



Sustainability Report 2025

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Table of Contents

Introduction

About the Report	4
Message from the Chairman of the Board of Directors	5
Message from the General Manager - CEO	6
Message from the Deputy General Manager - CFO	7
Key Developments in 2025	8
Global and National Energy Transition	8
Trends Sector Outlook and Positioning	9

Corporate Profile

History and Milestones	12
Vision, Mission, and Values	13
Products	14
Organizational Structure and Governance	15
Strategy and Business Model	15

Sustainability Management

Sustainability Approach	17
Stakeholder Management and Materiality	18
Our Sustainability Strategy	20
Risks, Opportunities, and Resilience	21

Environmental Issues

Our Climate Strategy and Emissions Management	24
Green and Reliable Energy Practices	25
Waste and Water Management	27
Biodiversity	29
Environmental and Social Impact Monitoring and Compliance	29

Social Issues

Employees and Corporate Culture	31
Gender Equality	33
Social Responsibility Activities and Stakeholder Contribution	33
Supplier Relationships and Local Impact	34
Occupational Health, Safety, and Well-Being	34
Participatory Governance and Feedback Mechanisms	35

Governance

Corporate Governance Approach	37
Ethical Principles and Compliance Mechanisms	38
Quality Management and Process Control	38

Digitalization & R&D

R&D and Innovation	42
Digitalization and Information Security	43
Data Security and Information Systems Management	43

Appendices

GRI Index	45
Performance Indicators	49

Introduction

- 1.1. About the Report
- 1.2. Message from the Chairman of the Board
- 1.3. Message from the General Manager - CEO
- 1.4. Message from the Deputy General Manager – CFO
- 1.5. Key Developments in 2025
- 1.6. Global and National Energy Transition Trends
- 1.7. Industry Outlook and Positioning

We are the invisible infrastructure that powers life.

As transportation and infrastructure investments are being renewed in many countries around the world, including the United States, Astor Enerji products are being used.

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1.1. About the Report

This report covers Astor Enerji Inc.'s sustainability practices, performance, and areas for improvement for the period from January 1, 2025, to December 31, 2025. Astor Enerji prepares its sustainability reports on an annual basis. The report was prepared in accordance with the 2021 GRI Standards published by the Global Reporting Initiative (GRI).

The report covers information solely regarding Astor Enerji Inc.'s main production facility in Turkey and its affiliated operations. In this context, the alignment of certain environmental and social indicators with the GRI Standards is shown in the "GRI Content Index" table included in the appendix. For questions and feedback regarding the full report, please contact us at surdurulebilirlik@astoras.com.tr

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1.2. Chairperson's Message

Dear Stakeholders,

The year 2025 has marked one of the key milestones in Astor Energy's journey toward sustainable growth. The transformation taking place in the global energy sector — including the accelerating pace of electrification, investments in renewable energy, and the growing need to modernize energy infrastructure — has continued to present strong opportunities... The accelerating pace of electrification, investments in renewable energy, and the growing need to modernize energy infrastructure has continued to present strong opportunities in the markets where we operate. At Astor Enerji, we view this transformation not only as a strategic opportunity to meet current demand but also as a strategic opportunity to secure a stronger position in the energy infrastructure of the future in the energy infrastructure of the future.

Throughout the year, we not only maintained our strong domestic position but also took significant steps to further expand our presence in international markets. While continuing our operations through an export network that now reaches more than 100 countries, our entry into the U.S. market in 2025 marked the beginning of a new era in our company's global growth journey. The contracts signed with U.S.-based companies represent not only a commercial success but also a significant indicator of the international trust placed in Astor Enerji's technology, quality, and production capabilities.

During this period, we continued our capacity expansion investments as a key component of our long-term growth strategy. We are continuing to strengthen our production infrastructure to deliver the high-quality and reliable energy equipment required by the global energy transition to broader markets.

At the core of Astor Enerji's growth approach lies not only financial performance but also investments in corporate governance, sustainability, technology, and human resources. In line with this philosophy, we continue our efforts to structure our sustainability approach more systematically, while keeping long-term value creation at the center of our management philosophy.

In the coming period, we will continue to resolutely pursue our export-oriented growth strategy by accurately assessing the opportunities presented by the global energy transition; together with our stakeholders, employees, and customers, we will continue to elevate Astor Enerji to an even stronger position on a global scale.

Sincerely,

Feridun Geçgel

Chairperson of the Board of Directors
Astor Enerji Inc.



1.3. Message from the General Manager - CEO

Dear Business Partners,

For Astor Enerji, 2025 has been a year focused on increasing production capacity, advancing digital transformation, enhancing our technological capabilities, and developing solutions for the energy needs of the future. The rapid transformation taking place in the energy sector requires not only greater production capacity but also the development of more advanced technology, stronger engineering capabilities, and more innovative products.

With this approach, we have steadfastly continued our investments in production infrastructure and technology throughout the year. While making significant progress on our new factory investments at our Ankara site, we have continued our preparations for capacity expansions to be commissioned in the coming periods. These investments will not only increase our production volume but also further strengthen our competitive edge in global markets.

R&D is at the heart of Astor Enerji's growth. By allocating over 1 billion TL to R&D activities in 2025, our company has reinforced its engineering- and innovation-driven growth strategy. In line with our goals of product safety, efficiency, and compliance with international standards, we have continued to develop our testing and laboratory infrastructure. We have carried out significant work to enhance our competitiveness in global markets by subjecting our products to international type testing.

Thanks to the work carried out at our R&D center, we are expanding our product portfolio while also enhancing our capabilities in high-performance and value-added products; we make technology investments not only to meet today's needs but also to develop solutions that will shape the energy systems of the future.

We also view our sustainability approach as an integral part of our operations. Through our efforts in energy efficiency, effective resource utilization, product quality, and operational excellence, we continue to build a production model that supports sustainable growth.

In the coming period, as we continue to grow through our technology, engineering, and innovation-focused approach, we will steadfastly pursue our goal of making Astor Enerji one of the trusted solution partners in the global energy transition.

Sincerely,

Hakan Ünsal

General Manager-CEO

Astor Enerji Inc.



1.4. Message from the Deputy General Manager – CFO

Dear Stakeholders,

Throughout 2025, we built our financial management approach on the principles of maintaining a strong balance sheet structure, supporting sustainable growth, and executing ongoing investments with a balanced financing structure. During this period, marked by global economic uncertainties and closely monitored currency and interest rate movements, we focused on strengthening our financial resilience by maintaining our risk management practices in the most effective manner.

We continued to plan capacity expansion and technology investments — key elements of our company's growth strategy — in a manner that safeguards cash flow and financial performance. Elements of our company's growth strategy in a manner that safeguards cash flow and financial performance. Through our disciplined financial approach, we aimed to establish a balanced structure between our investment needs and operational sustainability.

The year 2025 also marked a period in which our sustainability approach was more strongly integrated into our corporate governance and financial decision-making processes. We placed sustainability at the center of our management philosophy, viewing it not merely as an environmental issue but as one of the fundamental elements of long-term value creation across its financial, operational, and managerial dimensions.

In this context, we carried out work throughout the year to develop our “sustainability strategy” and “sustainability communication strategy,” and took significant steps toward making our sustainability management more systematic and measurable. At the same time, we closely monitored global ESG expectations, evolving reporting standards, and investor demands, and carried out initiatives to develop the corporate infrastructure necessary for sustainable financing practices.

Our goal for the coming period is to achieve stronger financial results through increased capacity and efficiency stemming from our investments, while maintaining our robust financial structure, and to increase the share of value-added products and export revenues where we have a strong competitive advantage. Financial discipline, effective risk management, and our sustainability-focused approach will continue to form the foundation of our management philosophy.

Sincerely,

Olcay Doğan

Deputy General Manager - CFO

Astor Enerji Inc.



1.5. Key Developments in 2025

- Exports were made to more than 100 countries.
- Work continued on commissioning a new production facility at the Ankara Organized Industrial Zone.
- A significant portion of production was powered by renewable energy through SPP systems.
- As of the end of 2025, **a total of 668 charging sockets were installed across 58 provinces.**



1.6. Global and National Energy Transition Trends

The global energy sector is undergoing a structural transformation accelerated by electrification, renewable energy investments, and carbon regulations. As of 2025, this transformation has become even more pronounced due to grid modernization, the widespread adoption of electric mobility, and the introduction of carbon costs. In Turkey, transmission investments and domestic production policies are supporting this process.

1.6.1. Global Trends

At COP30, held in Brazil in November 2025, a finance-driven transformation took center stage on the global climate agenda. At the summit, the target of increasing annual climate finance to approximately 1.3 trillion U.S. dollars by 2035 was reaffirmed, and a global consensus was reached to triple adaptation finance during the same period.

These developments are viewed as a critical milestone for scaling up climate investments and increasing the private sector's access to financing. COP31, to be hosted by Turkey in 2026, is expected to play a significant role in translating these financial commitments into action.

As part of the energy transition, increasing renewable energy capacity and strengthening electricity grids to handle the growing load have become global imperatives. In this process, the digitalization of energy infrastructure has emerged as a priority area; thanks to systems supported by the Internet of Things (IoT), artificial intelligence, and automation, energy production and distribution processes are becoming remotely manageable.

1.6.2. Green Transition and New Markets in Turkey

As part of Turkey's 2035 energy roadmap, the goal is to develop the transmission infrastructure by constructing approximately 90,500 km of transmission lines and 942 substations. During the same period, a significant increase in cross-border interconnection capacity is planned, with export capacity projected to reach approximately 6,750 MW and import capacity 6,600 MW. These developments are creating opportunities for medium and long-term growth for domestic manufacturers.

Along with the rapid development of electric vehicle infrastructure, the number of charging sockets across Turkey reached 38,808 by December 2025. This increase demonstrates that infrastructure investments for electric mobility are continuing unabated.

As of 2025, with this process gaining momentum through the national expansion strategy, Astor Charge is playing an active role in the ecosystem's growth, having reached 668 charging sockets across 58 provinces. In line with the strategy of the Ministry of Industry and Technology of the Republic of Turkey, expanding the charging infrastructure nationwide and increasing accessibility are top priorities. Domestic production policies are strengthening the competitive edge of companies like Astor that manufacture in Turkey.

1.6.3. Sectoral Challenges and Pressure for Transformation

The global energy transition has entered a new era of financial obligations, particularly with regulations such as the European Union's Carbon Border Adjustment Mechanism (CBAM). Following the completion of the transition process by the end of 2025, carbon emissions have become a direct financial cost and obligation as of 2026. In this context, companies exporting to the EU are now required to monitor and report product-based emissions and obtain CBAM certificates. Due to this regulatory pressure, the transition to low-emission production technologies and ensuring that the entire value chain complies with sustainability criteria have become strategic imperatives for maintaining a presence in the global market.

1.7. Industry Outlook and Positioning

1.7.1. Export-Driven Growth: Advancing in the Global Value Chain

Astor Enerji is a strategic player in the global energy market, not only through its investments in domestic electricity infrastructure but also through its exports to more than 100 countries worldwide. With a broad product portfolio ranging from medium-voltage switching products to mobile substation units, the company has increased the share of export revenues in its total revenue to 40% as of 2025.

By maintaining its strong position in both domestic and international markets, the company is steadily strengthening its place in the global value chain.

1.7.2. Sectoral Risks and Opportunities

The energy sector faces operational and structural risks beyond macro-level regulations. The International Energy Agency's electricity market outlooks highlight that global electricity demand is expected to grow at an annual rate of 3–3.5% in the coming period. It is noted that this increase will place significant capacity pressure on existing grid infrastructure and accelerate the need for additional investment. The same analyses indicate that, due to global supply chain constraints, delivery times—particularly for large power transformers—have lengthened significantly and can extend to several years for some projects.

Nevertheless, growing global investments in grid modernization and renewable energy integration present the strongest growth opportunity for transformer and equipment manufacturers. In line with the development of carbon markets and net-zero targets, reducing energy losses in transformers has become a critical factor in expanding market share. According to IEA data, the expected radical increase in global grid investments toward the 2030 targets creates an opportunity for companies like Astor Enerji offer high-efficiency technological solutions—to solidify their global leadership.

1.7.3. Astor Enerji's Positioning

With extensive experience in the production of transformers and switching systems, Astor Energy maintains a strong position in the energy transition shaped by growing electrification needs and grid investments. In line with its vision for sustainable growth, the company is continuing its production and capacity expansion investments in Ankara, totaling approximately 150 million USD.

With these investments, scheduled for completion by the end of 2026, the company aims to increase its power transformer production capacity to 102,000 MVA and its mechanical production capacity to 108,000 MVA. This capacity expansion will enable Astor Enerji to respond more effectively to growing global electricity demand and strengthen its position as a key supplier in the transformation of energy infrastructure.



Corporate Profile

- 2.1. History and Milestones
- 2.2. Vision, Mission, and Values
- 2.3. Products
- 2.4. Organizational Structure and Governance
- 2.5. Strategy and Business Model



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2.1. History and Milestones

2.1.1. Corporate Profile

Astor Enerji, founded in Istanbul in 1983 and relocated to Ankara in 2014, is a Turkey-based energy technology manufacturer operating in the field of power and distribution transformers as well as medium and high voltage switching products.

The company, which went public on Borsa Istanbul in 2023, exports to more than 100 countries as of 2025. Details regarding its ownership structure are disclosed in the Astor Enerji 2025 Annual Report.

The main areas of operation are as follows:

- Power Transformers
- Oil-Filled Distribution Transformers
- Dry-Type Distribution Transformers
- Special-Purpose Transformers
- Industrial Transformers
- Medium-Voltage Switchgear Products
- High-Voltage Switchgear Products
- Electric Vehicle Charging Stations (under the "Astor Charge" brand)
- Solar Energy Production (Rooftop Solar Power Plant Investments)

The company's manufacturing operations are carried out at its main production facility located in Ankara 2nd Organized Industrial Zone. Astor Enerji also works with its in-house R&D and quality units in product design, engineering, and testing processes.

Memberships and Partnerships:

Astor Enerji is a member of the Ankara Chamber of Industry (ASO), the Ankara Chamber of Commerce (ATO), the International Council on Large Electric Systems (CIGRE), the Energy Storage Systems Association (EDSIS), the Electromechanical Manufacturers Association (EMSAD), the Institute of Electrical and Electronics Engineers (IEEE), the Turkish Quality Association (KalDer), the Central Registry Agency (MKG), and the Turkish Exporters' Assembly (TİM).

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History and Milestones

1983

- Transtek Transformer Inc. was founded.

2003

- The company name became Astor Enerji Inc.

2005

- 99.4% of the shares were transferred to the Geçgel family.

2009

- The first 31.5 MVA mobile transformer was exported.
- The first TÜBİTAK-supported R&D project was completed.

2010

- The first long-term supply contract in Europe was signed.

2013

- All shares were acquired by Feridun Geçgel.

2014

- Production facility relocated to the 1st Organized Industrial Zone.

2015

- A contract for a 154 kV power transformer was signed with TEİAŞ.
- The first export of a 6.3 MVA dry-type transformer was completed.
- A 154 kV and 100 MVA test report was received from KEMA.

2016

- An R&D Center certificate was obtained from the Ministry of Industry and Technology.

2017

- The first export of a 300 kV transformer to the Far East was completed.
- Phase 1 of the new factory in the Organized Industrial Zone was completed.
- The first MV switching products were manufactured.
- The TÜRKAK accreditation certificate was obtained.
- The "R&D Center of the Year" and "Highest Employment" awards were received.

2018

- The headquarters moved to the ASO 2nd Organized Industrial Zone.
- A TÜRKAK Accreditation Certificate was obtained for the Chemistry Laboratory and high-voltage power transformers up to 800 kV.
- A 400 kV power transformer was manufactured.
- The first arc furnace transformer was manufactured.

2019

- A 40.5 kV MV switching product was exported.
- A 3.3 MW rooftop solar power plant was installed.
- An 800/500 MVA transformer was manufactured.

