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SUSTAINABILITY

Executive Summary 2022 Report



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CEO LETTER

Dear Stakeholders;

As someone who believes in the philosophy of "people first" for success, I would like to offer my condolences to all the citizens we lost in the earthquake this year. There is no description of the pain we have experienced, and there is no compensation for our losses. As a strong Türkiye, I believe that we will heal the wounds together with unity and solidarity. On behalf of Borusan Mannesmann, I would like to state that the support we have provided to the earthquake zone since the beginning will continue until the regions are reconstructed.

At Borusan Mannesmann, we adopt Borusan Group's sustainability strategy, which is addressed holistically under the strategies of climate, people and innovation, and we transform our business processes with policies and practices that overlap with this approach. In recent years, with our responsibility of being the earliest organization to publish the first sustainability report in the iron and steel sector, we have achieved significant gains in various areas ranging from practices aimed at reducing our carbon footprint in 2022 to OHS achievements. We continue our efforts to leave a livable world for the future without hindering the power we derive from these achievements.

In this context, our sustainability journey, which we started in 2020, has now reached a point that guides the sector with the contributions of 95 team members working in 7 thematic groups. I am proud to share the progress we have made with our stakeholders transparently with our third sustainability report.

In this period of uncertainty in the global economy, emerging risks, regional tensions such as Russia-Ukraine, customs barriers, protectionist policies of countries, rising input prices have forced all companies to identify new opportunities and strategies. At Borusan Mannesmann, we see all negative developments as new opportunities with the potential to capture value globally. We integrate all external factors into our strategy and develop our way of doing business that supports sustainable development goals. As stated

in our 2022 manifesto, we adopt the mission of contributing to the goals of Borusan Holding.

In 2022, one of our biggest achievements was the 14% reduction in greenhouse gas measurements we realized in accordance with ISO 14064:2018 standards compared to 2021.

In 2022, we continued our path of decarbonization, which we started in 2021, with the manifesto of **"We protect the climate by creating benefits for the planet"**. We managed to reduce 700 tons of CO₂ emissions from all our emission sources. We also increased our raw material purchases from low-emission sources in our procurement, purchasing and operational processes that we have developed in accordance with circular economy principles.

In 2022, we added 11 new products to our product range and defined two of these products as sustainable products. We also managed to reduce our water consumption amount by 33%. Sales generated in new product and service groups accounted for 20% of the consolidated gross profitability of our first quality products in 2022.

Equal Borusan - Social Equality Platform, founded in 2015 by Borusan Holding, strives to ensure that our employees are offered equal conditions and opportunities, free from any form of discrimination related to factors such as religion, language, race, gender, age, and disability. As Borusan Mannesmann, we continued our people-oriented efforts in 2022. In this context, we were deemed worthy of the International Occupational Safety Award in 2022 by the British Safety Council, one of the world's leading organizations in the field of Occupational Health and Safety. In addition, according to the results of our employee satisfaction survey, the satisfaction rate increased to 82% in 2022. This result is a reflection of our people-oriented approach." As Borusan Mannesmann, we have adopted the steps that Borusan Holding has taken towards its goal of becoming a 200-year company, and we have taken concrete steps in talent management. "There is a Letter from You in the Future" helped to establish an empathetic bond between our employees and managers. In 2023, we will continue our efforts to serve the vision of

becoming a 200-year company.

In 2022, we acted with the awareness that providing sustainable impact requires including our stakeholders and launched the Supplier Sustainability Index and Portal. We aim to collaborate and create synergies with our stakeholders in our sustainability strategy. Also, we developed the GRP coating application for steel pipes in line with the demand from our customers, especially in Europe, and continued to be the voice of our customers.

Our goal is to create value as a company that leaves its mark on the world while continuing to create added value for the Turkish economy; that benefits society while developing innovative products and climate-friendly services. As we move towards this goal, we will continue our efforts to transparently share our commitments and provide regular information to our stakeholders.

In the 100th anniversary of our Republic, we are aware of the responsibility that sectoral leadership gives us and with this awareness, we will continue to take steps that will carry our country and the world into the future. We will combat climate change with decarbonization projects. We will also include our employees in our social impact-oriented projects and carry out activities that will make them feel a part of the process. While achieving these goals, we will benefit from the positive contributions of technology, innovation, and digitalization.

While leading our industry; we will continue to implement sustainability-oriented practices and transformations at the factories in the USA, which we acquired in 2023 in line with our sustainable growth targets, and at our facility in Romania, where we have started construction.

I would like to thank all my stakeholders who carry our company to the future on a journey of sustainable success while presenting our report, in which we present the details of our sustainability performance in 2022.

2022 Sustainability Performance Summary

Climate

Our goal for 2030, as Borusan Mannesmann, is to achieve a 37% reduction in our greenhouse gas emissions within Scope 1 and Scope 2. At the same time, we will reduce both our water use and the amount of waste going to disposal by 50% by 2030. We have achieved clear outputs in 2022 on this path that we are taking with confident steps.

- In 2022, we reduced our water consumption by 33%, compared to 2021, while increasing the amount of water recovered by 13.2%.
- In 2022, we realized 8 green procurement projects.
- In 2021, we participated in the CDP initiative for the very first time, wherein global investors and customers evaluate environmental sustainability ratings. In 2022, we received C in Climate and a B in Water, increasing our water score compared to the previous year.
- With the project we carried out at our Vobarno plant in Italy, we reused the sulfuric acid used in the surface preparation line by treatment rather than disposing of it.
- In 2022, we submitted an entry for the Istanbul Chamber of Industry Green Transformation Awards and were honored with an award in the Environmental Sustainability Management category. This recognition was based on our initiatives aligned with the Climate, Human, Innovation approach.
- As Borusan Mannesmann, we were deemed worthy of the Environment Award in the "Large Scale Enterprise Category for Metal Sector" within the scope of Şahabettin Bilgisu Environment Awards organized by Kocaeli Chamber of Industry, which, since 1995, aims to encourage industrial enterprises to contribute to the development of environmental awareness.

