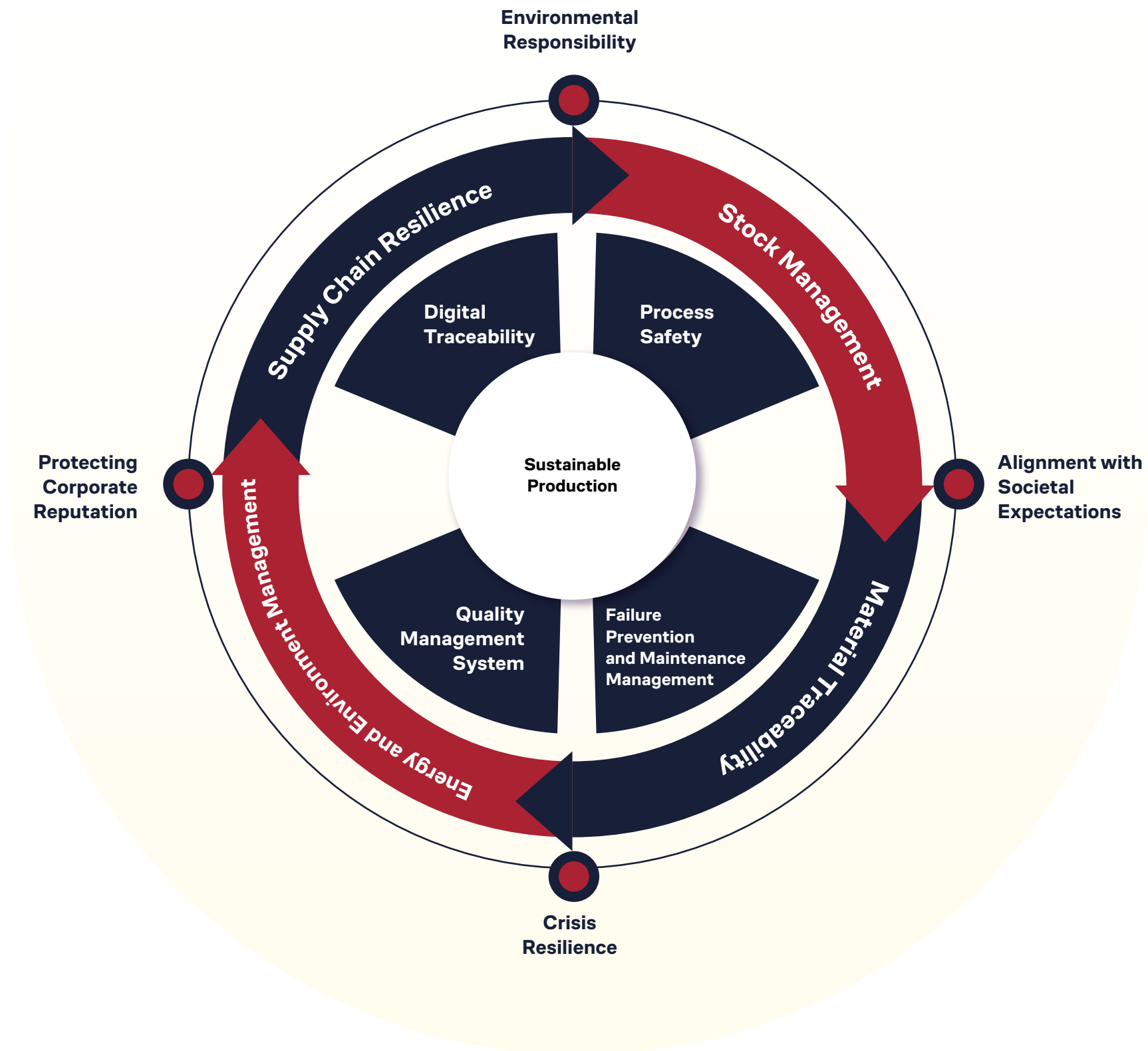
Recognizing that the highest emissions within the value chain occur at the “Production” phase, we believe that optimizing this process requires improvements across the entire value chain, not just in production. In all our subsidiaries, production continuity encompasses standards, digital traceability, process safety, and quality management systems. ISO, GMP, and other international standards are not only regulatory requirements for us but also essential components of our sustainability culture. With the digital monitoring and automation systems integrated into our production lines, we ensure the real-time tracking of process performance and the early detection of continuity risks.

Continuity in production is supported not only by operational processes but also by supply chain resilience, stock management, and material traceability. With our suppliers, we ensure long-term supply reliability by meeting sustainable procurement criteria and monitoring environmental risks.

Additionally, our operational sustainability is strengthened through digital production platforms, construction-site monitoring systems, and laboratory infrastructure. These systems facilitate integrated oversight across different operation areas, including occupational health and safety and energy monitoring and planning. With these systems, error rates have decreased, process-based workload has been reduced, and efficiency has increased in our production lines.

Our continuity approach is based on the “Plan–Do–Check–Act” (PDCA) cycle of quality management. This structure ensures that processes are regularly reviewed, risks are analyzed, and improvement actions are implemented. Across all subsidiaries, the structure and implementation of applied systems guarantee compliance with quality and safety standards.

Saya Holding considers product and production continuity a strategic management area that balances crisis resilience, environmental impact control, and societal expectations. Each subsidiary operates in accordance with legal requirements and industry-specific standards, while adopting the sustainability and quality culture of our holding. With this approach, we ensure a production structure that protects occupational safety and corporate reputation, delivering uninterrupted and reliable production processes.



AUDIT AND RISK MANAGEMENT

Saya Holding and its subsidiaries consider audit and risk management as a strategic management area that ensures the sustainability of corporate growth, stakeholder trust, and long-term corporate continuity. The structure established to ensure early detection of risks across the Holding, minimize their impacts, and transform potential risks into opportunities is operated in line with the internationally recognized COSO Risk Management Framework and ISO management system standards. The Corporate Risk and Compliance Committee, positioned at the core of the Holding structure, manages financial, operational, environmental, and strategic risks through a holistic risk map; the committee convenes at least every two months to evaluate findings from audits conducted across subsidiaries. Risks are not only assessed at the executive management level but are integrated into operational practices and control processes across all units of the organization.

Saya Holding has developed an audit structure built on transparency, accountability, regulatory compliance, and sustainable performance principles. Audit activities include financial verification as well as analyses conducted in environmental, occupational health and safety, product safety, quality management, information security, and compliance areas. Audit findings are periodically reported to the Saya Board of Directors and relevant committees. This comprehensive structure strengthens the culture of risk awareness and aligns with the Holding's corporate culture. Audit and internal control processes are carried out under the coordination of the Internal Audit Department; the effectiveness of financial, operational, and information-based control systems, the sufficiency of risk management practices, and compliance with regulations are regularly evaluated across subsidiaries.

Folkart, due to the dynamic nature and high-risk profile of the construction sector, positions risk management not only as a protective mechanism but also as a strategic advantage. Each project has financial, environmental, and occupational safety risk analyses integrated into its processes; findings from audit processes are regularly updated. Results from these processes are reported to the Executive Board and the Saya Holding Executive Committee, serving as a basis for strategic decisions.











Volt WEG Group has strengthened its audit and risk management activities through the integration of ISO standards and global risk audit culture. Volt WEG Group's internationally recognized risk management framework is implemented at every stage, ensuring energy efficiency, production optimization, and supplier performance are monitored with risk-based approaches; strategic planning and performance indicators are directly associated with audit results.

Humanis operates in accordance with the highly regulated pharmaceutical sector's GMP (Good Manufacturing Practices) and GDP (Good Distribution Practices) requirements. The quality and product safety-oriented validation mechanisms established within the company play an active role in every stage of the production process. Quarterly audits ensure that the quality management system's effectiveness and compliance with legal and safety standards are thoroughly reviewed, and improvement plans are quickly put into action when needed.

As part of its long-term strategy, the Holding aims to systematically strengthen risk management across all subsidiaries through classroom-based and e-learning modules under the Corporate Risk Management Training Program. After training, assessments will measure employees' learning outcomes. The program is designed to ensure a holistic approach to strategic, operational, financial, and compliance risks, fostering proactive risk awareness among employees. Ultimately, the Holding aims to embed a strong and sustainable risk management culture throughout the organization.

The comprehensive system implemented across the Holding transforms audit and risk management into a key component of corporate decision-making. Findings obtained from audit processes are correlated with sustainability performance indicators, allowing transparency, measurable improvement, and continuous enhancement. Saya Holding and its subsidiaries aim to proactively manage risks through strong audit capacity, data-driven management culture, and an integrated governance approach; thereby securing long-term organizational resilience, sustainability, and stakeholder trust.



Risk Definition	Priority Topic	Actions Taken in 2024
Failure to meet the required carbon emission measurement levels at central and project locations (Scope 1-2-3), leading to potential non-compliance with commitments, customer loss, and disruptions in export processes	Climate Change and Greenhouse Gas Management Risk Management and Regulatory Compliance 	Saya Holding has coordinated sector-specific studies and sustainability inventories with its subsidiaries to accelerate compliance with energy and emission management. In this context, Humanis began integrating GHG protocol-based carbon emission inventories into the system, completed SBTi commitment preparation, and worked on Scope 1-2-3 emission reduction targets. Volt WEG Group completed greenhouse gas inventory studies through coordination between departments, and reporting processes were finalized within 2024. Folkart completed KEG (Energy Efficiency Law) compliance under its 2024 Nova Project.
Delays in activating renewable energy resources in a timely manner, leading to missed commitments and rapid depletion of natural resources	Energy Efficiency and Renewable Energy Use Climate Change and Greenhouse Gas Management  	Saya Holding subsidiaries significantly increased their total energy efficiency performance in 2024; Humanis reduced electricity consumption by 22.02% and total fuel consumption by 37.84%. Folkart's Nova Project achieved 16.48% energy savings. Volt WEG Group reduced its electricity consumption by 14% in 2024, and ISO 50001 recertification audits were successfully completed.
Compliance difficulties and export/import issues due to new materials and requirements arising from the Green Deal and similar regulations	Stakeholder Engagement and Effective Communication Responsible and Ethical Resource Management  	Compliance studies for new regulations and requirements were centrally coordinated by the Holding; SKDM (CBAM) preparatory processes and gap analysis were completed. As part of greenhouse gas emissions compliance, preparation, follow-up, and evaluation processes were implemented under the Green Deal and the Paris Climate Agreement. Separate special reports and requests from customers and suppliers regarding customs GTIP codes, import/export processes, and sustainable procurement were handled within 2024.
Failure to achieve the targeted level of stakeholder engagement in sustainability awareness efforts, resulting in future disruptions in sustainable supply chain implementation	Stakeholder Engagement and Effective Communication Responsible and Ethical Resource  	At the Saya Sustainability Committee meeting in 2024, important issues and progress were reviewed. Based on the studies carried out, the sustainability strategy was aligned with corporate principles, and reporting frequency and structure were updated. Humanis strengthened stakeholder relations with supplier visits. Folkart shared major construction materials supplier data within the scope of sustainability performance. Volt WEG Group carried out technical visits to key suppliers.
Falling behind sectoral requirements due to insufficient internal awareness and sustainability knowledge within the organization	Employee Engagement and Talent Management Corporate Governance   	Saya Holding published a sustainability newsletter every quarter to ensure internal communication and awareness, and training activities accessible to all employees were expanded. A new intranet announcement channel was prepared to increase engagement, and the entire group participated in sustainability training programs through centralized planning.