2020

- A 170 kV high voltage circuit breaker was manufactured.
- A 400 kV shunt reactor was manufactured.
- A 250 MVA auto-transformer was manufactured.

2021

- Production began at the new mechanical factory in ASO 2nd Industrial Zone.
- MV substation equipment was exported to Europe.
- The carbon footprint calculation process was initiated.
- The company ranked 148th on the ISO 500 list.
- The company's name was changed to Astor Enerji A.Ş.

2022

- A 132 kV mobile substation was exported to the Middle East.
- The company received the "Leading Transformer Manufacturer of the Year" award at the Elmas Awards.
- The "Astor Charge" license was obtained.

2023

- Ranked 11th on the Electrical and Electronics Exporters' Association Honor Roll.
- The company began trading on the BIST under the ticker symbol "ASTOR."
- Production of MV instrument transformers began.
- It was named the company that invested the most in the energy sector through R&D.

2024

- Turkey's first domestically produced 40.5 kV vacuum interrupter was manufactured 40.5 kV voltage level, and the international KEMA type certificate was obtained.
- As part of capacity expansion efforts, investments in the production of insulated copper, aluminum, and CTC began.
- The first 675 MVA 400/21 kV generator step-up transformer was produced.
- According to 2023 data, the company rose to 87th place in the ISO 500 ranking, entering the top 100 organizations. According to 2024 data, it has risen to 74th place in the ISO 500 ranking.
- The company joined the Turquality Support Program to promote the "Astor" brand.
- The first Sustainability Report was published.
- Construction of the new production facility began.

2025

- The company was included in the BIST Corporate Governance, BIST Dividend, and BIST Dividend 25 indices.
- Phase 1 and Phase 2 investments were completed.

2.2. Vision, Mission, and Values

Vision

To become a global brand with a philosophy that values the participation of all stakeholders, embraces innovation and development as fundamental principles in the industry, and aims to represent our country in the best possible way.

Mission

To meet the needs of the electromechanical manufacturing sector as quickly as possible through a customer-focused service approach, without compromising on quality.

To be a manufacturer that sets the standard for quality in the industry and raises awareness.

To provide the greatest benefit to all stakeholders through a continuously developing workforce within the framework of an R&D-centered growth strategy.

Corporate Values

- Results-oriented and capable of making quick decisions
- Competitive
- Professional management approach
- Supportive of suppliers
- Inquisitive and hardworking
- Customer-focused



We are expanding our capacity with our new production facility in Ankara. We supply energy infrastructure to more than 100 countries.

2.3. Products

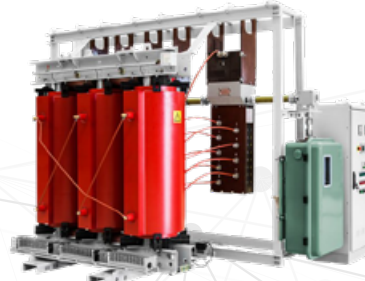
Power Transformers

- Power Transformers
- Special-Purpose Transformers:
 - Railway Transformers
 - Arc Furnace Transformers
 - Current Rectifiers
 - Phase-Shifting Transformers
 - Series Reactors
 - Shunt Reactors
 - Magnetically Controlled Shunt Reactors



Distribution Transformers

- Oil-Filled Distribution Transformers
- Dry-Type Distribution Transformers
- Special Distribution Transformers
- Grounding Transformers
- Shunt Reactors
- Magnetically Controlled Shunt Reactors



MV and HV Switchgear Products

- Metal-Enclosed Switchgear
- RMU
- Metal-Clad Switchgear
- Switching Components
- Compact Substations
- Mobile Substation
- High-Voltage Circuit Breakers



2.4. Organizational Structure and Governance

Astor Enerji's management structure is organized in accordance with the requirements of a publicly traded company. Two of the six members of the Board of Directors hold independent member status. The Audit Committee, Early Risk Detection Committee, Corporate Governance Committee, and Sustainability Committee, all of which are part of the Board, are actively carrying out their duties. *

**In 2025, the committees met as follows: the Audit Committee met 13 times, the Early Risk Detection Committee met 5 times, the Corporate Governance Committee met 10 times, and the Sustainability Committee met 4 times.*

For more information, [see Governance Structure](#)

Responsibility for sustainability is carried out at the senior management level under the CFO. The setting, monitoring, and dissemination of sustainability policies are integrated into this governance structure.

2.5. Strategy and Business Model

2.5.1. Business Model

With approximately 42 years of production and engineering experience, Astor Enerji continues to play a pioneering role in the transformation of the energy sector. It provides reliable solutions to customers both domestically and in over 100 countries through power transformers, distribution transformers, and switching products—all of which are critical to the processes of electricity generation, transmission, and distribution. With its high quality, engineering expertise, and agile organizational structure, Astor Enerji is carrying the energy of industrializing Turkey into the future.

Investments

New Factory Investments: By 2025, construction at the Phase 1 factory had reached 95% completion, and commissioning work was underway. Construction and installation processes for the Phase 2 investment have begun, with partial commissioning planned for the first quarter of 2026. Project work for the Phase 3 and Phase 4 investments began in 2026.

Astor Charge Restructuring: In 2025, the spin-off process was initiated to transfer the Astor Charging business—which operates the electric vehicle charging network—to Astor Charge A.Ş., a company to be established as a wholly-owned subsidiary. This strategic step, which is proceeding following approval from the Capital Markets Board (SPK), aims to enhance operational focus and transparency.

Strengthening R&D and Testing Infrastructure: To ensure product safety, efficiency, and compliance with international standards, the company has expanded its accredited testing laboratory infrastructure; as part of this effort, its products have undergone international type testing.

Entry into the U.S. Market: A significant entry into the U.S. market was achieved in 2025 through the signing of contracts totaling 123 million USD with U.S.-based companies. This development has enhanced the company's growth potential in a market with high infrastructure and renovation needs, while also strengthening its presence and competitive edge in international markets.

2.5.2. Strategic Directions

The key strategic directions shaping Astor Enerji's business model are as follows:

High Technology and Added Value: To increase competitiveness in global markets through engineering-focused, high-quality, and reliable products.

Domestic Production and Independence: Contributing to the national economy while reducing dependence on foreign sources through a high rate of domestic production.

Sustainability-Focused Transformation: Integrating energy efficiency, emissions reduction, recycling, and environmentally friendly production practices into all business processes.

Human Resources and Competency Development: Increasing employee engagement, investing in talent development, and fostering an inclusive culture.

Globalization and Market Penetration: Expanding export markets, building long-term customer relationships, and accelerating the journey toward global branding.

2.6. Astor's Growth

In line with its sustainable growth objectives, Astor Enerji continued to increase its production capacity, expand its product portfolio, and strengthen supply chain resilience in 2025. Through new factory investments, the company aims to reduce external dependencies, improve operational efficiency, and achieve cost advantages by enhancing its in-house manufacturing capabilities.

In this context, work on capacity expansion and new production infrastructure continued throughout 2025 at the investment site located in the additional area of the Ankara Chamber of Industry's 2nd and 3rd Organized Industrial Zones in the Sincan district of Ankara.

Sustainability Management

- 3.1. Sustainability Approach
- 3.2. Stakeholder Engagement and Prioritization
- 3.3. Our Sustainability Strategy
- 3.4. Risks, Opportunities, and Resilience

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3.1. Sustainability Approach

At Astor Enerji, we are designing the future of energy with a sense of responsibility not only for today but also for tomorrow. Our sustainability approach is based on a philosophy that addresses long-term corporate value creation in conjunction with environmental, social, and governance (ESG) dimensions.

3.1.1. Environmental Responsibility

We monitor our environmental impact within the framework of the ISO 14001 Environmental Management System and carry out systematic activities in areas such as the conservation of natural resources, the reduction of emissions, and the responsible management of waste.

As of 2025:

- In addition to the 6.6 MWp solar power plant located on the roof of our facility in Ankara, our Bala solar power plant investment, we generated a total of 28,084 MWh of renewable electricity: 21,980 MWh from the Bala Ground-Mounted Solar Power Plant and 6,104 MWh from the Temelli Rooftop Solar Power Plant.
- Our waste sorting, recycling, environmental education, and improvement initiatives are progressing in a manner integrated with our production processes.
- To manage emissions more systematically, we plan to develop carbon reduction plans, conduct energy efficiency studies, and establish data tracking systems.

3.1.2 Social Responsibility

We prioritize the well-being and engagement of our employees; we continuously invest in their development, health, and safety. Our HR policies, aligned with sustainable development goals, include strategic steps to support local employment and increase the proportion of female employees.

Along with our new factory currently under construction, we aim to create ergonomic, efficient, and technologically advanced production areas; this transformation is also expected to bring about digitalization and automation in our business processes.

3.1.3. Governance, Transparency, and Accountability

Based on the principles of corporate governance, we embrace a transparent and responsible management approach toward all our stakeholders, particularly our investors.

The coordination of sustainability activities is carried out directly under the leadership of the CFO, and this structure is designed to create long-term value in an integrated manner with investor relations.

In accordance with GRI standards, we review our sustainability priorities annually and update them based on stakeholder feedback.

In this regard, during 2025, we strengthened practices to ensure that financial records are maintained in compliance with regulations, accurately, and in a timely manner; we closely monitored tax, accounting, and financial reporting regulations to proactively manage financial and legal risks.



3.2. Stakeholder Engagement and Materiality

3.2.1. Building Sustainability Through Dialogue

Sustainability is built not only through the decisions we make but also through the relationships we build. At Astor Enerji, we believe that the most effective way to improve our environmental, social, and governance performance is through continuous, transparent, and structured dialogue with all our stakeholders. From our customers to our employees, and from our suppliers to our investors, each of our stakeholders is a key partner in creating long-term value. In this regard, our approach to human rights is guided by the principle of transparency, and our Human Rights Policy is published on the company's website (www.astoras.com.tr) to ensure it is accessible to all stakeholders. The fundamental principles and codes of conduct regarding human rights are shared with employees as part of orientation training.

3.2.2. Our Stakeholder Groups and Engagement Mechanisms

The table below summarizes Astor Enerji's key stakeholder groups and the methods used to engage with them:

Stakeholder Group	Engagement Methods	Frequency of Engagement
Employees	Training programs, surveys, internal communication forums, email, phone, face-to-face meetings, committee meetings, Astor portal	Ongoing / Annual
Customers	Customer satisfaction surveys, field visits, technical support, email, face-to-face meetings, trade show participation and regional strategy meetings, factory tours/training sessions	Ongoing / Project-Based
Investors	KAP disclosures, General Assembly, investor relations communications	Regular / Annual
Suppliers	Supplier evaluation systems, audits	Ongoing / Annual
Regulators	Regulatory compliance, notifications, permitting processes, audits, periodic reporting	Ongoing / As needed
Local Communities	Sponsorships, social responsibility projects, outreach	Project-Based / Annual

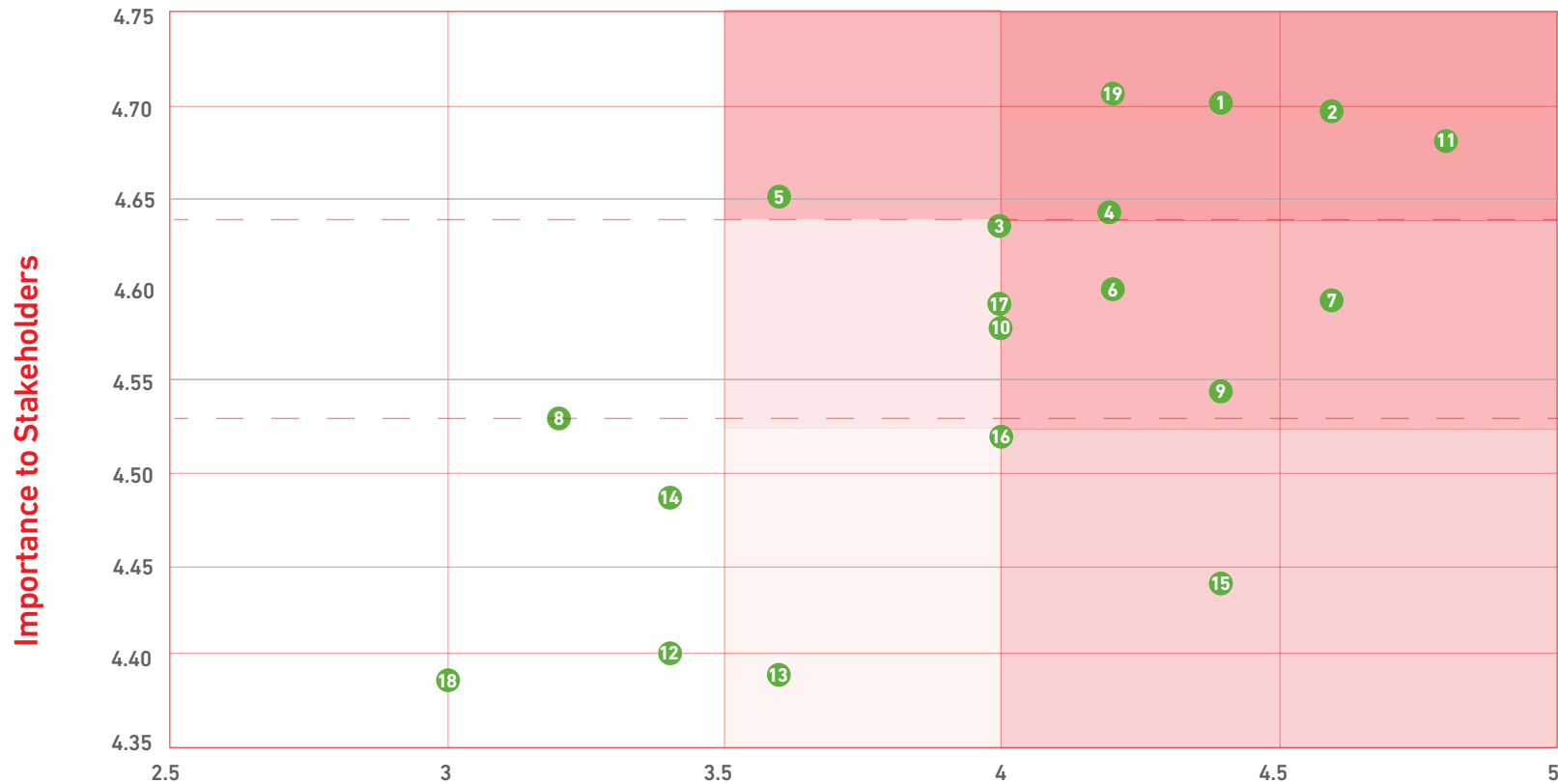
3.2.3. Materiality Analysis

In our prioritization study, which references the year 2025, we considered not only factors that have an economic impact on Astor Enerji but also the environmental and social impacts of our operations. During the analysis process and while determining our priority issues, we drew on the following sources:

- Surveys conducted with Astor employees and managers
- Customer feedback forms and post-sales evaluations
- Global reporting standards, industry trends, and competitor analyses
- Our 2025 sustainability performance data
- ESG risk and opportunity maps integrated into strategic planning processes

Surveys conducted with Astor employees and managers, along with the outcomes of focus group workshops involving a diverse range of employees, were evaluated as internal stakeholder perspectives. Additionally, domestic and international external stakeholders were incorporated into the process.