BORUSAN
MANNESMANN

Green Light for Our Success



We received an award in the Environmental Sustainability Management category at the Istanbul Chamber of Industry Green Transformation Awards.

We want to thank all our colleagues who contributed to our sustainability efforts.



Human

Borusan Mannesmann considers its most valuable capital as its human resources. For this reason, our foremost objective is to create a workplace where our colleagues can experience happiness and have opportunities for both professional and personal growth. In this regard, we are making substantial progress.

- Our priority in occupational health and safety is 'Zero Accidents'. In our 2022 OHS Performance Indicators, a positive decrease of 38% was realized in the accident severity rate, compared to 2021.
- In 2022, we included our Talent Management team in our roster of sustainability agile teams.
- We received the British Safety Council International Safety Awards Distinction Award.
- We received the MESS "Stars of Occupational Safety" Recommended Good Practice Award in the Innovators in Education and Communication Category.
- We received 2 different awards at the Brandon Hall Group 2022 excellence awards with the maintenance school development program.
 - Best Progress in Competence and Talent Development | Gold
 - Best Learning Program Results | Bronze
- In 2022, we organized our first Borusan Mannesmann Sustainability Day, where we shared the cumulative experience of our agile teams through a climate, people, innovation lens.
- We prepared a guide on Sustainable Finance and informed our internal stakeholders.
- We launched the Sustainable Supplier Portal.
- We have implemented the second phase of our 'First, I'm a Father' project, which we developed in collaboration with AÇEV.
- As a heavy industry company, we are formulating policies that facilitate the inclusion of female employees in various roles, be it in the office, the field, or managerial positions. In line with the 2030 objectives set by our Equal Borusan agile team, we have seen a rise in the percentage of female employees in our office to 28.1%, in the field/factory to 2.95%, and in leadership positions to 18% in 2022.



Innovation

On the innovation side, our Sustainable Product and Process Innovation team worked in two different groups in 2022. While one of the teams researched sustainable business models, the other team focused on new products and technical issues.

In 2030, we are targeting 20 million\$ in gross profit from new products and business models.

- In 2022, we established the Borusan Mannesmann Collaborative Innovation Network. Additionally, incubation center activities, start-up screenings, graduation project sponsorship programs, job fairs, entrepreneurship circles were undertaken under various business-university partnerships.
- 11 new products were developed and 2 of them were launched as sustainable products.
- Efforts were made to generate electricity from the relative humidity and received an award at the "Energy Producing Factories Summit" with this effort.