ETHICS AND COMPLIANCE

The sustainability of our corporate values depends not only on economic success or environmental performance but also on the implementation of ethical principles. In the business world, the path to long-term trust—from employees to customers and from suppliers to all stakeholders—passes through the adoption of a compliance culture. We consider ethics and compliance as the invisible backbone of our corporate culture and shape all our processes with this understanding.

Findings obtained from independent audits and evaluations in 2024 showed that we needed to take our ethical approach even further. These findings became a guiding framework for our current transformation and the upcoming period. We transformed our Anti-Bribery and Anti-Corruption Training into a roadmap and made it mandatory for all employees, redesigning it with practical examples applicable to daily work processes. The outcomes of these trainings will be regularly reported, strengthening both our internal audit mechanisms and our transparency principles.

Through our corporate education platform SayaKampüs, we also launched a separate ethics module focusing on ethical principles. This mandatory training covers anti-bribery, anti-corruption, and ethical conduct; case analyses, exemplary practices, and interactive content encourage the reflection of ethical principles in daily work processes. The completion rates of these trainings are regularly monitored and reported to management with a transparent structure.



Our ethics hotline has been designed to operate strongly in terms of accessibility, confidentiality, and security across the holding. This system, which employees and stakeholders can report to confidently, is operated with the principles of confidentiality and impartiality. We actively encourage the use of the hotline and expect all employees and stakeholders to openly and courageously report any violation. The hotline—accessible via e-mail, phone, web portal, and mobile access—offers various convenient channels and is monitored by an independent ethics committee reporting directly to the Board of Directors. Ethics and compliance management is carried out by the Ethics Committee composed of senior leaders, evaluating violations, determining sanctions, and monitoring the implementation of improvement actions. The committee meets at least four times a year and reports the company-wide ethics performance indicators to the Board of Directors.

With a new approach, in 2024 we launched “Ethics Awareness Day” across the holding. On this day, all subsidiaries participate simultaneously in panels, workshops, and case discussions; ethical values and principles become part of employees’ daily agenda, not just a set of written documents.

We aim to extend the ethical responsibility of our sustainable supply chain practices beyond the company boundaries into the entire value chain. In this context, we have decided to regularly review our supplier evaluation processes and align them with ethical and compliance policies. This ensures that supplier evaluation criteria include ethical performance, human rights, environmental responsibility, and anti-corruption principles. In 2024, we began implementing supplier ethics and compliance audits.

All these efforts will be integrated with the unique priorities of each subsidiary; in the healthcare sector, patient safety and ethical sensitivity, in construction, occupational health and safety standards, and in technology, data protection and AI ethics will be at the forefront.

ETHICS HOTLINE NOTICE

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Ethics and compliance are not only essential to the secure conduct of our current activities, but also a key priority for creating long-term differentiation in the business world. We see commitment to ethical principles and a strong compliance culture not merely as a requirement, but as a strategic element supporting our reputation, stakeholder trust, and sustainable growth. We see commitment to ethical principles and a strong compliance culture not merely as a requirement, but as a strategic value shaping our reputation, stakeholder trust, and sustainable growth. At the foundation of our ethical culture lie human rights and equality. No employee, supplier, or stakeholder may be discriminated against based on gender, age, language, religion, ethnic origin, disability status, or any other difference. Across the holding, we implement our Diversity, Equity and Inclusion Policy to promote equal pay, fair performance evaluation, and career development opportunities. With this understanding, we embrace global principles such as the UN Global Compact (UNGC) and WEPs, aligning our ethical culture with universal standards and a future-oriented vision.

For us, ethics and compliance are not only about the will to “do the right thing”; they form the foundation of sustainable growth, corporate reputation protection, and societal trust. As Saya Holding and its subsidiaries, we see ethical governance as a continuously evolving system, and we build all our decisions and processes around the principle of “acting fairly, transparently, and responsibly.” Accordingly, we commit not only to meeting today’s requirements but also to aligning our ethical culture with the standards of tomorrow’s business world.

ETHICAL VALUES



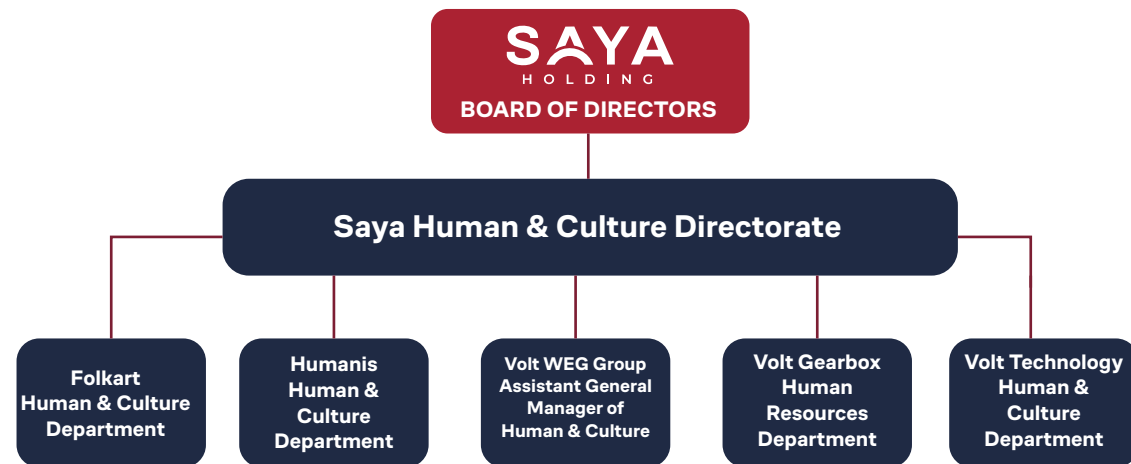
Policies Supporting Our Ethical Principles

- 1 **Conflict of Interest Prevention Policy**
- 2 **Confidential Information Protection Policy**
- 3 **Environmental Policy**
- 4 **Occupational Health and Safety Policy**
- 5 **Quality Policy**
- 6 **Social Responsibility Policy**
- 7 **Diversity, Equity and Inclusion Policy**

Strong Future for Society

MEGA	MACRO CATEGORY	HIGHEST PRIORITY	RELATED SDGs
Human & Culture	Strategic Human Resources Management	Corporate Governance	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>5 GENDER EQUALITY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>
Human & Culture	Becoming the Best Employer Brand	Corporate Governance	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>
Business Excellence	Re-organization	Corporate Governance Ethical Principles	<div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
Sustainability	Managing Social Functions	Corporate Governance Ethical Principles	<div>10 REDUCED INEQUALITIES</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
Branding	Sustainable Brand Campaign	Corporate Governance Ethical Principles	<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>17 PARTNERSHIPS FOR THE GOALS</div>
Branding	Social Responsibility	Corporate Governance Ethical Principles	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>11 AFFORDABLE AND CLEAN ENERGY</div> <div>17 PARTNERSHIPS FOR THE GOALS</div>

HUMAN RIGHTS AND FUTURE GENERATIONS



As Saya Holding, we see human rights not only as a dimension of business processes but also as an indispensable responsibility and a fundamental expression of our shared values. In this respect, human rights form an integral part of our sustainability vision, and our motto “From Today to the Future” together with “We Are One With You” reflect a core element of our employer brand. Protecting human rights is not limited to ensuring our employees’ safety and well-being; it is also our responsibility towards our partners, suppliers, and everyone in our value chain. Our commitment is to leave a fair and sustainable world for future generations. This commitment requires the adoption of equal opportunity and fair working conditions across the entire value chain.

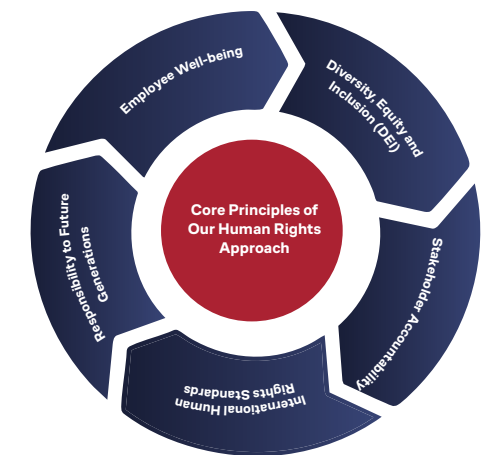
Human rights practices within the organization are carried out under the umbrella of the Saya Human & Culture Directorate. This transformation has gone beyond a hierarchical structure and has evolved into a people-centric management approach, following a significant cultural shift from the former Human Resources Directorate. By seeing employees not merely as resources but as the essence of our organizational strength, we have positioned employee experience and inclusive culture at the core of sustainable success. With this perspective, we aim to build a workplace culture that offers employees a meaningful experience while contributing to all of Saya Holding’s strategic goals through the principles of commitment and inclusivity.

Within this framework, human rights are one of the foundational stones upon which we build our corporate identity free from burden. We take determined action in treating every individual with dignity, equality, and freedom in all areas of our operations. With our zero-tolerance policy, we take a firm stance against any form of discrimination or violation, not only for today but also to create a future where upcoming generations can live in safety, dignity, and peace. In this regard, our approach is shaped by global standards such as the United Nations Universal Declaration of Human Rights, International Labour Organization (ILO) Conventions, the UN Global Compact, Women’s Empowerment Principles (WEPs), the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the UN Guiding Principles on Business and Human Rights (UNGPs), which we integrate into our operational processes.

In 2024, we strengthened our approach with concrete steps. Our human rights policy continues to guarantee our zero-tolerance principle against discrimination and supports a safe, fair, and respectful working environment for all employees. Our grievance mechanism is not only an existing process but also a tool that empowers employees by providing accessible complaint channels and strengthening trust. In this way, employees can report human rights violations safely through early grievance reporting systems. Our human rights policy remains accessible to all.

To align our corporate development with global standards, we joined the United Nations “Business and Human Rights” program. Through this program, the impacts of business processes on human rights are transparently assessed, risks are identified, and preventative mechanisms are strengthened. The program supports the adoption of a management model aligned with both national legislation and global best practices.

Seninle Biriz



Societal gender equality has become one of the priority areas of our human rights approach. Our participation in UN Women’s “16 Days of Activism Against Gender-Based Violence – #LightUp Campaign” made our corporate stance in this area visible. The awareness activities we carried out with our employees reflected our “zero tolerance to violence” principle not only in words but strongly in action. The contents prepared within the scope of the campaign, along with meetings and office activities, increased social awareness; our messages about the safety, dignity, and equal rights of women and girls reached a wide audience both inside and outside the organization.