Materiality Analysis



Importance to the Organization

1 Product Quality, Safety, and Labeling

5 Effective Waste and Water Management

9 Corporate Governance and Risk Management

13 Our Climate Strategy and Emissions Management

17 Circular Economy Approach

2 Ethical Principles, Anti-Bribery, and Anti-Corruption

6 Respect for Human Rights and Community Relations

10 Legal Compliance and Regulatory Risk Management

14 Product Design and Life Cycle Management

18 Stakeholder Engagement and Social Responsibility

3 Digital Transformation and Information Security

7 Research, Development, and Innovation

11 Employee Health and Safety

15 Sustainable and Responsible Supply Chain

19 Ensuring Customer Satisfaction

4 Energy Management

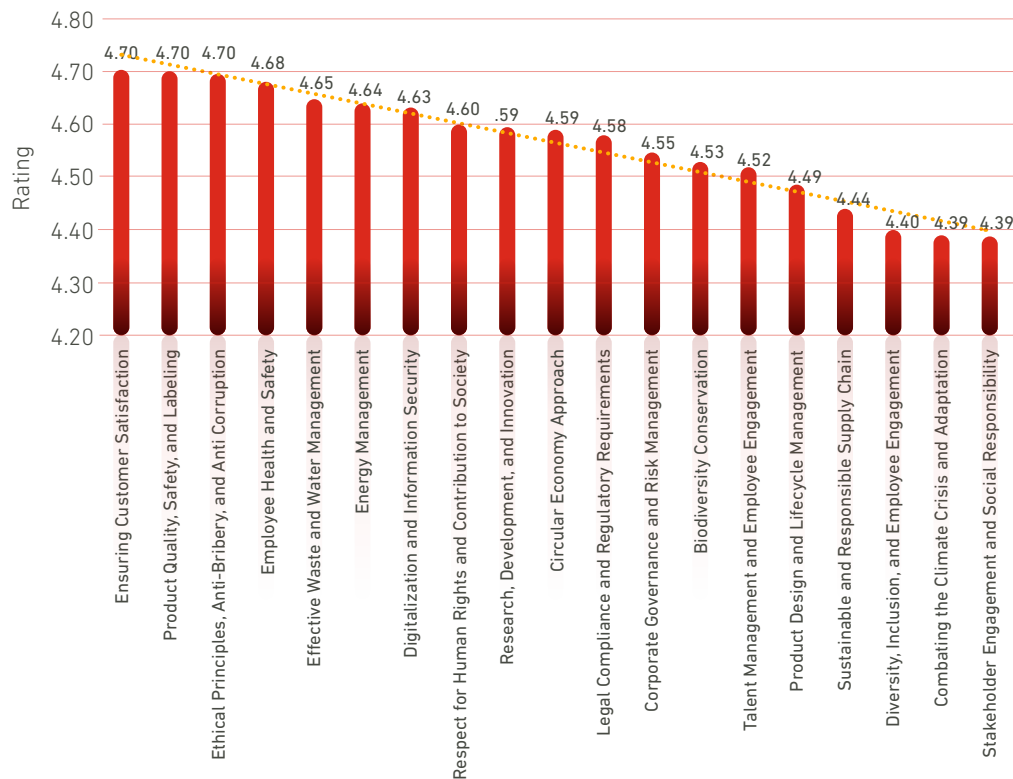
8 Biodiversity Conservation

12 Diversity, Inclusion, and Employee Engagement

16 Talent Management and Employee Engagement

The chart presents an analysis of the weighted responses based on priority topics collected through a survey in which 706 external stakeholders and 146 internal stakeholders participated. According to internal and external stakeholders, topics such as Ensuring Customer Satisfaction, Product Quality, Safety, and Labeling; as well as Ethical Principles and Combating Bribery and Corruption were rated as high priorities. In this context, the impact of governance and product quality related issues on daily operations is significantly reflected across various business processes from customer relations to production processes, and from quality control practices to decision-making mechanisms.

Question-Based Analysis of Internal and External Stakeholders



3.3. Our Sustainability Strategy

For Astor, sustainability is not merely about complying with laws or appearing “green”; it is the path to remaining healthy, predictable, and in control as we grow. As our exports increase, our product range expands, and our supply chain becomes more complex, we position sustainability as a natural part of how we manage our business.

A prioritization exercise we conducted with our stakeholders revealed that customer satisfaction, product quality and safety, and ethics and transparency are among the issues of highest importance to us. We have structured our strategy around these priorities within a framework that combines environmental and social responsibility with competitive strength.

There is a practical reason for choosing this approach: The world is changing, and this change is directly affecting our sales. For exports to Europe, measuring and reporting the carbon footprint of products has become mandatory under the EU Carbon Border Adjustment Mechanism (CBAM). Customers and government tenders require us to demonstrate our products’ environmental performance. Banks and investors now determine financing terms based on environmental and social performance. In short, sustainability has become an export license, a tender eligibility requirement, and a means of accessing capital for us.

For this reason, we have structured our strategy around five key priorities, focusing on issues that are truly relevant to our business. These headings define our prioritized areas to be implemented in the coming period:

1. Energy and Emissions Management

Measuring and reducing greenhouse gas emissions from our production and supply chain are among our top priorities. We plan to use energy more efficiently, our solar energy (PV) investments and systematically monitor emissions. Our goal is to design our new factory based on the principles of energy efficiency and zero waste.

2. Circular Production and Product Life Cycle Management

Life Cycle Management Priority has been given to designing our products to be more efficient, longer-lasting, and recyclable. We aim to calculate the environmental impact of our products throughout their life cycle (LCA studies) and to develop environmentally friendly alternatives such as solutions free of harmful gases (SF₆) and natural ester oils. Establishing a program for the collection and revaluation of used products is also among our goals for the coming period.

3. Supply Chain Resilience and Waste Management

Reducing reliance on a single source for critical raw materials such as copper, steel, and oil; requiring suppliers to meet sustainability criteria; and reducing waste while increasing recycling are among our priority areas.

4. Digital ESG Data Management, Rating, and Financing

We plan to transition to a digital system that enables real-time monitoring of energy, carbon, waste, and occupational safety data. The goal is for this infrastructure to ensure reliable and auditable reporting, while also laying the groundwork for sustainable financing tools such as green loans and preparation for the Borsa Istanbul Sustainability Index.

5. Ethical Governance and Employee Resilience

Embedding sustainability into the company’s decision-making processes has been prioritized: Oversight by the Sustainability Committee, ethical guidelines and transparency, as well as employee training and development programs (Astor Academy), are among the steps planned in this context. The goal is to spread sustainability expertise throughout the entire organization.

In summary, our strategy aims to transform environmental and social responsibility into a competitive advantage: while ensuring compliance with regulations, we also aim to strengthen product quality, customer trust, export capabilities, and access to capital.

3.4. Risks, Opportunities, and Resilience

3.4.1. An Approach to Ensuring Business Continuity

Astor Enerji assesses factors such as changing market dynamics, the climate crisis, supply chain disruptions, and technological transformation as strategic risk areas that directly impact its business model. Our risk management approach aims not only to mitigate these threats but also to anticipate developments that could turn into opportunities and take proactive steps.

The risk management process at our company is carried out under the supervision of the Board of Directors, and with the contribution of relevant departments, and sustainability risks are integrated into the corporate strategy. As part of scenario analysis — one of the first steps toward increasing resilience — preparatory work to assess climate-related risks is underway, and the analysis is scheduled to be conducted in 2026.

Risk Area	Definition	Responses and Strategies
Physical Risks Associated with Climate Change	Extreme weather events can place physical stress on energy infrastructure.	Supply security scenarios have been developed, and resilience measures for production sites have been enhanced.
Carbon Emissions Regulations	Measures such as the EU Carbon Border Adjustment Mechanism (CBAM) may affect export costs.	Carbon-free production technologies are being researched, and energy efficiency in production processes is being improved.
Access to Critical Raw Materials	Price volatility and supply risks for strategic materials such as copper and aluminum.	Efforts are underway to shift toward domestic suppliers, optimize inventory, and conduct R&D on alternative materials.
Digital Security Risks	As digital transformation gains momentum, and IT infrastructure are on the rise.	Critical IT/OT infrastructures have been proactively strengthened through segmentation and up-to-date cyber defense architectures. Training sessions aimed at raising employees' awareness of cyber risks were organized during the year, and cybersecurity processes are continuously monitored and corporate policies.

3.4.2. Strategic Opportunity Areas and Responses

Opportunity	Description	Strategic Assessment
Demand for Energy-Efficient Products	Global interest in products that reduce the carbon footprint is growing.	The portfolio of low-loss products is expanding.
Electric Vehicle Transition	E-mobility infrastructure is driving demand for transformers and switchgear.	Products and services for end users and charging station operators are now available for sale.
Access to Green Finance	Green bonds and sustainable financing sources are increasing for ESG-compliant companies.	Investor communication is being strengthened through GRI-compliant reporting and sustainability strategies.
Digital Manufacturing Technologies	Automation in production enhances quality control and increases efficiency.	Digital infrastructure work is underway to be implemented alongside our new production facility.
Urban Renewal and Electrical Infrastructure Investments	Increasing infrastructure investments in Turkey are creating new product markets.	We are actively participating as a product supplier in both public and private projects in the domestic market.
Data Center and Artificial Intelligence (AI) Investments	Energy demand is increasing due to the development of data centers as part of digital transformation processes and growing investments by artificial intelligence companies.	Through international sales and marketing activities, we offer solutions tailored to these facilities.

3.4.3. Sustainability Approach

Astor Enerji's sustainability approach is based on a holistic transformation perspective shaped by global regulations and market dynamics. The company prioritizes reducing carbon emissions, increasing transparency at the product and supply chain levels, developing a digital ESG infrastructure, and integrating circular economy principles into business processes. Under EU-centered (EU-driven) regulations such as CBAM, CSRD, and eco-design the company aims to drive a transformation focused on reducing carbon intensity, strengthening energy management, improving product efficiency, and optimizing material usage.

The corporate sustainability approach shaped in this direction is addressed under the headings of energy and emissions management, circular production, supply chain resilience, digital data management, and ethical governance. While the company is making progress toward reducing emissions from production processes, expanding the use of renewable energy, and increasing resource efficiency, it aims to integrate the circular economy approach into product design, raw material usage, and production processes — not limiting it solely to waste management.

3.4.4. Sustainability Goals

As Astor Enerji, our goals have been structured as of 2025; our priority for 2026 and beyond will be to focus on monitoring our sustainability performance more regularly, improving data quality, and gradually integrating relevant indicators into corporate decision-making processes. In line with this approach, we aim to comprehensively measure greenhouse gas emissions and incorporate them into reporting processes, while also systematically tracking indicators related to energy consumption, waste management, and resource efficiency. In terms of governance and inclusivity, targets will be set to increase women's representation on the Board of Directors, and progress toward these targets will be made by 2026.

3.4.5. Value Creation Approach

At Astor Enerji, with a focus on sustainable development, we carry out an integrated value creation process that combines our human resources, technological infrastructure, environmental responsibilities, and strong stakeholder relationships.

Type of Capital

Financial Capital

Strong financial structure, shares traded on the BIST, investor confidence

Manufactured Capital

A modern factory currently under construction at our integrated production facilities in Ankara

Human Capital

Over 2,500 employees, technical expertise, occupational health and safety systems

Natural Capital

Energy and water resources, environmental permitting processes, waste and emissions management

Relational Capital

Long-term relationships established with domestic and international customers, dealers, suppliers, and institutions

Intellectual Capital

R&D, testing laboratories, software/engineering solutions, patents

Processes

Production and Quality

ISO 9001, ISO 14001, ISO 45001-compliant integrated model

Energy efficiency

Improvements that save resources at every stage

R&D and Innovation

New product development, efficiency, and durability

Environmental responsibility

Waste reduction, recycling, regulatory compliance

Corporate Governance

Ethical principles, transparent communication, risk management

Sustainability management

ESG risk assessment and reporting

Outputs/Added Value

Customers

High-quality, reliable, energy-efficient products

Employees

Safe work environment, development opportunities, inclusive culture

Community

Employment, contribution to local development, social projects

Environment

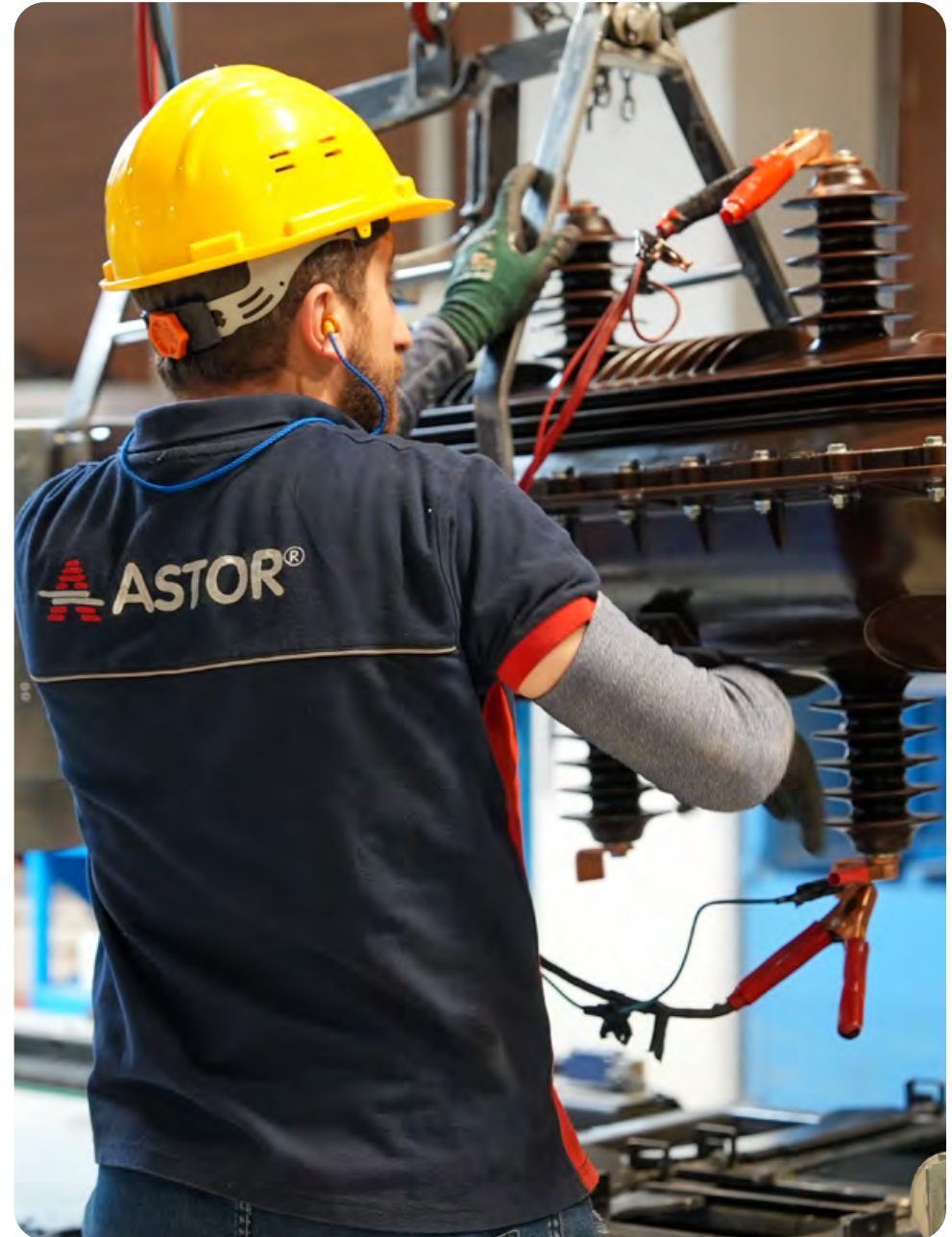
Emissions management, waste management

Investors

Sustainable growth, strong corporate governance, transparency

Suppliers

Long-term partnerships, sustainable supply chain model



Environmental Issues

- 4.1. Our Climate Strategy and Emissions Management
- 4.2. Green and Reliable Energy Applications
- 4.3. Waste and Water Management
- 4.4. Biodiversity
- 4.5. Environmental and Social Impact Monitoring and Compliance

We are the invisible infrastructure that connects clean energy to everyday life.

Astor Enerji products are used in many countries around the world to transmit energy from wind and solar power plants to the grid.

#everywhere

4.1. Our Climate Strategy and Emissions Management

Astor Enerji is developing its energy efficiency and resource management strategies to mitigate risks associated with climate change and accelerate the transition to a low-carbon economy.