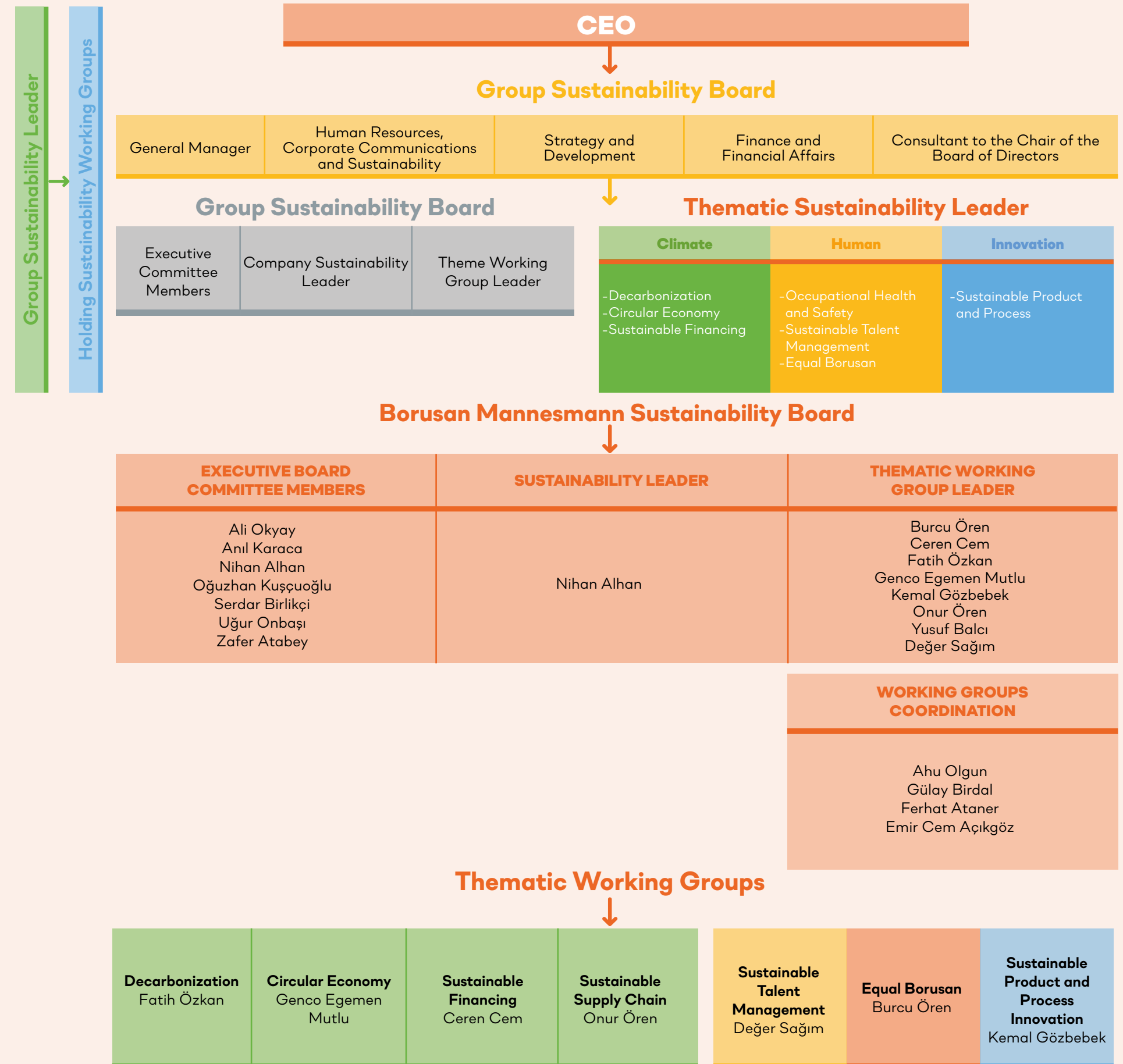
SUSTAINABILITY ORGANIZATION

The number of agile teams initially established in 2020 to drive sustainability initiatives within the company has now grown to 7. This expansion includes the addition of both Equal Borusan and Sustainable Talent Management. As a result, we are currently progressing with a total of 7 agile teams, comprising 95 employees. Our agile teams continued to take actions by identifying the needs with weekly meetings. At the end of each month, agile team leaders made presentations to the sustainability committee and reported the progress in their sustainability journey. Our year-end general evaluation was shared with our employees at our 2022 Sustainability Day.

In 2022, we maintained our course with seven agile teams, and for 2023, we intend to enhance our efforts by incorporating additional teams. Additionally, in 2023, we have ambitions to foster a more inclusive organization by introducing our sustainability initiative in Borusan Mannesmann factories located in Italy and the United States.

The continuity and progress of our sustainability movement are also evaluated by Borusan Holding and our group companies. To achieve this objective, the Holding Sustainability Board assembles a minimum of four times annually, overseeing progress with a comprehensive outlook and making essential decisions as required. Borusan Mannesmann sustainability leaders and agile group leaders participate in Holding Sustainability Board meetings.

OUR SUSTAINABLE GOVERNANCE STRUCTURE



RISK MANAGEMENT

As part of the EU Corporate Sustainability Reporting Directive (CSRD), companies are required to reveal sustainability risks and opportunities, disclose details about their business model, and outline all policies and strategies with relevant risk and opportunity assessments. It is essential to continually oversee the measures taken concerning sustainability focus areas, as well as the existing and potential adverse effects arising from the company's operations and value chain. The endeavor to mitigate these adverse impacts should be integrated into the materiality assessment process.

At Borusan Mannesmann, we are aware of the impact of sustainability on the business continuity of the company, and we are managing the risks and opportunities in a balanced manner.

A comprehensive sustainable development approach aims to plan the future not only in economic but also in environmental and social terms. In this context, Borusan Mannesmann not only addresses physical risks associated with natural disasters, extreme weather events, and biodiversity through its risk management system, but also actively endeavors to enhance the efficient utilization of natural resources, advance employee rights, and promote equal opportunities. These efforts collectively contribute to the well-being of stakeholders and facilitate sustainable development. Risk management areas, including but not limited to occupational health and safety, product and service responsibility, innovation, business ethics, legal compliance, as well as anti-bribery and anti-corruption measures, are all encompassed within the realm of ESG (Environmental, Social, Governance).

The primary objective of Corporate Risk Management initiatives is to proactively address risks by assessing them across all organizational levels, beginning with the Board of Directors. This encompasses the evaluation of strategic, operational, financial, compliance, and sustainability-related risks that could impact Borusan Mannesmann's achievement of both short-term and long-term objectives. We conduct risk assessments involving active participation from all stakeholders responsible for managing risks. As a

result of risk assessments, risk actions are determined to reduce the effects of possible risks and the implementation of these actions is continuously monitored. In order to ensure early detection and effective management of risks, Borusan Mannesmann Board of Directors established the Early Detection and Management of Risk Committee.

The Committee's oversight includes the early detection and handling of risks as specified in the capital markets, overseeing adherence to principles, and providing recommendations to the Board of Directors. The document outlining the Committee's duties and responsibilities has been crafted in accordance with the regulations, stipulations, and guidelines outlined in the Capital Markets Legislation, the Corporate Governance Principles Communiqué of the Capital Markets Board, and the Turkish Commercial Code.

The Committee's comprehensive role is to safeguard the company against various risks and contribute to the sustainable development of the organization. The main responsibilities of the Committee involve early identification and evaluation of a range of risks, including strategic, operational, financial, that could pose a threat to the company's continuity. This includes assessing the potential impact and likelihood of these risks and managing them in accordance with the company's established risk tolerance. The Committee is also responsible for reporting identified risks and taking necessary measures to mitigate them. Additionally, the Committee provides guidance to decision-making processes and plays a key role in the establishment and integration of an effective internal control system. The Committee's focus extends to several risk categories, such as credit risk, operational risks, market risk, liquidity risk, strategic risks, and reputational risks. In this regard, the Committee takes into consideration physical and transitional sustainability-related risks and opportunities, including aspects such as natural disasters, extreme weather events, climate change, biodiversity, efficient use of natural resources, recycling, circular economy, employee rights, and equal opportunities. Overall, the Committee plays a crucial role in risk management and contributing to the Company's sustainable development.