As Saya Holding, together with our subsidiaries Folkart, Humanis, and Volt WEG Group, we decided to become a signatory to the Women’s Empowerment Principles (WEPs), and therefore completed the WEPs self-assessment set across all subsidiaries. We consider this not only an international commitment but also a concrete roadmap for strengthening gender equality in society and empowering women in the workplace.

We did not limit our signature process to a symbolic step; guided by the WEPs framework, we developed a comprehensive action plan extending to the year 2030. This plan includes promoting equality in recruitment, promotion and evaluation processes, ensuring pay transparency, increasing women’s representation in leadership roles, embedding zero-tolerance against harassment and discrimination, integrating equality criteria into supply chain processes, and expanding inclusive workplace policies. The plan has been structured with clear goals and tracking mechanisms.

COMPANY	SAYA	Saya Strategic Plan	UN Sustainable Development Goals
TARGET YEAR	2030	MEGA Themes	
SOCIETY	Gender equality policies will be integrated across the supply chain, and partnerships and platforms will be strengthened to support women’s participation.	Human & Culture	
	Activities will be organized on key dates to raise social awareness; community participation in equality-focused efforts will be increased.	Human & Culture	
	A new leadership model will be adopted in 2030 to increase women’s participation and representation; women’s participation in Saya Academy will be increased by more than 40%.	Human & Culture	
EQUALITY	The ratio of women leaders within the holding will rise above 15.3% by 2030.	Human & Culture Sustainability	
	The ratio of women on the Board of Directors will reach 25% by 2030.	Human & Culture Sustainability	
	We will establish partnerships with NGOs working in the field of equality based on diversity, equality, and inclusion.	Human & Culture Sustainability	
	Equality principles will be embedded in all managerial governance and operational decision-making processes and supported by global policies. (Ref: WEPs)	Human & Culture Sustainability	



In support of

WOMEN’S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



Human rights are another important dimension of our approach, and it includes the active participation of future generations in decision-making processes. In this context, the Saya Holding Young Executive Board was established as a platform through which our young employees can share their ideas, expectations, priorities, and suggestions directly with senior management. Beyond strengthening employee commitment, this structure enables us to integrate the priorities of the new generation workforce into our corporate strategy.

As part of our corporate sustainability and long-term governance vision, we launched the “Young Generation Academy” program to prepare family members of the next generation for strategic leadership roles. This special development program, designed for high school and university-age family members, includes regular internships enriched with rotations and comprehensive training. It aims not only to prepare them for life but also to equip them for future leadership roles within the holding aligned with our values.

Throughout 2024, we ensured that our human rights efforts were aligned with GRI reporting standards. We regularly monitor the expectations of our stakeholders through systematic analyses and prioritize transparency and accountability in our reporting. Human rights, employee well-being, community development, and the protection of future generations represent a holistic set of core values for us. This approach places human dignity at the center of our strategic vision; we are firmly committed to building a future where everyone works safely, has equal opportunities, and is protected by the values and rights that make us human.



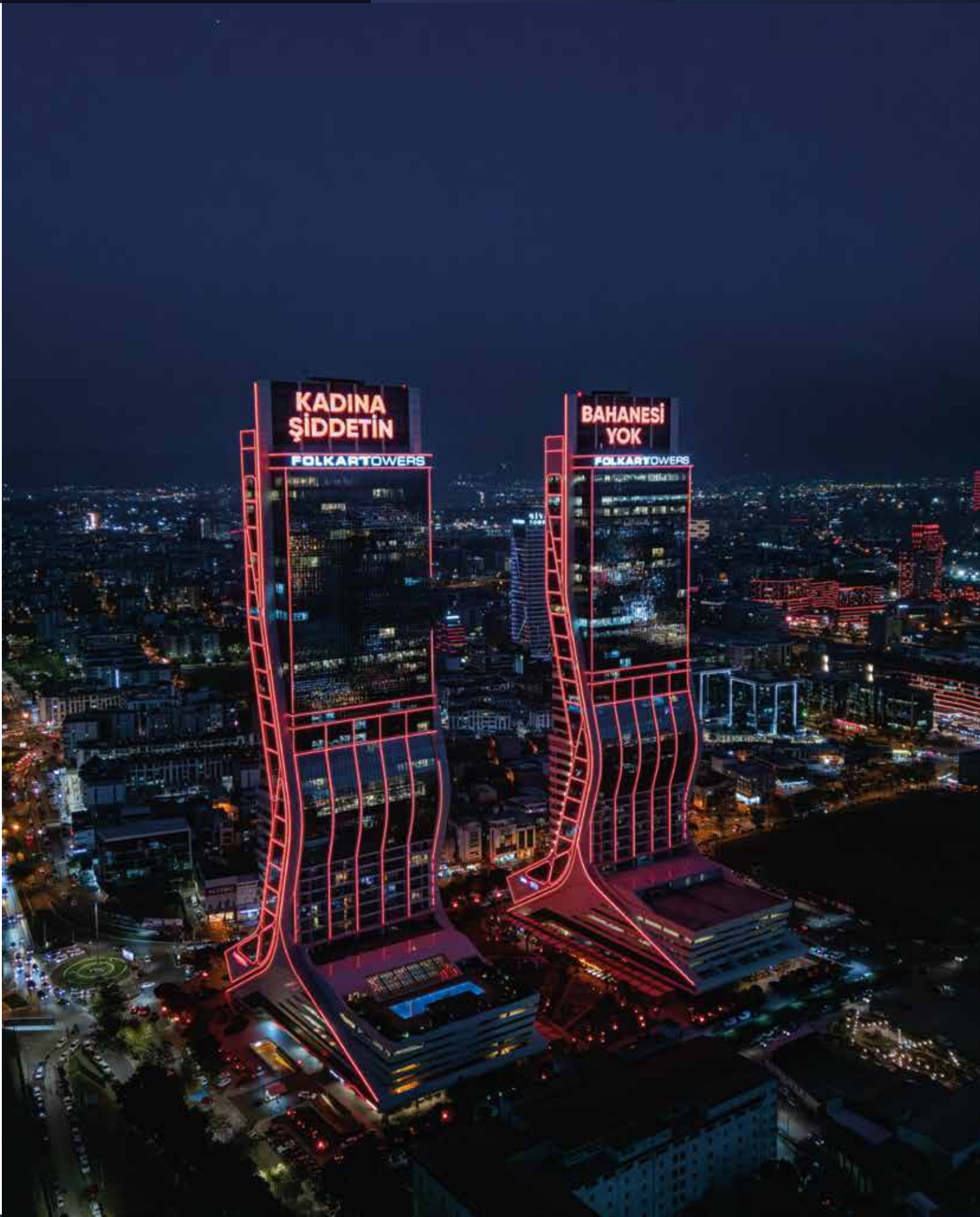
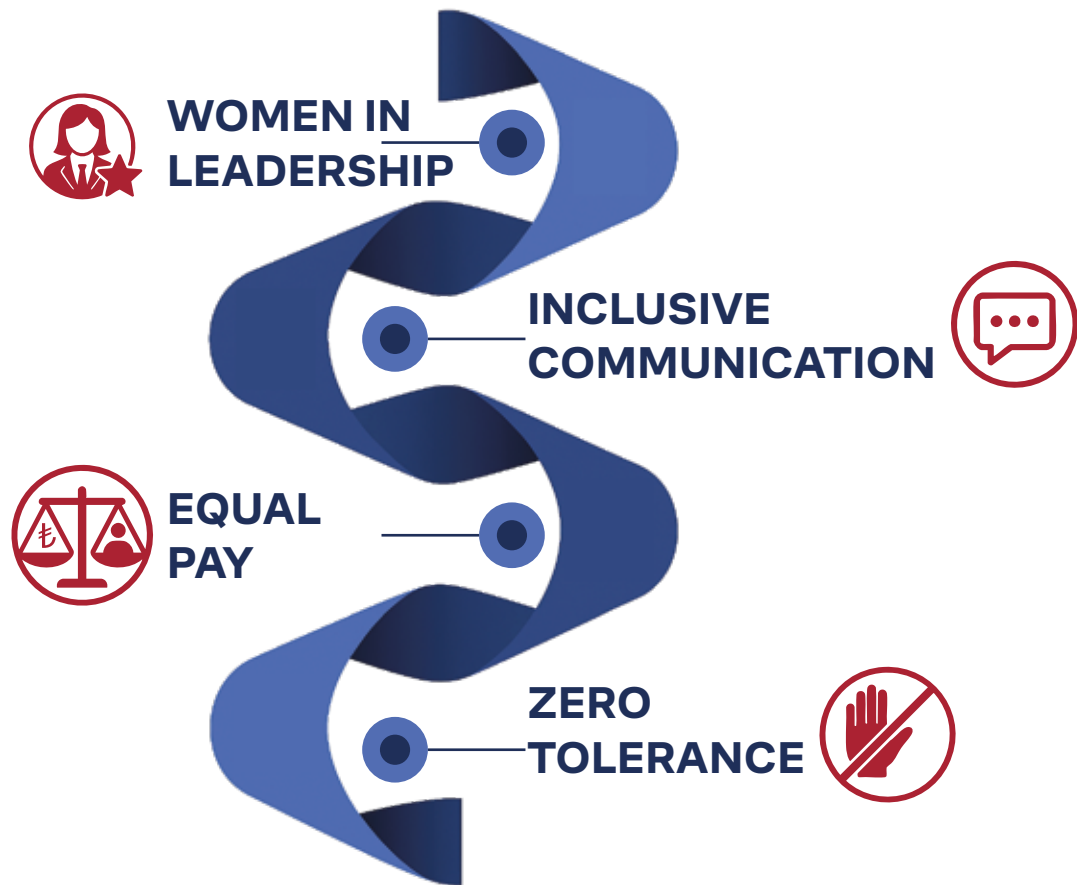
You can access our Human Rights Policy [here](#) and on our website.

DIVERSITY, EQUITY AND INCLUSION

At Saya Holding, diversity, equity and inclusion are among the fundamental pillars of our corporate culture. We consider these not only as part of our human resources practices but also as essential prerequisites of sustainable growth and an inclusive business model. Our aim is for every employee to feel valued, safe, and heard in an environment where they can express themselves freely. Ensuring equal access to opportunities without discrimination based on gender, age, disability status, ethnic origin, or any other identity lies at the heart of our activities.

In 2024, we decided to become a signatory to the Women’s Empowerment Principles (WEPs) together with our subsidiaries Folkart, Humanis, and Volt WEG Group. We did not limit this step to a signature alone; we developed a comprehensive action plan extending to 2030 in line with the WEPs Framework. This plan aims to increase the representation of women in leadership roles, strengthen pay transparency, embed zero tolerance against harassment and discrimination, adopt equality criteria across the supply chain, and expand inclusive workplace policies.