[For more information, see the Astor Enerji Climate Change Policy](#) and [Deforestation Policy](#)

4.1.1. Our Greenhouse Gas Emissions Management

Carbon footprint measurement (Scopes 1 and 2) is conducted through a centralized structure under the Sustainability Unit. This structure has enhanced the accuracy and traceability of emissions data while introducing a data-driven approach to decision-making processes

The results of the company's 2025 greenhouse gas emissions calculations are presented in the table. The calculation of Scope 1 emissions included CO₂, CH₄, N₂O, and HFCs; Scope 2 emissions calculations included CO₂; and Scope 3 emissions calculations included CO₂, CH₄, N₂O, and SF₆. Greenhouse gas emission calculations were based on the ISO 14064-1 Standard and the GHG Protocol methodology. The year 2021 was adopted as the base year for comparability and performance tracking.

The company's greenhouse gas emission intensity is tracked based on revenue and MVA indicators. In this context, the emission intensity for 2025 was calculated as 0.0000115 tCO₂e/revenue and 7.96 tCO₂e/MVA. This intensity ratio has been assessed to include Scope 1, Scope 2, and Scope 3 emissions. The greenhouse gas emission intensity calculated to include Scope 1 and Scope 2 emissions has been determined as 0.00000034 tCO₂e/revenue and 0.235 tCO₂e/MVA for 2025.*

*The revenue figure used in the 2025 greenhouse gas emission intensity calculation is 35,290,767,390 TL. The MVA figure used for transformers is 50,752.49 MVA.

Emissions Data	Unit	2021	2022	2023	2024	2025
Scope 1	tCO ₂ eq	4,529.44	3,327.20	4,902.89	4,704.29	5,275.27
Scope 2	tCO ₂ eq	3,349.18	2,908.11	3,886.59	5,644.63	6,668.88
Scope 3	tCO ₂ eq	291,627.56	282,869.80	160,518.88	187,938.90	392,202.79
Total	tCO ₂ eq	299,506.18	289,105.13	169,308.36	198,287.82	404,146.94

*Compared to 2024, the increase in Scope 3 categories is primarily due to the inclusion of Category 5 in the inventory, resulting from the use of sold products.

**As of the 2025 reporting period, the company is reviewing its base year, time horizon, and reduction rates in line with its sustainable finance initiatives and current climate strategy. The results will be shared with the public once the process is complete.

Best Practices in 2025: Design and Material Optimization

Through analysis work such as ANSYS performed during product design processes, appropriate material thicknesses were determined; by reducing steel consumption, improvements were achieved in cost and carbon emissions. By increasing the use of standard components in mechanical parts and through material optimization, efficiency was increased in production and logistics processes, and a reduction in the transport-related carbon footprint was achieved.

Air Pollution Measurements

Significant air emissions resulting from operations are regularly monitored. The main parameters included in the calculations and the total emission values for 16 stacks are provided in the table below.

Parameter	Measurement Value (kg/hour)	Regulation on the Control of Industrial Air Pollution Annex 3 Mass Flow Threshold Value* (kg/hour)
CO	0.1086	50
SO ₂	0.0294	60
NO	0.6037	20
NO ₂	0.9257	20
Dust	0.1455	-
TVOC	0	10

Measurements were conducted in accordance with the Regulation on the Control of Industrial Air Pollution; emission data were obtained through direct on-site measurement methods.

*Threshold/limit values are based on the mass flow rate values specified in Annex-3 of the Regulation on the Control of Industrial Air Pollution. For carbon monoxide, the value specified for "other facilities" has been used; for nitrogen oxides, the value expressed "as NO"; and for organic compounds, the value expressed "as carbon" has been taken into account.

4.1.2. Decarbonization in the Supply Chain

Astor Enerji assesses its climate impact not only from its direct operations but also from impacts arising from its supply chain. In 2025:

- The importance of establishing a dialogue with suppliers regarding energy conservation and environmental impact management has been emphasized.
- The potential for developing sustainability practices related to the supply chain is highlighted, and initiatives to raise awareness about reducing carbon emissions are being evaluated.
- In this context, the potential for raising awareness on issues such as energy efficiency and resource use within the supply chain has been identified; efforts to integrate sustainability criteria into supplier contracts are ongoing. As part of this effort, six suppliers were inspected on-site through a joint effort by the quality and procurement departments.

4.1.3. Approach to Transition Risks and Physical Risks

The integration of climate-related risks and opportunities into corporate strategy and risk management processes was completed in 2025. In this context, efforts to assess the impact of these risks continued throughout 2025.

Transition risks are being closely monitored, particularly in light of regulations and customer demands in the European market (e.g., CBAM); the transition to low-carbon production processes is being treated as a strategic priority.

Physical risks are assessed in the context of impacts such as heat waves, power outages, and extreme weather events to which production facilities may be exposed. In this regard, preparations for developing climate-related scenario analysis studies are ongoing, and the analysis will be conducted in 2026.

4.2. Green and Reliable Energy Applications

4.2.1. Energy Consumption Data

In 2025, Astor Enerji continued its systematic monitoring and improvement efforts regarding energy management. Energy consumption data is as follows:

Electricity Consumption: 15,366.08 MWh

Natural Gas Consumption: 22,238,175.50 MWh

Total Diesel Consumption: 3,547.74 MWh

Total Energy Consumption: 69,236.12 MWh (Total of natural gas, diesel, electricity, gasoline, and renewable energy consumption data)

Maintaining the high performance of our Solar Power Plants (SPP), which meet the factory's energy needs, is a top priority. To this end, regular cleaning and technical maintenance processes are carried out with unwavering diligence. Ensuring that the share of renewable energy in on-site consumption remains stable is part of our green energy-based growth strategy.

Following the commissioning of rooftop SPP projects in 2024, a total of 28,084,087 kWh of energy was generated from the Temelli Rooftop SPP and Bala SPP systems throughout 2025. Thanks to these investments, the amount of energy procured from the grid has been reduced, contributing to the reduction of carbon emissions.

2025 Solar Power Plant Data (Total)

Total solar power plant production: 28,084 MWh

On-site solar power consumption: 6,103.86 MWh

Energy fed into the grid: 1,165 MWh

Total factory electricity consumption: 15,366 MWh

With the aim of making energy and resource efficiency an integral part of the corporate culture, plans are in place to strengthen awareness and training initiatives for employees. In this context, the goal is to expand department-specific training programs to support both blue-collar and white-collar employees in using energy and natural resources more efficiently while they are on the factory floor.



4.2.2. Applications for Energy Efficiency

Energy Efficiency in Production Processes

- Process efficiency has been enhanced through collaborative efforts with relevant units (SAP, Vault, etc.) as part of an integrated design approach to production.
- Machines and auxiliary plant equipment used in new production facilities are selected according to high energy-efficiency criteria.
- To support energy efficiency in production processes, improvements have been implemented in various processes to reduce cycle time, scrap, and the need for rework.
- In the mechanical plant, energy consumption has been significantly reduced by shortening the curing time in the painting process.
- In coating processes, intensive touch-up operations have been eliminated through the use of the centrifugal galvanizing method.
- In assembly processes, the use of standard torque values and specialized torque tools has prevented oil leaks caused by improper tightening and reduced the need for rework.
- In the cutting processes, optimizing the sheet metal cutting program has eliminated unnecessary cuts and production scrap, resulting in a material savings of approximately 10,365 kg.
- In machining processes, production times have been shortened by optimizing machine tool programs.
- Automation projects have been launched in the turning and plating departments.
- An air duct system created to recover hot air from compressor systems allows waste heat to be reused in the production line.

Electrification Initiatives

- More than 90% of the forklifts used to reduce fuel consumption have been replaced with electric forklifts.
- The drive system of one of the two cement mixers used on the construction site has been converted to an electric drive system. After the conversion, consumption data for both vehicles was tracked.
- The comparison revealed that the vehicle with the electric drive system achieved an 8.51% reduction in fuel consumption compared to the other vehicle.¹
- With the relocation of the concrete kiosk (substation enclosure) production area to the new production facility at the new factory, production using an electric system has begun.
- In the concrete kiosk section, the natural gas system used in the mold-heating processes was replaced with electric heating systems, resulting in savings in natural gas consumption.
- The old light fixtures had lost efficiency over time due to factors such as welding dust and heat; this situation led to dark areas in the production site and the need for the maintenance team to work overtime. The interior lighting systems in the Mechanical Factory production area were upgraded; new 160 W light fixtures were introduced to replace the old 200 W ones. With this change, annual consumption per fixture dropped from 480 kW to 384 kW, resulting in an energy savings of 96 kW. The total annual energy savings across 320 fixtures was calculated to be 30,720 kW.2 Improvements were also achieved in terms of fixture costs. The cost of the old projectors was \$155, while the cost of the new projectors is \$103. Consequently, a cost savings of \$52 per fixture, totaling \$16,640, was achieved.

4.2.3. ISO 50001 and Systematic Energy Management

Work continues under the ISO 50001 Energy Management System, which is being implemented to continuously improve energy performance. Energy efficiency is among the company's top sustainability priorities, and energy management activities are structured accordingly. The Energy Department continues its work based on these goals in alignment with corporate strategy and prioritizes initiatives aimed at increasing energy efficiency. Integrated efforts are being carried out with the IT department to digitize energy monitoring systems and conduct data-driven energy efficiency analyses. Calculations aimed at reducing energy consumption are based on a comparison of pre- and post-process improvement energy consumption data, measured directly at the device and machine level; consumption changes are tracked based on this data, and the impact of the relevant improvements is evaluated.

¹ A vehicle equipped with an electric drive system consumes 3,658.42 liters of fuel over 7,125 km of use and has a fuel consumption rate of 51.35 liters per 100 km. The other vehicle, which operates with a conventional propulsion system, consumes 3,897.19 liters of fuel over 6,944 km and has a fuel consumption rate of 56.12 liters per 100 km.

4.3.Waste and Water Management

4.3.1. Waste Management

Astor Enerji adopts a holistic approach to environmental management in line with its sustainability vision. The company manages the environmental impacts arising from its operations in accordance with ISO 14001 standards. In this context, the company's top priorities include continuously improving environmental performance, preventing pollution at the source, developing projects to reduce greenhouse gas emissions, protecting biodiversity, prioritizing technologies that have the least environmental impact in its investments, and collaborating with civil society organizations. Waste management and water usage are addressed through an integrated approach with regard to environmental impacts.

Water consumption and waste generation data are regularly monitored; awareness training sessions are organized to educate employees and raise their awareness about the protection of natural resources. To ensure responsible waste management, sorting, recovery, and reuse processes are optimized, and improvements are implemented to reduce waste volume. For more information, [see the Circular Economy Policy](#)

In this context, metal, cable, insulation, and packaging waste generated as a result of testing processes were separated at the source and incorporated into recycling processes, leading to an increase in the proportion of recyclable waste during the year.

Waste generation is not limited to internal company activities but also includes packaging waste from suppliers as well as waste arising from maintenance, repair, and post-use processes. Hazardous waste is stored in temporary storage areas and directed to licensed facilities; all of this waste is utilized as alternative fuel as part of energy recovery efforts. All non-hazardous waste, meanwhile, is stored separately and delivered to recycling companies; within this framework, licensed companies carry out the disposal and recovery processes for the sorted waste. Since Astor Enerji is located in the Organized Industrial Zone, Astor Enerji is not subject to the Zero Waste Certificate requirement but regularly informs its employees about this topic. The company has established a Waste Management Procedure to minimize the negative impacts of waste generated by its operations on the environment and human health.

This procedure details the management of both hazardous wastesuch as used batteries, motor and hydraulic oils, fuel or oilcontaminated rags, work clothes, contaminated packaging, laboratory chemicals, and medical waste as well as non-hazardous waste, including paper, cardboard, plastic, scrap metal, and household waste.

Astor Enerji submits all waste declarations annually to the Ministry of Environment, Urbanization, and Climate Change for approval. Nonhazardous waste data is tracked monthly using corporate systems, while hazardous waste data is tracked through records in the national waste tracking system (MoTAT). Waste data is calculated based on onsite weigh-ins, weigh-bridge slips obtained from licensed transport companies, and official documents provided by disposal or recycling facilities.

2025 Waste Data:

- Amount of non-hazardous waste (recovery): 9,514 metric tons
- Amount of hazardous waste (disposal): 271 metric tons

Major waste types:

- Scrap metal • Contaminated packaging
- Waste paint and solvents (paints and resins containing hazardous substances)
- Used oils
- Paper, plastic, glass

There is no numerical or time-bound commitment at the company level to reduce waste or completely eliminate waste sent to landfills. However, while periodic increases in total waste volume may be observed due to increases in production capacity, a source reduction approach is adopted in production processes, and waste is sorted and managed on-site.

Throughout 2025, department-specific targets have been set to reduce scrap volumes in production departments; waste reduction performance criteria based on MVA/kVA for power and distribution transformers and per unit for switching equipment and are being regularly monitored. In line with this approach, waste management is not limited solely to the separation, recovery, and disposal of generated waste; it is evaluated in conjunction with improvement initiatives that support the reduction of waste generation, environmental pollution risks, and indirect energy consumption at the source within production processes.

- The transition to the centrifugal galvanizing method in coating processes has eliminated the need for intensive touch-up operations; as a result, the use of chemicals associated with

touch-ups and the resulting waste generation have been reduced.

- In assembly processes, the determination of standard torque values and the use of specialized torque tools have prevented oil leaks caused by improper tightening; this practice not only reduces the need for rework but also significantly lowers the risk of environmental pollution that could result from potential oil leaks.
- In the cutting processes, optimizing the sheet metal cutting program has prevented unnecessary cuts and production scrap, resulting in a material savings of approximately 10,365 kg.

Furthermore, through production and process optimization, unnecessary raw material usage is being reduced; material losses are minimized through the use of efficient equipment and technologies; and more environmentally friendly alternatives are being preferred in chemical usage. In this context, in line with the circular economy and material efficiency, raw material efficiency has been increased by switching from solid material to tubular material for certain parts in machining processes; the Dosatron system has been implemented for the efficient use of coolants, and boron oil recovery has been achieved through a valve system integrated into the chip conveyors. Furthermore, waste volume and consumable material usage have been reduced through the sorting of chips by type and the reuse of drills and milling cutters following sharpening.

As part of process improvements, material waste was reduced, preventing approximately 10,365 kg of waste. In administrative processes, resource efficiency was increased through digitalization initiatives; paper consumption was significantly reduced by transferring onboarding documents, test reports, and financial records to a digital environment. In this context, the change in the Occupational Health and Safety (OHS) commitment form alone resulted in an annual savings of approximately 3,600 sheets of A4 paper.

As part of these efforts, which have been made more systematic compared to 2024, scrap reduction targets have been set for production units, and projects aimed at improving waste collection areas have gained momentum. These improvements strengthen the approach to reducing waste generation while also contributing to circular economy goals.

In this context, scrap generated from cut metal sheets is reevaluated at various production stages such as the screening process and reintroduced into the production cycle, thereby supporting circular economy practices. As part of the circular economy approach, wooden reels from conductors sourced from abroad are offered for sale to be recycled domestically without being classified as waste, thereby promoting the reuse of resources.

4.3.2. Water Management

Efforts to improve water efficiency at Astor Enerji began in 2024, and the scope of these efforts has been expanded as of 2025.

The initial goal is to ensure compliance with the provisions of the Water Efficiency Regulation No. 32765, dated December 27, 2024, for ASO 2nd and 3rd Organized Industrial Zones. In this context, processes to

develop a roadmap and collect data were initiated in 2025. The water required for the Company's operations is sourced from the municipal water supply, and wastewater generated as a result of these operations is discharged into the Organized Industrial Zone canal in compliance with applicable regulatory limits. The company does not directly draw water from natural water sources; water use is limited solely to municipal water. [For detailed information, see the Water Policy.](#)

The quality of the discharged water is regularly monitored and reported, and environmental impacts are assessed taking into account the characteristics of the receiving environment. Currently, there are no water reuse or recycled water applications in place.