We are aware that sustainability risks, if realized, can have a corrosive impact on the company in terms of environmental, social, financial, and human rights. We are conscious of the potential to transform processes that might pose a risk into favorable opportunities. To follow the national and global developments within the scope of sustainability, we receive consultancy support and develop proactive actions. (For example, anticipating and preparing for the added responsibilities that the European Green Deal will entail for Borusan Mannesmann). Apart from operational risks, including those related to earthquakes, installations, facilities, site layouts, physical conditions, production planning, and all shipment processes within the context of sustainability risks, Borusan Mannesmann also examines risks and opportunities arising from Türkiye's geopolitical position. Additionally, it delves into processes such as protective policies in steel procurement. Furthermore, sustainability risks encompass the consideration of both risks and opportunities associated with our human resources.

As one of the first groups in Türkiye to adopt corporate risk management, we give importance to conducting project-based risk studies in all our group activities. Borusan Holding manages ethical and compliance risks through policies, procedures, controls, communication, and training. Through audits, risks are pinpointed, and recommendations for development are communicated to companies in areas with potential for improvement. The risk management approach employed by the Holding companies ensures that risks are managed in a uniform, thorough, and cost-efficient manner. This is achieved by identifying, assessing, and taking ownership of any event that has the potential to hinder the attainment of the company's strategic objectives. In its audits, the Internal Audit Department evaluates process risks and opportunities as well as social and environmental issues such as compliance with ethical rules, employee rights, occupational health, and safety. Social and environmental audits accounted for 69% of the audits conducted at Holding companies in the fiscal year.



BORUSAN MANNESMANN SUSTAINABILITY TARGETS (2022 - 2030)

| VALUE DRIVER | SUB TARGET | INDICATOR DEFINITION | | Unit | 2021 Actual | 2022 Actual | 2023 Target | 2030 Target |
|-----------------------------|-----------------------------|---|---|-----------------------|-------------|---|-------------------|-------------------|
| CLIMATE Decarbonization | Emission Reduction | Total (Scope 1+ Scope 2) | Emission | Ton CO ₂ e | 67.586,99 | 65.477,65 | 60.329 | 43.943 |
| | | | Target | % | 0 | 3 | 14 | 37 |
| | | | Actual | % | - | 3,12 | - | - |
| | | Direct (Scope 1) | Emission | Ton CO ₂ e | 21.859,48 | 18.644,29 | 22.124 | 21.460 |
| | | | Target | % | 0 | 0 | 2 | 5 |
| | | | Actual | % | - | 14,71 | - | - |
| | | Indirect (Scope 2) | Emission | Ton CO ₂ e | 45.727,51 | 46.833,35 | 38.205 | 22.483 |
| | | | Target | % | 0 | 5 | 19 | 52 |
| | | | Actual | % | 0 | 2,42 | - | - |
| | Monitoring | | Carbon reporting mechanism via measurement and monitoring | Date | Reporting | Holding transitioned to general digital reporting for group companies | Digital Reporting | Digital Reporting |
| | Project Development | | Proposing emissions reduction projects which require investment | Piece | 6 | 12 | 5 | 5 |
| | Supply Chain Sustainability | GHG Reduction in Emissions from Purchased Raw Materials | Reduction versus 2021 | % | 0 | 3,78 | 3 | 20 |
| CLIMATE Circular Economy | Water | Decrease in water consumption | Reduction versus 2021 | % | 0 | 33 | 5 | 50 |
| | | Increase in recycled water amount | Reduction versus 2021 | % | 0 | 13,2 | 5 | 50 |

BORUSAN MANNESMANN SUSTAINABILITY TARGETS (2022 - 2030)

| VALUE DRIVER | SUB TARGET | INDICATOR DEFINITION | | Unit | 2021 Actual | 2022 Actual | 2023 Target | 2030 Target |
|-----------------------------|----------------------------------|--|--------------------------------------|--|--|--|--|---|
| CLIMATE Circular Economy | Waste | Waste Reduction | Decrease at waste amount to disposal | % | 0,00 | 20,6 | 5 | 50 |
| | | | Recycling of organic waste | | Study is ongoing with the Municipality via Borusan Holding for Gemlik Facility | Study is ongoing with the Municipality via Borusan Holding for Gemlik Facility | Study is ongoing with the Municipality via Borusan Holding for Gemlik Facility | |
| | Supply Chain | Green purchasing versus all purchases | % | 0 | 3 | 3 | TBD | |
| INOVIATION | Revenue from new business models | | | USD | | Being followed | Being followed | 20 million GP |
| HUMAN HS | Loss Prevention | Decrease in severity rate | Value | Severity (workforce loss per 1,000 hours) | 0,37 | 0,23 | 0,30 | 0,14 |
| | | | Improvement | % | 27 | 38 | 10% improvement compared to previous year | 10% improvement compared to previous year |
| | | Decrease in accident frequency rate | Value | Accident Frequency (number of accidents per 1 million hours) | 6,5 | 6,38 | 5,26 | 2,5 |
| | | | Improvement | % | 2 | 2 | 10% improvement compared to previous year | 10% improvement compared to previous year |
| HUMAN Equal Borusan | Gender | Percentage of Women working at offices | | % | 26,1 | 28,1 | 30 | 36 |
| | | Percentage of women non desk employee versus desk employee | | % | 2,8 | 2,9 | 4 | 16 |
| | | Percentage of women executives (all levels) | | % | 17,5 | 18 | 16 | 27 |
| HUMAN Talent Management | Talent Management | Future Leader Leave Rate | | % | 6 | 3 | 10 | 5 |
| | | Borusan Alpha Leave Rate | | % | 2020 - 25% | 0% | --- | 20 |
| | Employee Engagement | | | % | 74% WC - 72% BC | 82% WC - 67% BC | 80% WC - 70% BC | 85 |

SUSTAINABILITY STRATEGY

Borusan Mannesmann's value creation strategy is centered on Climate, Human, Innovation and includes offering products that add value to business processes together with all internal and external stakeholders.