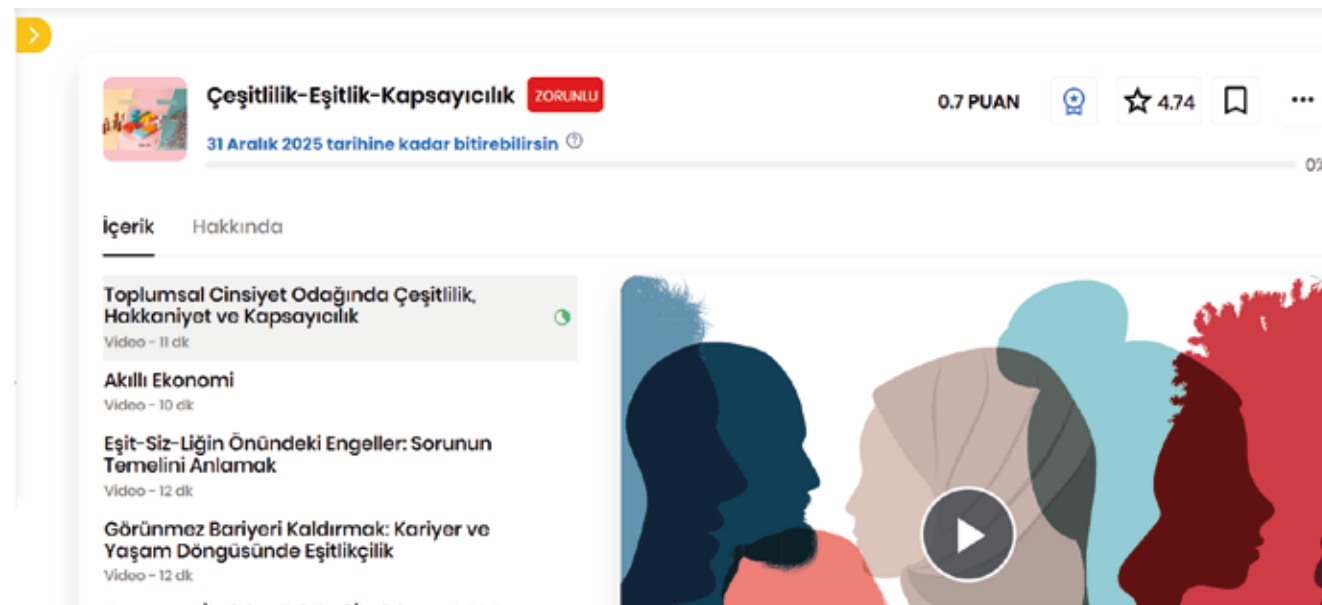
To ensure fair and equal access to opportunities for all employees, we conducted an equal pay internal analysis. In 2024, the gender pay gap across the holding was identified as 0.18%. This outcome demonstrates that the holding’s remuneration policies are fair and gender-neutral; it also shows that female employees, particularly in non-managerial positions, are compensated competitively and equally.



To support diversity and inclusion, the trainings organized included content aimed at increasing employees' awareness, and it was decided that DEI (Diversity, Equity, Inclusion) trainings would become mandatory for all employees in 2025. In addition, activities aimed at increasing employee engagement were carried out, supported by mentorship and young talent programs.

We monitor diversity, equity, and inclusion performance through measurable indicators in line with international standards. The representation rate of women in management, gender pay gap, diversity ratios in recruitment, and the number of training hours delivered are regularly reported, and annual improvement targets are determined.

As Saya Holding, we believe that diversity is not a difference but our collective strength. Equity and inclusion are not only part of our policies but also an integral part of our corporate culture. With this understanding, we continue our efforts to ensure that everyone can take part in the future business world equally, fairly, and inclusively.



You can access our Diversity, Equity, and Inclusion Policy here and on our website.

EMPLOYEE DEVELOPMENT, ENGAGEMENT AND TALENT MANAGEMENT

With our human-centered approach positioned at the core of our sustainability journey in 2024, we have seen that employee development, performance and engagement are not only functions of human resources, but also critical elements of sustainable growth and cultural transformation. Our employees are not merely individuals executing business processes; they are key contributors who represent tomorrow's leaders, innovators, and experts.

Regarding employee development, we created a holistic learning ecosystem across the Holding. Through our online training platform Saya Kampüs, our employees gained access to learning opportunities at their own pace. Throughout 2024, each employee within Saya Holding received an average of 31.1 hours of training, and we aim to further increase this figure in 2025.

Training areas include: Internal Trainings, Corporate Trainings, Technical-Vocational Trainings, Leadership Development Trainings and Mandatory Trainings. Mandatory training modules determined for all employees within Saya Holding include:

- Information Security
- Law on the Protection of Personal Data
- Ethical Principles
- Occupational Health & Safety

These trainings are renewed periodically and completed with a 100% participation rate across the Holding. In 2024, technical, corporate and personal development programs were organized for employees, resulting in 158 recorded participations.

Within internal training, several programs focusing on digital transformation, project management and sustainability themes were implemented:

- Personal Development Trainings (The 7 Steps of Negotiation)
- Corporate Development Trainings (Franklin Covey—Effective Communication, First Aid, Artificial Intelligence)
- Leadership Development Trainings
- Technical-Vocational Development Trainings (Design Thinking, Risk Management, Project Management Fundamentals)

Saya Holding aims to strengthen employees' knowledge, skills and awareness to advance its sustainability vision. Additionally, we incorporated the World Economic Forum's 2023–2027 competency expectations and enriched our leadership and functional skill sets.

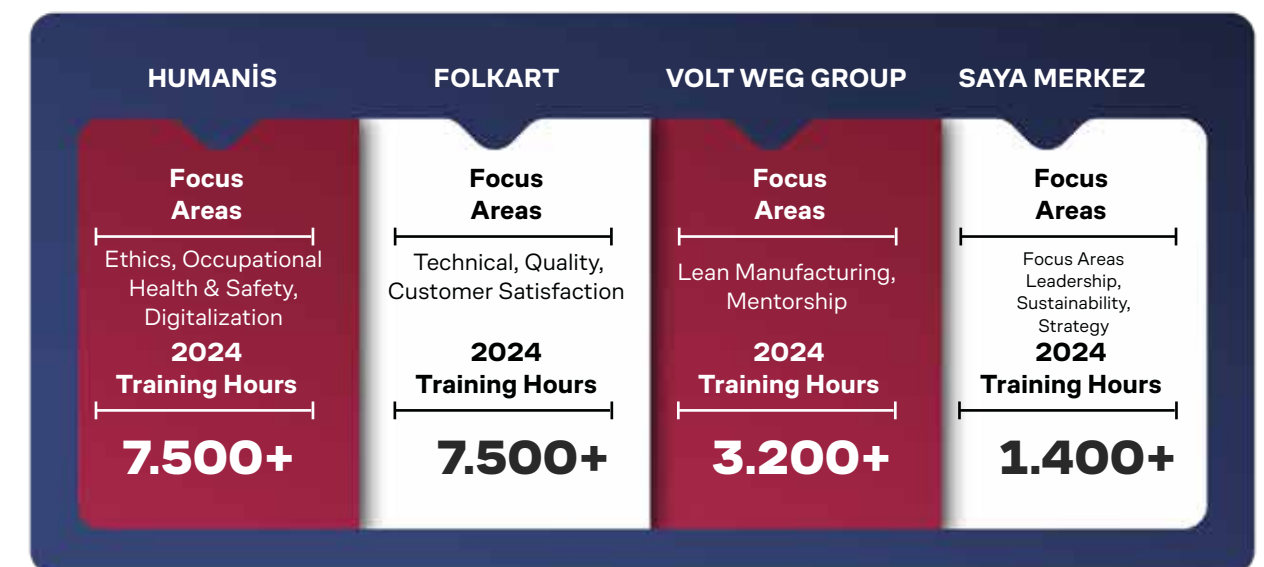
To discover young talents, develop them and train the leaders of the future, we launched the “Shaping the Future With You” internship program. Designed not only as a classic internship but also as a development platform, the program offers participants both professional and personal competencies needed to succeed in the business world.

In this context, the “Corporate Life Readiness Training Program” was developed, providing a comprehensive learning journey in areas such as communication, time management, teamwork, digital skills, ethical principles, sustainability awareness and occupational safety culture. Throughout the program, each student was paired with a mentor, allowing them to actively participate in real business processes.

In 2024, many of the students who joined our program as interns successfully completed their training; 6 participants graduated, and 2 were subsequently hired by our subsidiaries. Thus, “Shaping the Future With You” has evolved into a sustainable investment in our future talent pipeline rather than a short-term program.

With the platform we established, Saya Connect, we enabled the digitalization of our internal communication and engagement processes. Announcements, messages from management and celebrations are shared through this platform, strengthening the sense of unity and accelerating information flow among employees. As a key element of our human & culture transformation, Saya Connect helps us foster an inclusive and participatory work environment.

Our talent acquisition approach adopts the principles of transparency, fairness and equal opportunity. We continue to use competency-based evaluation tools in recruitment, along with behavioral interviewing techniques and digital assessment systems. Our newly designed leadership development programs and innovation competitions support the development of young leaders while paving the way for future career opportunities.



2024 Training Hours represent the total number of training hours.

Through our collaborations with universities, we enabled our employees to access master's and doctoral programs at discounted rates. In addition, with the scholarship support we provide for employees' children, we contributed to the educational journey of their families and helped promote learning and development as an intergenerational value.

As Saya Holding, in line with our shared values, equal opportunity, and sustainable human resources management goals, we coordinate the human & culture processes of all our subsidiaries. In this way, while each company creates its own development programs suitable for its sector dynamics, we maintain an integrated human resources management approach across the entire holding.

Humanis, one of Saya Holding's subsidiaries, adopts a human-centered sustainable growth approach and considers the continuous development of employees as a strategic priority. As part of the 2024 Annual Training Plan, comprehensive trainings were conducted in communication, ethical principles, digitalization, sustainability, patient safety, quality management, and leadership.

Folkart sees the potential of its employees as a fundamental component of corporate success; therefore, under the Folkart Academy structure, it carries out multidimensional development programs for employees and young professionals. The trainings focus on technical expertise, quality, leadership, customer satisfaction, and sustainability themes. Additionally, with the free training programs provided to students, Folkart Academy has brought new talent to the sector and created project-based learning opportunities for young engineers and architect candidates. Through practical training sessions provided to field and construction site teams, Folkart has strengthened both operational excellence and employee safety. This approach has helped the company solidify its place among "Turkey's Best Employers" with the Great Place to Work certification.

Volt WEG Group blended lean production culture with technical development and carried out special internship and mentorship programs for young engineers, contributing qualified talent to the sector. Training and development activities were conducted in alignment with the Human & Culture Directorate and implemented according to annual activity plans.