As part of the quality monitoring of discharged wastewater, parameters such as pH, conductivity, dissolved oxygen, color, TSS (total suspended solids), COD, total Kjeldahl nitrogen, phosphorus, and heavy metals (chromium, cadmium, copper, zinc, lead, iron, nickel) are monitored. Discharge limits are determined in accordance with the Organized Industrial Zone's sewage discharge standards, and the relevant processes are carried out under the ASO 2 Environmental and Wastewater Management Directive.

As of 2025, the total water discharge volume was 71,057 m³.

The assessment of water-related impacts is conducted on a monthly basis, taking into account discharge criteria and quality parameters. Water consumption, discharge, and quality indicators are regularly monitored, and improvement efforts are carried out based on this data.

Water consumption data is obtained through direct measurement via meters and verified against billing data.

Collaboration with stakeholders is prioritized in the water management process; communication is maintained with local authorities, relevant public institutions, and environmental organizations to ensure regulatory compliance and the development of best practices. Additionally, sustainability criteria are integrated into supplier evaluation processes. Key performance indicators such as water consumption, wastewater management, and water quality are analyzed to identify priority areas for improvement; legal requirements and industry benchmarks are taken into account during the goal-setting process.

4.3.3. Improvement-Focused Approach

At Astor Enerji, waste and resource management is not limited to managing existing processes but is supported by a [continuous improvement](#) approach.

Scrap Reduction: Optimization efforts are being carried out in production engineering processes to reduce scrap in raw materials such as sheet metal, cable, and plastic.

Waste Reduction: We plan to install new systems to reduce solvent and gas consumption in the painting process and, to minimize the environmental impact of our products, reduce the use of mineral oils and transition to soy-based natural ester oils, which are a more environmentally friendly alternative.

Training and Awareness: Annual training sessions on waste management and water efficiency are provided to all employees.

Astor Enerji places importance not only on regulatory compliance but also on environmental protection and ensuring that natural habitats remain unaffected while carrying out its production activities. The company's current operations are conducted in residential and industrial areas and have no direct impact on sensitive ecosystems.



4.4. Biodiversity

4.4.1. 2025 Period Initiatives and Statements

Corporate awareness regarding the need to conduct biodiversity impact assessments for new investments has increased; efforts have been initiated to integrate this issue into decision-making processes.

There are no areas within the project site or its immediate vicinity that require protection under current national legislation or international treaties to which our country is a party. This indicates that none of the protection statuses defined in the relevant legislation apply to the project site. Furthermore, there are no areas protected under international treaties within the project area. Accordingly, it has been assessed that there are no sensitive ecosystems with protected status in terms of flora and fauna within the project area; therefore, it is not expected that the new factory investments will have a significant negative impact on biodiversity.

A gap analysis conducted in 2023 emphasized that biodiversity sensitivity must be treated as a corporate priority for future investments requiring land acquisition. Accordingly, efforts to integrate this approach into decision-making processes have been initiated, effective as of 2025.

4.4.2. Current Status

As of 2025, there are no sites within Astor Enerji's operational areas that directly or indirectly overlap with protected areas, sensitive species habitats, or critical ecosystems. Systematic biodiversity practices such as conducting flora and fauna inventories, monitoring environmental impacts, and preparing habitat conservation plans have not yet been implemented within the company. As of 2025, these issues are identified as areas for development within the corporate sustainability agenda and are being monitored for evaluation in the future.

4.4.3. Area for Development and Commitment

Astor Enerji aims to integrate biodiversity impact assessments into decision-making processes to evaluate the environmental impacts of new investments within a broader framework. In this context, the company operates in alignment with EIA processes, and biodiversity risks will be considered as an evaluation criterion in future land-use planning.

Astor Enerji aims to monitor and manage its environmental impacts through a systematic and preventive approach. This approach seeks not only to limit potential environmental impacts but also to enhance confidence in the company's corporate transparency and sustainability performance.

The company avoids practices that could harm the environment with regard to chemicals used in production processes and equipment that generates emissions; instead, it prioritizes technologies that have a lower environmental impact, such as closed-loop production systems.

4.5. Environmental and Social Impact Monitoring and Compliance

4.5.1. Regulatory Compliance Status (2025)

As of 2025, there have been no environmental regulatory violations, administrative sanctions, or legal proceedings related to environmental issues concerning Astor Enerji's areas of operation.

All environmental activities are conducted in full compliance with management systems such as the Environmental Impact Assessment (EIA), ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 9001 Quality Management System.

4.5.2. Internal and External Audit Mechanisms

Regular audits are conducted by independent accredited organizations in the areas of quality, environment, and occupational health and safety.

The internal audit function is structured in accordance with Capital Markets Board (SPK) regulations and ensures that corporate activities are conducted in an ethical, transparent, and compliant manner.

4.5.3. Commitment to Compliance and Transparency

Astor Enerji is committed not only to fulfilling its legal obligations but also to continuously improving its business practices, maintaining transparent relationships with its stakeholders, and making its sustainability performance measurable.

In this context:

Sustainability reporting is conducted annually, and content compliant with GRI standards is regularly updated. Corporate policy documents have been published and integrated into relevant processes. Existing corporate policy documents related to areas such as environmental efficiency, information security, and waste management continue to be implemented in an integrated manner with the relevant management systems.

Performance indicators related to environmental and social impacts are regularly monitored and reported within the framework of both quality systems and sustainability management.

Social Issues

- 5.1 Employees and Corporate Culture
- 5.2 Gender Equality
- 5.3 Social Responsibility Activities and Stakeholder Engagement
- 5.4. Supplier Relationships and Local Impact
- 5.5. Occupational Health, Safety, and Well-Being
- 5.6. Participatory Governance and Feedback Mechanisms

We are the infrastructure that sheds light on the hidden side of history.

Astor Enerji products are used to meet the energy needs of historic buildings in many countries around the world.

#everywhere

5.1. Employees and Corporate Culture

Astor Enerji places the growth of its 42-year legacy of production and engineering expertise through qualified human resources at the center of its corporate strategy. The company's human resources approach is based on the key components of fostering a sustainable corporate culture, increasing employee motivation, supporting talent development, and strengthening the employer brand.

5.1.1. Employee Profile

Astor Enerji's 2025 employee profile reflects the company's production-focused business structure and its operational capacity, which requires technical expertise.

Key Metrics	Value
Total number of employees	2,536
Percentage of male white-collar employees	70%
Percentage of female employees	13%
Percentage of female managers	16%
Percentage of white-collar employees	20%
Percentage of female white-collar employees	30%
Percentage of male white-collar employees	70%
Percentage of blue-collar employees	80%
Percentage of female blue-collar employees	8%
Percentage of male blue-collar employees	92%
Employee turnover rate	27%

5.1.2. Human Resources Approach

Astor Enerji shapes its human resources approach within the framework of legal regulations, corporate values, and ethical standards. The company embraces an innovative and learning-oriented organizational culture that supports sustainable growth; it positions employee satisfaction, professional development, the support of individual potential, and the goal of becoming an employer of choice as key elements of its human resources practices.

In this context:

- Equal opportunities are provided in line with the principles of diversity and inclusion, and a safe and collaborative work environment is provided.
- High performance is rewarded; competitive compensation and benefits policies aligned with market conditions are implemented. Employees' work-life balance is supported, and satisfaction and engagement are regularly measured.
- No discrimination based on factors such as language, religion, gender, or disability is permitted; the principle of equality is upheld in hiring and career development processes.
- Compliance with ILO standards is a fundamental principle in human resources practices, and disciplinary procedures are enforced against conduct that violates human rights.

5.1.3. Transmission of Corporate Culture and Internal Communication

Astor Enerji implements various initiatives to convey the corporate culture to new employees and effectively integrate them into company processes. The Buddy System, implemented to support the onboarding of new employees, the Buddy System makes orientation and on-the-job training processes more inclusive. A welcome kit is provided to new employees to support their onboarding experience. This kit includes items such as a thermos, backpack, mug, planner, a pen, and a calendar. This initiative helps foster a sense of belonging among employees as they begin their journey with the company. Employee feedback and suggestions are openly collected and submitted via suggestion and complaint boxes; reports can also be made through the ethics hotline. Under the program launched as of June 2024, reports submitted to the suggestion and complaint boxes are forwarded to the relevant departments, and the responses received from those departments are shared with employees. Accordingly, notifications primarily from internal stakeholders and the actions taken in response are presented in monthly reports.

Strengthening the employer brand is also addressed as a key component of the human resources approach. At career days and fairs attended in 2025, Astor Enerji's sustainability policy and human resources practices were communicated to young engineering candidates. Representatives from the engineering teams and the Human Resources department participated in these events.

5.1.4 Flexible and Inclusive Practices

Employees undergo health screenings upon hiring and at intervals prescribed by applicable regulations; occupational health services are provided.

The employment of women is viewed as a priority companywide; efforts are underway to increase gender balance in engineering positions. The company complies with the weekly working hours established under the current Labor Law.

Digital transformation processes that enable employees to manage applications such as leave requests, work hour entries, and performance tracking via mobile devices, without relying on any specific hardware, have been successfully completed. To this end, performance management and leave management processes have been integrated with the existing ERP system and made accessible via computers, mobile phones, and digital kiosks within Astor. With this investment, real-time, regular, and environmentally friendly practices have been implemented. Infrastructure work has begun to integrate these processes into the ESP system in the future.

Ensuring that employees work in an inclusive, safe, and supportive work environment is considered a key element of the human resources approach.

Astor Enerji offers a cumulative (savings-type) life insurance plan for both white-collar and blue-collar employees. As part of the benefits offered to employees, private health insurance will be provided to all white-collar employees starting in 2026.

5.1.5. Compensation Management

Astor Enerji's compensation policy is determined by taking into account legal regulations, market conditions, and internal company balances. Employee compensation is evaluated based on performance, competence, and scope of duties. The company adopts a fair and transparent compensation approach for all employees.

The compensation of Board of Directors members is determined by taking into account their duties and responsibilities as well as market conditions, and is submitted to the General Assembly for approval. The compensation of independent members is structured in a way that preserves their independence, and no profit-sharing or performance-based plans are applied. The compensation of senior executives is determined based on criteria such as role, responsibilities, experience, and performance; in appropriate cases, bonus payments are made based on both company and individual performance.

5.1.6. Vocational Training

As part of our partnerships with Vocational Training Centers, we are implementing initiatives that support the professional development of young people. By combining theoretical knowledge with hands-on training, these programs help students prepare for the workforce and acquire professional skills. The fact that two of our apprentices and journeymen, who were trained under this program, were hired as master craftsmen within our company upon graduation serves as a concrete demonstration of our long-term investment approach aimed at developing young talent. This success makes a significant contribution to our goals of creating sustainable employment and cultivating the qualified workforce needed by the industry.

5.1.7. Talent Management

At Astor Enerji, we contribute to talent development by continuously supporting our employees' learning and growth processes. To help the company achieve its goals, we provide the necessary skills and expertise through professional and personal development training programs. Employees are encouraged to maximize their potential through various training and development opportunities offered both within and outside the organization. This strengthens individual development and organizational success, contributing to long-term growth.

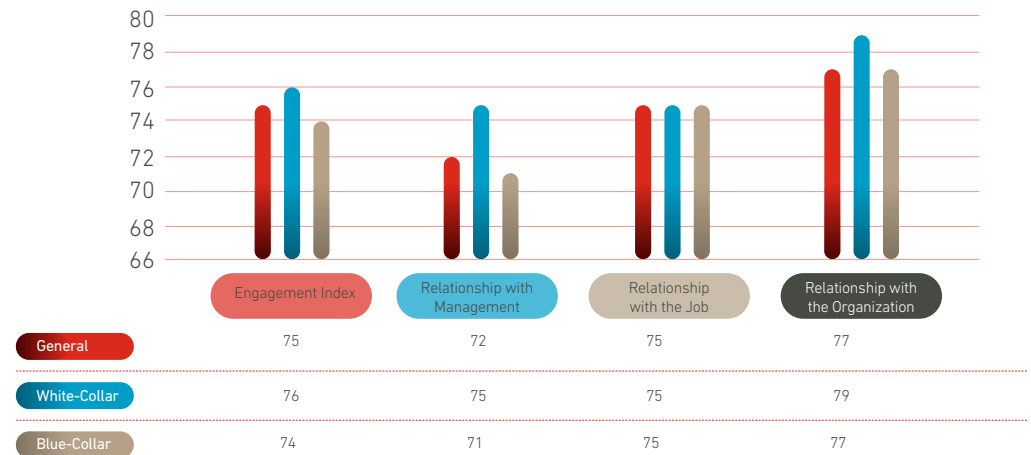
At the end of each year, a training needs analysis is conducted using training request forms filled out by employees. Accordingly, partnerships are established with numerous organizations, institutions, and associations to create a training calendar and deliver the necessary training. In line with these requests, training assignments are conducted electronically to help employees maintain a healthy work-life balance; employees are given the opportunity to access training 24/7 from wherever they choose. Mandatory management training courses, such as Ethics Training, Occupational Health and Safety (OHS) Training, Orientation Training, Zero Waste Training, and Data Protection Law (KVKK) Training, have been defined within the Astor Academy digital system. This ensures that employees can access these mandatory training courses at convenient times from wherever they choose.

In accordance with the employee evaluation matrix established across the factory, employees' competencies are systematically monitored, and this data is used to plan training and development activities. As part of the competency analysis for blue-collar workers, a polyvalence program is also being implemented. In this program, employees' competency levels in different tasks are assessed; for example, employees rated at level 4 out of 4 are considered capable of performing the relevant task independently, while those rated at level 2 out of 4 are deemed unable to work independently.

The blue-collar performance evaluation system has been in place for three years, and evaluations are conducted based on professional competencies. As part of the Professional Competency Certificate process, both renewal and re-certification processes are carried out comprehensively. The individuals to be certified and which MYK certificate they will obtain are planned in collaboration with the relevant managers.

At Astor Enerji, internal competency transfer and professional development are crucial for the long-term growth of employees. In this context, efforts to train apprentices into master craftsmen are actively ongoing. Initiatives are being planned to make the master-apprentice relationship more visible in order to support the internal transfer of professional knowledge. There is a development group consisting of a total of 21 people, including employees holding master instructor certificates and apprentices.

Employee Engagement Assessment Results



Employee engagement at Astor Enerji is measured regularly, and continuous improvement is pursued based on the data collected. In the 2025 survey, the engagement index reached 75, a 9-point increase from the previous survey, and has come close to the Ipsos Turkey benchmark.

It has been observed that white-collar employees demonstrate higher engagement compared to blue-collar employees. Accordingly, the company continues to shape its action plans to increase employee engagement within the framework of diversity, inclusion, a safe work environment, and equitable human resources policies.

Astor Enerji treats sustainability competence as an integral part of corporate development and aims to integrate a sustainability approach into all employees' training, development, and performance management processes by 2030. In this context, the company plans to provide an average of at least 2 hours of sustainability and digital skills training per employee annually starting in 2026; the goal is to support the development of all employees with a focus on sustainability. In this regard, the company is committed to developing employees' sustainability competencies. Employees participated in relevant training sessions and workshops; technical training courses were organized on CAD, analysis software, and sustainable design principles. In addition, the company's talent pool was strengthened through the hiring of young engineers and recent graduates.

Astor Enerji implements an internal promotion policy, and promotion processes are defined in accordance with the Career Management Guidelines. Employees' advancement to higher positions within the organization is carried out in line with these processes.

5.2 Gender Equality

Astor Enerji upholds the principle of equal opportunity not merely as a statement, but by integrating it into all human resources practices, including hiring, promotions, training, and governance. Given the male-dominated structure of the energy and heavy industry sectors, increasing the employment of women is both a strategic priority and a social responsibility for the company.