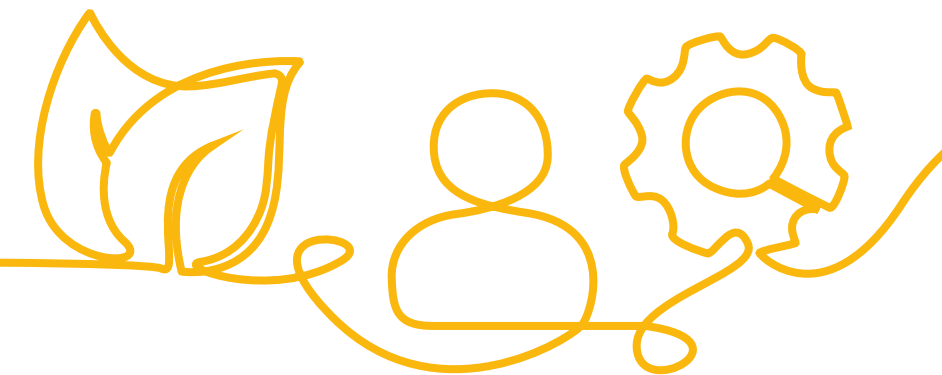
With the responsibility of being a pioneer in the sector, we always embrace and lead more innovative approaches.

We are working with all our strength to achieve the zero waste and zero emission target set by the Holding and at the same time, we are moving forward with our strategy to contribute to the protection of ecological balance. Together with the Holding, we have set our sustainability targets until 2030 based on 2021, and we share our results with all our stakeholders through our annual sustainability report. We regularly monitor our targets and keep our targets up to date by following our material issues, stakeholder expectations, national and international developments.

Commercial excellence, operational excellence, sustainability, and new product innovation are the main strategic focus points of our company,

and digital technologies and human resources functions are structured to support these main strategic focus points. Borusan Mannesmann has embraced the mission of continuously enhancing the value creation strategy, which revolves around **Climate**, **People**, and **Innovation**, to provide processes and products that bring value to the business operations of both internal and external stakeholders. As an organization operating in the international market, Borusan Mannesmann considers global developments as well as changing and evolving stakeholder expectations in formulating its sustainability strategy.

Our company diligently keeps pace with global sustainability reporting standards, and in our reporting approach, we have taken into consideration the Corporate Sustainability Reporting Directive (CSRD), which is the new reporting directive within the EU. Borusan Mannesmann places equal emphasis on both financial and sustainability data and routinely undergoes third-party verifications to guarantee the accuracy and trustworthiness of our data.







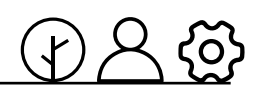
The Value We Created as Borusan Mannesmann in 2022

Input

Value Created

Output and Sustainable Impact

| | | |
|------------------------------------|---|---|
| <p>Financial Capital</p> | <p>→ Market Leader in Pipe Sector Financial Value for Stakeholder Contribution to Worls Wconomoy</p> | <p>1.340 million\$ sales revenue \$ 328 Million export</p>  |
| <p>Natural Capital</p> | <p>→ Contribution to Borusan Group Net Zero Target by 2030 Circularity in Pipe Manufacturing Reduction in Water Footprint by water management</p> | <p>700 tons of CO₂ reduction 33% reduction in water consumption 43.334 tons of recovery</p>    |
| <p>Human Capital</p> | <p>→ A safe working environment An inclusive and equal workplace for all with the Equal Borusan Platform Being a preferred workplace</p> | <p>International Safety Award Brandon Hall Excellence Awards for our Maintenance School Development Program projects Faculty of Engineering Development Award in the category of "Development Program Contributing to the Future of Work and Organization" Equal Borusan: I am a Father First Project</p>    |
| <p>Social Capital</p> | <p>→ Developing projects with social return Collaboration with stakeholders Volunteering activities Sustainable benefit for society</p> | <p>Borusan Mannesman Forest Social Benefit Projects Tales from Borusan Collaborations</p>   |
| <p>Intellectual capital</p> | <p>→ Sustainable Product Support for young entrepreneurs Strong innovation and R&D activities</p> | <p>20% of gross profitability from new products and services 2 sustainable products 70% procurement from local suppliers</p>   |
| <p>Manufactured Capital</p> | <p>→ Leading production facility in Türkiye and in the world with the most established pipe production facility</p> | <p>853.000 Tons</p>   |



STAKEHOLDER ENGAGEMENT AND MATERIALITY

Within the scope of the EU Corporate Sustainability Reporting Directive, it is expected to disclose the sustainability issues affecting the company and the impact of the company on sustainability issues. As Borusan Mannesmann, we adopt an inclusive approach that considers the priorities and expectations of our stakeholders while determining our material issues.

Within the scope of the materiality assessment, we did not conduct a new stakeholder analysis study in 2022, but we updated our existing materiality assessment in line with the outputs from committee meetings, agile group studies, as well as corporate strategies, national, global developments and global trends.

MATERIALITY ANALYSIS

While conducting our materiality assessment, we aimed to develop the concept of double materiality, especially among our internal stakeholders. The concept of double materiality points to the fact that risks and opportunities can be significant from both a financial and non-financial perspective. Borusan Mannesmann's sustainability strategy is structured on the balanced management of financial and non-financial data.