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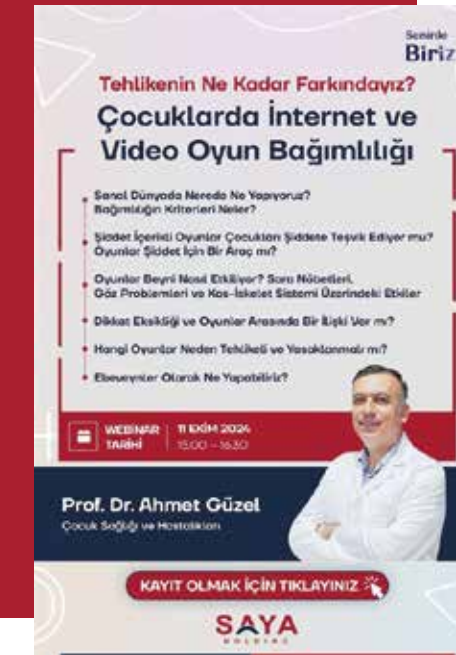
Volt Technology carries out advanced innovation, inventive and future-oriented value-creating work in the industrial, aviation, defense, and technology sectors; and continues its talent acquisition and retention policy accordingly. All current employees contribute to their development through programs organized within the annual activity plan, and the mentor-mentee program conducted under the leadership of Saya Holding has been completed. In addition, employees enrolled in master's and doctoral programs are supported with leave rights under their training plans.

Events held in collaboration with universities aim to impart leadership awareness to young professionals by enabling participation alongside company leaders. In this context, Volt Technology supported the university-industry ecosystem by participating in the program held at Yaşar University in 2024 to help students prepare for future interviews, providing interview simulations and contributing to student development.

Saya Holding's talent acquisition strategy prioritizes not only the systematic approaches that support the development of existing employees but also bringing promising new talent into the organization. This strategy is not limited to supporting the development of current employees; it is also strengthened through university collaborations, internship programs, young leadership development projects, and innovation competitions designed to attract new-generation talent. By offering young professionals sustainable career paths, Saya Holding has become not only a trusted and strong employer brand but also a preferred destination where young talents shape their future careers.

Another important investment in employee development is the "Shaping the Future Together Mentor-Mentee Program," successfully implemented in 2024. Through this program, intergenerational knowledge transfer and solidarity have been placed at the heart of our corporate culture. With 17 mentors and 17 mentees, the program featured regular meetings and project work that accelerated personal development and strengthened internal collaboration. With a high satisfaction rate of 95%, the program's success has been officially recognized.

Our investments in employee development, performance and engagement represent our greatest and most indispensable commitment as a corporate structure, aligned with our motto "From Today to the Future."



PERFORMANCE AND REMUNERATION

At Saya Holding, we view our performance management and compensation system not merely as an evaluation mechanism, but as a key driver of sustainable growth, corporate efficiency, and employee engagement. For us, a fair, transparent, and inclusive performance management system is essential—not only to increase motivation but also to transform organizational goals into measurable outcomes through strategic leadership.

For this reason, our performance and compensation policies are carried out within the framework of the annually updated Performance Management and Wage Governance principles, supported by data-based analyses coordinated by the Human & Culture Directorate. This data ensures that decisions regarding employee development, career planning, and compensation increases are conducted based on objective indicators.

Saya Holding introduced a fresh approach to performance management in 2022 by adopting the OKR (Objectives and Key Results) system across the Holding and its subsidiaries, starting with Volt Technology. By 2024, this model had matured into a fully digitalized structure integrated with monitoring platforms, making the alignment between individual employee goals and corporate strategic priorities more transparent. Thus, performance management has evolved into a system embraced by relevant internal stakeholders,, enabling the implementation of strategic objectives, monitoring development areas, and strengthening the leadership culture.

Folkart integrated the OKR system into its performance management processes in 2024, aligning individual goals with indicators such as project delivery timelines, occupational safety compliance, and customer satisfaction. This approach has allowed employees to link their individual goals with broader strategic priorities, reinforcing accountability within performance management.

Volt WEG Group supports its performance system with the Hoshin Kanri (Strategic Policy Deployment) method and KPI-driven performance monitoring. This approach directly connects employee performance with strategic business goals, turning quality, efficiency, and operational improvement into measurable outcomes.

Humanis, in line with the sensitivities of the healthcare sector, has adopted the Balanced Scorecard approach in performance management. This multidimensional system associates performance not only with financial results but also with patient safety, ethical principles, quality standards, and employee development. In 2024, performance evaluations were conducted through digital platforms, making KPI-based structures more transparent and accessible.

Compensation Gender Pay Ratio Index	2022	2023	2024
Overall average women-to-men salary ratio	%83,8	%99,8	%108,0
Average women-to-men salary ratio (Manager & above)	%103,2	%117,0	%113,0
Average women-to-men salary ratio (Below Manager level)	%87,5	%103,0	%108,0

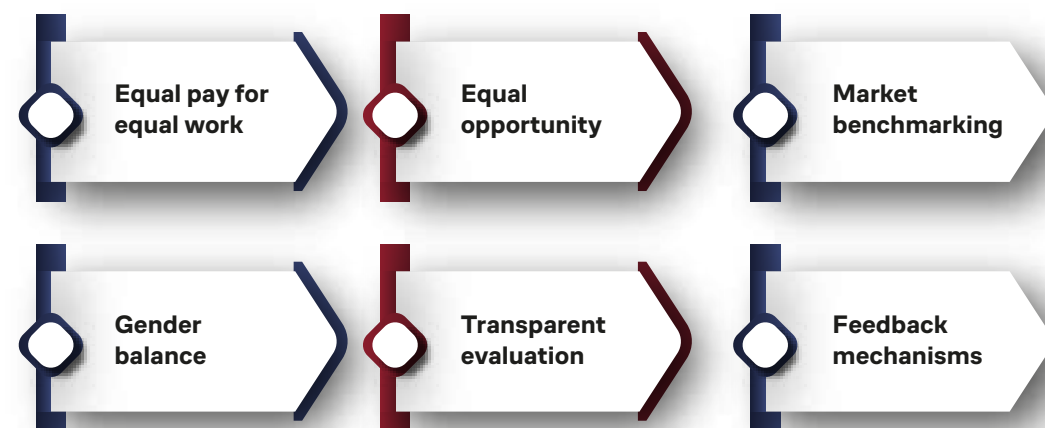
Source: Saya Holding Headquarters data.

Volt Technology, as one of the leading companies in its sector, applies wage policies based on location and market conditions. In terms of employee development, one component of performance monitoring includes tracking the impact of technical trainings on employee progress through a 6-month evaluation cycle.

The Compensation Directive is an integral part of this system. In line with the principle of equal pay for equal work, fair compensation practices are implemented across all subsidiaries, and salary scales are regularly updated through comparisons with market data. Performance evaluations are conducted based on the principle of equal opportunity, regardless of gender, age, or role.

At Saya Holding, our core principle is to position performance and compensation as a strategic management model in which employees can clearly and transparently see the fair value of their contributions, while individual achievements align with corporate goals and support a culture of sustainable success. Thanks to this structure, performance management has become not only an enabler of individual success but also a key driver of corporate sustainability, innovation, and inclusive growth.

Equal Value, Fair Pay



OCCUPATIONAL HEALTH & SAFETY

At Saya Holding, we see safely and healthy working environment for employees across diverse sectors such as construction, pharmaceuticals, defense and engineering as a core element of our sustainability approach. Through the ISO 45001:2018 Occupational Health and Safety Management System implemented within our subsidiaries, we manage our operations in a structured, systematic, measurable and continuously improving manner. Ultimate responsibility for OHS processes lies under our Human & Culture functions, and performance reports are regularly consolidated at the holding level and submitted to senior management.

Incident and near-miss reports—including cases such as cut injuries, limb injuries, occupational diseases, loss of working capacity, environmental accidents and fatal incidents linked to operations—are monitored. In 2024, no fatal incidents occurred. All incident reports and leading indicators are reviewed by experts for root cause analysis. This process ensures a preventive approach by identifying behavioral risks, enabling employees not only to engage in corrective actions but also to adopt safe behaviors and take part in general awareness initiatives.

OHS committees formed under Folkart, Humanis and Volt WEG Group meet regularly and evaluate all incidents holistically through detailed root-cause analysis. Based on the findings, corrective actions are monitored under specific timelines and reassessed by expert teams, ensuring the establishment of a strong safety culture.

In 2024, OHS training gained strong momentum across the holding. Humanis delivered a total of 6,449 hours of training throughout the year, while Folkart conducted over 10,000 hours of training. At Volt WEG Group, nearly 3,800 hours of training were delivered to field and production teams. Overall, the holding achieved more than 20,000 hours of OHS training, significantly contributing to strengthening employee safety awareness.

2024 OHS Training Performance

20.000 + Hours total

FOLKART

10.000+Hours

Humanis

6.449 Hours

Volt
WEG Group

3.800 Hours

In 2024, the effectiveness of our reporting mechanisms increased significantly. Humanis implemented an artificial intelligence-supported QR-based notification system, enabling more efficient reporting of dangerous situations. Humanis recorded 56 notifications within the year. At Folkart, within the NOVA Program, behavior-based safety observations were carried out, resulting in corrections for 96% of unsafe behavior, 98% improvement in unsafe conditions and the elimination of 16% of risk sources. In Volt WEG Group, similar analyses provided data that helped reduce resource use and improve environmental sustainability across our operations.

Folkart also achieved significant progress in OHS audits conducted by TUVSUD; the company's score increased from 48.0 in 2023 to 63.1 in 2024. Humanis reduced its lost-time accident frequency rate increased from 26.9 in 2023 to 27.9 in 2024, and Saya Holding recorded no fatal incidents across all subsidiaries. Similarly, throughout 2024, no fatal workplace accidents occurred within the Group. These results demonstrate the success of our risk-based and employee-centered safety culture.

Saya Holding's group-wide OHS approach does not focus solely on compliance; it also aims to establish a safety culture, encouraging employee participation and fostering safe behavior. Despite the differences in operational risks across sectors, we maintain a proactive approach: early risk identification, root-cause prevention and systematic improvement cycles ensure a safe working environment. With this approach, OHS has become not only a legal requirement but an integral part of our corporate culture.

You can access our Occupational Health and Safety Policy here and on our website.



CORPORATE SOCIAL RESPONSIBILITY

Throughout 2024, we carried out extensive projects in the fields of education, culture, environment, health, and social solidarity, reinforcing our commitment to generating shared value for society. For us, corporate social responsibility is not limited to voluntary activities; it is an expression of the responsibility we feel toward society and a reflection of our sustainability vision and long-term value creation strategy. With this understanding, when carrying out activities across various sectors, we take into account the needs of society and integrate the contributions of each subsidiary into a unified holding-level vision.

We also continue to strengthen our volunteer culture as part of our corporate identity through joint donation, education, and awareness projects carried out in cooperation with associations and foundations on special occasions such as Women's Day, Mother's Day, and World Volunteer Day.