Indicators	Value
Total percentage of female employees	12%
Percentage of female managers	16%
Percentage of female employees – white-collar	30%
Percentage of female employees – blue-collar	8%

Women are employed across all departments, and the number of technical staff working on the production floor is steadily increasing.

5.2.1. Equality and Inclusion Approach

Gender Balance in Hiring: Gender balance is taken into account for newly opened positions, and efforts are made to increase diversity in the applicant pool.

Women's Representation in Management: The number of female managers has increased by 23% compared to 2024, rising from 13 to 16. The proportion of female managers stands at 16%.

Equal Pay Policy: At Astor Enerji, there is no gender-based pay gap among employees in the same position.

Awareness and Training: Informative content for employees and special sessions for managers have been planned to raise awareness about gender equality.

5.2.2. Examples of Implementation

The employment of female engineers has increased, particularly in R&D, design, quality, and procurement departments; internal mentoring support is provided for career development in these areas.

At trade shows attended in 2025, Astor Enerji's sustainability vision and inclusive human resources policies which prioritize diversity were communicated to all candidates, thereby strengthening the employer brand.

5.3 Social Responsibility Activities and Stakeholder Engagement

While carrying out its production activities, Astor Enerji adopts a corporate citizenship approach based not only on generating economic value but also on sharing value with the community. Social responsibility initiatives are not limited to volunteer-based contributions; they are structured around local development, education, public health, and social solidarity.

5.3.1. Social Responsibility Activities

To support our employees' and their families' access to healthcare services, we have partnered with the Sincan Healthy Living Centers, enabling them to receive priority access to free healthcare services. Additionally, we have organized activities that support our employees' physical, social, and cultural development, with the goal of increasing organizational commitment and employee satisfaction.

As part of these efforts, The Table Tennis Tournament, now a tradition and held for the fourth time this year, was organized to boost employee motivation and strengthen team spirit. Furthermore, our Astor Enerji Table Tennis Team successfully represented our company in the Ankara Institutions and Organizations League competitions.

As part of our art and cultural activities an important component of our corporate culture, National Sovereignty and Children's Day on April 23 was celebrated with a theater musical event attended by our employees and their families. Furthermore, a performance prepared by our Astor Enerji Theater Club in collaboration with the Vega Arts and Communication Academy was presented to our employees as a powerful reflection of teamwork, dedication, and our appreciation for the arts. Meanwhile, our Astor Enerji Music Club performed beloved pieces at our year-end event, providing our employees with enjoyable moments and contributing to the strengthening of social interaction within the organization. In line with our goal of contributing to the greater good, we have developed partnerships with various civil society organizations. Thanks to a blood drive organized in collaboration with the Turkish Red Crescent, 218 of our employees volunteered to donate blood. Sour blood donation campaigns, which have been ongoing since 2022, have been scheduled to take place every four months in 2025.. As part of the awareness initiatives carried out with LÖSEV, our employees were educated about leukemia, and financial support was provided to the families of children who have completed their treatment through purchases made via the LSV Store.

As part of our efforts to create social impact on a global scale, we supported aid activities carried out by UNICEF through the WellBees Step Challenge campaign. Thanks to this initiative, in which our employees' steps were converted into social benefits, contributions were made to children in need, while also promoting awareness of healthy living.

In line with our philosophy of investing in the talents of the future, we actively participated in career fairs organized at various higher education institutions, notably Istanbul Technical University (İTÜ), Middle East Technical University (ODTÜ), and Hacettepe University. Through these events, we connected with young talents, offering internship and employment opportunities, thereby contributing to the development of a qualified workforce.

5.3.2. Stakeholder Engagement and a Participatory Approach

Astor Enerji establishes transparent and open relationships not only with internal stakeholders but also with external ones, and listens to the voices of these groups in its social contribution processes. In 2025: Sustainability performance was evaluated based on suggestions from customers, suppliers, and public institutions, and feedback was used as a reference for policy updates. The visibility of the sustainability unit was increased through stakeholder surveys and questions received at trade shows.



5.4. Supplier Relations and Local Impact

Astor Enerji recognizes that a strong and sustainable supply chain is of strategic importance not only in terms of production continuity but also in terms of corporate responsibility, environmental performance, and social impact. Accordingly, supply chain management is approached within a holistic framework that encompasses quality control, ethical compliance, support for local production, and social awareness criteria.

5.4.1. Supply Chain Structure

- As of 2025, Astor Enerji continues to maintain a high domestic content ratio for critical production inputs. Long-term partnerships are established with Turkey-based companies for the supply of mechanical, electrical, and auxiliary parts.
- To ensure the continuity of production quality, supplier performance is audited at least once a year by the quality and procurement departments, and feedback processes are conducted. Additionally, supplier contracts include key sustainability criteria such as environmental responsibility, resource use, waste management, and occupational health and safety, and suppliers' performance in these areas. In the evaluation processes for new suppliers, questionnaires incorporating environmental and sustainability criteria are used, and a preliminary review is conducted within this framework.

5.4.2. Widespread Adoption of Sustainability Criteria

Although sustainability reports or certifications are not yet required for all suppliers, the written declaration of fundamental criteria—such as the prohibition of child labor, occupational health and safety, and environmental compliance—has been standardized. In this context, the company's supplier contracts are shared with suppliers, and the relevant sustainability expectations are communicated through this document.

As of 2025, the integration of sustainability criteria into supplier contracts has been completed, and the goal is to expand this approach throughout the entire supply chain.

5.4.3. Local Sourcing and Regional Contribution

By giving priority to suppliers in the region where the production facility is located, the company aims to support the local economic cycle. Companies in and around Ankara, which hold a significant position within Astor Enerji's supplier pool, are prioritized not only for the logistical advantages they provide but also for their role in increasing regional employment and fostering economic development. In accordance with social compliance criteria, suppliers are briefed on issues such as child labor, informal employment, and workplace safety during site visits; in cases of non-compliance, improvement plans are requested; and guidance and support are provided to help suppliers enhance their performance in these areas.

5.5. Occupational Health, Safety, and Well-Being

Astor Enerji considers the health, safety, and overall well-being of its employees to be the cornerstone of all production and management processes. In line with the company's rapid growth, OHS policies are continuously reviewed and updated in accordance with evolving technology, regulations, and best practices.

5.5.1. Management System and Organizational Structure

Astor Enerji manages its occupational health and safety practices within the framework of the ISO 45001 Occupational Health and Safety Management System. In full alignment with our corporate strategy, our OHS department has structured its annual goals around fostering a sustainable safety culture. In this context, our key priorities include increasing preventive measures to minimize workplace accidents and near-miss incidents, expanding and ensuring the continuity of toolbox training for our field workers, and enhancing the effectiveness of emergency drill processes. Our ultimate goal is to foster a shared and sustainable safety culture across all our units. While an occupational physician and OHS specialists are assigned to each of the company's locations, processes are supported by proactive risk assessment systems that go beyond legal requirements, and occupational safety and health risk assessments are conducted regularly for all operations. Employee participation in occupational health and safety processes is ensured through employee representatives and foremen attending OHS committee meetings. In 2025, the OHS Committee met 43 times.

5.5.2. Practices and Training

Periodic OHS training for employees is conducted at least once a year. In 2025, the OHS Unit provided occupational health and safety (OHS) training to a total of 1,634 employees. Within this scope, 1,410 employees received onboarding training, 686 received periodic training, and 13 received training for department/unit changes. With an average of 12 hours of training per person, a total of 27,778 hours of training was delivered. Additionally, drills covering both fire drills and environmental emergency scenarios were organized and documented throughout the year. As part of OHS activities, 711 employees underwent periodic health screenings in January 2025, and 278 employees did so in June 2025. These efforts demonstrate the importance placed on employee health and safety and the sustainable development of the company's OHS culture. In this context, the OHS training completion rate reached 100% as of 2025.

The provision of personal protective equipment, ergonomic improvements, and onsite inspections form the core elements of daily OHS practices. Drills are conducted at least once a year to test fire, evacuation, and first aid scenarios. To protect and promote employee health at Astor Enerji, the company provides pre-employment health examinations and periodic health screenings, as well as vaccinations and preventive health services, ergonomics training, first aid training, psychological health support, and nutrition and lifestyle support. These health promotion programs aim to prevent risks such as electric shock, burns, injuries from sharp or piercing tools, blunt trauma, chemical burns, and respiratory and skin lesions.

Additionally, noise-related hearing problems, respiratory effects caused by steam, gas, and dust, eye injuries caused by arc light and metal particles, as well as ergonomic issues resulting from the use of heavy equipment and repetitive movements are also addressed within this scope. Design improvements have been made to reduce the risk of workplace accidents in the field and during assembly processes, and workplace safety has been enhanced by upgrading the equipment used in lifeline systems.

5.5.3. Workplace Accidents and Incident Reporting

No serious workplace accidents were reported in 2025. In line with the zero-accident goal, the Occupational Health and Safety (OHS) unit systematically conducts processes to analyze all incidents, identify root causes, and implement corrective actions.

Observed incidents, near-misses, and accident reports are recorded via digital platforms; corrective actions developed based on this data are tracked in an integrated manner with the quality management system.

An analysis of workplace accidents observed in 2025 reveals that hand and arm injuries were the most common type of accident. In occupational health and safety risk assessments, the primary hazards that could lead to high-impact injuries have been identified as working at heights, working with cranes, and hot work. To manage these risks, necessary precautions are defined and implemented based on risk analyses. For work at heights, full-body harness-type safety belts are used; a safe working environment is ensured through the use of manlifts, platform scaffolds, and CE-certified anchoring equipment. Additionally, necessary warnings are issued during site inspections, and practices are regularly monitored.

5.5.4. Employee Well-being

All employees undergo health screenings upon hiring and at regular intervals, and occupational health services are provided. The Buddy System, implemented since 2023 to support the participation of employees with disabilities in the workforce, is an example of an inclusive OHS approach.



5.6. Participatory Governance and Feedback Mechanisms

Astor Enerji aims for its employees to be not only producers but also active stakeholders who contribute to decision-making processes and guide corporate development. The participatory governance structure established within this framework strengthens internal transparency while also having a direct positive impact on employee satisfaction, workplace belonging, and organizational efficiency.

5.6.1. Feedback and Participation Mechanisms

Suggestion, Recommendation, and Complaint Boxes: All employees can submit their suggestions and complaints in writing via these boxes on a monthly basis; each submission is reviewed by Human Resources, the Internal Audit Department, and the relevant department managers.

Ethics Hotline: The Ethics Hotline, available on the Astor Enerji website, can be used by employees and external stakeholders; unethical situations can be reported through a secure channel. The Ethics Hotline processes, open to both internal and external stakeholders, are effectively managed, and improvement efforts are underway to ensure the anonymity of the process. Ethics and compliance processes are monitored at specified intervals; following the implementation of anonymity for the hotline, regular benchmark analyses are planned. In this context, reports received from internal and external stakeholders and the resulting outcomes are presented in quarterly reports, while category-based benchmark analyses are expected to be conducted every six months. Additionally, the ethics training organized for our employees in 2025 has supported the effectiveness of the Ethics Hotline which is open to both internal and external stakeholders and feedback mechanisms; it has also strengthened the organization's capacity to prevent ethical violations.

Access to Managers: Thanks to the open-door policy, employees at all levels can directly reach out to managers to provide feedback on processes.

Corporate Surveys and Interviews: An employee satisfaction survey was conducted in 2025.

5.6.2. Representation, Unionization, and Labor Rights

The company respects all employee rights guaranteed by national legislation. Employees from different departments are actively invited to committee meetings and Occupational Health and Safety (OHS) review processes.

5.6.3. Feedback Through Digitalization

Data-driven decision support systems are being developed within the Digital Transformation Directorate; plans are in place to establish new systems for monitoring and analyzing employee feedback in digital environments in the coming periods. Human Resources conducts performance evaluations digitally and reviews data related to employee development on an annual basis. In 2025, ethics training was provided; requests, suggestions, and complaints from internal stakeholders were regularly monitored, forwarded to the relevant departments, and the actions taken were made available to employees in accordance with the principle of transparency.

To strengthen a culture of participatory governance, Astor Enerji plans to:

- Expand ethics training,
- Conduct periodic analysis of feedback data,
- Establish project teams that encourage participation.

Governance

- 6.1. Corporate Governance Approach
- 6.2. Ethical Principles and Compliance Mechanisms
- 6.3. Quality Management and Process Control

We are the invisible infrastructure that keeps the chain of commerce running.

Astor Enerji products are used to meet energy needs in many countries around the world, from ports to the logistics sector.

#everywhere

6.1. Corporate Governance Approach

As a publicly traded company listed on Borsa Istanbul, Astor Enerji has adopted a governance structure that is accountable to all its stakeholders and based on principles of transparency and ethics. The Board of Directors and its committees play an active role in defining corporate strategy, monitoring sustainability priorities, and overseeing financial and non-financial risks. The Board of Directors addresses critical issues through regular or special meetings as needed.

As of 2025, the company's governance structure operates based on the following principles:

Transparency: Disclosure obligations are met with the utmost diligence; investor relations and reporting processes are conducted on a regular basis.

Accountability: Authorities and responsibilities are clearly defined, and internal control mechanisms are supported by the Internal Audit Department.

Ethical Compliance: Astor Enerji has written policies and procedures in areas such as anti-bribery and anti-corruption, as well as employee conduct guidelines.

6.1.1 Management Structure

As of 2025, the Board of Directors consists of six members, including independent members. In accordance with the Company's Articles of Association and Corporate Governance Principles, Board members are elected to serve for a maximum term of three years.

The Corporate Governance, Sustainability, Audit, and Early Risk Detection Committees operate in accordance with the Capital Markets Board's Corporate Governance Communiqué, and their activities are supported by the internal audit unit.

The Board of Directors utilizes various development opportunities and one-on-one meetings to accurately analyze risks and opportunities related to sustainability. When necessary, the Sustainability Committee is consulted. The company's risk management processes are owned at the senior management level, and the monitoring and management of relevant risks are coordinated by senior executives.

The management of occupational health and safety risks is addressed within this framework; relevant risks are monitored at the Board of Directors level and through relevant committees, primarily the Early Risk Detection Committee. Compliance with ethical rules and codes of conduct is similarly evaluated under the oversight of the Board of Directors and monitored by the relevant committees. Increasing diversity and inclusion on the Board of Directors is also addressed as part of the governance approach. In this context, initiatives to increase women's representation are planned for 2025, and interviews are being conducted with female candidates who have experience in various sectors. The goal is to materialize these initiatives by 2026.

6.1.2. Sustainability Management

At Astor, the integration of sustainability processes into the corporate structure is carried out under the supervision of the Sustainability Committee. This committee, which includes an Independent Board Member and the CEO, plays a direct role in the strategic decision-making process. The preparation of policy documents, the tracking of targets, and data verification processes are carried out through the joint coordination of the Sustainability, Quality, Environment, and Digital Transformation teams. Additionally, to address environmental, social, and governance issues in sustainability efforts and to fulfill related responsibilities, the sustainability working group meets at regular intervals to ensure an effective management and monitoring mechanism.

Astor Enerji aims to ensure full compliance with applicable national and international regulations and relevant standards. The corporate governance policies adopted in this regard can be accessed on the sustainability page of the company's website.



6.2. Ethical Principles and Compliance Mechanisms

Astor Enerji believes that sustainability performance should be defined not only by environmental or operational indicators, but also by corporate behavioral principles. Ethical values are among the fundamental principles that guide decision-making processes at every level of the company. In this context, [the Code of Ethics](#), [the Anti-Bribery and Anti-Corruption Policy](#), and [the Competition Policy](#) have been made publicly available on the company's website.

6.2.1. Ethical Management Approach

The Code of Ethics and Principles of Conduct are clearly defined for all employees, and employees are required to sign a commitment to them as part of the onboarding process.

The "Anti-Bribery and Anti-Corruption Policy" was updated in 2024 and shared with all department managers.

Reports submitted via the Ethics Hotline are received and forwarded directly to the Human Resources and Internal Audit Department. Based on these reports, the necessary investigation and evaluation processes are conducted, and corrective actions are taken regarding any identified non-compliance.