During our materiality assessment review, we conducted an analysis of specific material issues. This was done in alignment with global developments and to enhance clarity for our stakeholders. The list of material topics resulting from internal stakeholder consultations and the subsequent categorization is presented below.



Occupational Health and Safety



Effective Risk and Crisis Management
(e.g., Global Crisis Preparedness)



Excellence in Customer Relations



Adoption of Innovative Business Models



Combatting with Climate Crisis and Transition to a Zero Carbon Economy



Operational Efficiency and Waste Management
(Circular Economy, Environmentally and Socially Responsible Use of Resources and Materials / Responsible Waste Management)



Effective Human Management
(Employee Satisfaction, Inclusion and Equal Opportunity, Human Rights)



Contribution to Society



New Product and Innovation



Sustainability in Supply Chain
(Improving Suppliers' Capacity to Use Technology)



Digital Transformation and Artificial Intelligence

Below you can find the table for 2021 & 2022 Material Topics:

| 2021 Material Topics | 2022 Material Topics |
|---|---|
| Occupational Health and Safety Management | Occupational Health and Safety |
| Human Rights** | Effective Human Management |
| Employee Satisfaction | |
| Inclusion and Equal Opportunity | |
| Circular Economy | Operational Efficiency and Waste Management |
| Environmentally and Socially Responsible Sourcing and Material Use | |
| Responsible Waste Management | |
| Customer Satisfaction and Loyalty | Excellence in Customer Relations |
| Growth into New Markets | Adoption of Innovative Business Models |
| Effective Risk and Crisis Management (e.g., Global Crisis Preparedness) | Effective Risk and Crisis Management (e.g., Global Crisis Preparedness) |
| Combatting Climate Change | Combatting with Climate Crisis and Transition to a Zero Carbon Economy |
| Contributing to Society | Contributing to Society |
| New Product and Innovation | New Product and Innovation |
| Sustainability in Supply Chain | Sustainability in Supply Chain |
| Improving Supplier's Technology Use Capacity | |
| Creating a Digital Business Culture | Digital Transformation and Artificial Intelligence |

OUR FOCUS AREAS AND MATERIALITY

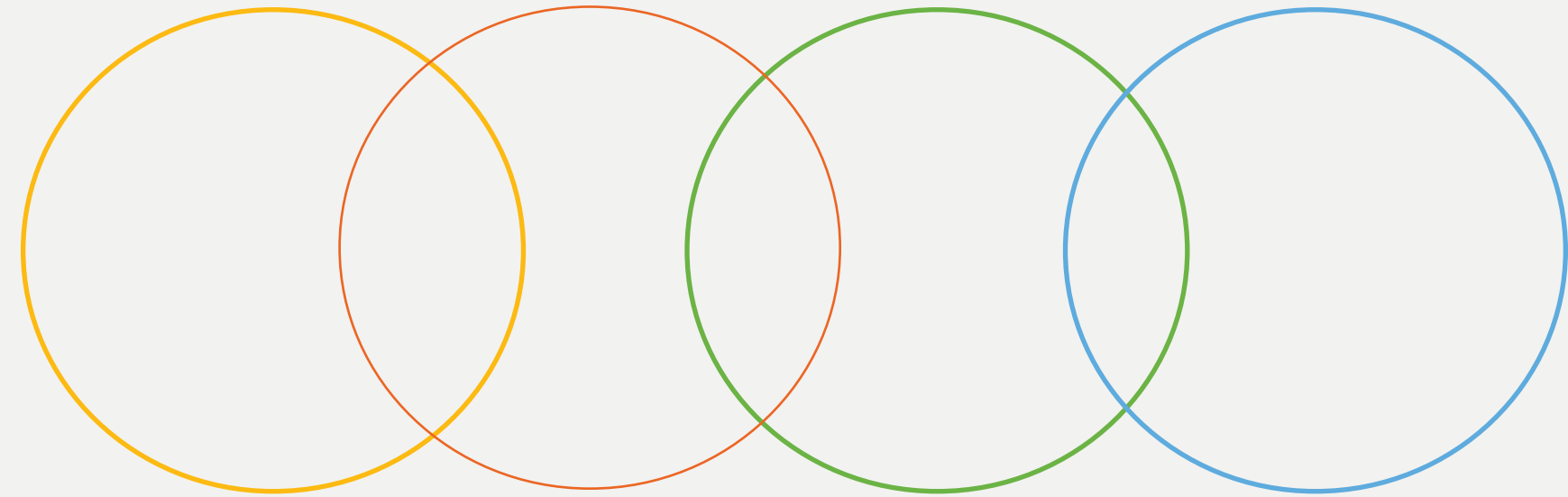
The inclusion of our material topics within the long-term integrated perspective holds significant importance for our strategy, encompassing both sustainability and financial values. Moreover, the concept of double materiality necessitates that we perform impact analyses for all of our material issues.