Humanis, inspired by the value Atatürk placed on cycling and physical activity, established the Humanis Bicycle Club. Club members completed the 450-kilometer "Respect to Atatürk Ride" from Istanbul to Anıtkabir. This meaningful journey concluded with the merging of soil from the Humanis factory with soil from Anıtkabir, and the flag carried along the route was planted at Anıtkabir's soil area. Humanis expressed its strong commitment to Atatürk through this event while also promoting a healthy lifestyle among employees. Since cycling is a sport proven to be effective in preventing type 2 diabetes and ideal for middle-aged and older groups, Humanis supports this activity as part of its sustainable health culture.

For the 100th anniversary of the Republic, Humanis organized a special exhibition titled "A Star Flowing in the Dark: Mustafa Kemal Atatürk" at Ankara CerModern. The exhibition, which included 457 pieces such as Atatürk's personal belongings, writings, and documents inspired by Nazım Hikmet's "Kuvayi Milliye Destanı," attracted significant interest. Humanis honored Atatürk's legacy through art and made visible its respect and commitment to the values of the Republic. Each of these initiatives reflects Humanis' ongoing dedication to promoting a healthy lifestyle culture and social awareness.

Folkart, through its corporate social responsibility activities, supported the İZQ Digital Experience Center to help children and young people explore innovation; the center welcomes visitors aged 7–14 with learning experiences compatible with educational programs. Folkart contributed to the development of discovery and creativity areas for youth. Supporting the vision of a "City of Art and Culture," Folkart sponsored the İzmir International Jazz Festival and collaborated with the municipality to introduce children to the city's cultural heritage. The company also acted as a sponsor at the İzmir International Fair and organized various artistic events such as street performances and Mogambo Jazz Nights. Through the Folkart Art Gallery, which aims to bring art to society, modern and contemporary works continued to be showcased; in 2024, Humanis and Humanis' private collection were also featured in Ankara.



In the field of public awareness, Folkart lit the Folkart Towers in red on May 5, World Pulmonary Arterial Hypertension Day, drawing attention to the disease and helping raise national awareness.

Volt WEG Group has stood out with its environment- and education-based social responsibility projects. Thousands of saplings were planted through afforestation campaigns held in the regions where production facilities are located; recycling, waste management, and energy efficiency practices contributed to the preservation of natural resources. In addition, through collaborations with technical high schools and engineering faculties, internship opportunities were provided to young people, and employment opportunities were increased through career development programs.

Volt Technology carried out projects supporting young people's access to technology and sponsored the "G-Force" team from Gelişim College in the international First Robotics Competition. Representing Türkiye, the team advanced to the international quarterfinals, becoming an inspiration for future engineers.

Under Saya Holding, all these initiatives are coordinated and conducted within a sustainable social impact strategy. The corporate social responsibility structure established across the Holding ensures that departments complement one another and progress in an integrated manner. Partnerships with NGOs, local governments, universities and professional chambers strengthen our social impact; long-term transformation-oriented projects have been implemented, extending far beyond financial donations.

Within this framework, in 2024, donations and support were provided to NGOs across the Holding, contributing to local-level social initiatives, women's cooperatives and micro-entrepreneurship projects. Collaborations with local businesses supported regional development and increased the visibility of women entrepreneurs. In this way, our approach to donations and volunteerism evolved from being solely aid-oriented to a model focused on creating social impact and added value.

We embed our corporate social responsibility not only through our projects but also by integrating it into our processes and by nurturing an inclusive culture. By encouraging employee volunteerism and building strategic partnerships with NGOs and local stakeholders, we develop scalable projects that create meaningful social impact for diverse community groups. By helping preserve cultural heritage, investing in the future, contributing to the local economy and strengthening social solidarity, we leave lasting values for tomorrow. Our corporate social responsibility approach will continue to be a strong, inclusive and sustainable reflection of the path toward a better future.



Annexes

- **Glossary of Terms**
- **ESRS Index**
- **GRI Content Index**
- **Performance Indicators**
 - Social Performance Indicators
 - Environmental Performance Indicators
- **Corporate Memberships**

GLOSSARY OF TERMS

European Green Deal: A policy framework containing the European Union's climate neutrality and sustainability goals.

2FA (Two-Factor Authentication): A verification mechanism that increases account security using dual-factor authentication. It may involve SMS codes, biometric data, or app-based verification.

BIST (Borsa Istanbul): Türkiye's primary capital market exchange. It is the platform where shares, debt instruments, and derivatives are traded.

BIST Sustainability Index: An index on Borsa Istanbul that lists companies with high ESG (environmental, social, governance) performance. It aims to measure and evaluate companies' sustainability performance.

Science-Based Target initiative (SBTi): An initiative that supports companies in setting scientifically grounded carbon reduction targets. It encourages alignment with the Paris Agreement goal of limiting global temperature increase to 1.5°C.

Biodiversity: Efforts related to protecting ecosystems and supporting natural life.

CDP (Carbon Disclosure Project): A global reporting system where companies disclose data on carbon emissions, water usage, and environmental risks. CDP evaluates organizations based on climate performance.

COSO Framework: The Committee of Sponsoring Organizations of the Treadway Commission's internal control and risk management framework. Companies use COSO to identify risks and implement internal control systems.

Diversity: The representation of individuals with different genders, ages, ethnic backgrounds, cultures, skills, and perspectives within the same community or organization.

Environmental Sustainability: Strategies to minimize the negative impacts of company activities on the environment. This includes areas such as reducing carbon footprint, improving energy efficiency, water management, and waste management.

Double Materiality Analysis:

An analysis method that evaluates both a company's environmental and social impacts (inside-out materiality) and the effects of these impacts on the company's financial performance (outside-in materiality). It is used in ESG reporting and strategy development.

Value Chain: A model covering all stages from a product or service idea to user delivery.

Circular Economy: A model encouraging the reuse and recycling of resources. Saya Holding adopts circular economy principles in its activities.

EcoVadis: A platform evaluating companies' sustainability performance. It provides ratings based on environmental, social, ethical and supply chain practices.

EFQM: European Foundation for Quality Management

Energy Efficiency: Using energy resources in an efficient and sustainable way. Saya Holding aims to optimize consumption with innovative technologies.

Equality: Ensuring equal opportunities and rights for different groups. This includes supporting disadvantaged groups.

SPP (Solar Power Plant): Systems producing electricity using solar energy.

GRI (Global Reporting Initiative): The world's most widely used sustainability reporting standard. It helps companies measure performance in environmental, social, economic and governance areas.

ISO 14001: An environmental management standard. It enables companies to develop processes to minimize environmental impacts and carry out environmentally friendly operations.

ISO 45001: An occupational health and safety management standard. It is implemented to ensure employees work in a safe working environment and to prevent workplace accidents.

ISO 50001: Energy Management standard guiding companies to monitor, optimize and improve energy consumption.

ISO 9001: Quality Management standard guiding companies to improve processes and service quality while increasing customer satisfaction.

Inclusiveness: Ensuring the participation and equal recognition of diverse individuals. It encourages fairness and representation.

Carbon Footprint: The total carbon emissions resulting from company activities.

KOSBI: An important industrial zone in İzmir, Türkiye. It provides logistical and other infrastructure support to companies in the region.

LEED Certification (Leadership in Energy and Environmental Design): An international certificate for environmentally friendly building design and construction, reducing environmental impact.

Macro Project: A broad, large-scale project defined under a mega framework.

Mega: Broad, large-scale, long-term goals or projects included in strategic plans.

NDC (Nationally Determined Contributions): National contribution plans defined by each country under the Paris Agreement to combat climate change. These plans include targets for reducing greenhouse gas emissions and adapting to climate change.

OKR (Objectives and Key Results):

A goal-setting and management system. It enables companies to define measurable objectives and track the steps required to achieve them.

R&D: Research and Development

Paris Climate Agreement: A global climate agreement aimed at limiting global temperature increase to 1.5°C. Saya Holding aligns its carbon reduction goals with this agreement.

Saya Kampüs: Saya Holding's digital learning platform designed to develop employees' technical and personal skills. It includes award-based learning modules supported by training programs.

SayaNova: Saya Holding's internal entrepreneurship and innovation platform. It enables employees to share innovative ideas, develop projects and implement them.

SBTi (Science Based Targets initiative): An initiative supporting companies in setting scientifically grounded climate targets. It encourages alignment with the Paris Agreement's 1.5°C pathway.

"Your thoughts?" Meetings: Meetings organized for employees to share ideas and receive feedback.

Zero Tolerance: A strict stance against unethical behavior, fraud or harassment, ensuring compliance with ethical standards.

SKD (Sustainable Development Association): An organization that promotes sustainable development and guides companies in this area.

Strategic Plan:

A roadmap that defines a company's long-term goals and the steps required to achieve them.

Water Management:

The reduction of water consumption and the sustainable use of water resources.

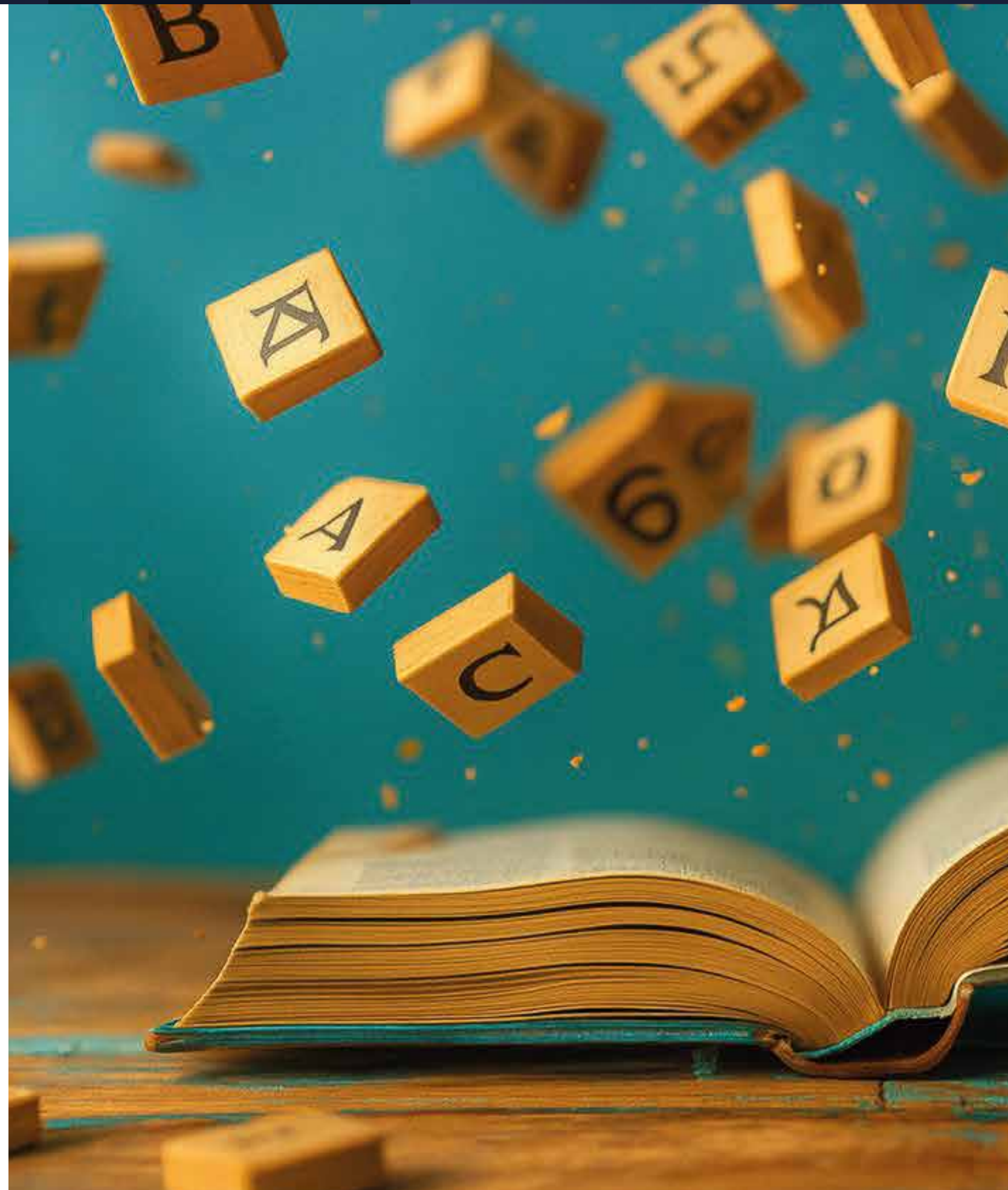
Sustainable Development Goals (SDGs): The 17 global sustainability goals defined by the United Nations. For example, SDG 13 – Climate Action refers to combating climate change.