6.2.2. 2025 Performance and Incident Reporting

No official reports regarding bribery, corruption, or unethical conduct were received within Astor Enerji during 2025.

However, a total of 40 reports and non-compliance records related to the Code of Conduct were created. Of these reports, 28 were submitted via suggestion, recommendation, and complaint boxes; 1 was submitted via the ethics hotline; and 11 were the subject of disciplinary investigations.

Risk areas related to ethical violations are subject to stricter monitoring, particularly in procurement, quality, and purchasing processes. Written commitments are obtained from suppliers regarding the "prohibition of child labor" and "compliance with ethical conduct principles"; these criteria are monitored during site visits.

6.2.3. Strengthening Compliance Processes

To expedite the internal tracking of ethical violations and provide effective feedback, the digital monitoring infrastructure of the Ethics Hotline system is being reviewed. The Internal Audit Department is structured to monitor, track, and ensure the proper execution ensure the proper execution of ethical compliance processes.

6.2.4. Prevention of Conflicts of Interest

The company has a written policy to prevent conflicts of interest. Should any issues that could lead to a conflict of interest arise, these matters are addressed by the Board of Directors during its meetings. No such situations occurred during the 2025 reporting period; therefore, they were not included on the Board of Directors' agenda.

6.3. Quality Management and Process Control

Astor Enerji has an integrated quality management system that addresses customer satisfaction, operational efficiency, and product safety as a whole. The company's approach to sustainable growth is based on the principle of not only producing more but also offering better, safer, and more environmentally friendly products. For detailed information, see the Integrated Policy.

6.3.1. Quality Management System and Certification

Astor Enerji continues its efforts in line with the integrated management system philosophy to improve product, service, and process quality, ensure customer satisfaction, and enhance its competitive strength.

The ISO 9001 (Quality), ISO 14001 (Environment), and ISO 45001 (Occupational Health and Safety) management systems are managed by the Quality Department. The conformity of products and processes is ensured by national and international certifications such as CE Certificates, TSE Certificates, Management System Certificates, Service Competency Certificates, Trademark Registration Certificates, and Domestic Product Certificates, among others.

The Quality Department systematically monitors performance indicators such as customer satisfaction and corrective actions, and analyzes opportunities for improvement.

6.3.2. Process Monitoring and Auditing

The analysis and reporting infrastructure for production processes is managed in collaboration with the Quality and Digital Transformation Directorates.

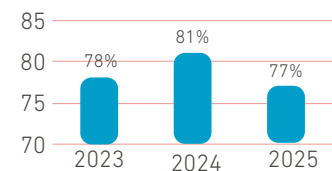
Throughout the year, all core processes (production, procurement, sales and marketing, design, laboratory, and after-sales services) are comprehensively audited through planned audits conducted twice a year and follow-up audits conducted as needed. These audits ensure continuous compliance with ISO 9001, ISO 14001, and ISO 45001 standards.

Supplier audits are conducted holistically to cover not only quality, environmental, and occupational health and safety management systems but also product traceability, calibration, shipping performance, technical compliance, and social compliance criteria.

6.3.3. Product Safety and Customer Satisfaction

Ensuring product safety and customer satisfaction is a top priority of our quality management system under Astor Enerji's Customer Satisfaction Policy. The safety of our products is guaranteed through design, production, and testing processes conducted in accordance with international standards.

Product testing is monitored through detailed routine and type tests conducted in our ISO 17025-accredited laboratory. Technical issues identified at customer sites are documented, and resolution processes are managed in a systematic and traceable manner. The Quality Department provides support for tracking and reporting sustainability indicators to enhance transparency and systematic contribution. A 2025 customer satisfaction survey was conducted, and the satisfaction rate was determined to be 77%.



6.3.4. Data-Driven Quality Culture

All process improvement activities are carried out in coordination with R&D, design, planning, and production teams. Indicators such as production efficiency and defect recurrence rates are monitored by the Quality Department and presented to senior management through digital reports. Astor Enerji aims to integrate quality performance indicators into its sustainability reporting in the coming periods, evaluate the implementation of quality-related environmental tools such as LCA (life cycle assessment) starting in 2026, and systematically analyze customer feedback.

Continuous Improvements

The sustainability strategy, for which preparatory work began in 2024 and was submitted to the Sustainability Committee for approval in 2025, is structured around the pillars of energy and emissions management, product circularity, and supply chain resilience. This strategy provides a comprehensive improvement framework aimed not only at reducing environmental impacts but also at enhancing process quality and achieving operational excellence. In this context, Astor Enerji is advancing efforts to reduce carbon emissions in production processes, increase the use of renewable energy, and integrate circular economy principles into its business model; simultaneously, it is continuously monitoring and improving efficiency, resource utilization, and process performance to raise quality standards. Supported by a culture of continuous improvement, this approach ensures both the achievement of sustainability goals and the lasting enhancement of the quality of products and services provided to stakeholders.

The improvement initiatives implemented in this context are summarized in the table below:

Kaizen Initiatives
For parts produced using copper and aluminum raw materials, the number of parts obtained from a single length of raw material was increased and scrap was significantly reduced thanks to an attachment added to the press feed.
Silicon steel sheets that could not be used in production have been re-rolled using a newly developed device and reintroduced into production, thereby reusing a large amount of material that would otherwise have been scrapped.
The label plate design was modified to make it thinner and more flexible, and the hole-drilling process was integrated with laser cutting, thereby reducing both labor and raw material costs.
The “dog bone” strips used in flat-coil dry-type transformers were removed and replaced with insulation-retaining material, thereby significantly reducing both the number of parts and assembly time.
In 3-terminal protection devices, the 5x1.5 cable, which was used unnecessarily, has been replaced with a 3x1.5 cable suited to the need, thereby optimizing cable costs.
Intensive touch-up work on NW22 valve covers, previously required due to coating defects resulting from hot-dip galvanizing, has been eliminated through the use of the centrifugal galvanizing method. This has also reduced the need for chemicals such as zinc and the energy consumption associated with labor-intensive processes.
By modifying the design of a component, the amount of galvanized sheet metal used was cut in half, and the component's weight was reduced.
The copper connectors between the ATR cutters used in OTOP cells were redesigned to reduce copper consumption per part, thereby lowering material costs. Although the number of bends increased in the new design, the total annual cost was reduced because the total amount of copper used decreased.
By redesigning the copper busbars used in coupling cells, copper consumption per part was reduced, resulting in a significant decrease in material costs. Although the number of bends increased, savings were achieved in total annual costs due to the reduction in total copper usage.
A simple modification to the pin-cutting machine has extended the service life of the grinding wheel and enabled it to operate closer to full capacity. This improvement has reduced the annual grinding wheel cost by approximately 50%, resulting in savings.
In the coil section, the Peligom adhesive used in the installation of bar paper was eliminated, thereby both eliminating the use of chemicals and significantly reducing labor time.
By changing the installation direction of the insect-screen mesh used in concrete substation kiosks, 1,500 mm wide wire was used instead of 1,200 mm, completely eliminating waste caused by cutting. This improvement has prevented 2,862 m ² of material waste annually.
The sample length taken for resistance measurements on aluminum and copper enameled wires was optimized, reducing unnecessary material usage. This improvement has significantly reduced the amount of material sent to scrap.
Standard torque values were established for fish-eye assembly, ensuring the use of a specialized torque tool and completely eliminating oil leaks caused by improper tightening. This has both reduced the need for rework and significantly lowered the risk of environmental pollution by preventing oil leaks.
By optimizing the sheet metal cutting program, unnecessary cutting has been prevented, and material waste generated during the production of cutting boxes and blanking sheets has been completely eliminated. With this improvement, approximately
10,365 kg of material waste has been prevented, reducing both costs and unnecessary production and energy consumption.

6.3.5. Test Laboratories

Astor Enerji's 2,200 m² Power Testing Laboratory, located in the 2nd and 3rd Organized Industrial Zones (ASO) of Sincan, Ankara, is equipped with a Faraday cage and is one of the largest in Europe and Turkey. In addition, there are two medium-power and three distribution transformer testing laboratories. All tests—except for the mechanical withstand test against short circuits—for oil-filled and dry-type distribution transformers, power transformers, reactors, and grounding transformers can be performed in accordance with IEC and IEEE standards and customer specifications. Furthermore, a chemistry laboratory is in operation for transformer insulation oil and gas analyses.



Digitalization & R&D

- 7.1. R&D and Innovation
- 7.2. Digitalization and Information Security
- 7.3. Data Security and Information Systems Management

We are the invisible infrastructure that ensures the uninterrupted operation of data centers.
Astor Enerji products are used in many countries around the world to ensure the uninterrupted operation of data centers.

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7.1. R&D and Innovation

Astor Enerji has implemented its R&D-centered growth strategy within its corporate structure. As a result of R&D activities launched in 2006, the company obtained its R&D center certification in 2016. The Astor Enerji R&D Center has successfully completed 23 projects (1005, 1501, 1505, 1601, 1707, 2209-B, and 2244 Doctoral Programs) carried out under TÜBİTAK support programs. Following TÜBİTAK's decision to discontinue support for large-scale organizations under the 1501 program, the R&D Center shifted its focus to in-house projects, successfully completing a total of 202 specialized R&D projects by the end of 2025.

In 2025, the company filed 4 patent applications and 2 utility model applications under intellectual property rights and obtained 1 design registration certificate. Additionally, the company contributed to the scientific literature with a total of 45 scientific publications throughout the year, including 19 international and 26 national publications. A total of 189 qualified personnel, including 168 engineers, are employed at the R&D center.

Astor Enerji, which ranked 27th in 2024 in a study by Turkishtime magazine listing Turkey's top 500 companies by R&D spending, has solidified its technological leadership by increasing its R&D spending to over 1 billion TL in 2025.

In 2025:

- A team of 189 people worked on R&D projects.
- 58 specialized R&D projects were launched.
- 53 specialized R&D projects were successfully completed.
- 4 patent applications were filed.
- Two utility model registration applications were filed.
- One of our design registration applications was granted.
- A total of 45 scientific publications were produced, including 26 national and 19 international ones.
- In 2025, R&D expenditures exceeded 1.1 billion TL.

The R&D and innovation projects carried out in 2025 encompassed engineering work focused on product design, material selection, loss optimization, insulation coordination, monitoring systems, and the implementation of alternative environmentally friendly technologies. The projects listed below represent the primary areas of development addressed in the company's R&D portfolio with the aim of improving environmental performance, increasing operational efficiency, and ensuring compliance with relevant technical standards. The impacts, completion statuses, and implementation results of these projects are tracked as part of the relevant technical evaluation and validation processes.

Period	Main Focus Areas	Number of Projects
Projects launched in 2024 and completed in 2025	Reliability, efficiency, noise reduction, loss optimization, integration of eco-friendly materials	8
Projects launched in 2025 and scheduled for completion in 2026	Natural ester oil, noise insulation, SF6-free medium-voltage switchgear, smart transformer, insulation optimization	7

Focus Area	Projects
Efficiency and Loss Optimization	Optimization of Active Losses in Shunt Reactors and Prototype Application; Development and Implementation of a 675 MVA Power Transformer Design with Reduced Losses Using Stainless Steel Plates
Noise Reduction	Design, Development, and Implementation of a Power Transformer with Reduced Noise Pollution Using a Sound Isolation Enclosure; GIS Reducing Sound Levels in Transformers Through Noise Isolation
Environmentally Friendly Materials and Alternative Technologies	Integration of Environmentally Friendly Cables for Sustainability in Power Transformer Production; Design, Development, and Implementation Project for a New Generation of Environmentally Friendly (SF6- Free) 24 kV Medium-Voltage Switchgear
Reliability and Technical Performance	Design, Development, and Implementation of Transformers with Enhanced Reliability, Efficiency, and Sustainability Through Special Accessories to Address Increasing Grid Loads

7.2. Digitalization and Information Security

Astor Enerji contributes to efficiency, safety, and sustainability goals by implementing its digitalization strategy across all processes, from production to management. The company's digital transformation initiatives are led by the Strategic Planning and Digital Transformation Directorate.

7.2.1. SAP Transformation

The SAP S/4HANA system has been placed at the center of the digital transformation strategy; an end-to-end digital ecosystem has been established through projects such as SAP DM (Digital Manufacturing) for production management, SAP Success Factors for human resources, and SAP Ariba for procurement processes. R&D and design processes are managed using advanced tools such as M-Files, e-Flow, PowerApps, Power BI, and SolidWorks PDM. SAP Sales Cloud will be implemented for sales and service processes. Work is currently underway.

Our data privacy and information security processes are managed through a system certified to ISO/IEC 27001 and ISO/IEC 27701 standards. To ensure business continuity, end-to-end network security (Firewall/DDoS, NAC), access control, privileged account management, and endpoint device security solutions are managed within a proactive cyber defense architecture.

Additionally, employee awareness is enhanced through privacy policies, third-party vendor selection, and regular training programs, and data security is rigorously protected.



7.3. Data Security and Information Systems Management

Astor Enerji views the digital transformation process not only as a means to improve efficiency but also as a strategic element in terms of information security, sustainable IT practices, and operational resilience. With the increasing use of digital systems, data protection and cybersecurity policies have been integrated into the company's corporate sustainability framework. [For more information, see the Information Security Policy](#)

7.3.1. Information Security Management Approach

Astor Enerji has established an Information Security Policy to protect its information assets and has shared it with all employees.

Multi-layered security solutions are implemented in the areas of IT infrastructure, system management, network monitoring, and end-user security.

Business procedures have been developed to prepare for potential cyber incidents; a cyber incident response plan has been created, and internal stakeholders have been informed accordingly.

7.3.2. Security and IT Systems in Use

Advanced digital tools used by the IT Service:

- Network Access Control
- End-User Security
- Patch management and security updates
- Email and Web Security
- Backup, monitoring, and performance
- Account and Breach Monitoring

This infrastructure ensures the company's operational continuity and data integrity.

7.3.3. Sustainable IT (Green IT) Practices

As of 2025, initiatives have been launched under the green IT approach to select environmentally friendly hardware, prioritize energy-efficient systems, and dispose of end-of-life equipment in an environmentally responsible manner. Efforts are underway to enhance monitoring systems and improve the reporting infrastructure in order to enable the calculation of IT-related carbon footprint.

7.3.4. Information Security Breaches and Complaints

Astor Enerji considers data privacy and cyber resilience to be fundamental components of operational sustainability.

During the 2025 fiscal year:

- There were no personal data breaches or customer data leaks.
- No cyber incident reports or data security-related complaints reaching official authorities or the company's corporate communication channels were recorded.

No violations of security protocols were identified during internal audits. Our company closely monitors developments in the field of information security and is certified under the ISO/IEC 27001 Information Security Management System and ISO/IEC 27701 Personal Data Management System standards.

Appendices

- 8.1. GRI Index
- 8.2. Performance Indicators

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8.1. GRI Index

GRI Standard	Disclosure	Topic Title	Page Number, Source, and/or Direct Responses
GRI 1: Core 2021			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	2-1 Company Profile	Astor Enerji at a Glance, Corporate Profile	pp. 11–12
	2-2 Entities Included in Sustainability Reporting	About the Report	p. 4
	2-3 Reporting period, frequency, and contact information	About the Report	p. 4
	2-4 Information Restated from Previous Reports		This report is Astor Enerji's third sustainability report.
	2-5 External Audit		No external audit was conducted in connection with this sustainability report.
	2-6 Operations, Value Chain, and Other Business Relationships	Corporate Profile, Products, Memberships and Partnerships, Supplier Relationships and Local Impact, Stakeholder Engagement and Materiality	pp. 11, 14, 17, 34
	2-7 Employees	Employees and Corporate Culture, Social Performance Indicators	p. 31, pp. 49–52
	2-8 Employees of Subcontractors		There are no subcontractor employees.
	2-9 Governance Structure	Organizational Structure and Governance Corporate Governance Approach	p. 15, p. 37
	2-10 Process for determining the competence and qualifications of members of the highest governance body	—	Confidentiality Restrictions Astor Enerji does not publicly disclose this information in accordance with the company's confidentiality policies.
	2-11 Chair of the Highest Governance Body	Chairperson's Message Corporate Governance Approach	p. 5, p. 37
	2-12 The role of the highest governance body in managing impacts arising from the organization's activities	Message from the Chairman of the Board of Directors: Corporate Governance Approach	p. 5, p. 37
	2-13 Delegation of responsibility for managing impacts	Message from the Chairman of the Board of Directors: Corporate Governance Approach	p. 5, p. 37
	2-14 The Role of the Highest Governing Body in Sustainability Reporting	Corporate Governance Approach	p.37
	2-15 Processes to Prevent Conflicts of Interest	Ethical Principles and Compliance Mechanisms	p.38
	2-16 Process for Escalating Critical Issues to the Highest Governance Body	Risks, Opportunities, and Resilience; Corporate Governance Approach. No critical issues were raised with Astor Enerji during the reporting period.	p.37, p.21
	2-17 Competencies of the highest governance body	Corporate Governance Approach	p. 37
	2-18 Evaluation of the performance of the highest governance body		Confidentiality Restrictions Astor Enerji does not publicly disclose this information in accordance with the company's confidentiality policies.
	2-19 Compensation Policies	Employees and Corporate Culture, Gender Equality,	p.31, p.33
	2-20 Process for Determining Compensation	Employees and Corporate Culture, Gender Equality,	p.31, p.33
	2-21 Annual total compensation ratio	—	Confidentiality Restrictions Astor Enerji does not publicly disclose this information in accordance with the company's confidentiality policies.

GRI Standard	Disclosure	Topic Title	Page Number, Source, and/or Direct Responses
GRI 3: Material Topics 2021	2-22 Explanation regarding the sustainable development strategy	Our Sustainability Strategy	p. 20
	2-23 Policy Commitments	Corporate Governance Approach	p. 37
	2-24 Implementation of Policy Commitments	Corporate Governance Approach	p. 37
	2-25 Processes to Mitigate Adverse Impacts	Risks, Opportunities, and Resilience; Sustainability Approach; Our Climate Strategy and Emissions Management; Waste and Water Management; Environmental and Social Impact Monitoring and Compliance; Supplier Relationships and Local Impact; Participatory Governance and Feedback Mechanisms	p. 21, p. 17, p. 27, p. 29, p. 34, p. 35
	2-26 Mechanisms for seeking advice and raising concerns about ethical and lawful behavior	Ethical Principles and Compliance Mechanisms	p. 38
	2-27 Compliance with laws and regulations	Ethical Principles and Compliance Mechanisms	p. 38
	2-28 Membership associations	Corporate Profile	p. 11
	2-29 Approach to stakeholder Engagement	Stakeholder Engagement and Materiality; Product Safety and Customer Satisfaction	p. 17, p. 38
	2-30 Collective bargaining agreements		No Astor Enerji employees are covered by a collective bargaining agreement
GRI 3: Material Topics 2021			
GRI 3: Material Topics 2021	3-1 Process for determining material topics	Stakeholder Engagement and Materiality	p. 17
	3-2 List of material topics	Materiality Analysis	p. 17
	3-3 Management of material topics	Stakeholder Engagement and Prioritization	p. 17
Ethics, Anti-Bribery, and Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Principles and Compliance Mechanisms	p.38
GRI 205: Anti-Corruption 2016	205-1 Activities Assessed for Corruption-Related Risks	Ethical Principles and Compliance Mechanisms	p.38
	205-2 Communication and training regarding anti-corruption policies and procedures	Ethical Principles and Compliance Mechanisms	p.38
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal proceedings regarding anti-competitive conduct and monopolistic practices		Administrative and Judicial Sanctions In its “Decision Notice” No. 109991 dated March 13, 2025, , it was reported that “Astor Energy was found to have violated Article 4 of Law No. 4054; subject to the right to appeal before the Ankara Administrative Courts within 60 days of the notification of the reasoned decision, it was decided to impose an administrative fine on Astor Enerji's economic entity, set at the discretion of the authority at a rate of 2.2874% of its 2023 gross revenue, amounting to 339,807,744.37 TL. In the event that a stay of execution is not granted in the potential annulment lawsuit, Astor Enerji will pay the administrative fine assessed by the Authority, along with a 25% discount, in full and in a single installment within the statutory period specified in the Code of Misdemeanors; furthermore, legal remedies will be pursued to annul the Board's decision. A provision of 253,306,035 TL has been set aside for the Company, which was ordered to pay the administrative fine, during the reporting period.
Quality Products and Services			
GRI 3: Material Topics 2021	3-3 Management of material topics	Products Quality Management and Process Control	p. 14, p. 38

GRI Standard	Disclosure	Topic Title	Page Number, Source, and/or Direct Responses
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health, Safety, and Well-being	p. 34
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	Occupational Health, Safety, and Well-being	p. 34
	403-2 Rates of injury by type and frequency, occupational diseases, lost days and absenteeism, and total number of work-related fatalities	Social Performance Indicators	p. 49-52
	403-3 Occupational health services	Occupational Health, Safety, and Well-being	p. 34
	403-4 Employee participation, consultation, and communication regarding occupational health and safety	Occupational Health, Safety, and Well-being	p. 34
	403-5 Employee training on occupational health and safety	Occupational Health, Safety, and Well-being Social Performance Indicators	p. 34, p. 49-52
	403-8 Employees Covered by the Occupational Health and Safety Management System	Occupational Health, Safety, and Well-being	p. 34
Talent Management and Employee Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employees and Corporate Culture	p. 31
GRI 404: Training and Education 2016	404-1 Average annual training hours per employee	Social Performance Indicators	p. 49-52
	404-2 Programs for upgrading employee skills and lifelong learning that support employee development	Employees and Corporate Culture	p. 31
Compliance with Corporate Governance Principles and Effective Risk Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Organizational Structure and Governance Risks, Opportunities, and Resilience Corporate Governance Approach	p. 15, p. 21, p. 37
Clean and Reliable Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance Indicators Green and Reliable Energy Applications	p. 53, p. 26
GRI 302: Energy 2016	302-1 The organization's energy consumption	Environmental Performance Indicators	p. 53
	302-4 Reduction of Energy Consumption	Environmental Performance Indicators	p. 53
R&D and Innovation			
GRI 3: Priority Issues 2021	3-3 Management of material topics	Green and Reliable Energy Applications	p. 25
Customer Satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Safety and Customer Satisfaction	p. 38
Sustainable Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplier Relationships and Local Impact	p. 34
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers identified using social criteria	Supplier Relationships and Local Impact	p. 34

GRI Standard	Disclosure	Topic Title	Page Number, Source, and/or Direct Responses
Digital Transformation and Cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Data Security and Information Systems Management	p. 43
Our Climate Strategy and Emissions Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance Indicators	p. 53
GRI 305: Emissions 2016	305-1 Direct (Scope 1) greenhouse gas emissions	Environmental Performance Indicators	p. 53
	305-2 Indirect (Scope 2) greenhouse gas emissions	Environmental Performance Indicators	p. 53
	305-3 Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental Performance Indicators	p. 53
	305-5 Reduction of greenhouse gas emissions	Our Green and Reliable Energy Practices	p. 25
GRI 306: Waste 2020	306-1 Waste generation and significant impacts related to waste	Our Green and Reliable Energy Practices	p. 25
	306-2 Management of Significant Waste-Related Impacts	Our Green and Reliable Energy Practices	p. 25
	306-3 Generated Waste	Green and Reliable Energy Practices Environmental Performance Indicators	p. 25, p.53
	306-4 Waste diverted from disposal	Environmental Performance Indicators	p. 48
	306-5 Waste directed to disposal	Environmental Performance Indicators	p. 48
Diversity, Inclusion, and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employees and Corporate Culture Gender Equality	p. 31, p. 33
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employees and Corporate Culture Gender Equality	p. 31, p. 33
GRI 406: Prevention of Discrimination 2016	406-1 Incidents of Discrimination and Regulatory Measures Taken	Gender Equality No cases of discrimination were identified during the reporting period.	p. 33
Employee Satisfaction and Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employees and Corporate Culture	p. 31
Stakeholder Engagement and Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Prioritization Social Responsibility Activities and Stakeholder Contribution	p. 17 p. 33

8.2. Performance Indicators

8.2.1. Social Performance Indicators

Employee Data	2023		2024		2025	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total Number of Employees	1,523	390	1,679	443	2,019	517
	79.61%	20.39%	79.12%	20.88%	79.61%	20.39%
	1,913		2,122		2,536	
Number of White-Collar Employees	Male	Female	Male	Female	Male	Female
	264	126	305	138	363	154
	67.69%	32.31%	68.85%	31.15%	70.21%	29.79%
	390		443		517	
Number of Blue-Collar Workers	Male	Female	Male	Female	Male	Female
	1,371	152	1,539	140	1,848	171
	90.02%	9.98%	91.66%	8.34%	91.53%	8.47%
	1,523		1,679		2,019	
Number of Individuals Serving on the Governing Bodies and the Board of Directors	Male	Female	Male	Female	Male	Female
	43	2	75	13	80	16
	95.56%	4.44%	85.23%	14.77%	83.33%	16.67%
Number of Employees Excluding Management	Male	Female	Male	Female	Male	Female
	1,592	276	1,769	265	2,123	309
	83.22%	14.43%	83.36%	12.49%	84.05%	12.23%
	1,868		2,034		2,432	
Number of Employees Under 30	Male	Female	Male	Female	Male	Female
	601	143	771	135	758	133
	31.42%	7.48%	36.33%	6.36%	29.89%	5.25%
	744 (38.89%)		906 (42.70%)		891 (35.13%)	
Number of Employees Aged 30–50	Male	Female	Male	Female	Male	Female
	940	132	964	134	1,220	183
	49.14%	6.90%	45.43%	6.31%	48.11%	7.22%
	1,072 (56.04%)		1,098 (51.74%)		1,403 (55.33%)	

Employee Data	2023		2024		2025	
Ages 50 and Older	Male	Female	Male	Female	Male	Female
	94	3	112	6	180	8
	4.91%	0.16%	5.28%	0.28%	7.10%	0.32%
	97 (5.07%)		118 (5.56%)		188 (7.42%)	
Number of Employees by Work Hours	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
	1,913	0	2,122	0	2,526	0
	1913		2,122		2,526	
Number and Percentage of Employees with Disabilities	Male	Female	Male	Female	Male	Female
	34	6	40	6	65	9
	40		46		74	
	1.78%	0.31%	1.89%	0.28%	2.57%	0.36%
	2.01%		2.15%		2.93%	
Number of New Hires	Male	Female	Male	Female	Male	Female
	562	144	649	86	1,073	114
	29.38%	7.53%	30.58%	4.05%	42.48%	4.51%
	706		735		1,187*	
Female employees on leave	9		4		3	
Female employees returning to work after leave	6		1		3	
Return-to-work rate	66.70%		25%		100%	
Turnover – Employee Turnover Rate (%)	45.83%		42.53%		26.64%	
Voluntary Separations	-		-		796**	
	-		-		33.90%	
Percentage of Female Executives	19.71%		16%		16.49%	
Average Length of Service (Years)	Male	Female	Male	Female	Male	Female
	3.63	2.23	3.30	2.24	2.27	2.20
	3.42		3.16		2.26	

*1,187 is the total number of people hired. The hiring rate increased by 45% compared to the previous year. The age group with the highest concentration of new hires is 20–35 years old.

Employee Data	2023		2024		2025	
Number of Employees with a High School or Lower Education Level (including Board of Directors)	Male	Female	Male	Female	Male	Female
	1236	142	1381	126	1619	155
	64.61%	7.42%	65.08%	5.94%	64.09%	6.14%
	1,378		1,507		1,774	
Number of Employees with an Associate's Degree (including the Board of Directors)	Male	Female	Male	Female	Male	Female
	130	23	151	23	202	26
	6.80%	1.20%	7.12%	1.08%	8.00%	1.03%
	153		174		228	
Number of Employees with a Bachelor's Degree (including the Board of Directors)	Male	Female	Male	Female	Male	Female
	256	110	293	118	353	128
	69.95%	30.05%	71.29%	28.71%	73.39%	26.61%
	366		411		481	
Number of Employees with a Postgraduate Degree (including the Board of Directors)	Male	Female	Male	Female	Male	Female
	14	7	19	11	26	16
	0.73%	0.37%	0.90%	0.52%	1.03%	0.63%
	21		30		42	

OHS Data	2023		2024		2025	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total Number of People Receiving OHS Training	1,345	220	919	102	1,399	235
	1,565		1,021		1,634	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Total Number of People Receiving OHS Training	1,565	282	1,021	701	1,634	325
	1,847		1,722		1,959	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total OHS Training (Hours)	16,140	2,640	11,028	1,224	23,783	3,995
	18,780		12,252		27,778	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Total OHS Training (Hours)	18,780	141	12,252	351	27,778	1,625
	18,921		12,603		29,403	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total OHS Training (Person-Hours)	10.3	6.7	5.7	5.7	14.6	12.3
	17		11.4		26.8	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Total OHS Training (Person-Hours)	16.9	2	11.3	2	26.8	0.2
	18.9		13.3		27.0	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Number of Accidents	425	0	416	0	37	0
	425		416		37	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Number of Fatal Accidents	0	0	0	0	0	0
	0		0		0	
Accident-Related Lost-Time Rate	1,296		1,740		1,107	
Accident-Related Absenteeism Rate	0.7		1.7		0.02	
Accident Frequency Rate*	98		78		6	
Accident Severity Rate**	0.29		0.32		0.2	

*Accident frequency rate: (Number of workplace accidents / total working hours) × 1,000,000

**Accident Severity Rate (Total number of lost days / total working hours) × 1,000

8.2.2. Environmental Performance Indicators

Emissions	2023	2024	2025
Scope 1 emissions (tCO2eq)	4,902.89	4,704.29	5,275.27
Scope 2 emissions (tCO2eq)	3,886.59	5,644.63	6,668.88
Scope 3 emissions (tCO2eq)	160,518.88	187,938.90	392,202.79

Energy Consumption Data		Unit	2023	2024	2025
Electricity Consumption		MWh	10,012.39	12,770.67	15,366.08
Electricity Consumption from Renewable Sources	Solar (Ground-Mounted Solar PV)	MWh	-	11,731.29	21,980.26
	Solar (Roof-mounted PV)	MWh	4,268.35	5,425.24	6,103.86
	Total Renewable Energy	MWh	4,268.35	17,156.53	28,084.12
Conventional Energy Consumption	Natural Gas	MWh	22,831.12	19,119.42	22,238.18
	Diesel	MWh	5,164.15	4,241.86	3,547.74
	Total (Natural Gas + Diesel)	MWh	27,995.27	23,361.28	25,785.92
Total Energy Consumption *		MWh	42,276.01	53,288.48	69,236.12

*Total energy consumption in 2025 includes renewable energy, conventional energy, and electricity consumption. Conventional energy consumption includes gasoline used in company vehicles.

Other Environmental Data

Amount of Waste Generated (metric tons)	2023	2024	2025
Total Waste	6,278	7,899	9,785
Hazardous Waste	334	98	271
Paints, Inks, Adhesives, and Resins	48	66	88.66
Contaminated Packaging Waste	5	1.1	37.04
Contaminated Cloth/Glove Waste	–	–	29.02
Used Oils	139	31	117
Non-Hazardous Waste	5,944	7,801	9,514
Paper	231	354	404.1
Plastic	76	133	169.84
Iron	5,171	6,512	8,078
Non-ferrous metals	466	802.3	862
Amount of Recyclable Waste	2023	2024	2025
Non-Hazardous Waste (metric tons)	5,944	7,801	9,514

Water Consumption Data

	2023	2024	2025
Water Consumption (m ³)	50,510	57,121	71,057