In the tables below, you can find the table expressing the positive and negative impacts of our material issues on sustainability-specific issues and the related performance indicators.

| Material Topic | Positive Impact to Environment/ Social/ Economy | Negative Impact to Environment/ Social/ Economy | Related KPI |
|--|---|---|---|
| Occupational Health and Safety | Creating A Safer Workplace, Resulting in Happier and More Engaged Employees | Increase In Accident Figures, Unhappy Employees, Criminal Process | Reduction In Accident Frequency and Gravity Index |
| Effective Risk and Crisis Management | Providing A Workplace Better Positioned Towards the Changing Dynamics of The World | Vulnerability, Uncertainty, Complexity and Ambiguity | All Sustainability KPI's |
| Excellence in Customer Relations | Ensuring Strong Customer Relationships / Customer Retention, Business Turnover and New Customer Acquisition | Customer Loss / Economic Loss / Brand Reputation Loss | Turnover From New Business Models |
| Adoption of Innovative Business Models | Delivering Economic Value as An Industry Leader and Finding Low-Emission Solutions | Climate Change / Job Loss | Turnover From New Business Models |
| Combatting with Climate Crisis and Transition to a Zero Carbon Economy | Minimization Of the Impacts of Climate Change Via Adaptation and Mitigation | Climate Deterioration / Loss of Livelihood | Emission Reduction |
| Operational Efficiency and Waste Management | Reduced Operational Costs and Waste Costs | Increase In Operational Costs and Waste Costs | Waste Amount Reduction |
| Effective Human Management | Happily, Engaged Employees | High Turnover, Loss of Talent | Talent Retention |
| Contribution to Society | Strong Stakeholder Relationship | Local Pressures, Legal Processes | Talent Retention |
| New Product and Innovation | Delivering Economic Value as a Leader and Low-Carbon Solutions | Loss Of Competitive Advantage in The Sector | Turnover From New Business Models |
| Sustainability in Supply Chain | Strong Stakeholder Relationship | Unprecedented Costs | Purchasing In Accordance with Green Purchasing Criteria |
| Digital Transformation and Artificial Intelligence | Delivering Economic Value as a Leader and Low-Carbon Solutions | Loss Of Competitiveness in The Sector | Circular Business Model (Product or Service) Deployment |



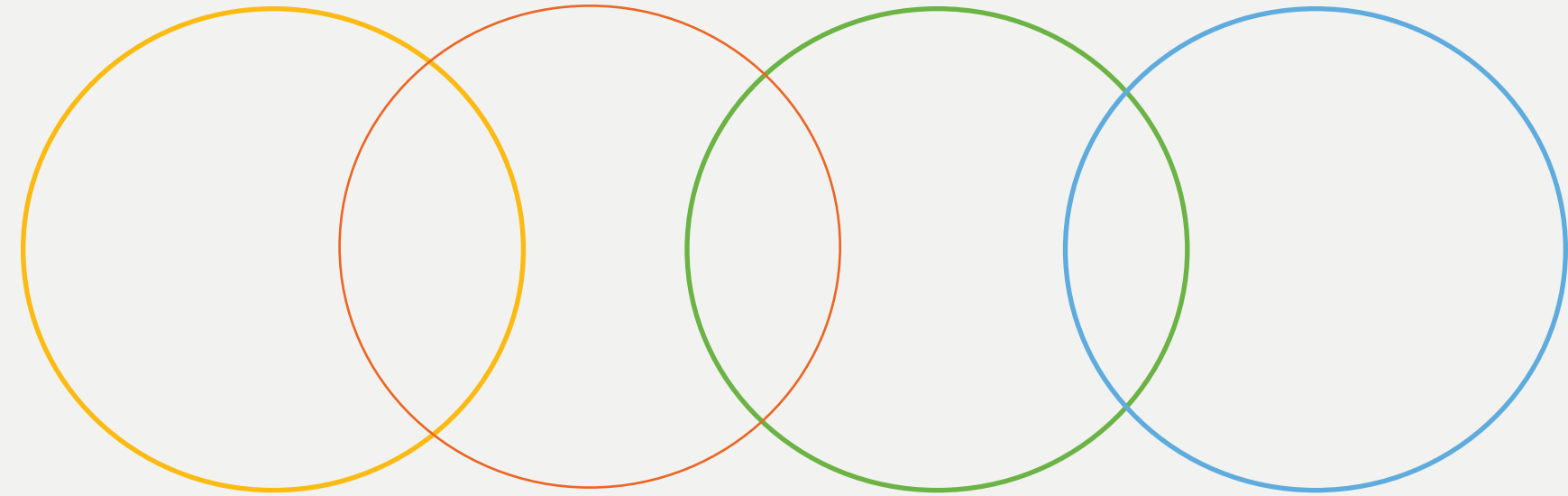
OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



| Philosophy | Pillars | Materiality | SDG Goals | SDG Target Explanation | SDG |
|------------|--|--|------------|---|---|
| Climate | We Are Owning The Climate And Creating Benefits For The Planet | Operational Efficiency and Waste Management (Circular Economy Environmentally and Socially Responsible Sourcing and Material Use Responsible Waste Management) | 12.4 / 6.3 | <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> |   |
| | | Combatting with Climate Crisis and Transition to a Zero Carbon Economy | 13.3 | 13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning |  |