UN Women: A United Nations entity working to promote women's rights, advance gender equality, and support the empowerment of women.

UNGC (United Nations Global Compact): The United Nations Global Compact. It ensures companies commit to principles related to human rights, labor standards, environmental protection, and anti-corruption.

VPN (Virtual Private Network): A secure and encrypted connection over the internet that ensures data security for users. It is especially used for remote access and online privacy.

WEPs (Women's Empowerment Principles): Guiding principles created by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the UN Global Compact to promote women's empowerment in business. They focus on topics such as equal pay, leadership diversity, and work-life balance.



UNITED NATIONS GLOBAL COMPACT

AREA	PRINCIPLES	RELATED SECTION OF THE REPORT	AREA	PRINCIPLES	RELATED SECTION OF THE REPORT
Human Rights	Principle 1: The business community should support and respect internationally proclaimed human rights.	<ul style="list-style-type: none"> • Human Rights and Future Generations • Sustainability Approach • Ethics and Compliance • Performance and Remuneration 	Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Environmental Management System • Our Sustainability Approach • Circular Economy • Audit and Risk Management (Environmental Risks)
	Principle 2: make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Human Rights and Future Generations • Ethics and Compliance • Sustainability Approach 		Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • Environmental Management System • Our Sustainability Approach • R&D and Innovation
Labour Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<ul style="list-style-type: none"> • Human Rights and Future Generations • Ethics and Compliance 		Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Environmental Management System • Our Sustainability Approach • Digitalization • Integrated Management • Energy and Emission Management
	Principle 4: The elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> • Human Rights and Future Generations • Sustainability Approach • Ethics and Compliance 	Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Our Sustainability Approach • Ethics and Compliance
	Principle 5: The effective abolition of child labour should be ensured.	<ul style="list-style-type: none"> • Human Rights and Future Generations • Ethics and Compliance 		<div>NOT</div> <p>The topics listed below contain approaches and strategies that serve all UN Global Compact principles:</p> <ul style="list-style-type: none"> • Sustainability Manifesto • Sustainability Strategy 	
	Principle 6: The elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> • Human Rights and Future Generations • Ethics and Compliance • Diversity, Equality and Inclusion 			

GRI INDEX

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information
GRI 2: General Disclosures 2021	2-1 Organizational details	<ul style="list-style-type: none"> About the Report About Saya Holding 	
	2-2 Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> About the Report About Saya Holding 	
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> About the Report 	
	2-4 Restatements of information	<ul style="list-style-type: none"> GRI Index: No restated information is available. 	
	2-5 External assurance	<ul style="list-style-type: none"> About the Report 	
	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> About the Report About Saya Holding Strategic Planning and Goals Our Sustainability Approach Materiality Matrix and Stakeholder Analysis Value Chain and Management 	
	2-7 Employees	<ul style="list-style-type: none"> • People for a Strong Future Section • Social Performance Indicators 	
	2-8 Workers who are not employees	<ul style="list-style-type: none"> • Diversity, Equality and Inclusion • Value Chain Management 	
	2-9 Governance structure and composition	<ul style="list-style-type: none"> • Saya Holding Governance • Strategic Structure And Objectives • Our Sustainability Approach 	
	2-10 Nomination and selection of the highest governance body	<ul style="list-style-type: none"> About the Report GRI Index: Actions are taken in line with the qualifications and competencies required for Board of Directors member selection. 	
	2-11 Chair of the highest governance body	<ul style="list-style-type: none"> About Saya Holding Strategic Structuring and Goals 	
	2-12 Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Our Sustainability Approach 	
	2-13 Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> Our Sustainability Approach 	
	2-14 Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Our Sustainability Approach 	
	2-15 Conflicts of interest	<ul style="list-style-type: none"> Ethics and Compliance, Conflict of Interest 	
	2-16 Communication of critical concerns	<ul style="list-style-type: none"> Ethics and Compliance Materiality Matrix and Stakeholder Analysis GRI Index: No incidents were reported during the reporting period. 	
	2-17 Collective knowledge of the highest governance body	<ul style="list-style-type: none"> • Saya Holding Governance • Strategy Roadmap and Targets 	
	2-18 Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • GRI Index Note: Evaluations are conducted under committees related to governance 	
	2-19 Remuneration policies	<ul style="list-style-type: none"> Performance and Remuneration 	
	2-20 Process to determine remuneration	<ul style="list-style-type: none"> Performance and Remuneration 	
	2-21 Annual total compensation ratio	<ul style="list-style-type: none"> Performance and Remuneration 	

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information
GRI 2: General Disclosures 2021	a2-22 Statement on sustainable development strategystatejisine	<ul style="list-style-type: none"> Our Sustainability Approach Strategic Structuring and Goals A Strong Future for Governance A Strong Future for the Environment A Strong Future for Business A Strong Future for Society 	
	2-23 Policy commitments	<ul style="list-style-type: none"> Our Sustainability Approach 	https://sayaholding.com/hakkimizda/politikalar
	2-24 Embedding policy commitments	<ul style="list-style-type: none"> Our Sustainability Approach 	https://sayaholding.com/hakkimizda/politikalar
	2-25 Processes to remediate negative impacts	<ul style="list-style-type: none"> Audit and Risk Management Ethics and Compliance 	
	2-26 Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> Ethics and Compliance 	
	2-27 Compliance with laws and regulations	<ul style="list-style-type: none"> GRI Content Index: During the reporting period at Saya Holding Headquarters, no non-compliance with laws and regulations occurred and no penalties were imposed in this regard. 	
	2-28 Memberships	<ul style="list-style-type: none"> Our Sustainability Journey Human Rights and Future Generations 	https://sayaholding.com/surdu-rulebilirlik-uyelikler
	2-29 Approach to stakeholder engagement	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	
	2-30 Collective bargaining agreements	<ul style="list-style-type: none"> GRI Content Index: No collective bargaining agreements are in place. 	
PRIORITY TOPICS AND ANALYSIS			
GRI 3: Material Topics	3-1 Process for determining material topics	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	Detail: Saya Holding Materiality Analysis Report
	3-2 List of material topics	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	Detail: Saya Holding Materiality Analysis Report
MATERIALITY MATRIX AND STAKEHOLDER ANALYSIS			
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	
GRI 102: General Disclosures	102-40 List of stakeholder groups	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	
	102-42 Identification and selection of stakeholders	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	
	102-43 Approach to stakeholder engagement	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	
	102-44 Key topics and concerns	<ul style="list-style-type: none"> Materiality Matrix and Stakeholder Analysis 	

GRI INDEX / STRONG FUTURE FOR THE ENVIRONMENT

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information	
ENVIRONMENTAL MANAGEMENT SYSTEM				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">• Materiality Matrix and Stakeholder Analysis• Environmental Management System		
GRI 103: Yönetim Yaklaşımı	103-2 Management Approach and Components	<ul style="list-style-type: none">• Strategy Roadmap and Targets• Environmental Management System		
CIRCULAR ECONOMY				
GRI 103: Management Approach	103-2 Management Approach and Components	<ul style="list-style-type: none">• Strategy Roadmap and Targets• Circular Economy		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">• Materiality Matrix and Stakeholder Analysis• Circular Economy		
GRI 306: Waste 2020	306-1 Water discharge by quality and destination	Circular Economy		
	306-2 Waste by type and disposal method	Circular Economy		
	306-3 Significant spills	Environmental Management System, Environmental Performance Indicators		
	306-4 Transport of hazardous waste	Environmental Management System, Environmental Performance Indicators		
	306-5 Water bodies affected by water discharges and/or runoff	Environmental Management System, Environmental Performance Indicators		
ENERGY AND EMISSION MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">• Materiality Matrix and Stakeholder Analysis• Energy and Emission Management		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	302-3 Energy intensity	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	302-4 Reduction of energy consumption	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	302-5 Reduction of energy requirements of products and services	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
GRI 3: Material Topics	305-1 Direct (Scope 1) greenhouse gas emissions	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	305-2 Energy indirect (Scope 2) greenhouse gas emissions	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	305-3 Other indirect (Scope 3) greenhouse gas emissions	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
	305-5 Reduction of greenhouse gas emissions	<ul style="list-style-type: none">• Energy and Emission Management• Environmental Performance Indicators		
WATER MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">• Materiality Matrix and Stakeholder Analysis• Water Management		
GRI 303: Water and Effluents 2018	303-2 Management of water discharge related impacts	Materiality Matrix and Stakeholder Analysis, Water Management		
	303-3 Water Withdrawal	Water Management		
	303-4 Water Discharge	<ul style="list-style-type: none">• Water Management• Environmental Performance Indicators		
	303-5 Total Water Consumption	Water Management, Environmental Performance Indicators		
BIODIVERSITY				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">• Materiality Matrix and Stakeholder Analysis• Biodiversity		
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity		

GRI INDEX / STRONG FUTURE FOR BUSINESS

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information	
INFORMATION SECURITY				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder AnalysisInformation Security		
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security		
DIGITAL TRANSFORMATION				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder AnalysisDigitalization		
R&D INNOVATION				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder Analysis		
PRODUCT AND PRODUCTION CONTINUITY				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder Analysis		
AUDIT AND RISK MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder AnalysisAudit and Risk ManagementEthics and Compliance		
ETHICS AND COMPLIANCE				
GNI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance		
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance		
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance		
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and Compliance		
INTEGRATED MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none">Materiality Matrix and Stakeholder AnalysisIntegrated Management		