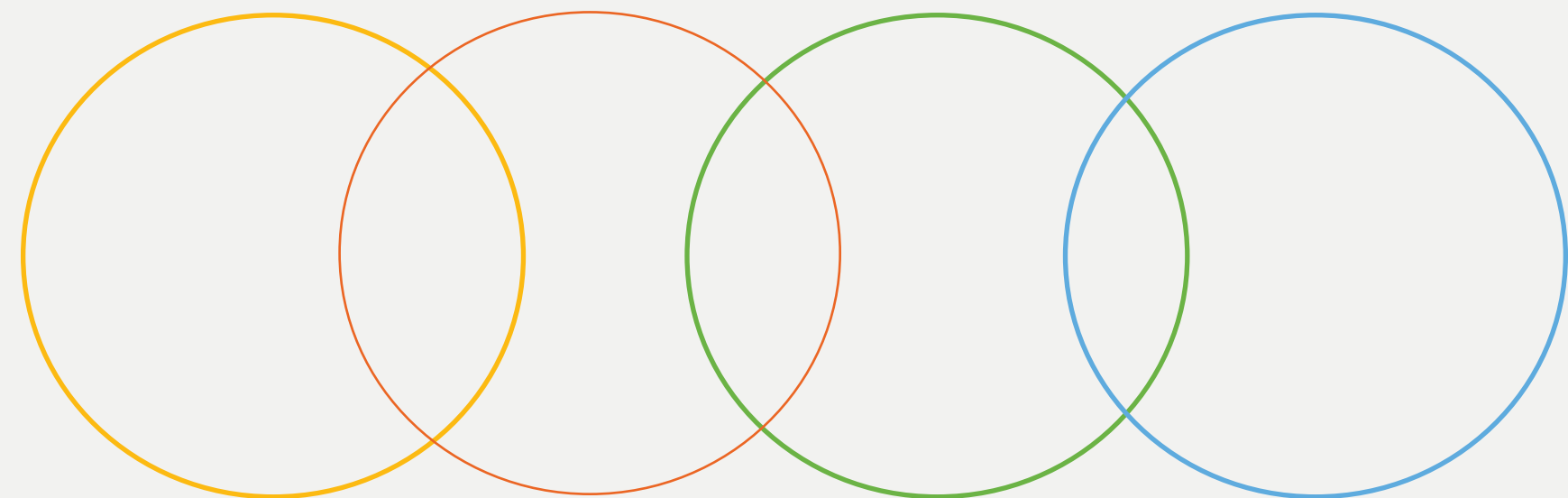
OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS




| Philosophy | Pillars | Materiality | SDG Goals | SDG Target Explanation | SDG |
|------------|--|--------------------------------|---------------|--|------|
| People | We Dream, We Design, We Turn It Into Reality Because We Are Owning Our Human | Occupational Health and Safety | 8.8 | 8.8.Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment | |
| | | Contributing to Society | 12.8 | 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature | |
| | | Effective Human Management | 5.5, 8.7, 8.8 | 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life/ 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its for / 8.8.Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment | |



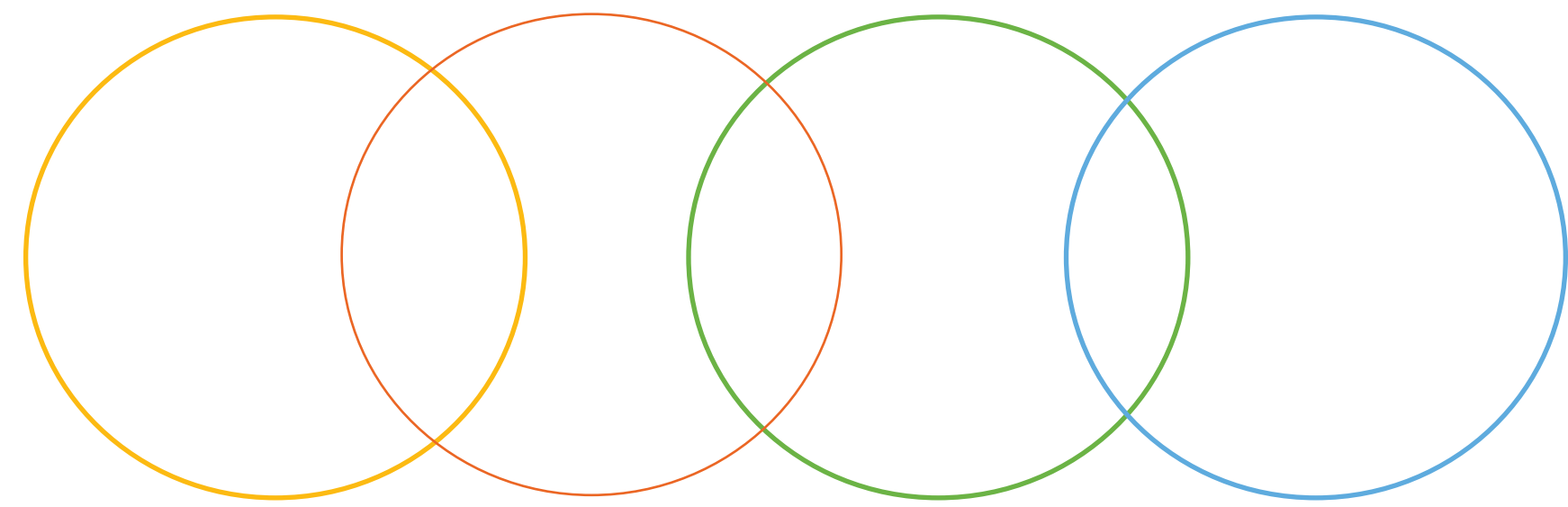
OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



| Philosophy | Pillars | Materiality | SDG Goals | SDG Target Explanation | SDG |
|------------|---|--|-----------|---|---|
| Innovation | We Are Owing Innovation By Designing Innovative Ideas | New Product and Innovation | 12.a | 12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production |  |
| | | Digital Transformation and Artificial Intelligence | | | |



OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



| Philosophy | Pillars | Materiality | SDG Goals | SDG Target Explanation | SDG |
|------------|---|--|-----------|---|-----|
| Governance | We Are Inspiring The Future - Own Climate, Human And Innovation | Sustainability in Supply Chain | 12.a | 12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production | |
| | | Effective Risk and Crisis Management | 17.14 | 17.14 Enhance policy coherence for sustainable development | |
| | | Excellence in Customer Relations | 17.17 | 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnership | |
| | | Adoption of Innovative Business Models | 8.5 | 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value | |