GRI INDEX /STRONG FUTURE FOR SOCIETY

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information	
HUMAN RIGHTS AND FUTURE GENERATIONS				
GRI 3: Material Topics	3-3 Management of material topics	• Materiality Assessment And Stakeholder Analysis • Human Rights and Future Generations		
GRI 103: Management Approach	103-2 Management approach and its components	Human Rights and Future Generations		
	103-3 Evaluation of the management approach	Human Rights and Future Generations		
	405-1 Diversity of governance bodies and employees	Human Rights and Future Generations; Diversity, Equity, and Inclusion		
DIVERSITY, EQUITY AND INCLUSION				
GRI 3: Material Topics	3-3 Management of material topics	• Materiality Assessment And Stakeholder Analysis • Diversity, Equality and Inclusion		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	• Human Rights and Future Generations • Diversity, Equality and Inclusion		
	405-2 Ratio of basic salary and remuneration of women to men	• Diversity, Equality and Inclusion • Performance and Remuneration		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	• GRI Content Index: Report includes no incidents of discrimination		
EMPLOYEE DEVELOPMENT, ENGAGEMENT AND TALENT MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	• Materiality Assessment And Stakeholder Analysis		
GRI 401: Employment 2016	401-1 New employee hires and turnover	• Employee Development, Engagement and Talent Management • Social Performance Indicators		
GRI 404: Training and Education 2016	401-4 Parental leave	• Employee Development, Engagement and Talent Management • Social Performance Indicators		
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development, Engagement, and Talent Management		
	404-3 Percentage of employees receiving regular performance and career development reviews	• Employee Development, Engagement and Talent Management • Social Performance Indicators		
PERFORMANCE AND REMUNERATION				
GRI 3: Material Topics	3-3 Management of the material topic	Materiality Assessment And Stakeholder Analysis		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Performance and Remuneration		
	2-20 Process to determine remuneration	Performance and Remuneration		
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Diversity, Equity, and Inclusion; Performance and Remuneration		

GRI INDEX /STRONG FUTURE FOR SOCIETY

General Disclosure	GRI Content Index	Location in Report	Explanation of Omitted Information	
CORPORATE SOCIAL RESPONSIBILITY				
GRI 3: Material Topics	3-3 Management of material topics	• Materiality Matrix and Stakeholder Analysis		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility		
OCCUPATIONAL HEALTH AND SAFETY				
GRI 3: Material Topics	3-3 Management of material topics	• Materiality Matrix and Stakeholder Analysis		
GRI 403: İş Sağlığı ve Güvenliği 2018	403-1 Occupational health and safety management system	Occupational Health and Safety		
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety		
	403-3 Occupational health services	Occupational Health and Safety		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety		
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, Social Performance Indicators		
	403-6 Promotion of worker health	Occupational Health and Safety		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Occupational Health and Safety		
	403-9 İş kaynaklı yaralanmalar	Occupational Health and Safety		
	403-10 Work-related ill health	Occupational Health and Safety		

SOCIAL PERFORMANCE INDICATORS

	SAYA				CONSOLIDATED			
Employee Demographics	2021	2022	2023	2024	2021	2022	2023	2024
Total Number of Employees	26	36	48	45	1706	1986	2118	1992
Female	12	18	23	18	447	1077	622	564
Male	14	18	25	27	1259	909	1496	1428
Employees by Type	26	36	48	45	1706	1986	2118	1318
Permanent	26	36	48	45	1703	1984	2115	1317
Contracted	0	0	0	0	3	2	3	1
Total Number of Employees by Category	26	36	48	45	1706	1986	2118	1318
White Collar	23	33	45	43	875	1032	1235	1116
Female	10	16	22	18	305	346	458	400
Male	13	17	23	25	570	686	780	716
Blue Collar	3	3	3	2	831	954	883	876
Female	2	2	1	0	144	159	165	164
Male	1	1	2	2	687	795	718	712

Total Number of Employees by Contract Type	26	36	48	45	1706	1986	2118	1318
Permanent	26	36	48	45	1599	1939	1974	1318
Female	12	18	23	18	421	1067	583	445
Male	14	18	25	27	1178	872	1391	804
Temporary	0	0	0	0	107	47	144	69
Female	0	0	0	0	26	8	41	15
Male	0	0	0	0	81	39	103	54

2024 data excludes Volt WEG Group data.

Total Number of Employees by Employment Type	26	36	48	45	1706	1986	2118	1318
Full-Time	26	36	48	45	1706	1986	2117	1318
Femlae	12	18	23	18	447	521	620	460
Male	14	18	25	27	1259	1465	1496	858
Part-Time	0	0	0	0	0	0	1	1
Female	0	0	0	0	0	0	1	0
Male	0	0	0	0	0	0	0	0

2024 data excludes Volt WEG Group data.

Total Number of Employees by Education Level	26	36	48	45	1706	1986	2118	1992
Primary School	4	6	4	3	340	340	291	276
High School	2	2	6	5	457	531	517	522
Associate Degree	0	2	3	2	215	278	298	240
Bachelor's Degree	16	20	25	25	599	731	864	840
Master's Degree	4	6	10	10	94	106	146	111
PhD (Doctorate)	0	0	0	0	1	0	2	3

Senior Management Structure (Number) (Director and Above)	9	9	9	8	70	77	83	73
Female	0	0	0	2	21	18	15	20
Male	9	9	9	6	49	59	68	53
Female Leadership Ratio	%0	%0	%0	%25	%30	%23	%18	%27
Local	9	9	9	8	70	77	79	73
Foreign	0	0	0	0	0	0	0	0
Under 30	0	0	0	0	0	0	0	0
30–50 Age Range	4	4	4	5	52	62	59	45
50 and Above	5	5	5	3	18	15	24	23
Number of Employees with Disabilities	0	0	1	1	44	37	32	28
Number of Intern University Students	0	1	0	6	75	90	142	131
Number of Intern High School Students	0	0	0	0	22	36	49	4

2024 data excludes Volt WEG Group data.

	SAYA				CONSOLIDATED			
	2021	2022	2023	2024	2021	2022	2023	2024
Total Number of Employees by Age Group	26	36	48	45	1706	1986	2218	1992
Under 30	5	7	6	3	410	695	711	566
Between 30–50	17	24	36	35	1195	1202	1294	1296
50 and Above	4	5	6	7	101	89	130	130

Number of Employees Taking Maternity and Paternity Leave	0	1	1	2	37	41	67	36
Female	0	1	1	2	10	19	23	18
Male	0	0	0	0	27	22	44	25
Number of Employees Returning from Maternity and Paternity Leave	0	0	0	2	33	34	65	37
Female	0	0	0	2	6	12	13	12
Male	0	0	0	0	27	22	52	27

Employee Turnover								
Turnover Rate (%)	%15	%31	%13	%25	%22	%24	%24	%13
Number of Newly Hired Employees	4	10	11	5	518	688	863	502
Female	1	6	4	2	103	186	271	110
Male	3	4	7	3	415	502	592	389
Under 30	0	4	2	2	240	403	483	257,2474
Between 30–50	4	6	9	3	255	274	307	233
50 and Above	0	0	0	0	23	11	26	14
Number of Employees Who Left the Company	8	11	6	12	482	599	618	564
Female	3	6	2	8	282	415	151	151
Male	5	5	4	4	200	184	467	415
Under 30	0	0	1	0	176	242	294	286
Between 30–50	8	11	4	1	288	333	304	268
50 and Above	0	0	1	10	18	24	20	31

EMPLOYEE DEVELOPMENT								
Employee Training – Number of Participants (persons)	0,0	12	36	45	1499,2	2207,5	1803,0	2059,0
Employee Training – Total Hours (person-hours)	0	216	979	1,922	25771,0	20123,0	32919,7	30744,6
Number of Employees Receiving Regular Performance Evaluation Feedback	23	3	45	34	1552	1601	1784	822
White Collar	23	33	45	34	1552	1601	1784	822
Female	10	16	22	16	306	347	457	322
Male	13	17	23	18	575	665	774	533
Blue Collar	0	0	0	0	671	589	556	0
Female	0	0	0	0	91	79	81	0
Male	0	0	0	0	580	510	475	0

Volt WEG data is excluded from the data on the number of employees receiving regular performance evaluation feedback.

OHS (Occupational Health and Safety)								
OHS Trainings – Number of Participants (persons)								
Direct Employment	26	34	34	45	886	827	811	729
Contractor Employees	0	0	0	0	1679	1336	1905	1906

Volt WEG Group data for 2024 is excluded from the scope.

OHS Committee	KONSOLIDE			
	2021	2022	2023	2024
Established OHS Committees	14	15	14	4
Total Number of Members in Established OHS Committees	82	82	73	73
Number of Employee Representatives in Established OHS Committees	18	21	14	17

2024 Volt WEG Group data is excluded from the scope.

The relevant data has been calculated within the scope of Saya Head Office, Folkart, Humanis, and Volt WEG Group.

ENVIRONMENTAL PERFORMANCE INDICATORS

	CONSOLIDATED			
	2021	2022	2023	2024
Total Production Volume	59.068.526,00	93.215.753,00	133.431.310,00	100.394.964,00

— 2024 Volt WEG Group data is not included.

Direct Energy Consumption by Source – Natural Gas (m³)	13.440.614,70	14.713.918,50	16.608.711,70	15.112.843,85
Natural Gas Consumption per Unit (m³/unit)	1,40	1,40	2,70	2,12
Direct Energy Consumption by Source – Electricity (kWh)	18.407.812,30	17.524.249,20	17.330.195,20	20.315.947,33
Electricity Consumption per Unit (kWh/unit)	7,20	15,00	7,94	10,48

Emission Amounts (Tons)				
Scope 1	2.629,20	7.673,65	9.533,06	8.680,27
Scope 2	3.437,79	7.266,00	4.228,13	8.479,17
Scope 3	85.487,93	162.672,40	146.138,04	160.176,20
Total	91.554,92	177.612,04	159.889,23	177.335,63

— In the emissions data table, Folkart data covers the Country Project for 2022, while the Nova Project is included for the years 2023 and 2024.

Total Water Consumption (m³)	152.694,00	204.160,00	242.951,00	365.205,00
Water Consumption per Unit (m³/box)	0,73	0,11	0,11	0,11
Hazardous Waste Amount (tons)	997,06	598.945,00	504.383,00	499.966,00
Non-Hazardous Waste Amount (tons)	4.804,239,00	4.947.296,59	2.186.138,00	2.533.322,60
Hazardous Waste Amount per Unit (g/box)	7,18	4,69	4,68	5,18

— Per-unit amount ratios do not include Folkart data.

— The relevant data has been calculated within the scope of Saya Headquarters, Folkart, Humanis, and Volt WEG Group.





CORPORATE MEMBERSHIPS





You can access Saya Holding Sustainability Reports here.



2024 SUSTAINABILITY REPORT

Sustainability and Reporting Consultancy:



Elif ark Kayaalpli

Report Management:

**Caner zsaran
Deniz Deren nen**

**Strategy, Overseas
Business Development & Investments
Directorate**

Design:

