

esan
Integrated
Sustainability
Report

2025

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About the Report

Purpose of our Integrated Sustainability Report

At Esan, we remain firmly committed to contributing to a sustainable future by integrating sustainability considerations into all aspects of our operations and safeguarding the balance between natural resources, the environment, society, and business continuity. While serving the needs of diverse industries worldwide, we strive to conduct our activities responsibly and in harmony with the natural ecosystem.

We are pleased to share that our sustainability efforts continued to advance steadily throughout 2025. As part of our ongoing journey toward long-term sustainable value creation, we proudly present our second Integrated Sustainability Report and third independently assured sustainability report.

This report provides a comprehensive overview of our sustainability strategy, priorities, performance, targets, and progress achieved during the reporting period. It highlights our key initiatives and practices through case studies that demonstrate the impact of our actions, while also presenting data-driven insights and performance indicators that support transparency and accountability in our sustainability approach.

Scope of our Report

The information found in this report concerns the operations of Esan Industrial Raw Materials Co. for the period between January 1, 2025 and December 31, 2025 in Türkiye, Ukraine and Kazakhstan and unless otherwise stated, contains no information pertaining to other locations. Financial data provided in this report covers all wholly owned companies and subsidiaries that are consolidated in the Esan's financial statements unless otherwise stated.

The employee demographic data used in the report reflects the operations carried out in Türkiye, unless otherwise stated, by the organizations within the scope of the report.

Principles and Standards

This report has been compiled in accordance with the **GRI Sustainability Reporting Standards and GRI 14: Mining Sector Standard 2024**. It also considers the “**Stakeholder Capitalism Sustainable Value Creation Reporting Criteria**” established by the World Economic Forum (WEF). This demonstrates our contribution to the **UN Sustainable Development Goals (SDGs)**. Furthermore, we endeavor to align our reporting with the International **Integrated Reporting Report Framework, as published by the International Integrated Reporting Council (IIRC)**.

Assurance

We have obtained independent assurance for the data covering energy intensity, water intensity, waste management, occupational health and safety, gender equality, and employee training, as well as production key performance indicators (KPIs) presented in this report. The assurance, conducted in accordance with ISAE 3000 (Revised) by RSM TURKEY ULUSLARARASI BAĞIMSIZ DENETİM A.Ş., provides limited assurance on the accuracy and reliability of the information. Additionally, our Greenhouse Gas Emissions were assured and verified by QSI Belgelendirme ve Muayene ve Test Hizm. Ltd. Şti.

Our Reporting Guidance for non-financial KPIs document provides details and definitions of these selected KPIs and the Limited Assurance Report can be reached in the [Annex](#).

The selected KPIs that have been subject to limited assurance by RSM TURKEY ULUSLARARASI BAĞIMSIZ DENETİM A.Ş. are denoted by the check symbol as displayed here: 

Our Reporting Principles for non-financial KPIs document provides details and definitions of these selected KPIs and the Limited Assurance Report can be found in the [Annex](#).

Navigation Icons



Natural



Social



Human



Intellectual



Financial



Manufacturer



Spotlight
Project



Stakeholder
Perspective



A PDF version of the Integrated Sustainability Report of Esan Industrial Raw Materials Co. and all reports from previous periods can be accessed on the [corporate website](#).

Message from the CEO

Dear Stakeholders,

The mining industry is entering a new era. Climate change, technological innovation, evolving regulations, and increasing expectations for responsible sourcing are transforming the way mining companies operate and create value. At the same time, the growing demand for critical minerals is positioning our industry at the center of the global transition to a low-carbon economy. In this rapidly evolving environment, our responsibility extends beyond operational excellence. We must continuously strengthen our resilience, create sustainable value, and contribute responsibly to the future of our industry.

In this context, 2025 was a year in which Esan reinforced its resilience while continuing to invest in long-term growth. Despite geopolitical uncertainty, volatile commodity markets, and an increasingly complex regulatory landscape, we maintained our focus on operational excellence and disciplined execution. Supported by our diversified product portfolio, strong operational capabilities, and sound financial management, we successfully navigated changing market conditions while continuing to invest in the future of our business.



Among the year's most important milestones was the continued progress of the EBRD-supported Balya Shaft Project. More than an infrastructure investment, the project represents our commitment to building safer, more efficient, and more sustainable mining operations. By improving productivity, occupational health and safety, and environmental performance simultaneously, it demonstrates how strategic investments can strengthen both operational performance and long-term business resilience.

As stakeholder expectations continue to evolve, sustainability has become an essential element of the way we operate. At Esan, it is integrated into investment decisions, risk management, capital allocation, and long-term strategic planning. We increasingly view sustainability not simply as a compliance obligation, but as a strategic advantage that strengthens competitiveness, enhances operational performance, supports innovation, and creates lasting value for all our stakeholders.

During 2025, we further enhanced our governance practices and continued integrating climate, environmental, and social considerations into our business processes. We also reached an important milestone in our sustainability reporting journey by preparing our first Sustainability Report aligned with the GRI 14: Mining Sector Standard, further strengthening the transparency and sector-specific relevance of our disclosures. At the same time, we continued improving the quality, consistency, and traceability of our ESG data, recognizing that reliable information is fundamental for informed decision-making and for building trust with investors, customers, financial institutions, and other stakeholders.

Responsible mining remains one of the cornerstones of our strategy. Throughout the year, we further advanced our alignment with internationally recognized responsible mining frameworks, strengthened our work under the Responsible Minerals Initiative (RMI), and successfully maintained our EcoVadis Bronze rating for the second consecutive year.

These achievements reinforce our commitment to continuous improvement and reflect our ambition to operate in accordance with internationally recognized environmental, social, and governance standards.

Climate change continues to present both significant risks and important opportunities for our sector. We therefore continue investing in renewable energy, improving energy and water efficiency, strengthening resource management, and expanding circular economy practices across our operations. By combining operational excellence with climate resilience, we aim not only to reduce our environmental footprint but also to enhance the long-term competitiveness and resilience of our business.

Behind every achievement stands the commitment and expertise of our people. We remain dedicated to providing a safe, inclusive, and inspiring workplace where our employees can continue to develop both personally and professionally. During 2025, we invested in leadership development, technical capability, and continuous learning while promoting diversity and equal opportunity through initiatives such as Women in Mining and the ALLforALL Equal Opportunities Committee. Receiving the Brandon Hall Excellence Award during the year was an encouraging recognition of our continued investment in people and organizational development.

Digital transformation also plays an increasingly important role in our sustainability journey. By expanding our digital infrastructure and strengthening data-driven decision-making, we continue improving operational performance while enhancing environmental management. A notable example is the advancement of our digital water management system at the Balya operation, where integrated monitoring and advanced analytics support more efficient and responsible water management.

Creating long-term value also means creating positive impact beyond our operations. Throughout the year, we continued supporting projects that contribute to biodiversity conservation, youth development, education, and social inclusion. Initiatives such as our Sustainable Beekeeping Project, the Balya Youth Workshop, and our collaborations with the Tohum Autism Foundation and Make-A-Wish Türkiye reflect our commitment to supporting local communities while creating lasting social value.

As a member of the Eczacıbaşı Group, we are proud to contribute to a broader vision built upon responsible business practices, innovation, ethical governance, and sustainable development. The Group's values continue to guide our decisions while encouraging us to strengthen Esan's own capabilities and create value that extends well beyond financial performance.

Looking ahead, we recognize that the pace of change will only accelerate. Climate risks, technological innovation, evolving customer expectations, and new sustainability requirements will continue reshaping our industry. We are confident that Esan is well positioned for this future. By continuing to advance our Low Carbon Roadmap, strengthen responsible mining practices, invest in our people, expand digital capabilities, and improve resource efficiency, we will continue building a more resilient and competitive company.

On behalf of the entire Esan family, I would like to sincerely thank our employees, customers, business partners, shareholders, local communities, and all our stakeholders for their continued trust and support. Together, we will continue shaping a stronger, more responsible, and more sustainable Esan while contributing to the long-term development of our industry and the communities we proudly serve.

Sincerely,

Emre Kayışoğlu CEO

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Overview of Esan

Esan was founded in 1978 to provide high-quality raw materials to the ceramics industry and has since evolved into a leading producer of industrial minerals and a prominent player in base metals mining.

With a portfolio exceeding 129 products, the Company serves a wide range of industries and exports its products to more than 34 countries.

Esan was founded in 1978 as a supplier of high-quality raw materials for the ceramics industry and has since developed into one of Türkiye's leading producers and exporters of industrial minerals and metallic mines.

Since its establishment, Esan has pioneered key milestones, including the commissioning of Türkiye's first clay beneficiation facility in 1979 and its first feldspar flotation plant in 1985. As a trusted provider of essential industrial minerals—such as feldspar, clay, bentonite, halloysite, and kaolin—used across a wide range of applications from glass to coatings, Esan has continuously strengthened its capabilities and innovation capacity.

This growth has also been supported by a strategic expansion into base metals mining, marked by the establishment of a copper, lead, and zinc operation in Balya, Balıkesir and a gold operation in Konya. In addition to raw material and metallic mines production, Esan has diversified its activities to include the sales and distribution of commercial products such as chemicals, minerals, thermal insulation materials, and furnace equipment.

With a portfolio exceeding 129 products, Esan serves a broad range of industries, including ceramics, welding electrodes, glass, refractories, abrasives, coatings, plastics, and engineered stone.

We currently employ over 1,700 people and operate across 35 pits, processing minerals in 9 facilities located in Aydın, Balıkesir, Bilecik, Konya, Muğla, and Ukraine.

We have strengthened our international footprint by establishing Esan Italia Minerals Company in Italy and opening representative offices in Ukraine and China to better serve our global customer base.

We continue to expand our presence in Kazakhstan and Uzbekistan through ongoing exploration and research activities, while exporting to more than 34 countries worldwide.

As part of our responsible mining approach, tailings generated through mineral processing activities are managed in engineered storage facilities designed and operated in accordance with applicable regulatory requirements and technical standards. Environmental and operational risks associated with tailings management are continuously assessed and monitored throughout the lifecycle of these facilities.



Overview of Eczacıbaşı Group

Founded in 1942 in Türkiye, Eczacıbaşı, is a pioneer of modern, high quality and healthy living. As of June 2026, the Group operates 44 companies and 32 production facilities, employs more than 10,000 people, and has achieved consolidated net sales of €1.9 billion.

The Group's core business areas focus on building products, consumer goods, healthcare, and natural resources, in addition to technology, finance, and real estate development and management.

In Türkiye, Eczacıbaşı holds a strong market position across most of its sectors, supported by well-established and efficient distribution networks in building products, pharmaceuticals, and fast-moving consumer goods. Internationally, the Group is recognized as a key player in building products, contributing to more than half of Türkiye's ceramic sanitaryware exports.

For further information on the history of our organization and our Group values, please visit [our website](#).

As a member of the Eczacıbaşı Group, Esan operates in line with the Group's principles of responsible business conduct, ethical governance, regulatory compliance, and long-term value creation.

Corporate Vision

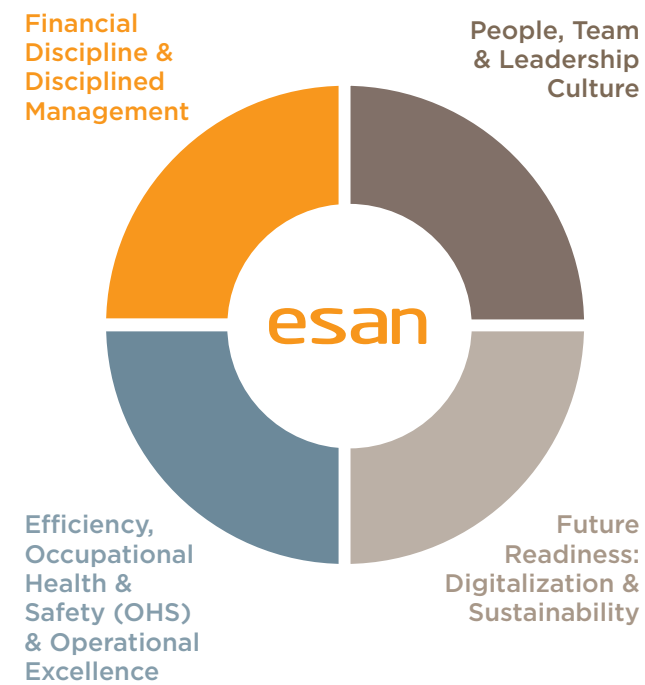
Esan is committed to the responsible and production of natural resources, with the aim of enhancing the value of responsible mining and delivering this value to global markets.

In line with this purpose, Esan continues to uphold its core values, ambitious objectives, and corporate principles that guide its way of doing business.

Esan's mission is to create value for all stakeholders by operating with a safe and responsible production approach while contributing to a sustainable future. Guided by its commitment to sustainability, innovation, transparency, and continuous improvement, Esan strives to transform natural resources into high value-added solutions and deliver lasting benefits to people, society, and the environment.



Esan's Business Model



Our Core Features

At Esan, we

- Place people at the heart of our business strategy, fostering a skilled and aligned workforce committed to shared objectives
- Embrace a value-driven approach across our entire value chain, creating sustainable value for all stakeholders
- Invest in innovation and advanced technologies to strengthen our competitive capabilities
- Continuously monitor local and global trends, enhancing resilience through effective risk and opportunity management
- Promote agile transformation by enabling swift decision-making and efficient use of resources

Financial Discipline & Disciplined Management

- Clear prioritization of cash, costs, and investments
- Elimination of non-value-adding activities and expenditures
- Predictability through standardized ways of working
- Effective implementation of TPM and Integrated Management Systems across operations
- A company-wide mindset of understanding why and where resources are allocated

Efficiency, Occupational Health & Safety (OHS) & Operational Excellence

- Enhancing planning quality
- Reducing rework, waiting times, and operational losses
- Systematically eliminating bottlenecks
- Embedding OHS as a daily way of working rather than merely a set of rules
- Safe, streamlined, and predictable operations

Our Core Values



Sustainability

We place people at the center of our activities and strive to create inclusive, safe, and lasting value for all our stakeholders. We foster a culture built on respect, collaboration, well-being, and responsible engagement.



People and Stakeholder Focus

We manage sustainability as a strategic priority and integrate environmental, social, and governance considerations into our business processes. We are committed to creating long-term value while contributing to a more sustainable future.



Fair and Transparent Governance

We uphold the principles of fairness, transparency, accountability, and ethical conduct in all our operations and relationships. We communicate openly and act responsibly to build trust with our stakeholders.



Innovation and Development

We enhance our operations through digital and innovative approaches, continuously seeking new ways to improve efficiency, performance, and value creation. We encourage learning, creativity, and forward-thinking solutions. We measure, learn, and continuously improve. By embracing change and pursuing excellence, we strengthen our capabilities and support the long-term resilience and success of our organization.



People, Team & Leadership Culture

- Investment in capability development and continuous learning
- Teams that take ownership and deliver results
- A culture of open communication and constructive feedback
- Hands-on leadership that provides clarity and direction
- A strong sense of ownership and accountability for the outcomes of one's work

Future Readiness: Digitalization & Sustainability

- Leveraging digital systems to support decision-making
- Data-driven, agile, and consistent management
- Effective management of energy, environmental, regulatory, and financing risks
- Ensuring long-term business continuity and operational resilience
- A focused, selective, and controlled approach to growth

Milestones



Our Organizational Structure, Products and Services

Esan engages with stakeholders that may affect or be affected by its operations, including local communities, employees, public institutions, educational organizations, civil society organizations, suppliers, and potentially vulnerable groups. Stakeholder engagement activities are conducted through consultations, community interaction programs, grievance mechanisms, and direct communication channels. The Company seeks to ensure that these processes are inclusive and provide equal opportunities for participation.

5

Companies



9

Production Plants



+34

International Market



+1,700

Overall Employment

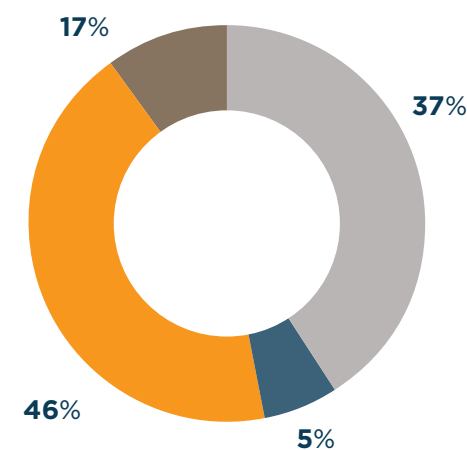


€482 million

Net Sales

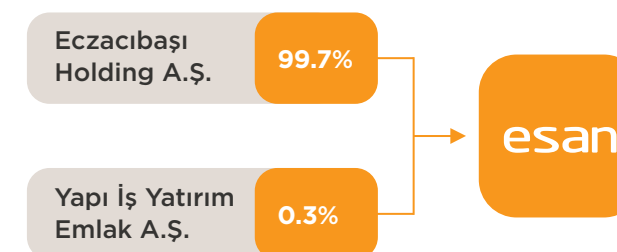


Revenue Share (%)

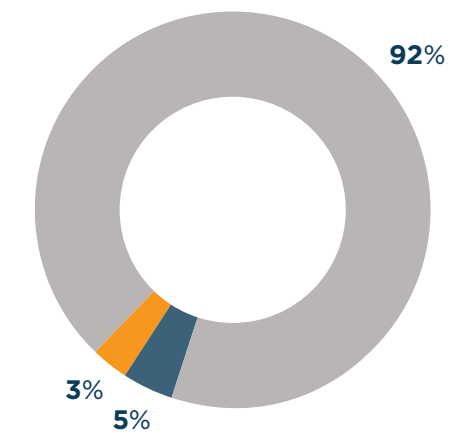


■ Industrial - Production
■ Industrial - Commercial
■ Metal
■ Gold

Esan Partnership Structure

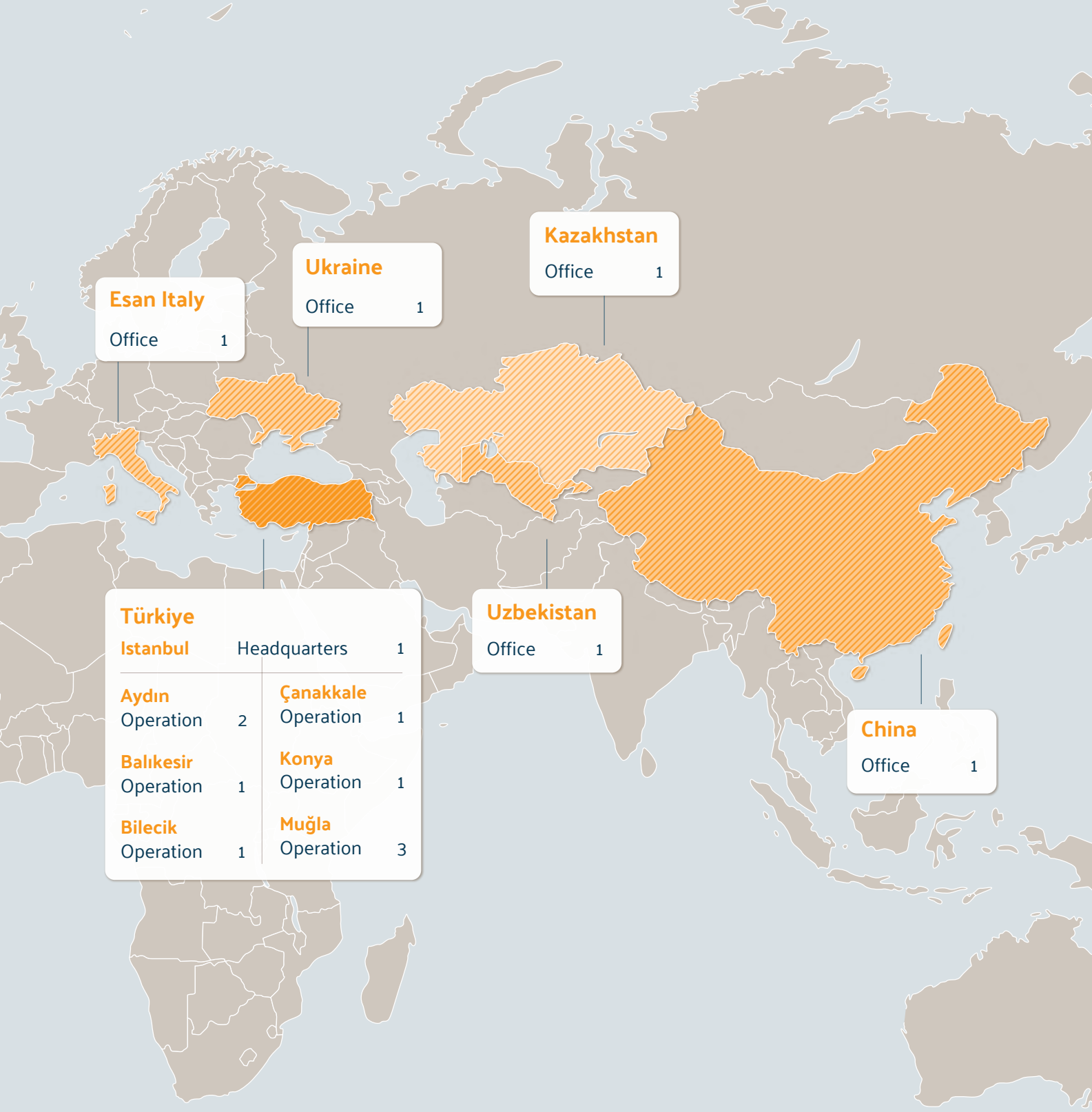


Product Categories (%)



■ Industrial - Production
■ Industrial - Commercial
■ Metal

Our Business at a Glance



Mining Activities

Products Sold Abroad	Copper, Bentonite, Zinc, Feldspar, Halloysite, Kaolin, Clay, Lead, Silver*, Quartz, Magnesium, Refined Clay.
Products Sold Domestically	Gold, Bentonite, Feldspar, Halloysite, Kaolin, Clay, Sand, Quartz, Nanoclay, Refined Clay.

Main Product Group (Ton)	2022	2023	2024	2025
Industrial - Production	3,359,451	2,934,093	3,014,347	2,997,339
Industrial - Commercial Product	336,104	157,442	121,134	166,342
Metal	139,970	132,523	100,736	104,348
Gold	0.187 (ons)	3,940 (ons)**	16,397 (ons)**	25,608 (ons)**
Total	3,835,525	3,224.058	3,236,217	3,268,029



* During the beneficiation process of lead ore, in addition to the main product lead concentrate, silver is also recovered as a valuable by-product.
** The data is provided in ounces.

Our Operating Environment

As a global mining company, we closely monitor industry developments, proactively anticipating trends to respond swiftly, capture emerging opportunities, and remain aligned with our strategic priorities.



Global Trends	Climate and Nature Crisis^{1, 2} The climate and nature crisis is accelerating as rising temperatures, extreme weather events, biodiversity loss, and ecosystem degradation increasingly disrupt societies, economies, and global supply chains. Continued economic expansion, population growth, land-use change, and unsustainable resource consumption are driving deforestation, water insecurity, pollution, and species decline. Businesses face mounting pressure from regulators, investors, and consumers to adopt sustainable practices, strengthen climate resilience, and disclose environmental impacts through expanding frameworks such as ISSB, CSRD, and TNFD. Despite an increase in net-zero commitments and adaptation efforts, current global policies and implementation remain insufficient to keep the Paris Agreement’s 1.5°C target within reach, while adaptation finance and biodiversity action continue to fall short of what is required. This raises escalating risks of operational disruption, financial instability, and failure to meet climate and nature goals.
Impact on the Industry	The mining sector faces growing risks from the climate crisis as extreme weather events increasingly disrupt operations, damage infrastructure, and reduce productivity. Rising environmental pressures, stricter regulations, and concerns over deforestation and biodiversity loss are also making permitting processes more complex and challenging social acceptance. Higher global temperatures intensify vulnerabilities across mining infrastructure, tailings management, and water systems, particularly in resource scarce regions. To remain resilient, mining companies must strengthen climate adaptation strategies, improve operational processes, assess risks related to tailings facilities, and enhance water stewardship to support sustainability and reduce community conflict.
Our Response	The climate crisis and loss of nature are not only environmental challenges; they also pose significant risks to economic sustainability, operational continuity, social welfare and institutional resilience. Increasing climate events, biodiversity loss and pressure on natural resources may directly affect mining operations, supply chains and surrounding communities. We recognise this global trend as both a risk and an opportunity for responsible transformation. Integrating climate- and nature-related considerations into our business strategies strengthens our operational resilience and supports our efforts to reduce environmental impacts. • Climate Action: We continue to strengthen our greenhouse gas management approach by calculating Scope 1, Scope 2 and Scope 3 emissions in line with internationally recognised standards. For 2024 and 2025, our greenhouse gas inventory is undergoing an independent verification process. This process supports the improvement of data quality, the identification of emission reduction opportunities and the further integration of climate-related considerations into our decision-making processes. We also continue to review our climate-related risks and opportunities in line with relevant international reporting frameworks and stakeholder expectations. • Renewable Energy and Energy Efficiency: To reduce carbon emissions and improve energy performance, we continue to invest in solar energy and energy-efficiency projects across our operations. Our solar power investments contribute to increasing the share of renewable energy in our energy mix and reducing emissions associated with electricity consumption. In parallel, projects carried out within the scope of Total Productive Management and Kaizen methodologies support more efficient use of energy and resources, while contributing to operational efficiency and cost optimisation. • Water Management: In response to increasing water-related risks, we continue to improve the monitoring and management of water withdrawal, consumption, reuse and discharge across our sites. Digital monitoring systems, improved measurement infrastructure and site-specific water management projects enable us to establish more accurate water balances, identify anomalies and support timely decision-making. These efforts contribute to improving water-use efficiency and strengthening the resilience of our operations against water stress and changing climate conditions. • Biodiversity and Nature Conservation: We continue to minimise our impact on ecosystems through land rehabilitation, environmental monitoring and biodiversity management activities. Our Biodiversity Action Plan for the Balya Operation, together with flora and fauna studies, camera-trap monitoring, afforestation activities and biodiversity databases, supports the identification of priority species and habitats, the monitoring of ecological changes and the development of appropriate conservation measures. In 2025, we planted 500 Pinus nigra saplings across our operational sites as part of our biodiversity initiatives. In addition, four camera traps were installed to support biodiversity monitoring and wildlife observation. Through these efforts, we continue to strengthen our resilience to climate- and nature-related risks while contributing to ecosystem conservation. Through this integrated approach, we aim to strengthen our resilience to climate- and nature-related risks while supporting the responsible use of natural resources and the long-term protection of ecosystems.
Capitals Impacted	

1. IPCC
2. Emissions Gap Report

Global Trends	AI & Digitalization for Sustainability³ AI and digitalization are increasingly shaping sustainability by improving efficiency, emissions tracking, resource optimization, and data driven decision making across industries. Technologies such as AI, IoT, and advanced analytics support decarbonization, circularity, and operational resilience, while also increasing energy demand, digital infrastructure pressures, and governance challenges. Businesses must balance innovation with responsible AI use, cybersecurity, and sustainable digital strategies to maximize environmental and economic benefits.
Impact on the Industry	In the mining sector, AI and digitalization are increasingly transforming operations by improving resource efficiency, optimizing extraction processes, and strengthening sustainability performance. Advanced technologies such as AI, automation, IoT, and digital twins help mining companies enhance productivity, reduce energy consumption, lower emissions, and improve predictive maintenance across complex operations. These tools also support better supply chain visibility, emissions tracking, and data driven decision making through Life Cycle Analysis and real time monitoring. As demand for critical minerals grows in the clean energy transition, digital innovation is becoming essential for mining companies to balance operational efficiency, environmental responsibility, and long term competitiveness.
Our Response	We continue to integrate artificial intelligence, machine learning, image-processing technologies and data analytics into our exploration and operational processes to improve efficiency and support data-driven decision-making. Applications such as Mineral Prospectivity Mapping enable more accurate geological interpretation and contribute to improving exploration efficiency, while RPA solutions automate repetitive tasks and allow employees to focus on higher-value activities. We also use digital monitoring and data-visualisation tools, including Power BI, to track water, energy and operational performance more effectively, identify anomalies and support timely decision-making. Predictive maintenance solutions contribute to improving equipment reliability, reducing unplanned downtime and optimising resource use. All these projects are implemented in line with data governance, transparency, ethical AI and cybersecurity principles, supporting our sustainable growth and operational excellence.
Capitals Impacted	

Global Trends	Cybersecurity⁴ As digital transformation, AI adoption, and interconnected systems expand, cybersecurity has become a critical business and national security risk. Rising threats including ransomware, data breaches, AI driven attacks, and critical infrastructure disruptions continue to challenge organizations across sectors. Increasing regulatory pressure and digital identity demands require stronger cyber resilience, governance, and risk management. While technologies like AI and blockchain can strengthen security, they also create new vulnerabilities, making robust cybersecurity frameworks essential for operational continuity and trust.
Impact on the Industry	As digital transformation accelerates, cybersecurity has become a critical risk for the mining sector. Data breaches and ransomware attacks pose serious threats to production infrastructure and operational technologies, putting business continuity at risk. The growing complexity of digital systems increases these vulnerabilities, making cybersecurity investment essential. While technologies such as AI and blockchain can strengthen security, they also introduce new risks. In addition, failures in technological or offline production infrastructure can disrupt operations and cause major interruptions across the production chain.
Our Response	Robust information security is essential to safeguarding our reputation, maintaining operational continuity and preserving stakeholder trust. Our cybersecurity approach is supported by the ISO/IEC 27001 Information Security Management System and aligned with globally recognised frameworks, including ITIL and COBIT. We apply comprehensive controls across both Information Technology (IT) and Operational Technology (OT) environments to manage evolving digital risks. To strengthen cyber resilience, we maintain 24/7 monitoring, conduct regular risk assessments, internal audits, awareness training and cyber drills, and apply access controls based on the principle of least privilege. Cyber risks are reviewed through our Governance, Risk and Compliance infrastructure, while data protection requirements are supported by our policies and practices concerning KVKK, GDPR and competition law. We also work with suppliers and business partners in line with information security requirements and continuously enhance the protection of industrial control systems. By integrating cybersecurity into our corporate sustainability approach, we aim to build a resilient, secure and future-ready digital environment.
Capitals Impacted	

Global Trends	Economic Downturn and Global Inflation^{5, 6, 7} Global inflation and economic uncertainty continue to pressure businesses through higher energy, commodity, labor, and supply chain costs. Geopolitical tensions, elevated interest rates, and climate-related disruptions further increase volatility and impact profitability, pricing, and growth. To remain competitive, businesses need flexible strategies such as cost optimization, supply chain diversification, and resilience planning.
Impact on the Industry	Global inflation is reflected in rising raw material and service costs driven by supply chain disruptions, higher energy prices, monetary policy shifts, and increasing labor expenses. Climate related events such as extreme weather further intensify these pressures by disrupting agriculture and resource availability. For mining companies, these challenges can negatively affect cost management, pricing, profitability, and growth strategies, making hedging policies increasingly important to reduce exposure to volatile metal prices.
Our Response	In response to persistent inflationary pressures and global economic uncertainty, we continue to apply a disciplined and forward-looking approach to cost management, operational efficiency and financial resilience. Energy-efficiency initiatives, process optimisation and more effective resource use support our efforts to manage rising input costs while maintaining environmental performance. We also strengthen supply chain resilience by diversifying procurement channels, evaluating alternative suppliers and improving planning for critical inputs. In parallel, our R&D and innovation activities support the development of solutions that respond to changing customer needs and market conditions. Through effective cost management, strong customer relationships and close monitoring of economic developments, we aim to protect our competitiveness and support sustainable growth in a challenging business environment.
Capitals Impacted	 

Global Trends	Geopolitical Developments and Economic Instability^{8, 9} Rising geopolitical tensions, strategic competition, nationalism, and political polarization continue to reshape the global economy by weakening multilateral cooperation and increasing fragmentation. Conflicts, trade disputes, sanctions, and regional instability disrupt supply chains, energy markets, and investment flows, contributing to inflationary pressures and slower growth. Misinformation, declining institutional trust, and shifting alliances further complicate global coordination. Businesses face growing pressure to diversify supply chains, strengthen regional resilience, and adapt to economic divergence, regulatory uncertainty, and localized operational risks.
Impact on the Industry	Geopolitical tensions are driving increased government intervention in critical raw materials markets, leading to export restrictions and growing resource nationalism. These developments raise investment risks for the mining sector by increasing geopolitical uncertainty and potentially affecting investment flows and deal activity. At the same time, the transition to clean energy is sharply increasing demand for essential minerals, while geopolitical pressures add further complexity to mining operations and supply chain management.
Our Response	In response to continued geopolitical uncertainty and disruptions across global supply chains, we closely monitor developments that may affect our operations, sourcing activities and customer markets. We strengthen our resilience by diversifying suppliers, reviewing critical procurement needs and maintaining alternative sourcing options where necessary. We also follow regulatory and market developments across our operating regions and adapt our planning accordingly. By maintaining strong relationships with customers, suppliers and business partners, we aim to manage geopolitical risks, support operational continuity and protect our competitiveness in an increasingly complex global environment.
Capitals Impacted	 

5. IMF
6. Global Economic Prospects
7. OECD
8. IMF
9. Global Economic Prospects

Global Trends	Water Stewardship & Water Stress¹⁰ Water stress is intensifying as climate change, population growth, industrial demand, and pollution increase pressure on freshwater resources. Droughts, extreme weather, and declining water quality are disrupting agriculture, energy production, supply chains, and community resilience. Businesses face growing regulatory, operational, and reputational risks, making water stewardship, efficiency, and sustainable resource management increasingly critical for long term resilience and economic stability.
Impact on the Industry	For the mining sector, rising water stress can increase operational costs, disrupt production processes, and create greater regulatory and permitting pressures. Since mining activities depend heavily on water for extraction, mineral processing, and tailings management, droughts, water scarcity, and declining water quality can reduce efficiency and heighten operational risks. Growing competition over freshwater resources may also intensify community tensions and social license challenges. Strengthening water efficiency, recycling, and sustainable water stewardship will be essential to improving resilience, minimizing disruption, and supporting long term sustainability.
Our Response	Water stewardship is a key priority in managing operational risks, improving resource efficiency and supporting the resilience of both our operations and surrounding communities. We continue to strengthen the monitoring of water withdrawal, consumption, reuse and discharge across our sites through improved measurement infrastructure and site-specific water management practices. In 2025, we advanced the digitalisation of water management, particularly through real-time monitoring and data-visualisation systems that support more accurate water balances, anomaly detection and timely decision-making. At our Balya operation, additional flow meters and digital monitoring tools were introduced to improve the traceability of water flows and strengthen the management of process water, surface water, recovery and discharge lines. We also continue to assess water-related risks, improve water-use efficiency and support rehabilitation and ecosystem protection activities. Through these efforts, we aim to reduce operational exposure to water stress, enhance transparency and contribute to the responsible management of shared water resources.
Capitals Impacted	  

10. 2026 Sustainability Trends

Global Trends	Supply Chain Sustainability & Responsible Procurement¹¹ Supply chain sustainability has become a strategic priority as geopolitical disruptions, climate risks, regulatory pressures, and human rights expectations reshape global sourcing. Businesses face increasing demands for transparency, ethical procurement, emissions reduction, and resilience across supplier networks. Responsible procurement practices including supplier diversification, due diligence, traceability, and sustainable sourcing are essential to manage operational, compliance, and reputational risks while strengthening long term competitiveness.
Impact on the Industry	Supply chain sustainability and responsible procurement are becoming increasingly important in mining as geopolitical tensions, climate risks, regulatory pressures, and ESG expectations reshape access to equipment, energy, raw materials, and logistics networks. Mining companies face growing demands for greater transparency, ethical sourcing, emissions reduction, and human rights compliance across complex supplier ecosystems. Practices such as supplier diversification, due diligence, traceability, and sustainable sourcing can help reduce operational disruptions, strengthen resilience, and manage compliance and reputational risks across critical mineral value chains.
Our Response	We strengthen supply chain sustainability by integrating environmental, social and governance considerations into our procurement and supplier management processes. In 2025, we prepared a Responsible Sourcing Policy together with a Sustainability Compliance Commitment to be incorporated into supplier contracts. Through this framework, we aim to monitor suppliers regularly by applying a risk-based sourcing approach aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and the principles of the Responsible Minerals Initiative (RMI). In 2025, our Balya and Yeniköy operations also underwent RMI audits, further strengthening our responsible sourcing and due diligence practices. Supplier assessments, due diligence activities and risk-based monitoring enable us to evaluate performance related to environmental practices, labour conditions, ethics, human rights and business continuity in a more systematic and structured manner. Through ongoing engagement and collaboration, we aim to reduce supply chain risks and contribute to a more transparent, responsible and resilient value chain.
Capitals Impacted	

11. Global Corporate Sustainability Report 2025

Global Trends	Energy Transition^{12, 13} The energy transition is accelerating but becoming increasingly complex as rising electricity demand from AI, data centers, and electrification puts more pressure on global energy systems. Advanced economies continue shifting toward renewables, while developing economies must balance clean energy goals with economic growth and energy access. Technologies such as solar, wind, batteries, and hydrogen are central to decarbonization, supported by stronger carbon markets and regulations. However, financing gaps, grid constraints, and weak corporate transition planning remain significant barriers, highlighting the urgent need for stronger policies and investments.
Impact on the Industry	The shift from fossil fuels to renewable energy, or the green transition, will require a rapid increase in mining to meet rising demand for critical minerals and metals. Declining ore grades mean more extraction will be needed, creating both opportunities and challenges for the sector. However, expanded mining could increase environmental impacts and intensify conflicts over scarce land and water resources. Since mining is highly energy intensive and still largely dependent on fossil fuels, growing mineral demand will also raise energy use. In addition, increased mining can place significant pressure on water resources, especially in already water stressed regions.
Our Response	We continue to advance our energy transition by investing in solar energy, improving energy efficiency and integrating climate-related considerations into our operational and investment decisions. In 2025, our installed renewable energy capacity reached 10.4 MW, and our solar power plants generated 8,932 MWh of renewable electricity, corresponding to approximately 4% of our total electricity consumption. In addition to generating renewable electricity at our own facilities, we supported the renewable sourcing of purchased electricity through both I-REC and YEK-G certificates in 2025. Energy-efficiency projects implemented through Total Productive Management and Kaizen methodologies also contribute to optimising energy consumption, reducing operational emissions and improving resource efficiency. Through these efforts, we aim to strengthen our energy resilience and support the transition toward lower-carbon operations.
Capitals Impacted	

12. World Energy Outlook
13. Energy Transition Outlook

Year in Review

Here are the key performances achieved by ESAN in 2025.

Economic and Financial Performance

€482 million

Total net sales



€281 million

International sales



109,000 ton

Volume of minerals sourced from local suppliers



2 CSR Projects

Balya Education
Scholarship Program
Milas Sustainable
Beekeeping Initiative

**2 Employee
Volunteering
Projects**

Tohum Autism
Foundation
Make-A-Wish Türkiye

Investing in our Planet

10.4 MWp

Renewable energy installed capacity



8,932 MWh

Renewable Electricity
Consumption-Produced from
Own Resources (MWh)



100%

Share of renewable electricity
consumption in Türkiye ✓



0.08

Energy Intensity (MWh/ton) ✓



0.23

Water intensity (m³/ton) ✓



99%

Share of recycled waste ✓



Investing in People

31%

Share of women employees in
professional positions ✓



28%

Share of women employees in
recruitment ✓



14%

Share of women employees in
management positions ✓



48

Average training hours per
employee* ✓



0.29

Lost Time
Incident Rate (LTIR) ✓



2.41

Total Recordable
Incident Rate (TRIR) ✓



€188,194.90

Total Social Investments (TSI)



Investing in Future

€1,238 million

R&D budget



4

Total number of
sustainability-focused projects



*The data covers Türkiye operations.

2

Our Approach to Sustainability

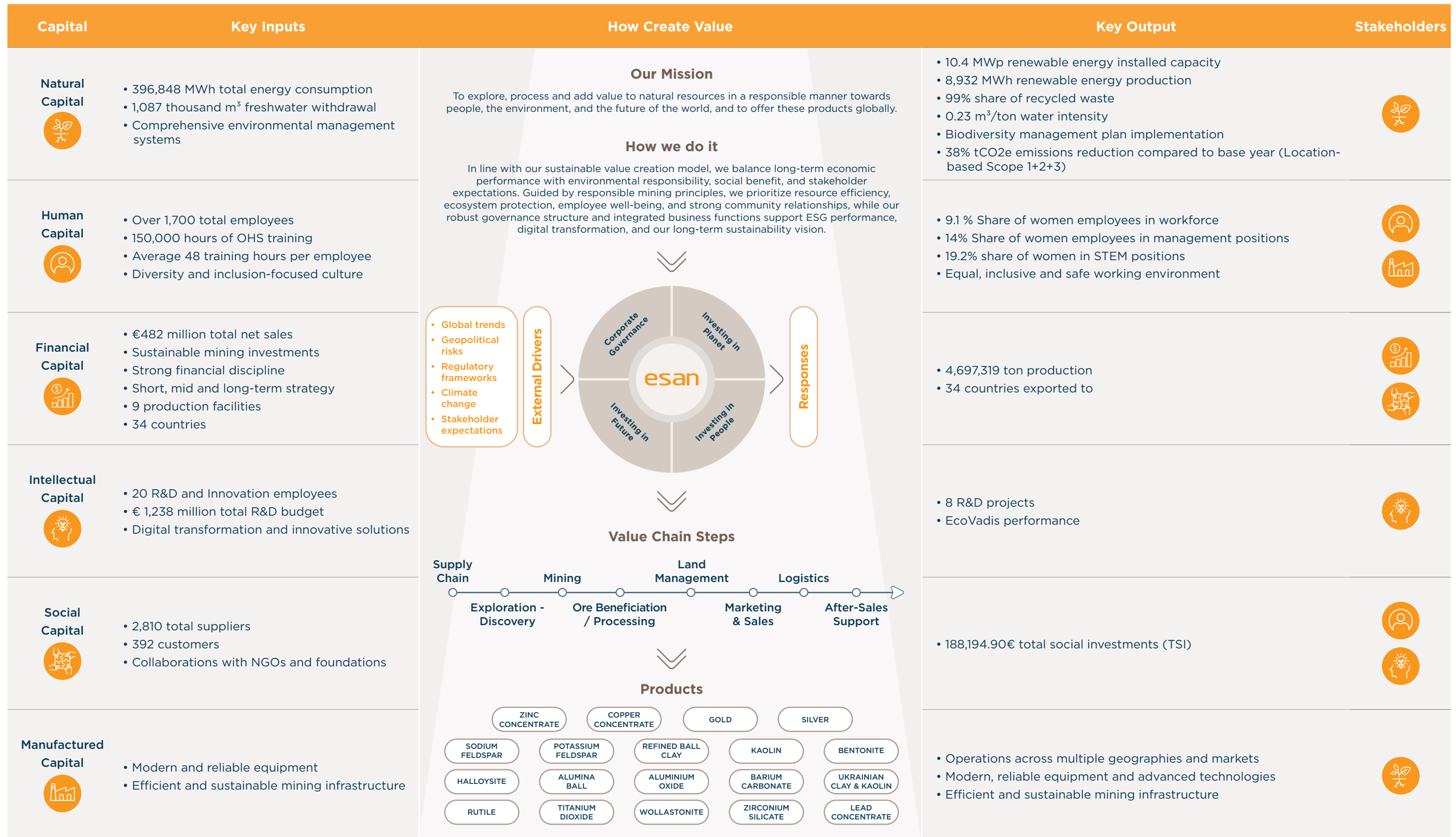
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Our Value-Creating Business Model

Our Value Chain

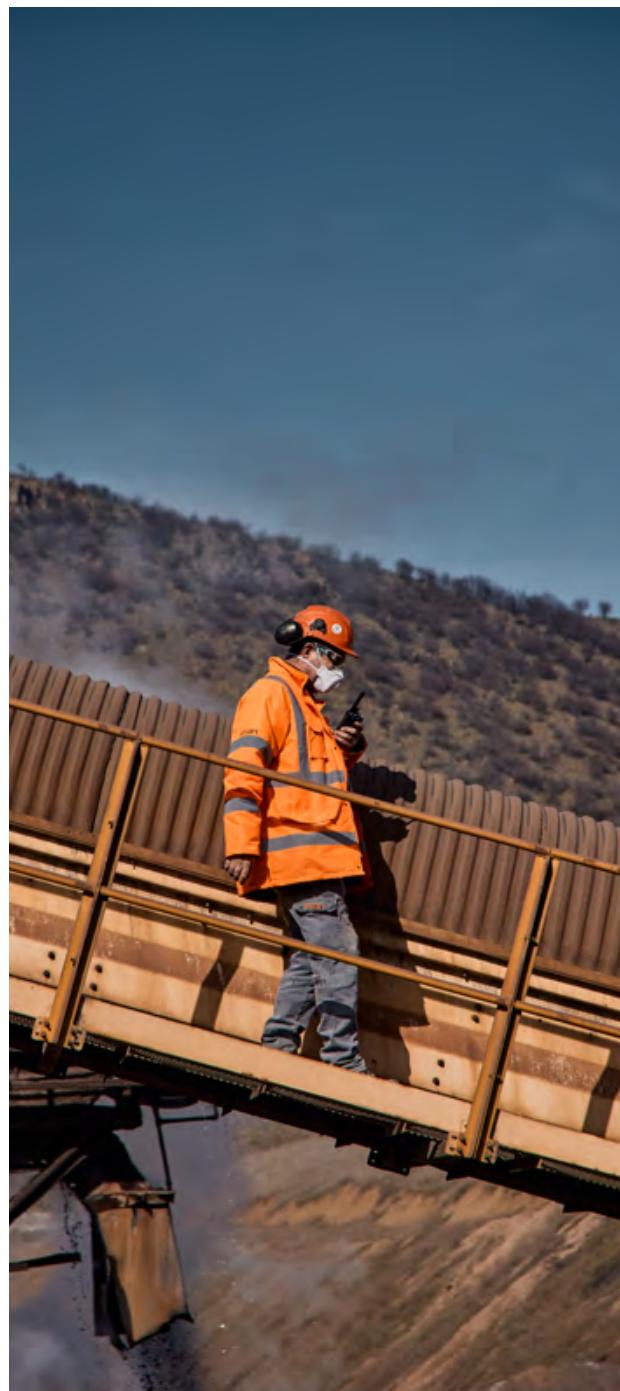


ESAN Integrated Value Creation Model



Building a Healthier Future, Together

Our value creation approach defines how we operate, conduct our business, and allocate key resources—including natural, human, financial, intellectual, social, and manufactured capital—to deliver long-term value for all stakeholders.



Our six capitals

- 

.... Our **natural capital** consists of the resources that support our operations, and we manage them responsibly through strong environmental practices, including water stewardship, biodiversity conservation, climate action, and efficient resource use, to minimize our ecological impact.
- 

.... Our **human capital** represents a diverse and skilled workforce, where employee safety, well-being, and collaboration as top priorities.
- 

.... We allocate our **financial capital** to investments in sustainable mining practices that support our short-, medium-, and long-term strategic goals.
- 

.... Our **intellectual capital** encompasses innovative and digital capabilities that enhance operational efficiency and strengthen our position in the evolving mining landscape.
- 

.... Our **social capital** is founded on transparent and respectful stakeholder engagement, fostering meaningful relationships with local communities, supporting community development, and creating shared value through responsible business practices.
- 

.... Our **manufactured capital** is built on modern facilities and reliable equipment that support safe, efficient, responsible, and sustainable mining operations.

The value we create for our stakeholders



Civil Society



We support the economic, social, and cultural empowerment of women through social responsibility initiatives that prioritize women and children, contributing to greater economic independence for women. We also embrace the principle of equal opportunity across our organization, taking concrete steps to increase women's participation in the workforce. This includes enhancing workplace conditions and promoting an inclusive and equitable approach throughout our recruitment processes.



Supply Chain



We collaborate with stakeholders across our supply chain to uphold human rights, prevent child labor, reduce environmental impact, and ensure flexibility and resilience, aligning with industry frameworks to enhance and safeguard against crises.



Environment



We strictly adhere to national and international environmental standards and regulations, prioritizing sustainability through efficient resource use, renewable energy, and circular economy principles to minimize waste. We also respect regional biodiversity and rehabilitate mining sites upon closure.



Customers



We strive for the highest quality in our products and services, valuing customer feedback and expanding our product portfolio to meet evolving global needs.



Employees



We foster an equal, diverse, and inclusive workplace focused on health, safety, and wellbeing, providing opportunities for personal and professional growth, and actively contribute to nurturing tomorrow's leaders with a future-oriented approach.



Finance Community



We uphold high ethical business standards across all operations, prioritize excellence and quality in mining, and manage financial risks to build beneficial relationships with equity providers, banks, and financial institutions.



Sustainability at Esan

At Esan, we take a holistic approach with a sustainable mining philosophy.

We aim to manage natural resources responsibly, minimize our environmental impact, and create long-term value for society. Our approach to sustainable mining enables us to conduct our operations by addressing economic, environmental, and social impacts from a holistic perspective. We strive to align our sustainability priorities with changing stakeholder expectations, global trends, and industry dynamics.

We are committed to reducing our environmental impact and managing our resources sustainably through various initiatives. Considering the effects of climate change and extreme weather on our operations, we enhance infrastructure resilience and utilize the latest technologies to improve resource efficiency. As we place great importance on seizing opportunities in the transition to a low-carbon economy, we remain dedicated to proactively managing climate-related risks.



At Esan, we are committed to creating value for society through a sustainable and responsible business model. We take a holistic approach by managing the economic, environmental, and social impacts of our operations while building strong relationships and generating positive social value within the communities we operate.

At Esan, R&D and digital transformation are prioritized to drive innovation and build a sustainable future. By integrating advanced technologies into our production processes, minimizing our environmental impact is a priority alongside fulfilling our social responsibilities. Committed to providing sustainable materials, we strive to create a healthier and more prosperous world for both the planet and its communities.



Corporate Governance

As a responsible mining company within the Eczacıbaşı Group, we uphold high standards of corporate governance, transparency, and ethical conduct in all our activities. We systematically assess and manage the environmental, social, and governance impacts of our operations, continuously improving our practices to drive long-term sustainable value creation.

Our governance framework is founded on close collaboration between the Board of Directors and Executive Management, ensuring alignment between our strategic priorities and stakeholder expectations. Through proactive risk management and opportunity-driven decision-making, we strengthen our resilience in an evolving business environment. By promoting a culture of accountability, integrity, and transparency, we aim to create sustainable value for all stakeholders while safeguarding environmental and social well-being.

Investing in Planet

As a responsible mining company, we place environmental stewardship at the heart of our business strategy. We are committed to minimizing our environmental footprint across the entire value chain, from raw material sourcing to production and all supporting activities.

In this context, we implement circular economy practices to improve resource efficiency, prioritize biodiversity conservation, and invest in clean and renewable energy solutions to significantly reduce our emissions. These efforts reflect our long-term ambition to reduce our ecological impact and contribute to a more sustainable mining sector.

At the same time, we recognize the increasing risks associated with climate change and take proactive steps to strengthen the resilience of our infrastructure and resource systems. By integrating closed-loop water management, rainwater harvesting, and effective air, soil, and noise control measures, we aim to ensure the continuity of our operations under evolving climate conditions.

Investing in People

As a leading company in the mining sector, we are committed to enhancing the employee experience by fostering an inclusive, safe, and supportive working environment.

We place strong emphasis on building trusted relationships with local communities and stakeholders, contributing to social well-being and sustainable development.

Our overarching ambition is to embed sustainability across all our operations, creating long-term value while supporting a healthier planet and more prosperous societies for future generations.

Investing in Future

As the mining industry continues to evolve in response to increasing expectations around environmental responsibility and resource efficiency, digital transformation and innovation have become critical enablers.

At Esan, we integrate advanced technologies and data-driven solutions across all stages of our operations (from exploration to production) to support sustainable growth.

With a strong focus on R&D and innovation, we aim to reduce our environmental footprint, enhance operational efficiency, and develop safer, smarter, and more sustainable production systems. This transformation is guided by our commitment to creating long-term value not only for our business, but also for our employees, customers, communities, and future generations.

Double Materiality

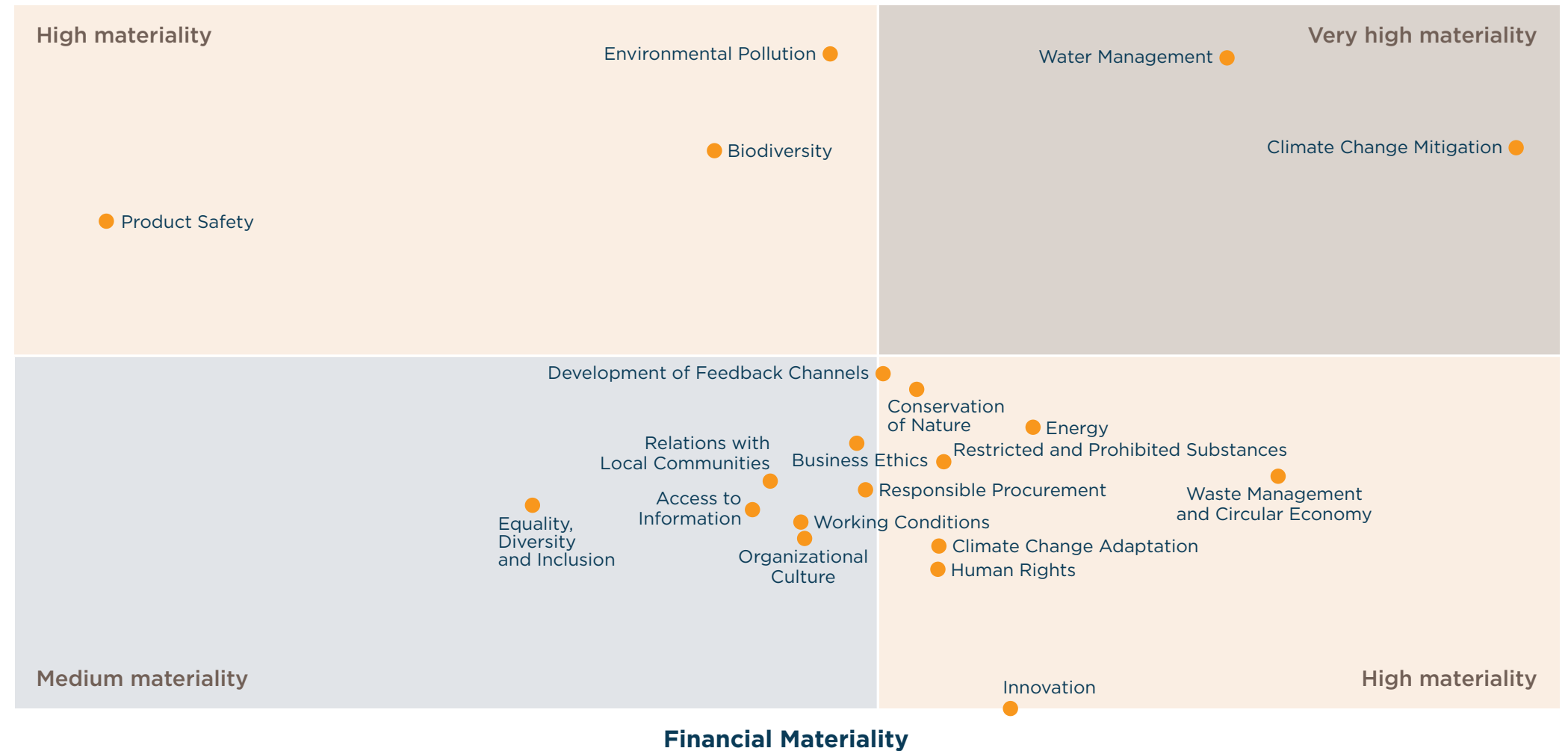
At Esan, we are committed to adapting to the evolving sustainability landscape of our industries.

To enhance our ability to meet stakeholder expectations and consider what is best for corporate governance, people, the planet, and our shared future, we updated our material sustainability topics in 2022 and adopted the Double Materiality Analysis (DMA) aligned with the requirements of the European Sustainability Reporting Standards (ESRS) in 2024.

This comprehensive assessment covers our impact on both society and the environment (impact materiality) and the potential risks and opportunities that sustainability-related matters may pose to our operations and financial performance (financial materiality). The results of our double materiality assessment, a key input for shaping our short-, medium-, and long-term sustainability strategy, are presented below.

The DMA process includes three main evaluation stages to address both impact and financial materiality, with detailed information on the assessment and updated materiality topics available in the [Eczacıbaşı Group 2024 Double Materiality Assessment Report](#).

Impact Materiality



Sustainability Objectives

At Esan, we establish clear, quantifiable, and time-specific targets to advance our sustainability initiatives. The table presents our sustainability goals related to key material topics, summarizes our performance in 2025, and highlights our plans for the future.



Key Focus Areas	Goals	Key Performance Indicator	2023	2024	2025	Status
Energy Management and Carbon Emissions	By 2025, 15% of total energy consumption will be met by renewable sources.	Renewable energy installed capacity (MWp)	5.3 MW installed capacity	6.32 MW installed capacity	10.4 MW installed capacity ⁴	In progress
	By 2025, it is aimed to decrease energy consumption by 0.076 MWh/ton per ¹	Energy Intensity (MWh/ton)	0.07	0.081	0.084 ✓	In progress
Water Management	We will keep our water consumption per ton production at 0.30 m³/ton.	Water Intensity (m³/ton)	0.50	0.45	0.23 ✓	Achieved
Waste Management	Our recycled waste ratio will be 99.9% each year.	Share of recycled waste (%)	98.6%	100%	99% ✓	Achieved
Equal, Diverse and Inclusive Workplace ³	By 2025, we will increase the rate of women in employment to 12%. ²	Total share of women workforce	10.10%	9.10%	9.1%	In progress
	By 2025, we will increase the rate of women in recruitment to 14%.	Women among new recruits	5.70%	3.80%	13,4%	In progress
Health, Safety and Wellbeing	By 2025, we will reduce the lost time injury frequency rate (LTIFR) below 1.0	Loss time incident rate	0.4	0.22	0.29 ✓	Achieved

¹ Energy intensity is expected to increase due to the commissioning of roasting plant in İnlice.
² Women do not engage in underground work within mines.
³ It covers both blue-collar and white-collar employees.
⁴ The share of renewable electricity in the total electricity consumption of factories in Türkiye, assuming full-capacity operation.

Contributing to the UN Agenda



Esan's "Future Together" Sustainability Model is designed to build a better future by combining past experience with current practices.

We align our approach with universal values and the United Nations Sustainable Development Goals (SDGs), focusing on maintaining a balance between people, the environment, society, and business continuity.

By prioritizing selected SDGs, we aim to operate sustainably and create value for both our internal and external stakeholders, contributing strategically to 13 relevant goals.

Good Health and Wellbeing



- We prioritize our "Zero Accident" ambition by fostering safe working environments through our Behavior-Based Safety System, ISG Pro digital platform, and Driver Behavior Monitoring practices. We delivered over 150,000 hours of OHS training and continue to recognize achievements through initiatives such as the "Woman Miner of the Year" award.

Quality Education



- We invest in continuous learning through Esan Academy, delivering programs such as the Engineer and Operator Development Programs. We further strengthen our competencies through our partnership with the Balıkesir Mining School (supported by EBRD), complemented by Data Literacy and AI Awareness training initiatives.

Gender Equality



- We actively advance gender equality through initiatives such as Women Construction Equipment Operator Training, Service Driver programs, and the Balya Cockpit Project. Through our "We Are Leaders" initiative, we support the advancement of women in leadership roles, complemented by childcare support mechanisms, contributing to a 31% representation of women professionals.

Clean Water and Sanitation



- We promote sustainable water management by implementing closed-loop systems, rainwater harvesting, and oily wastewater treatment practices. Our water intensity of 0.23m³/ton reflects our efficient water use and commitment to protecting local water resources.

Affordable and Clean Energy



- We are accelerating our transition to clean energy through significant investments in Solar Power Plant (GES) projects, reaching a total installed renewable capacity of 10.4 MW across our facilities in Balya, Güllük, Yeniköy, Bozüyük, and Çine. In 2025, we achieved an energy intensity of 0.084 MWh/ton and sourced 100% of our electricity from renewable energy.

Decent Work and Economic Growth



- We contribute to regional sustainability by prioritizing local employment and directing 89% of our supply chain expenditure to local businesses. Our 188.194,90€ million in social investments, together with collaborations with local cooperatives such as Karpuzlu Alinda, support skills development and community empowerment.

Industry, Innovation and Infrastructure



- We advance innovation and infrastructure through targeted initiatives such as the Signal Optimization AI Project at our Balya mine and Mineral Prospectivity Mapping activities in Kazakhstan. Our R&D Center develops specialized products (including rare earth elements and polymer-based applications) and implements solutions that enhance production efficiency and optimize resource utilization.

Reduced Inequalities



- We contribute to reducing inequalities by empowering women through targeted training and career development programs, such as Women Construction Equipment Operator Training. We also support local economic development through focused employment, procurement, and social investment initiatives, contributing to the empowerment of vulnerable groups.

Responsible Production and Consumption



- We promote responsible production, as reflected in our EcoVadis Bronze Medal and our commitment to the Responsible Mining Initiative (RMI). We achieve a 99% waste recycling rate, integrate circular economy practices—such as the DMS Project—and minimize our environmental impact by valorizing by-products and promoting eco-efficient materials.

Climate Action



- We advance our climate action agenda through the development of our Low Carbon Transition Roadmap Project and the implementation of TCFD-aligned climate risk assessments.

Life Below Water



- As a land-based mining company, we recognize our responsibility to protect all water resources, including marine ecosystems. Our responsible water management approach incorporates closed-loop systems, rainwater harvesting, and advanced oily wastewater treatment solutions. By carefully managing discharge quality and reducing freshwater withdrawal, we mitigate land-based pollution entering river systems and ultimately reaching the sea, thereby helping to protect marine ecosystems from upstream impacts.

Life on Land



- We support the protection of "Life on Land" through the implementation of our Biodiversity Action Plan for the Balya Operation, with a focus on endemic flora and fauna studies and contributions to the Seed Bank. We carry out afforestation activities (500 pinus nigra), including the development of micro-forests, to restore and enhance ecosystems.

Partnership for the Goals



- We foster strong partnerships by actively engaging with initiatives such as the UN Global Compact (United Nations Global Compact), UN WEPs (United Nations Women's Empowerment Principles), RMI (Responsible Mining Initiative), and EBRD (European Bank for Reconstruction and Development). Our EcoVadis Bronze Medal, together with our ongoing collaboration with stakeholders, reinforces our global commitment to sustainable business practices.



3

Corporate Governance

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Governance Approach

Strong governance enables the creation of a resilient and sustainable company that meets stakeholder expectations.

Collaboration between the Board of Directors and Executive Management, supported by strategic planning and risk management, ensures that corporate goals remain aligned with market dynamics. A culture of accountability and transparency fosters long-term success and sustainable value creation.

Our organization operates as an integral part of the Eczacıbaşı Group, which consists of Eczacıbaşı Holding and its subsidiaries. We work in alignment with the Group's strategies and remain committed to its short, medium, and long-term goals. Our operations are carried out in harmony with the Group's overall vision and direction.

Esan operates within the Eczacıbaşı Group structure. Accordingly, the company's governance, risk management, compliance, ethics, and sustainability practices are aligned with the Group's corporate governance principles and oversight mechanisms.

Board of Directors

The Esan Board of Directors plays a critical role in implementing the strategic decisions of the Eczacıbaşı Group and ensuring the alignment of our operations with the Group's overarching vision. With a strong focus on compliance with internal regulations and corporate policies, the Board is responsible for overseeing and representing the company's management in line with the highest standards of corporate governance.

The Board prioritizes long-term value creation by addressing risk management, growth opportunities, financial performance, and the company's long-term interests. Through effective governance practices, it ensures strategic oversight, supports business continuity, and enhances stakeholder trust. Transparency, accountability, and ethical business conduct are fundamental principles that guide all Board decisions.

The Esan Board consists of five members. The Group CEO of Eczacıbaşı Holding serves as a Board Member, ensuring strategic alignment between Esan and Eczacıbaşı Holding. Women represent 20% of the Board, reflecting the Group's commitment to diversity in governance.



Osman Erdal Karamercan
Chairperson of the Board



Ferit Erin
Vice Chairperson



Devrim Çubukçu
Board Member



İpek Güleç
Board Member



Burak Sevilengül
Board Member



Executive Management

Our Executive Management team offers strategic direction to the company and remains dedicated to providing dependable, transparent, and high-quality services to all our stakeholders. Consisting of eleven members, the team functions in complete harmony with Esan's mission and strategic objectives, maintaining a strong emphasis on sustainable excellence and effective leadership.

Our management philosophy centers on innovation, collaboration, and accountability, ensuring that every decision is both visionary and firmly rooted in ethical values. Through their extensive expertise and leadership strength, the team plays a vital role in enhancing operational success, meeting stakeholder expectations, and defining strategic direction.

By responding proactively to changing market conditions and societal expectations, our Executive Management maintains the highest standards of corporate governance and is committed to securing long-term growth, resilience, and lasting value for all stakeholders. 100% of senior management at significant locations of operation were hired from the local community.

Executive Management Gender Ratio



Emre Kayışoğlu
Chief Executive Officer



Bülent Paralı
Chief Operating Officer
Metallic Mines



Özgür Çulhaoğlu
Chief Operating Officer
Industrial Minerals



İsmail Buğa
Finance Director



Mehveş Özer
Marketing and Sales Director



Mustafa Tuna Kaskatı
Exploration Director



Osman Nihat Koyuncu
Informations Technologies Director



Zehra Marangoz
Human Resources Director



Ayyüce Yalçın
Senior Sustainability Manager



Erdal İmre
Supply Chain Director



Orhan Yasin Dağ
Senior Occupational Health
and Safety Manager

Esan Sustainability Governance

Group-wide Sustainability Organization

Eczacıbaşı Holding Board of Directors

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

Eczacıbaşı Holding ESG Committee

Reporting directly to the Board, the ESG Committee is responsible for ensuring the effectiveness of ESG strategies, governance structures, and implementation mechanisms across the Group. Members of the ESG Committee are selected from among the members of the Eczacıbaşı Holding Board of Directors, based on their expertise and prior experience in relevant areas. The committee:

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

The ESG Committee convened four times during the year, while the Coordination Committee held ten meetings to ensure effective implementation and follow-up of sustainability priorities. ESG Committee meetings are scheduled on a quarterly basis, prior to the Board of Directors' meetings, enabling timely alignment of key sustainability matters with the Board agenda. The Committee Leader presents key findings and recommendations to the Board following each meeting.

The main ESG topics addressed in ESG Committee meetings include:

- Review of sustainability and climate-related investments,
- Review of progress on the Group's low-carbon transition strategy,
- Review of energy and water KPIs and sustainability project performance,
- Review of Group companies' ESG roadmaps,
- Review of sustainability-related policies.
- Review of high-priority sustainability risks and the actions addressing these risks

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

The Holding Sustainability Department regularly assesses key sustainability-related risks and reports material risks and opportunities to the ESG Committee, where they are reviewed and integrated into decision-making processes.



ESG Governance at ESAN

Responsibility: Sustainability Oversight, Monitoring and Execution of the Sustainability Strategy on ESAN

Sustainability Directorate

At Esan, the Sustainability Directorate, reporting directly to the CEO, leads the company's long-term ESG vision and strategy. It is responsible for driving the implementation and continuity of our sustainability agenda, ensuring compliance with international standards and frameworks, and providing the CEO with regular progress updates and strategic insights.

Beyond overseeing priority areas and regulatory adherence, the Directorate manages processes linked to EBRD credit requirements, coordinates cross-functional efforts within our low-carbon transition program, and embeds sustainability into operational decision-making. By monitoring global trends and regulatory shifts, the team proactively refines company policies, mitigates risks, and fosters transparent, trust-based relationships with internal and external stakeholders to deliver meaningful impact.



Risk Management

At Esan, we manage risks and opportunities in accordance with the **COSO Enterprise Risk Management Framework** and the **Eczacıbaşı Corporate Risk Management Procedure**.

As an Eczacıbaşı Group company, we implement the Group's ERM methodology with the active involvement of all relevant business units. Based on assessments of risk likelihood, impact, and opportunity potential, responses are determined in line with thresholds set by the Group Board of Directors to mitigate risks and maximize opportunities.

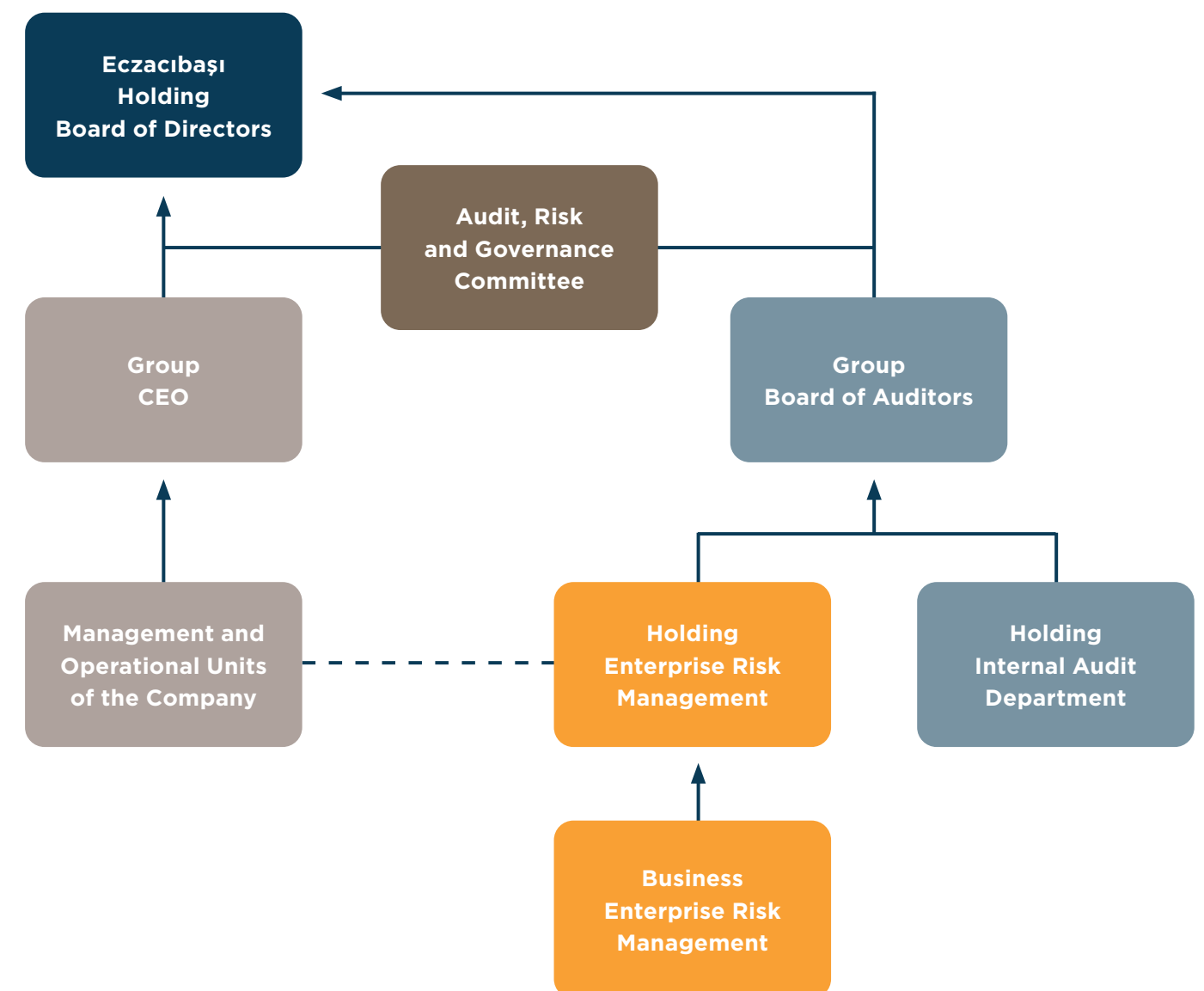


Eczacıbaşı Group Risk Management Structure and Approach

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

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

The Enterprise Risk Management (ERM) governance structure within the Group is outlined in the table below:



The Eczacıbaşı Group's ERM structure is built on a multi-layered governance model that ensures a systematic approach across all levels of the organization.

- **Eczacıbaşı Holding Board of Directors**
Responsible for overseeing the ERM framework, approving the ERM policy, and monitoring the overall effectiveness of risk management efforts.
- **Audit, Risk, and Governance Committee**
Monitors the implementation and effectiveness of the ERM framework and ensures its alignment with strategic objectives.
- **Holding and Company ERM Departments**
Responsible for overseeing risk management across the organization, and provide support and expertise in ensuring that risks are identified, assessed, and managed.
- **Company Management**
Integrates ERM into strategic and operational decision-making processes, ensures the allocation of resources for effective risk management, and regularly reviews significant risks and mitigation strategies.
- **Department Managers**
Identify and manage risks within their areas of responsibility, report risk management activities and key risks to the company ERM team, and implement mitigation strategies in line with the ERM policy.
- **All Employees**
Identify, monitor, and report potential risks in their respective areas and support risk management initiatives.

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

At both Esan and Holding levels, designated Board members oversee the assessment of risks and opportunities and ensure that their respective Boards are regularly informed. Within the ERM structure, the Holding Sustainability Department plays a central role in governing sustainability and climate related risks and opportunities by monitoring Group level assessments, evaluating material issues, informing the Holding ERM Department and ESG Committee, and ensuring necessary actions are taken. Sustainability teams across Group companies support this process by providing relevant inputs to risk managers, ensuring organizational alignment.

Risk reporting across Esan and the Group supports informed decision making at all levels through quarterly Board Reports submitted via the Audit, Risk, and Governance Committee, regular Management Reports on overall risk profile and management plans, and Departmental Reports addressing operational risks and mitigation actions.

All strategic, operational, financial, compliance, sustainability, and climate related risks and opportunities are assessed holistically across all levels of the Group, starting from the Board of Directors, based on their potential impact on strategic objectives, corporate value, continuity, and long term growth.



Identification and Assessment of Sustainability Risks and Opportunities

The sustainability risk assessment process is structured in alignment with the ERM framework. The identification and evaluation phases are specifically tailored to reflect the unique characteristics of sustainability-related risks.

In the risk identification phase, sustainability risks are determined through a structured approach comprising value chain mapping, the identification of impacts and dependencies, and the evaluation of the Eczacıbaşı Group Sustainability Risk Inventory. This approach enables a comprehensive understanding of the Group's interactions with environmental and social systems while ensuring methodological consistency and comparability across Group companies.

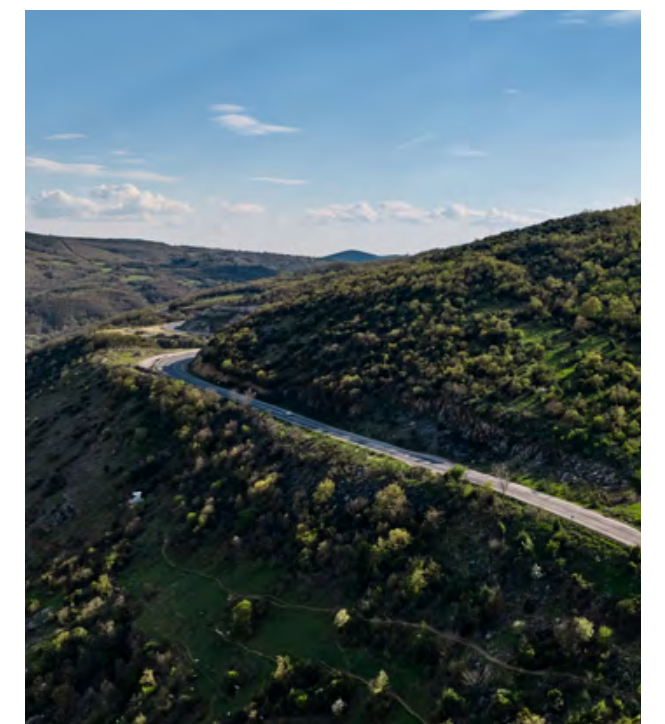
The evaluation phase incorporates both qualitative and quantitative analyses, assessing risks based on their likelihood and potential impact across different time horizons: short term (0-1 year), medium term (2-6 years), and long term (7-25 years). Risks are evaluated from both a current-state and a prospective perspective, considering evolving environmental, social, and regulatory developments.

Scenario analysis is applied, where feasible, as a core component of the process. These analyses draw on both domestic and international data sources, and where such data is unavailable, internally developed scenarios are utilized. Scenario analyses are conducted at least annually, with likelihood and impact assessed separately under different scenarios. This enables a dynamic understanding of risk exposure and highlights how risks may evolve over time.

In the scenario analyses and risk assessment processes, we draw on globally recognized frameworks and data sources, including the SASB Materiality Map, GRI Standards, TCFD, TNFD, ISSB, OECD Due Diligence Guidance, UNGPs, WRI Aqueduct, as well as analyses from the Intergovernmental Panel on Climate Change, the International Energy Agency, the International Labour Organization, the World Bank, and the World Economic Forum.

For each identified risk, probability, and impact are evaluated under different scenarios to capture potential future developments. Probability reflects the likelihood of occurrence driven by external factors such as heatwaves, carbon pricing, or regulatory changes, while impact captures potential effects on the Group's assets, operations, and supply chain, considering existing mitigation measures. These are assessed using a five-level scale and mapped within a risk matrix to prioritize the most material issues, supporting a more dynamic and prospective understanding of risk exposure at the Group level.

For further information on the risks, opportunities and the risk matrix, please refer to our [Esan 2024 Integrated Sustainability Report](#).



Sustainability-related Risks and Opportunities Integration

Identified sustainability-related risks and opportunities are categorized in accordance with the Eczacıbaşı Group's risk and opportunity framework and are monitored through dedicated risk registers. The potential impact of each risk or opportunity on Esan is evaluated across financial, reputational, operational, compliance, sustainability, and climate change dimensions. Sustainability-related risks and opportunities are identified through the collaboration of Esan's Enterprise Risk Management (ERM) and Sustainability teams.

Each risk and opportunity register is monitored by the relevant risk owner department. Business units are responsible for informing both the Eczacıbaşı Group and Esan ERM teams of any newly identified risks and opportunities, as well as changes to the definition, likelihood, or impact of existing items. The Group and Esan ERM teams oversee the effective implementation of risk management activities and monitor the overall risk management process.

The assessment of sustainability-related risks and opportunities, together with the effectiveness of mitigation actions, is periodically reviewed by the Group Sustainability Team and Esan ERM teams. Sustainability teams monitor the implementation of action plans on a quarterly basis and regularly review sustainability-related risks and opportunities, particularly those expected to materialize in the short term. Where significant changes in likelihood or impact are identified, the assessment is updated accordingly.

The relevant departments are required to notify the Group and Esan ERM teams whenever significant developments may affect existing risks, opportunities, or control measures. These include process changes, modifications to facilities, updates to technology or equipment, significant production or design changes, major quality incidents, and new or revised regulatory requirements. In such cases, risks and opportunities are reassessed, existing controls are reviewed, and additional actions are determined where necessary.

Following the assessment process, prioritized responses and mitigation actions are presented to the Board of Management through the Audit, Risk and Governance (ARG) Committee. Operating at Board level, both the Eczacıbaşı Group and Esan hold quarterly ARG Committee meetings to review their respective risk and opportunity maps and monitor the effectiveness of risk management activities.



Risks and Opportunities: Responses and Actions

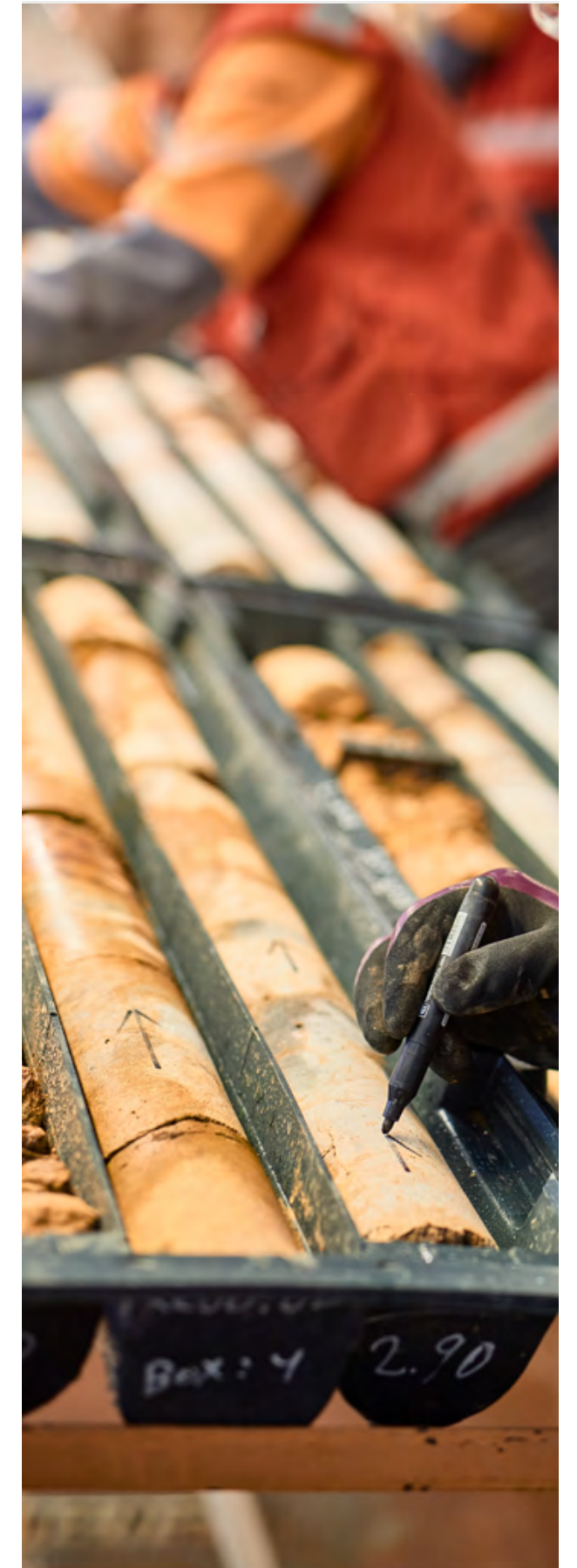
In the risk and opportunity response phase, response options are identified, evaluated, and translated into action plans.

Responses to identified risks may include risk avoidance, risk acceptance, risk reduction and control, or risk transfer, depending on the Group's risk appetite and the level of risk exposure identified through the assessment process.

Throughout implementation, designated risk or opportunity owners ensure that actions are implemented effectively, on schedule, and within budget, while action owners are responsible for execution and progress reporting. Where delays occur, justifications, interim measures, and revised completion dates are formally recorded and approved within the relevant inventory.

During implementation and effectiveness monitoring:

- The risk and/or opportunity owner is responsible for ensuring that actions are implemented effectively, within the approved timeline and allocated resources.
- The designated action owner is responsible for executing the planned activities and regularly reporting progress to the risk and/or opportunity owner. Upon completion, the implementation status is formally communicated and recorded.
- Where an action cannot be completed within the planned timeframe, the reasons for the delay, any interim measures, and the revised completion date are documented in the relevant inventory. Changes to implementation timelines are subject to approval by the appropriate responsible personnel before being recorded.



Cybersecurity

At Esan, we recognize that sustaining a robust information security posture is essential for protecting our reputation, preserving business continuity, and reinforcing the confidence of our stakeholders. Ensuring the security of all forms of information related to our company, our customers, and our stakeholders remains among our highest priorities.

We comply with all relevant legislation, standards, and corporate policies governing information security. Our Information Security Management System is operated in line with ISO/IEC 27001:2022 and meets the applicable information security requirements. In addition, we incorporate internationally accepted standards and risk management methodologies, including ITIL and COBIT, into our cybersecurity practices.

As Esan, we take a proactive approach to identifying, assessing, and reducing information security risks. Our cyber risk insurance provides coverage for all Group companies against cyber threats and cybercrimes, which are among the most critical risks faced globally.

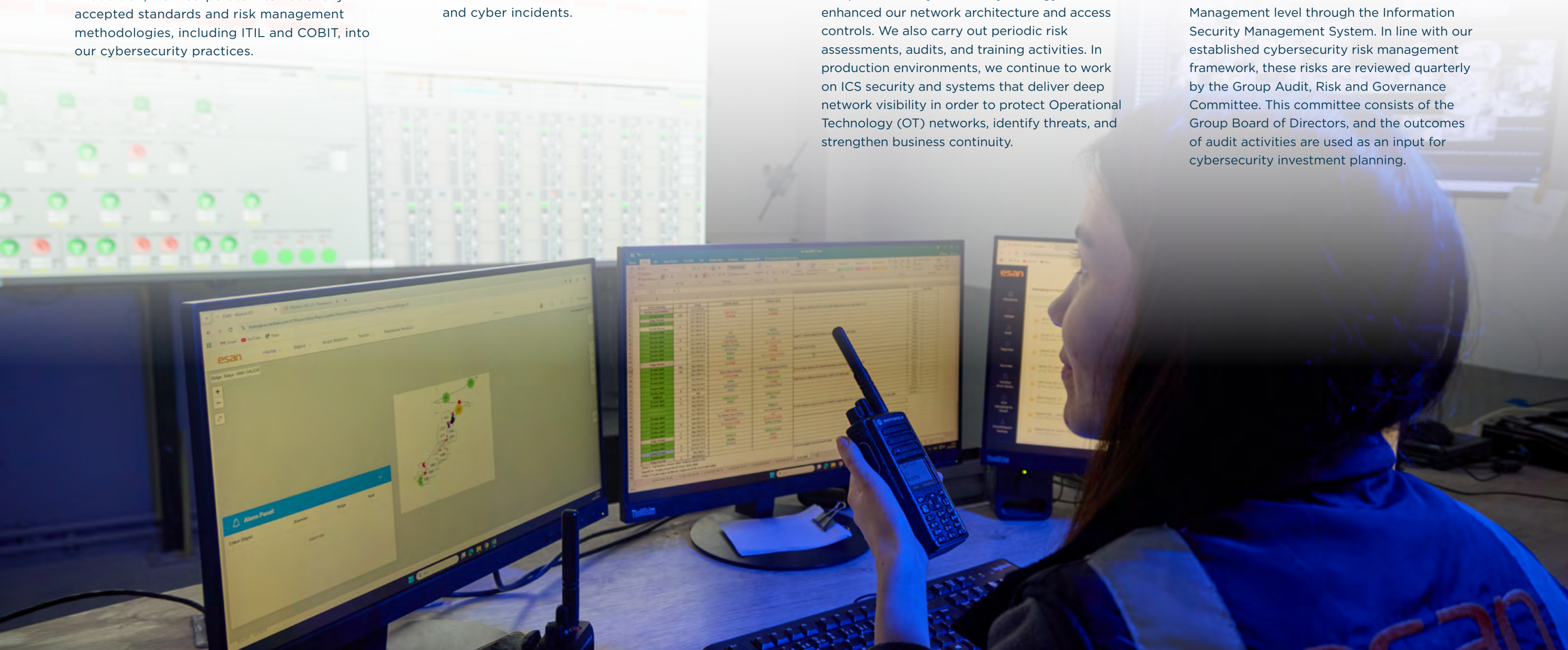
Through our cyber resilience perspective, we continuously track emerging technologies and evolving cybersecurity threats. By applying the latest security controls, we strengthen organizational resilience and maintain readiness to respond rapidly and effectively to potential cyberattacks. Our organization operates a cybersecurity intelligence service across the community on a 24/7 basis. This service is structured to monitor current threats and cyber incidents.

We acknowledge that data is our most valuable asset and therefore position it at the core of our entire security architecture. In line with our commitment to data protection, we regularly monitor our data in accordance with our policies on Competition, the Personal Data Protection Law, the General Data Protection Regulation (GDPR), and our framework rules concerning the protection of financial information, sensitive data, and confidential information. In cases involving suspicious activity, we apply disciplinary procedures.

Cybersecurity of Industrial Control Systems (ICS) is one of the most significant challenges in our sector. To improve the cybersecurity maturity of our ICS, we have developed a comprehensive cybersecurity strategy and enhanced our network architecture and access controls. We also carry out periodic risk assessments, audits, and training activities. In production environments, we continue to work on ICS security and systems that deliver deep network visibility in order to protect Operational Technology (OT) networks, identify threats, and strengthen business continuity.

We develop and manage our business continuity plans and crisis management plans in an integrated way to prevent and minimize operational interruptions that may arise from potential cybersecurity risks. Across the Group, we implement business continuity processes in a coordinated manner with the participation of all relevant teams. Our business continuity and incident response procedures are reviewed annually and tested twice a year.

As is the case with all other risks, cybersecurity risk management is addressed at the Group level. To secure full compliance and support continuous improvement throughout the Group, adherence to defined protocols and guidelines is of critical importance. We perform internal audits and assess their outcomes at the Senior Management level through the Information Security Management System. In line with our established cybersecurity risk management framework, these risks are reviewed quarterly by the Group Audit, Risk and Governance Committee. This committee consists of the Group Board of Directors, and the outcomes of audit activities are used as an input for cybersecurity investment planning.



Ethics and Compliance

The Eczacıbaşı Group prioritizes strict adherence to business ethics and legal regulations in all its operations, fostering a dynamic corporate culture grounded in respect for people and nature, continuous development, and contribution to social welfare.

These values, inspired by founder Dr. Nejat F. Eczacıbaşı's lifelong commitment to community service, are embedded at every level of the organization and guide the daily actions of employees and subsidiaries.

Adherence to our corporate values and full compliance with ethical and legal requirements are fundamental to everything we do. In line with the principles of integrity, honesty, and transparency, we ensure that ethical conduct remains at the core of our relationships with all stakeholders. We actively promote diversity, fulfill our social responsibilities, and extend our ethical business practices throughout our supply chain.

Our Ethical Practices and Compliance Mechanism

Our business ethics and compliance processes are jointly managed by the Audit Group, the Legal Department, and the Compliance Committee. Our Code of Conduct clearly defines the ethical expectations for all employees and business partners and is publicly available on the [Eczacıbaşı Group website](#).

Through the Esan Sustainability Compliance Commitment, we aim to expand our ethical business approach throughout the supply chain. All suppliers and subcontractors conducting business with Esan are expected to fully comply with our standards.

Esan manages potential corruption and bribery risks across its procurement practices and broader supply chain through its Code of Conduct, compliance policies, procurement processes, supplier expectations, internal controls, audit mechanisms, and compliance procedures. Business partners are expected to act in accordance with applicable laws, ethical principles, and Esan's sustainability and compliance requirements.

In line with our Corporate Governance Principles, we remain committed to continuously strengthening our ethical business approach and creating long-term, sustainable value for all our stakeholders.

As a member of the Eczacıbaşı Group and a participant of the UN Global Compact, we prioritize integrity, honesty, and transparency in all business operations while ensuring full compliance with applicable laws and regulations. Our commitment to ethical conduct and fairness extends to all interactions with colleagues, customers, suppliers, and other stakeholders, fostering a professional and respectful work environment. We place strong emphasis on diversity and social responsibility. The Eczacıbaşı Group maintains high standards of ethics and legal compliance, overseen by the Audit Group, CHRO, Legal Department, and Ethics Committee, ensuring that all operations align with our core values of integrity and transparency.

In order to strengthen our Group values and principles and to effectively manage potential violations of ethical rules, significant steps were taken in 2024 to further embed ethical standards across the Eczacıbaşı Group. In this context, the structure and processes of the Ethics Committee were updated. Additionally, the Ethics Committee Regulation, Misconduct Risk Management Policy, and Prevention of Retaliation Policy for the Protection of Employees were published by the Eczacıbaşı Group.

We have developed a comprehensive Code of Conduct to guide behavior and clearly define ethical expectations for employees and third-party business partners. The Code is consistent with the environmental and social commitments undertaken within the EBRD financing framework, the Code promotes ethical business conduct, fair working conditions, transparency, accountability, and compliance with applicable laws, corporate policies, and internationally recognized standards. It also fosters responsible business conduct across our operations and business relationships. The Code is publicly available on the Group's website, ensuring accessibility for all stakeholders, including employees and business partners.

In alignment with our Group's firm commitment, we fully embrace a zero-tolerance policy toward discrimination, bribery, and corruption. Our top priority is to create a fair and equitable workplace that respects fundamental human rights and ensures that all business practices are free from violations. We strictly prohibit child labor and forced labor and ensure that all recruitment processes are conducted without discrimination based on gender, language, belief, or ethnic origin.

In addition to adhering to the Group's policies, Esan has developed supplementary policies to further reinforce our commitment to various aspects of our operations. These policies serve as additional guidelines and standards within our organization to ensure compliance, efficiency, and responsible practices.

Human Rights Policy

Environment and Climate Change Policy

ESG (Environmental, Social and Governance) Policy

OHS (Occupational, Health and Safety) Policy

Gender Equality & Equal Opportunities Policy

Social Impact Management Policy

Responsible Sourcing Policy

Additionally, we are committed to protecting employees' rights to unionize and organize, while fostering constructive relationships with trade unions. To further support our employees, we provide a comprehensive Group Human Resources Handbook that offers detailed guidance on human rights, freedom of association, as well as our values and codes of conduct.

Esan also expects its contractors, service providers, and business partners, including security service providers where applicable, to comply with relevant legislation, occupational health and safety requirements, human rights principles, and company policies. Security practices are carried out with due consideration for the rights of employees, contractors, and other stakeholders.

Esan expects third-party service providers to act in accordance with legal requirements, occupational health and safety rules, and company standards.



Employee Communication and Training

Our commitment is to ensure that every employee clearly understands the standards and regulations related to their roles. We provide comprehensive training programs and maintain open communication channels to explain how these rules apply to daily work routines. We presume that our current employees have already completed this training, and we ensure that all new hires receive the necessary training within their first month. As of 2025, our employees have collectively completed training on the Code of Conduct.

If there is any suspicion of a breach of the Code of Conduct, particularly concerning bribery, corruption, human rights violations, or conflicts of interest, all Group employees are required to report such concerns to the Ethics Committee through designated transparent communication channels.

Every report is thoroughly reviewed and evaluated by the Ethics Committee, which operates under the principle of strict confidentiality.

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

Information Security Management

Esan prioritizes information security management to protect corporate knowledge and safeguard its information assets. The main elements of this security are confidentiality, integrity, and availability. To prevent vulnerabilities that could impact business continuity and corporate reputation, the company implements an Information Security Management System. Esan's Information Security Management policies are mandatory for all employees and also apply to third-party service providers with access to Esan's information. All employees and stakeholders must comply with legal requirements and take the necessary measures to reduce risks. Any violations may lead to disciplinary action, including termination of employment and legal proceedings.

Child Labor and Forced Labor

Esan firmly forbids the employment of individuals under the age of 18 in its operations and headquarters. To comply with current laws, hiring those under 18 is expressly banned in the underground sections of mining sites, preventing forced or coerced labor. During supplier selection, comprehensive reference checks are carried out to detect such practices. If identified, Esan will not engage with that supplier. Should such practices be revealed after an engagement has begun, Esan will immediately terminate the relationship.

Discrimination, Collective Bargaining, Right of Organization

Esan is dedicated to respecting universal human rights through ethical business practices and strictly prohibits any actions that infringe upon fundamental individual rights. Any departure from this principle requires investigation within the ethical business framework and the involvement of relevant committees. In addition, Esan considers human rights violations, including those occurring in current and previous reporting periods, to be significant matters. No incidents of discrimination, obstruction of collective bargaining, or restriction of organizational activities have been recorded.



Economic and Financial Performance

At Esan, we prioritize sustainability by embedding responsible practices into our everyday operations. Our goal is to create a positive contribution to the environment while ensuring that our activities remain efficient and considerate of their long-term impacts.

At the foundation of our economic sustainability is the belief that both financial value and social benefit are essential. We recognize the strong connection between these two elements and assess our economic sustainability through a balanced and mutually beneficial relationship between them. By positioning economic sustainability at the center of our operations, we aim to generate long-term value for all parties involved in our business and create a positive, sustainable impact on our stakeholders and society.

This approach goes beyond profitability; it also involves reducing our environmental impact through responsible mining practices, maintaining fair working conditions, and supporting social development. As part of our responsible mining approach, we apply ethical and transparent business practices, use natural resources efficiently, and take proactive measures to protect ecosystems and local communities.

Esan prioritizes supporting local employment, developing local suppliers, and expanding training opportunities in the regions where it operates. In this context, the company carries out vocational training programs, internship opportunities, local employment practices, projects supporting women's participation in economic life, and social investment initiatives. Esan also develops collaborations that support local economic development in its operating regions.

Through its operations, Esan creates positive indirect economic impacts such as employment generation, support for local supply chains, contribution to tax revenues, and the promotion of local development through education and social investment projects. Potential environmental and social impacts associated with mining activities are managed through relevant management systems and stakeholder engagement mechanisms.

Esan supports various projects in the areas of education, social development, community development, and local capacity building in the regions where it operates. Infrastructure and community investment activities are planned and implemented in line with the needs of relevant stakeholders.

In 2025, we continued to strengthen our operational capabilities and advance strategic investments despite changing market conditions. Since 2022, we have increased our operational footprint to a total of 9 production facilities. These developments include the start of gold production at Niğde Özyurt, the commissioning of Türkiye's first roasting-based gold processing facility in Konya İnce, and the construction of an 850-meter production shaft at our Balya site, which is expected to become Türkiye's deepest metal mine.

In addition, we enhanced our exploration and research activities in Türkiye and Kazakhstan by advancing site-specific mineral beneficiation studies and developing optimized processing approaches for the Zharly-Asha Cu-Zn project. In line with our renewable energy objectives, we also launched a 7.14 mWp solar power project in Balya, supporting our efforts to increase the share of renewable energy in our operations.

Over the last two years, we have expanded our international presence by establishing a new overseas office. We have also extended our global reach by increasing the number of countries we export to, reaching a total of 34 countries during this period. Our Ukrainian kaolin product, mainly used in tile applications, generated sales of €1.6 million in 2024, increasing to €4.0 million in 2025, representing an increase of approximately 150%. Although demand for this product declined at the end of 2022 due to the war, sales continued to recover following the opening of our own kaolin quarry, reaching a record high in 2025. This achievement demonstrates our resilience and our ability to adapt to changing market conditions.

	2024	2025
Total Net Sales (€ million)	561	482
Ratio of foreign sales (%)	63%	58%

Economic value generation and distribution data is reported at company level.

Economic Value Generated, Distributed and Retained (€ million)	2024	2025
Economic Value Generated	574	509
Economic Value Distributed	646	530
Economic Value Retained	(72)	(21)

Tax Approach and Governance

Esan aims to fulfill its tax obligations in accordance with applicable legislation and to operate in line with the principles of transparency and compliance. Tax practices are carried out in accordance with relevant legal requirements and the company's corporate governance approach.

Tax processes are managed within the scope of the company's finance, accounting, and relevant control mechanisms. Esan aims to ensure that tax obligations are fulfilled accurately and on time.

In carrying out its tax obligations, Esan maintains the necessary communication and information sharing with relevant public authorities and other stakeholders. Tax-related processes are conducted in line with the principles of transparency, accuracy, and compliance with legislation.



Supply Chain Management

Our supply chain management approach is guided by a strong focus on environmental responsibility, ethical conduct, and support for local development. In line with international sustainability principles, we apply a responsible procurement framework that integrates rigorous environmental, social, and governance standards into the way we select and assess our suppliers.

Wherever possible, we prioritize local sourcing in order to reduce transportation-related emissions and support the economic development of the regions in which we operate. All suppliers are expected to comply with Esan's ethical and environmental standards, including requirements related to health and safety, environmental protection, and human rights.

Esan aims to support local suppliers wherever possible in the regions where it operates.

At Esan, we base our supplier relationships on ethical and sustainable business principles, aiming to create positive impacts on the environment, society, and the local economies where we operate. Within this framework, our supplier management practices are evaluated through internationally recognized sustainability platforms like EcoVadis, ensuring transparency, accountability, and continuous improvement throughout our supply chain.

We strictly adhere to the Group Code of Conduct across all aspects of our business operations, including supply chain management, and we expect our suppliers to align fully with these standards.

2,810

Number of suppliers



95%

Local suppliers



217

Number of suppliers evaluated in terms of environmental and social impacts



8%

Suppliers screened using environmental and social criteria



100%

New suppliers that were screened using social criteria



89%

Payments to local suppliers



109,000 ton

Volume of minerals sourced from local suppliers



To further strengthen our responsible sourcing practices, we continued our engagement with the Responsible Minerals Initiative (RMI) and progressed through the Responsible Minerals Assurance Process (RMAP) during 2025. Throughout the reporting period, the RMAP audit and Corrective Action Plan (CAP) process advanced, and the required corrective actions were implemented to address the audit findings. Following the successful completion of these actions, Esan was awarded the RMAP certification in May 2026. These efforts reinforce our commitment to transparent, responsible, and sustainable supply chains while positioning Esan as a pioneer in responsible mining practices.

As part of its commitment to responsible mining, Esan entered the independent audit process under the Responsible Minerals Initiative (RMI) in 2025 and continues to strengthen its responsible sourcing practices.

In 2025, we prepared Responsible Sourcing Policy along with a Sustainability Compliance Commitment to be integrated into supplier contracts. Through this policy, we aim to regularly monitor suppliers by adopting a risk-based sourcing approach aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as the principles of the Responsible Minerals Initiative (RMI). This framework enables us to assess and monitor supplier performance in a more systematic and structured manner.

We expect our suppliers to recognize their responsibilities toward their employees, the communities in which they operate, and the environment. Through close collaboration, we aim to encourage improvements where necessary and foster a culture of continuous development. Ongoing compliance with relevant project standards is considered essential, and suppliers who do not meet the requirements of the Sustainable Procurement Policy are expected to work jointly with Esan to address deficiencies and implement corrective actions.



As part of this framework, a Sustainability Compliance Commitment has been developed to complement supplier contracts. This document defines the core principles and expectations that apply not only to direct suppliers but also to their subcontractors and business partners, ensuring that sustainability and ethical business practices are embedded throughout the entire supply chain.

Supplier selection and evaluation follow a performance-driven process that examines occupational health and safety, environmental performance, and social compliance. Beyond these fundamental criteria, our assessment framework incorporates wider operational and sustainability factors to ensure a holistic approach to responsible supplier management.

Key Evaluation Areas (KPIs)

- Quality management system
- Product and service quality
- Compliance with commercial terms and conditions
- Adherence to delivery requirements
- Flexibility and collaboration
- Occupational health and safety (OHS)
- Risk management
- Environmental, social and governance (ESG) management

For supplier evaluations conducted through the Ariba platform, we utilize two customized assessment templates: one specifically designed for product suppliers and another for service providers. Additionally, supplier performance is regularly monitored through Ariba's integrated reporting tools, allowing us to track performance over time, compare results with previous periods, and identify trends as well as opportunities for continuous improvement.

Through this structured approach, we collaborate with suppliers that are most closely aligned with our sustainability objectives.

In 2025, we engaged with 661 new suppliers, expanding our total supplier base to 2,810. Local sourcing remains a strategic priority; by the end of 2025, 95% of our suppliers were local, and 89% of our supply chain payments were directed to local businesses, directly supporting regional economic development. During the same period, the volume of minerals sourced from local suppliers exceeded 109,000 tons.

Through these practices, we contribute to building a sustainable mineral supply infrastructure by prioritizing resource diversification, supporting circular economy principles, and ensuring resilience at every stage of the mining and mineral supply chain.

Employee Perspective

Erdal İmre

Esan

Supply Chain Director



Over the past 3.5 years at Esan, I have focused on transforming our supply chain into a strategic function built on sustainability, transparency, and traceability. Through key initiatives such as EcoVadis and RMI processes, organizational restructuring, and digital transformation projects, we have reshaped supplier management, procurement, and performance monitoring with a more integrated and sustainable perspective.

One of the most important gains has been the integration of sustainability criteria into our decision-making processes, allowing us to manage supplier risks more proactively while building a more data-driven and measurable structure through digitalization. These efforts have clearly contributed to stronger operational efficiency, improved risk management, better alignment with global customer expectations, and enhanced corporate reputation.

The most critical challenge has been organizational change management. Ensuring that new systems and sustainability criteria are fully adopted across internal stakeholders and suppliers requires time, communication, and continuous development. At the same time, growing geopolitical risks such as trade restrictions, regional conflicts, and logistical disruptions have reinforced the need to move beyond traditional cost-focused models toward supply chains that prioritize resilience and agility.

At Esan, we manage these risks through a multi-layered approach that includes supplier segmentation, alternative sourcing, critical stock strategies, and digital monitoring tools, supported by sustainability platforms such as EcoVadis and RMI. While I believe Esan's supply chain structure is resilient and evolving in the right direction, continuous improvement remains essential. Looking ahead, I see deeper digitalization, stronger supplier ecosystems, advanced sustainability practices, and ongoing organizational capability development as the key priorities for long-term success.

Revision of Ariba Supplier Selection and Evaluation Criteria with a Sustainability Focus

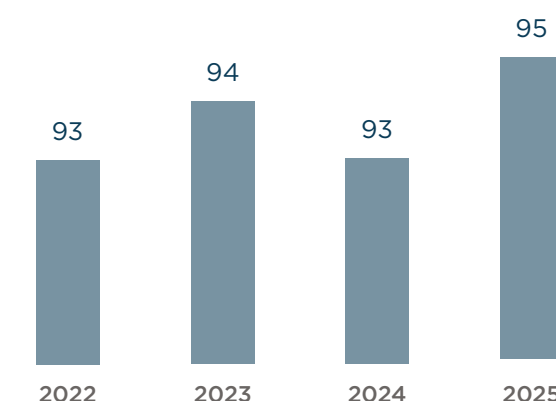


To strengthen the alignment of our supplier selection and evaluation processes with our sustainability objectives, the evaluation criteria within Ariba were revised. While environmental and social performance had previously been assessed under broad categories using a limited number of criteria, the revised framework provides a more comprehensive assessment by covering sustainability-critical topics such as environmental performance, human resources, human rights, occupational health and safety, and integrated management systems. The newly developed question sets under these categories enable a more comprehensive, objective, and standardized evaluation of suppliers' environmental and social practices, in addition to their commercial and operational performance.

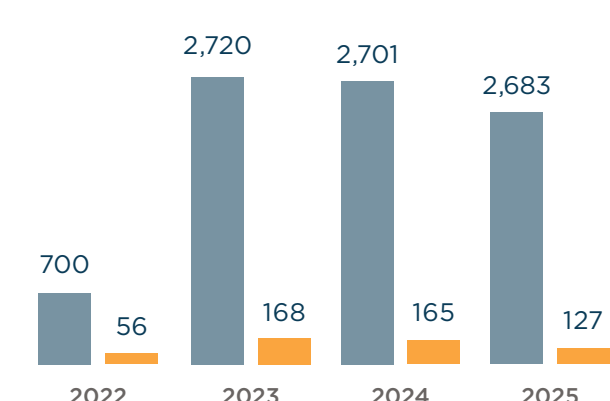
Furthermore, a "Supporting Evidence Document Upload" step was incorporated into the workflow, and a dedicated folder was created within Ariba's document management section to securely store the Responsible Supplier Assessment Form together with the supporting evidence submitted by suppliers. This enhancement enables supplier declarations to be verified against relevant policies, certifications, procedures, and other supporting documentation while ensuring that all records are archived in a centralized, digital, traceable, and auditable environment.

As part of the revision, the workflow itself was streamlined by reducing the number of process steps from 10 to 6 through the removal of duplicate and non-value-adding activities. This simplification made the evaluation process faster and more user-friendly, reducing the average processing time for a single supplier assessment from approximately 30 minutes to 15 minutes, representing a 50% improvement in efficiency. The enhanced process is intended to facilitate the earlier identification of sustainability-related risks, enable consistent benchmarking of suppliers against common criteria, identify areas for improvement, and support the systematic monitoring of corrective actions.

Local Supplier Ratio (%)



Number of Suppliers



■ Total Number of Local Suppliers
■ Total Number of Foreign Suppliers



4 Investing in Planet

Environment Management	74
Climate and Environment	76
Energy Management and Transition to Low Carbon Emissions	80
Water Management	90
Waste Management and Circular Economy	92
Environmental Management and Compliance	96
Biodiversity	98
Resource Management	100

Environment Management

At Esan, being a responsible mining company means minimizing our environmental impact and using natural resources efficiently as one of our core responsibilities. We therefore shape our environmental work around reducing our impact on nature while supporting more sustainable operational practices.

Our main areas of focus include advancing the transition to a low-carbon economy, improving the way we manage energy, and protection of biodiversity. We are aware of that sustainable mining is not only critical for safeguarding the environment, but also for strengthening the long-term resilience of our business and contributing to the welfare of the communities living around our sites.

To ensure that these commitments are managed effectively, we rely on globally accepted management systems and a well-established governance structure. Our processes are handled through an integrated management approach, guided by our Environmental and Climate Change Policy as well as our Environmental, Social, and Corporate Governance Policy. In all our operations, we comply with internationally recognized standards such as ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 50001 Energy Management System. This approach allows us to maintain responsible business practices while driving continuous improvement across the company.

These management systems provide a structured framework for identifying, monitoring, and managing environmental impacts, supporting compliance with applicable legal requirements, and driving continuous improvement across our operations. Through regular monitoring, internal audits, performance reviews, and corrective actions, we strengthen environmental performance while enhancing operational efficiency and resilience.

Beyond these systems, the EcoVadis sustainability performance assessment also supports the development of our environmental, social, and ethical management approach. As an independent evaluation mechanism, EcoVadis helps us track our progress in a structured way, recognize areas where further improvement is needed, and increase transparency both within our operations and across our value chain.

External Stakeholder Perspective



Seda Meral
Rina Consulting
Consultant

Throughout our collaboration with Esan in 2025, we have supported the company in strengthening its Environmental and Social Management System (ESMS) in line with the EBRD Performance Requirements, IFC Performance Standards, and international good industry practice. Through gap analyses, policy reviews, and the development of management plans, we have contributed to building a more structured and integrated approach to environmental and social management.

One of the most significant achievements has been the enhancement of Esan's ESG governance and management practices. By strengthening policies and management processes across areas such as occupational health and safety, environmental management, stakeholder engagement, biodiversity, and water management, Esan has established a stronger foundation for meeting the expectations of international financial institutions.

At the same time, Esan has demonstrated a strong commitment to sustainability, supported by active leadership involvement and a clear willingness to continuously improve its environmental and social performance.

Looking ahead, we see the completion of the integrated ESMS, together with further enhancements in governance, monitoring, and reporting, as the key priorities for supporting Esan's long-term resilience and alignment with international ESG standards.



Climate and Environment

Climate change stands as one of the most pressing global challenges, with wide-ranging and long-term impacts. According to the [World Economic Forum's Global Risks Report 2026](#), extreme weather events are identified one again this year as the most significant global risk in terms of potential impact over the coming decade.

At Esan, we recognize that climate change may have significant implications for both our sector and our operations. For this reason, we prioritize strengthening the resilience of our infrastructure and ensuring the responsible use of water and energy resources. In accordance with applicable legal obligations, we also remain committed to protecting biodiversity in the areas where we operate. By embedding sustainability into our key business practices, we seek to effectively address climate-related risks and support the long-term continuity of our operations.

Within our organization, climate change is considered one of the most critical risk areas. As emphasized in our Environment and Climate Change Policy, we are working to better assess how climate-related developments may affect our operations and value chain. This perspective allows us not only to identify opportunities arising from the transition to a low-carbon economy, but also to take early and proactive measures to reduce climate-related risks.

Esan carries out its climate-related activities in line with applicable environmental and climate-related legislation and relevant national and international regulatory developments. As part of the Low Carbon Transition Roadmap Project, Esan continues to implement initiatives aimed at reducing greenhouse gas emissions across its operations. Within the scope of the Low Carbon Roadmap Project, Scope 1, Scope 2 and Scope 3 greenhouse gas emissions were quantified for the 2021 and 2023 base years. Based on these assessments, renewable energy investments, energy efficiency projects and electrification opportunities are evaluated to support the Company's transition towards a lower-carbon operating model.

Esan has conducted a Low Carbon Roadmap study to assess potential pathways for decarbonization and climate transition. The study considers areas such as renewable energy, energy efficiency, resource efficiency and long-term decarbonization scenarios. While the roadmap is not currently implemented or monitored as a formal transition framework, its findings provide a reference for Esan's ongoing assessment of potential decarbonization opportunities. Esan does not currently maintain a standalone climate transition plan or an SBTi-validated target.

During the reporting period, ESAN invested in consultancy and modelling activities supporting the development of the Low Carbon Roadmap. Climate transition activities are coordinated by the Sustainability Department together with operational, energy and investment teams and are overseen by the ESG Committee and senior management.

Esan's climate transition approach is also considered in relation to just transition principles. While the Company has not disclosed a standalone just transition framework, its sustainability approach considers the participation of employees, local communities and other stakeholders. Stakeholder priorities identified through the double materiality process are reflected in Esan's sustainability management approach, while local development, social investment, employee development and biodiversity management activities support the management of potential transition-related impacts.

Emissions relating to air pollutants such as NOx, SOx, particulate matter (PM), volatile organic compounds (VOC), hazardous air pollutants (HAP) and persistent organic pollutants (POP) are monitored and managed in accordance with applicable environmental legislation where relevant.

During the reporting period, Esan did not utilize carbon credits, carbon offsets or greenhouse gas removals as part of its climate strategy. Likewise, no carbon capture, carbon storage or verified greenhouse gas removal projects were implemented. Emission reductions are pursued primarily through operational improvements, renewable energy investments and energy efficiency initiatives.



Esan Climate-Related Risk and Opportunities

Since 2024, Esan has been conducting regular qualitative assessments of climate-related risks and opportunities as part of its sustainability risk management process. These assessments evaluate the potential impacts of climate-related developments on the Company's offices, production facilities, warehouses, mining operations, and critical supply chain.

The climate scenario analysis covers the short, medium, and long term, with each timeframe defined in alignment with the Eczacıbaşı Group's strategic planning, investment horizon, and sustainability objectives.

Short Term (0-1 years)

Focus on operational priorities, annual performance monitoring, and near-term regulatory developments.

Medium Term (2-6 years)

Focus on strategic investments, operational transformation, renewable energy initiatives, and alignment with the EU Green Deal's 2030 objectives.

Long Term (7-25 years)

Focus on long-term decarbonization, alignment with the EU Green Deal's 2050 climate neutrality target and Türkiye's 2053 net zero target, together with the assessment of long-term physical climate risks affecting mining assets and operations.

As part of the assessment process, climate-related risks and opportunities are evaluated under two reference scenarios representing a lower-carbon and a higher-carbon future. These scenarios support the assessment of both physical and transition risks while providing a forward-looking understanding of the Company's long-term resilience.

For further information on the scenarios and assessment methodology, please refer to the [**ESAN 2024 Integrated Sustainability Report**](#).

As part of the periodic sustainability risk assessment process, Esan identified twelve climate-related risks, comprising six physical risks and six transition risks, together with six climate-related opportunities. The identified risks and opportunities are regularly reviewed through cross-functional workshops involving sustainability, risk management, strategy, and relevant operational functions.

Among the identified risks, water stress and drought were assessed as key sustainability risks in the 2025 review due to their potential implications for water availability, operational continuity, resource availability and long-term business resilience. These risks are incorporated into the Company's sustainability risk management process and monitored through relevant risk management and sustainability processes.

The identified opportunities primarily relate to renewable energy investments, energy efficiency improvements, operational innovation, resource efficiency, and products supporting the low-carbon transition. These opportunities are expected to strengthen operational resilience, improve environmental performance, and support Esan's long-term competitiveness.

Considering the evolving regulatory environment, the development of carbon pricing mechanisms, and uncertainties associated with long-term climate projections, quantitative financial impact assessments remain subject to significant assumptions. As methodologies, regulatory frameworks, and localized climate projections continue to evolve, Esan will periodically update its assessments to strengthen the robustness of future analyses.



Energy Management and Transition to Low Carbon Emissions

Energy Management

8,932 MWh

Renewable energy use



10.4 MWp

Renewable energy installed capacity



100%

Share of renewable electricity consumption in Türkiye ✓



Energy efficiency and strong energy management are essential in mining, both for controlling operating costs and for supporting the move toward a low-carbon economy. At Esan, we address these priorities through energy-saving initiatives across our sites, renewable energy investments, and smart energy management systems that help us cut emissions and improve our environmental performance.

All our energy efficiency activities are carried out in alignment with the ISO 50001 Energy Management System. During the reporting period, we implemented 5 energy efficiency projects designed to reduce energy consumption and enhance the sustainability of our operations.

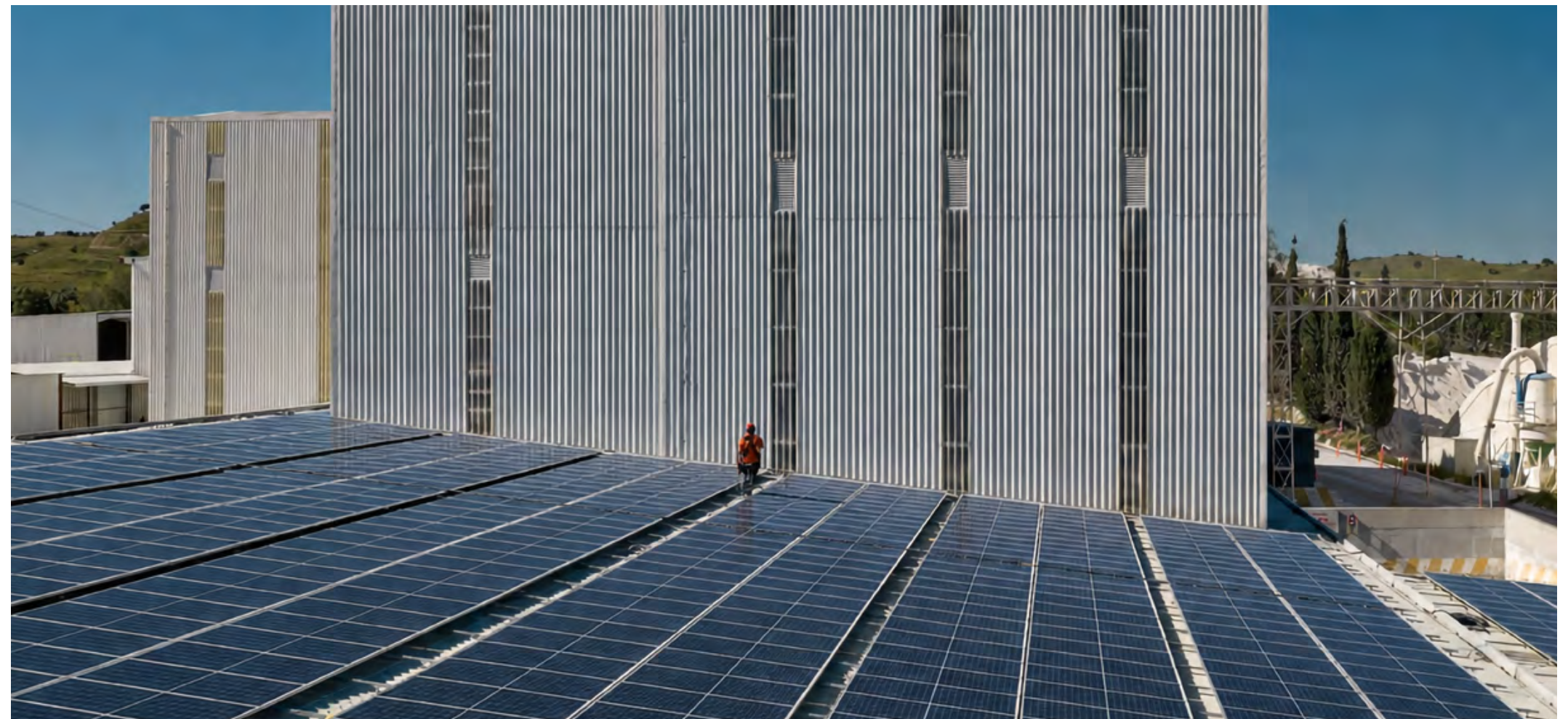
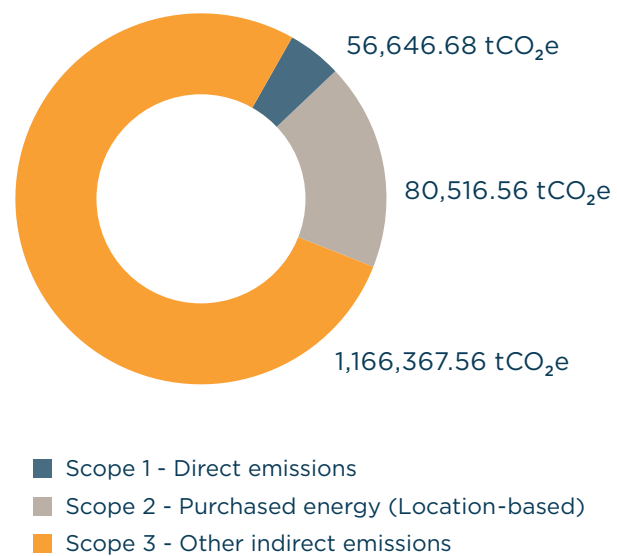
We further reduced our energy consumption to 396,848 MWh in the current year, achieving a new milestone.

This performance reflects our strong commitment to responsible resource management and a data-driven approach to energy performance. We aim to sustain this progress through our ongoing efficiency initiatives.

Energy data are monitored and reported within the scope of the ISO 50001 Energy Management System. Energy consumption and energy intensity indicators are calculated using operational meter records, invoices and facility-level consumption data.

Esan's energy consumption occurs primarily within its own operations, including mining activities, ore preparation and beneficiation facilities, drying, crushing and screening, grinding and auxiliary operations. Energy use across the value chain is also considered within Scope 3 greenhouse gas calculations where relevant, including upstream activities such as purchased goods and services, fuel- and energy-related activities and transportation, as well as downstream logistics and product-related activities.

2025 CO₂e Emissions by Scope



Energy Efficiency Projects

In 2025, we implemented a range of energy efficiency projects across our facilities to optimize production processes, reduce energy dependence, and lower our environmental impact. These initiatives included investments such as purchasing a drum motor, installing a centralized compressor system, implementing a compressor heat recovery system, and carrying out other process optimization improvements.

Purchase of drum motor

- A drum motor with a fully enclosed motor structure was purchased.
- The enclosed design decreased the risk of malfunctions.
- Maintenance requirements were kept to a minimum.
- The system achieved 25% energy savings.
- Oil replacement is required only every 50,000 operating hours.

As a result of this purchase, the estimated annual savings reached **5,125 tons of CO₂**.

Installation of a centralized compressor system

- Three separate compressors were decommissioned.
- Space utilization within the facility was improved.
- Machine efficiency and overall performance were enhanced.
- An equal aging system was implemented to ensure uniform operating hours.
- Wear and tear were distributed evenly across all compressors.

As a result of the installation, equipment lifespan was extended, performance consistency was maintained, and operational excellence together with resource efficiency was supported.

Implementation of compressor heat recovery system

- Heat from compressor oil temperature was utilized to provide heating for the administrative building and domestic hot water.
- Recovered heat also supplied hot water for locker room showers.
- Natural gas consumption for heating the administrative building was completely eliminated.
- Electricity consumption for heating shower water was reduced to zero.

As a result of this implementation, the estimated annual savings amounted to **0.0278 tons of CO₂**.

Improvements in Production Processes for Optimizing Furnace Capacity and Reducing Gas Consumption

- Seventeen sensors were installed on kilns to monitor critical parameters, including temperature, humidity, pressure, gas consumption, and feed rate.
- Two years of collected data enabled detailed performance analysis and the identification of inefficiencies.
- AI-based algorithms were applied for predictive analysis and process optimization.
- AI identified the optimal operating conditions to maximize efficiency while balancing gas consumption.

Thanks to these improvements, real-time optimization enhanced kiln performance, reduced gas consumption per ton, increased overall energy efficiency, and minimized production bottlenecks.

Kiln Cooling Time Optimization in Drying Facilities

- Cooling durations in kilns were optimized to eliminate unnecessary energy waste.
- Process improvements were introduced to strengthen production efficiency.
- Excess energy consumption during the cooling phase was removed.

As a result of the optimization process, the estimated annual energy savings reached **39,600 kWh**, while the estimated annual CO₂ reduction was **16,236 tons**.



DMS Project



We are launching the DMS Project, a dense medium separation-based pre-concentration facility at our Balya Flotation Plant. The project is designed to remove waste material from the process stream prior to flotation, thereby improving overall processing efficiency. The facility consists of two feed lines with a combined design capacity of 420 tons per hour. This initiative is expected to deliver 38% water savings (€250,000 annually), 19% energy savings (€400,000 annually), and 16% operational expenditure savings (€3,000,000 annually). With a total investment of €8,900,000 the project is currently under development and is targeted for commissioning by January 2026.

As part of this project, we commissioned the crushing plants on 11 March to enhance the efficiency of the DMS (Dense Medium Separation) process. Through the improvements implemented, an overall plant capacity increase of approximately 30% is being targeted. In addition, reducing the feed particle size from -16 mm to -10 mm has enabled more stable and effective separation within the DMS circuit. These optimizations are expected to significantly improve both process performance and product quality.

Shaft Project



We have launched the Shaft Project at our Balya Underground Production site, a system developed to lower energy consumption, reduce carbon emissions, and shorten transport time in ore conveying operations. In addition to improving operational efficiency, the project is also intended to enhance personnel transportation within underground working areas. Once operational, the system will enable efficient ore transport from the Main Balya and North Balya zones, with an estimated return on investment ranging from 4 to 5.5 years depending on throughput capacity. With a total investment of €55 million, the project is currently in progress and is scheduled to become operational by January 2026.

A major milestone has also been successfully achieved in this project, for which the contract was signed in October 2022. Following the completion of all on-site preparation, installation, and testing activities, active field operations officially began on March 3 with the launch of production and transportation activities. With this advancement, underground production processes, as well as personnel and ore transportation, have started to be carried out through the transport shaft.

Ore Crushing Plant Revamp Project



We have launched the Ore Crushing Plant Revamp Project at our Balya Flotation site to enhance plant availability and ensure capacity alignment with the new DMS plant. The existing crushing facility currently operates at only 50% availability and is unable to meet the capacity and particle size requirements of the DMS system. This project is designed to increase plant availability to 90% through a comprehensive modernization process that includes demolition, concrete works, and the installation of new equipment. With a total investment of €2,750,000 the project is currently underway and is scheduled for completion by February 2026.



Improvement of production processes to optimize furnace capacity and reduce gas consumption



We completed a furnace optimization project designed to reduce natural gas consumption, improve energy efficiency, and increase furnace capacity in drying operations across Esan facilities. As part of the project, 17 sensors were installed on the furnaces to monitor critical parameters such as temperature, humidity, pressure, gas consumption, and feed rates. Data collected over a two-year period was analyzed to identify performance gaps, bottlenecks, and efficiency losses. Based on these insights, artificial intelligence algorithms were implemented to determine optimum operating conditions and enable real-time process optimization. Once implemented, the system enabled a more efficient balance between gas consumption and production output, reducing natural gas cost per ton while improving overall furnace performance. With an investment of €30,000, the project has been completed and is expected to generate an estimated annual saving of €2.2 million.

Optimization of the Sample Drying Process in the Oven and Energy Saving



We completed the Optimization of the Sample Drying Process in the Oven and Energy Saving Project at the Bozüyük Laboratory Quality Control Department to reduce energy consumption in sample drying operations. The project focused on optimizing the drying process by reducing the sample container size to 19 cm, which allowed more samples to be dried in a single oven. With this improvement, the need to operate a second oven was eliminated, avoiding approximately 14 hours of additional daily energy consumption. The project was completed in 2024 with an investment cost of €0. It generates annual energy savings of 3,124 kWh and annual cost savings of €312.

Transition to Low Carbon Emissions

In line with our commitment to a low-carbon economy, we continued to implement tangible actions to reduce emissions across our operations throughout the reporting period.

The Group's Low Carbon Transition Roadmap Project

At the end of 2023, the Eczacıbaşı Group initiated Low Carbon Transition Project. The project's primary objective is to design and implement an effective climate strategy that is fully aligned with global standards and recognized frameworks, supporting the Group's long-term sustainability goals.

The initiatives carried out during the reporting period contributed to reducing our greenhouse gas emissions. We achieved a decrease across Scope 1, 2, and 3 emissions, reducing total emissions to **1,303,530.80 tons of CO₂e**, representing a **38%** decline from our 2021 baseline. Our carbon intensity also improved to **0.084 tCO₂e** per ton of mill throughput, reflecting a reduction in emissions intensity compared to the baseline year.

Esan tracks greenhouse gas emission intensity based on production-related metrics. The emission intensity indicator is calculated by dividing total greenhouse gas emissions by production volume. The Company's 2025 target is to maintain emission intensity below 0.010 tons CO₂e per ton of production and energy intensity below 0.076 MWh per ton of feed. Scope 1 and Scope 2 emissions are considered key performance indicators within Esan's greenhouse gas management approach, while Scope 3 emissions are evaluated within the broader value chain assessment.

Scope 2 emissions are calculated using electricity consumption data in accordance with internationally recognized greenhouse gas accounting standards. Scope 2 emissions are calculated separately under location-based and market-based approaches. Renewable energy investments and self-generation solar power projects contribute to the reduction of Scope 2 emissions.

Scope 3 emissions are calculated and reported as part of Esan's greenhouse gas inventory. Value chain emissions continue to be evaluated within the scope of the Low Carbon Transition Roadmap Project.

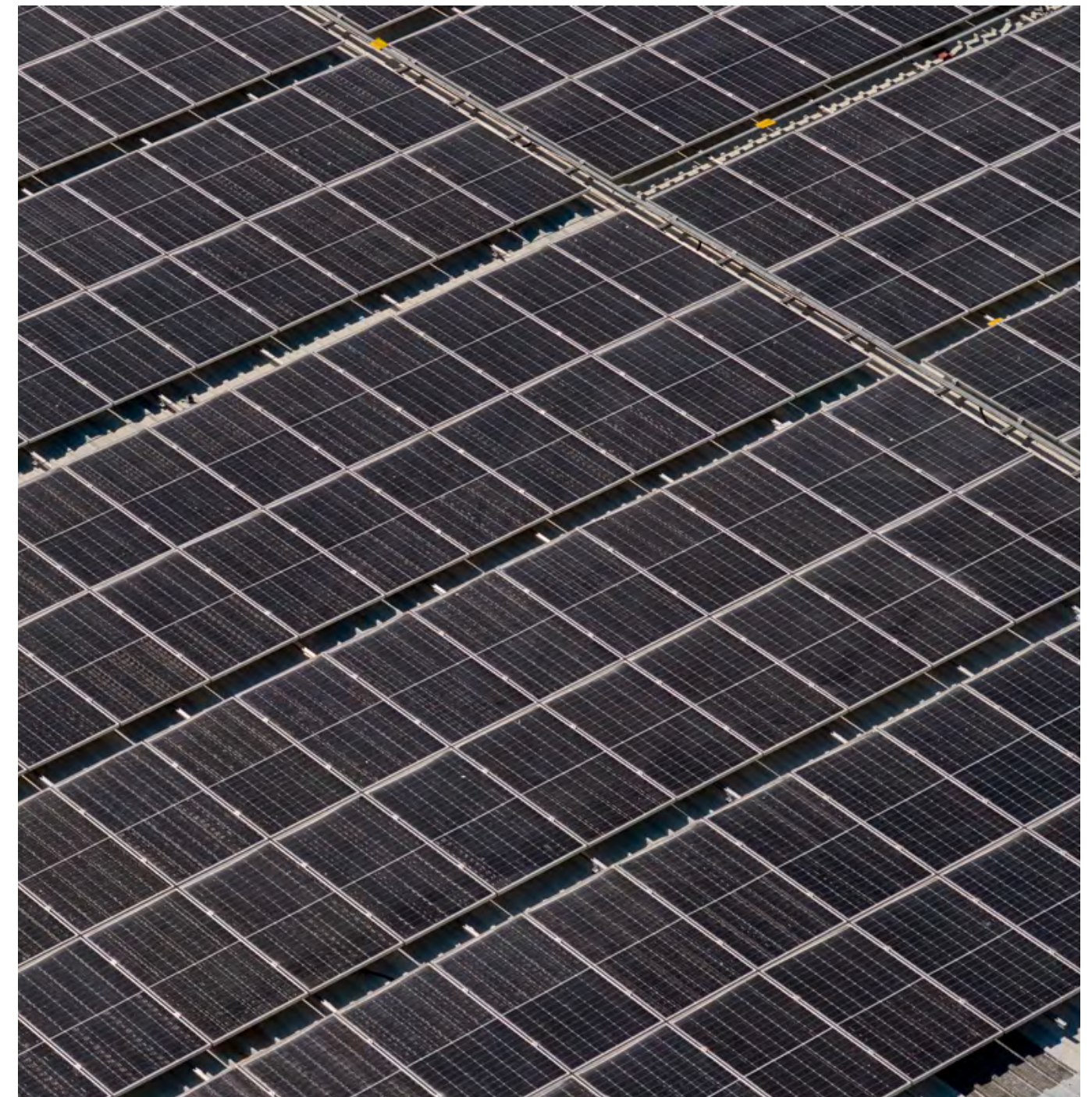
The greenhouse gas inventory is reported on a CO₂e basis, reflecting the combined climate impact of relevant greenhouse gases in line with internationally recognized greenhouse gas accounting principles.

As part of our decarbonization efforts, we were ranked 2nd among the "Companies with the Highest Spending on Energy Efficiency" in the Türkiye EN-VERİM 100 List prepared by Turkishtime.

Renewable Energy

To accelerate our transition to renewable energy, we continue to invest in low-carbon production models and integrate proven technologies across our operations. In this context, we carry out regular technical and economic feasibility studies to assess our potential to meet our energy demand from renewable sources.

As of 2025, we have increased our installed renewable energy capacity to 10.4 MW. During the reporting period, we generated 8,932 MWh of renewable electricity, which supplied approximately 4% of our total electricity consumption. This progress not only reflects our commitment to energy transition but also motivates us to set more ambitious targets for the periods ahead.



Generating Our Own Electricity from Renewables

At Esan, we continue to make significant progress in integrating renewable energy into our operations. Through our renewable energy investments, we clearly demonstrate the tangible outcomes delivered by our renewable energy infrastructure projects.

In 2022, our solar power plants located at our facilities in Balıkesir, Bilecik, and Milas generated **5.05 MWh** of clean electricity, making a significant contribution to our sustainability goals.

Renewable electricity generated from Esan's solar power plants is primarily consumed within the Company's own operations, including mining activities and facility operations.

Güllük Solar 500 kWp Power Plant

Following its commissioning, the Güllük Solar Power Plant has become the largest rooftop solar installation in the region by capacity. With an installed capacity of **0.5 MW**, it fully supplies the electricity demand of the site's mechanized operations, enabling operations with zero carbon emissions.

In 2025, the plant generated **656,553 kWh** of clean energy and contributed to the avoiding **410 tCO₂e** emissions, supporting the sustainable supply of the facility's energy needs.

Yeniköy Solar Power Plant

As Esan's third solar investment, the Yeniköy rooftop solar power plant has an installed capacity of **1.13 MWp**. It plays a significant role in increasing renewable energy use and reducing carbon emissions.

In 2025, the plant generated **1,246,124 kWh** of electricity and contributed to avoiding **778 tCO₂e** emissions, supporting the site's operations more sustainably.

Bozüyük Solar Power Plant

As one of Esan's early rooftop solar investments, the Bozüyük Solar Power Plant has an installed capacity of **0.63 MWp**. It plays a key role in expanding on-site renewable energy generation and reducing carbon emissions.

In 2025, the plant generated **546,076 kWh** of clean electricity and contributed to avoiding approximately **341 tCO₂e** emissions.

Balya Solar Power Plant Phase 1-2-3

As part of Esan's renewable energy investments, the solar power project at the Balya Operation, comprising both rooftop and ground-mounted photovoltaic installations, was initiated in 2023 and completed with the commissioning of its final phase in March 2025. Through the implementation of three project phases, the total installed capacity reached **7.12 MWp**.

In 2025, all three phases of the facility collectively generated **5,430,336 kWh** of renewable electricity. This clean energy production contributed to the avoidance of approximately **3,390 tCO₂e** emissions, supporting Esan's decarbonization objectives and renewable energy transition. On-site renewable energy generation also contributes to reducing the environmental impacts associated with energy consumption while strengthening the resilience and security of the operation's energy supply.

Çine Solar Plant

As part of Esan's ongoing efforts to expand its renewable energy capacity, the Çine rooftop solar power plant has an installed capacity of **1.00 MWp**.

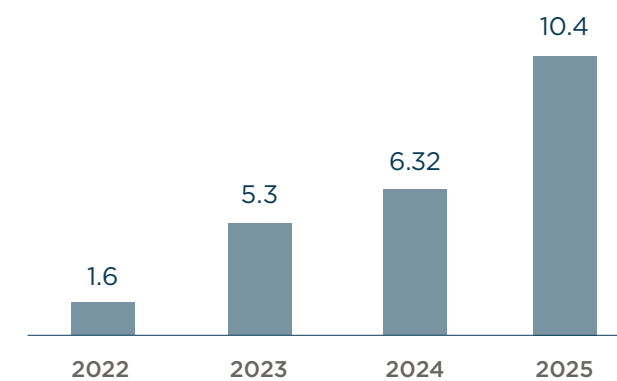
In 2025, the plant generated **1,053,013 kWh** of electricity and contributed to avoiding approximately **657 tCO₂e** emissions released into the atmosphere.

Green Electricity Procurement

As part of our strong commitment to sustainability, **100%** of our total electricity consumption in Türkiye in 2025—equivalent to **8,275 MWh**—was met through own-generated renewable energy. This initiative enabled the avoidance of approximately **5,166 tons** carbon emissions on an annually.

We aim to source **50%** of our total electricity consumption from own-generated renewable energy by 2030. This target reflects our ongoing efforts to increase clean energy use and reduce our environmental footprint.

Energy Consumption (MWp installed capacity)



Water Management

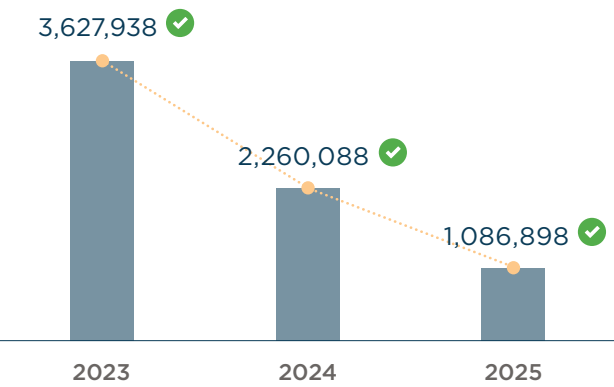
Water is a critical resource for our operations and a key component of our sustainability strategy. We recognize that climate change, increasing water stress, and extreme weather events may affect water availability and operational resilience. Therefore, we are committed to improving water efficiency, reducing freshwater consumption, and strengthening water management practices across our operations.

To support sustainable water use, we implement practices that promote the reuse of recycled and recovered water where feasible, alongside rainwater harvesting and water recovery applications. Depending on operational requirements and local conditions, we utilize surface water, groundwater, and municipal water sources. Through these practices, we aim to reduce reliance on freshwater resources and enhance overall water efficiency.

In 2025, a Water Management Project was launched at the Balya Zinc & Lead Plant to strengthen water monitoring, measurement, and reporting processes. The project includes the establishment of a digital monitoring infrastructure that enables water consumption to be tracked across operational lines and locations. By improving data visibility and supporting the early identification of leaks and anomalies, the project aims to enhance water management performance and reporting capabilities. Implementation activities are continuing in 2026.

We regularly monitor water-related performance indicators and assess opportunities to further improve water efficiency. Through these efforts, we seek to promote responsible water stewardship and contribute to the long-term sustainability of our operations and the communities in which we operate.

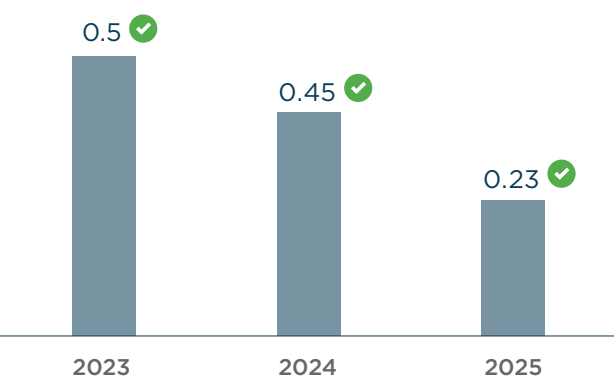
Total Water Withdrawal (m³)



In 2025, we continued to successfully uphold our commitment to maintaining a water intensity level of 0.23 m³ per ton of feed.

Potential acid mine drainage risks are managed through water quality monitoring, engineering controls and tailings management practices. Surface water and groundwater quality are monitored on a regular basis, and preventive measures are implemented where necessary to minimize potential environmental impacts.

Water Intensity (m³/ton)



Balya Water Management Project

In 2025, we launched the Balya Water Management Project at our Balya Lead & Zinc Facility to further enhance our water monitoring, measurement and reporting processes. As part of the project, we established an integrated digital infrastructure that enables more granular tracking of water consumption across individual lines and locations. By improving visibility into water use and supporting the early detection of leaks and anomalies, the system strengthens our data-driven approach to water management.

As of March 2026, the system became fully operational through its integration with PI Vision and Microsoft Power BI. Development activities under Phase 2 are ongoing.



Waste Management and Circular Economy

For the mining sector, managing waste in accordance with legal requirements is a key responsibility, as it directly affects both environmental protection and the well-being of local communities. In line with this understanding, we are redesigning our waste management approach to focus more strongly on waste prevention, efficient resource use, and circular economy practices.

As part of our zero-waste commitment, we achieved a 99% recycling rate for our waste in 2025. This outcome shows the progress we have made in reaching our waste management objectives and demonstrates our continued support for circular economic principles.

Waste data are monitored and consolidated at facility level in accordance with applicable legislation, waste codes and national waste classification requirements. Reported waste quantities are based on actual operational records, legal waste declarations, facility records and licensed waste management documentation. No material estimation methodology was applied in the preparation of reported waste data.

Waste-related impacts arise primarily from Esan's own operations, including mining, ore preparation and beneficiation activities. These activities may generate waste rock, process-related waste, hazardous and non-hazardous waste and packaging waste. Indirect waste-related impacts may also arise from materials and services used across the value chain. Esan manages these impacts through waste prevention, source separation, reuse, recycling, recovery and disposal practices carried out in accordance with applicable legislation.

Where waste is managed by third parties, Esan works with licensed transporters and licensed recovery or disposal facilities. Compliance is monitored through national waste management system records, transport forms, licence checks and legal notification processes. Waste data are collected at facility level, recorded by waste type.

Going forward, we will further strengthen our work on reducing waste at source, increasing recycling, and improving sustainable waste management practices. Through these actions, we seek to lessen the environmental impact of our mining operations while continuing to protect communities and natural ecosystems.

Waste Management

99%

Recycled Waste ✓



36 tons

Waste Disposed ✓



2,845 tons

Waste Recycled ✓



100%

Share of renewable electricity consumption in Türkiye ✓



Tailings Management

Tailings storage facilities operated by Esan are managed in accordance with applicable legal requirements, engineering standards and environmental permit conditions. Nevertheless, activities aimed at ensuring the safe management and continuous monitoring of tailings storage facilities continue across operations.

Esan currently operates tailings storage facilities associated with its Balya Operation. These facilities are operated by Esan under the relevant legal permits and regulatory requirements. Tailings storage facilities are monitored through technical and environmental control processes in line with applicable legislation and engineering requirements.

Evaluation of Bentonite Waste Dust



We are implementing the Evaluation of Bentonite Waste Dust Project to create a value-added use for dust generated during cat litter production. Approximately 500 tons of bentonite dust are generated annually from drying and screening processes, representing around 20% of the process output. This dust cannot normally be used in the final product and poses storage, safety, and operational challenges. As part of the project, this waste dust is being evaluated for reuse in cat litter production. The project is currently ongoing and is expected to improve raw material efficiency, reduce storage needs, and support the production of cat litter with higher water absorption. The cost of raw materials, including transportation, crushing, and soda consumption, is calculated at €58,08 per ton, with expected annual raw material savings of approximately €5,343.

From Nature to Life



We completed the From Nature to Life Project at the Yeniköy Facility to convert organic waste into compost and improve waste management practices. As part of the project, organic waste is separated from non-recyclable waste and processed through a composting machine. The compost produced is then used in landscaping and planting activities within the facility. The project was launched on 3 January 2025, with an investment of approximately €12,217. Through the project, 27,4 tons of waste was composted, resulting in an annual carbon footprint reduction of 38,325 kg CO₂e. The project also generates 3,850 kWh of annual electricity savings, corresponding to €370,29 and €56,80 of material savings, bringing total annual savings to €427,10.

Use of Reclaimed Water Instead of Fresh Water for Press Filter Cloth Washing



We completed a project focused on the valuation and sale of quartzite waste material generated from previous production periods at the Karakaya quarry. This project involved obtaining official permission for waste valuation (Pasa Değerleme İzni), enabling the sale of approximately 400,000 tons of quartzite waste material without the need for new production.

As part of the project, a comprehensive analysis was conducted to identify potential environmental risks caused by waste accumulation, such as flooding of river beds, damage to agricultural lands and homes, and soil erosion. By selling these waste materials, we aimed to prevent such environmental hazards and repurpose inactive materials in other sectors to generate revenue.

The project followed a structured approach, defining clear SMART goals to ensure specificity, measurability, relevance, and timely achievement. Collaboration between production, mining rights, and sales units facilitated effective implementation. After obtaining the valuation permit in March, quartzite waste sales commenced by opening a product code for the waste and loading it via shovel, minimizing state royalty payments.

The risk analysis and root cause assessments identified high iron content and small particle size as challenges limiting direct marketability in certain sectors. However, alternative markets with lower price expectations were successfully found. By applying targeted solutions and obtaining the necessary permits, sales operations have been initiated.

Additionally, the project includes standardization and dissemination efforts, extending valuation permits to other licenses such as Yazsuyu and Sarıkaya, with ongoing market research and consistent sales monitoring. Training and operational adjustments improved staff knowledge and sales readiness.

We anticipate that these efforts will reduce environmental risks, optimize resource utilization, and improve the financial performance of the mining operations related to quartzite waste management.

Environmental Management and Compliance

Aligned with our responsibility to the planet, our impact on nature, and the well-being of both present and future generations, we are dedicated to addressing environmental challenges transparently and effectively. Through the proactive management of the environmental effects of our operations, we strive to generate sustainable long-term value for all stakeholders.

In 2024, we launched Total Productive Maintenance (TPM) processes at Esan to enhance overall productivity through the active participation of all employees, focusing on operational excellence, preventive sustainability practices, and a culture of continuous improvement. Building on this foundation, in 2025, performance continued to be measured across key dimensions including productivity, Overall Equipment Effectiveness (OEE), quality, cost, delivery, occupational health and safety, environment, and employee motivation.

During the year, 353 Before/After Kaizen initiatives and nine Focused Kaizen projects were successfully completed using data-driven prioritization. Cross-functional collaboration in 5S, safety, professional maintenance, and organizational development contributed to safer, more efficient, and better-organized sites. Daily management systems were also introduced to accelerate problem-solving, while the Hoshin Kanri framework enabled senior leadership to establish a three-year strategy that was cascaded throughout the organization, ensuring strong alignment between strategic priorities and operational improvement efforts.

Our environmental management strategy centers on the responsible and efficient use of natural resources while protecting, restoring, and strengthening ecosystems in the areas where we operate. This includes prioritizing resource optimization, addressing climate-related emissions, minimizing waste generation, ensuring safe land use, and fulfilling our duty as responsible environmental stewards.

By embedding this approach throughout all operations, we seek to create a sustainable balance between business performance and environmental responsibility.

- We implement the Environmental Management System across all our processes and operate in compliance with national and international environmental laws, regulations, and standards.

- We monitor our environmental impacts and develop preventive and corrective practices to minimize them.
- We give priority to energy and water efficiency, plan actions to ensure more effective resource use, and turn to renewable energy alternatives.
- We increase our employees' environmental awareness and maintain this awareness through training and development opportunities.
- We use technologies that reduce waste generation, prevent waste at the source, and encourage reuse and recycling practices.
- While our operations are ongoing, we initiate rehabilitation processes to return completed areas back to nature.



Biodiversity

As part of our commitment to comply with the Environmental and Social Action Plan (ESAP), we developed our Biodiversity Action Plan in Balya in 2023. To establish a baseline dataset for our mining site, we conducted a comprehensive Flora and Fauna Assessment Study.

Biodiversity conservation forms an integral part of Esan's environmental management approach. Biodiversity management activities are also implemented across Esan's different operational regions. In 2025, afforestation activities were carried out at the Çukuroluk Quarry in the Milas Region, where 5,000 *Pinus pinea* (stone pine) saplings were planted across an area of approximately 6.5 hectares as part of our land rehabilitation and ecosystem restoration efforts. Biodiversity management activities are implemented through the Biodiversity Action Plan, rehabilitation practices, flora and fauna monitoring programmes, camera trap studies, afforestation initiatives and biodiversity databases developed for operational sites. These activities support compliance with applicable environmental legislation while contributing to the protection and restoration of ecosystems surrounding Esan's operations.

Esan applies an approach aligned with the mitigation hierarchy by seeking to avoid and minimize environmental impacts where possible, monitoring impacts during operations, and implementing rehabilitation and restoration activities after or during operational phases. Biodiversity-related actions include flora and fauna monitoring, camera trap studies, the Fauna Database, rehabilitation works, afforestation, hydroseeding, soil management and environmental monitoring activities.

Within the scope of our 2023 flora studies, seeds of endemic species, as well as species classified as Vulnerable (VU) and Least Concern (LC) under the Red Data Book of Turkish Plants, were collected from the project area. These seeds were delivered to the Seed Gene Bank of the Ankara Field Crops Central Research Institute, which operates under the General Directorate of Agricultural Research and Policies of the Ministry of Agriculture and Forestry, and an official handover certificate was obtained.

In 2025, we continued to implement our Biodiversity Management Plan through ongoing biodiversity monitoring activities. Within the scope of our Biodiversity Action Plan, control measures were initiated for invasive species identified in the project area to prevent further population growth. Areas with high concentrations of invasive species were identified, and species-specific management actions, including removal, licensed disposal, and planning for tree-cutting activities in coordination with the Balya Forest Management Directorate, were undertaken where appropriate. In 2024, rehabilitation activities were carried out at the waste dump area of the Limestone Quarry, where hydroseeding was implemented across an area of 11,790 square meters to support erosion control and revegetation. As part of the afforestation activities, 100 *Pinus nigra* (black pine) saplings and approximately 1,000 cypress saplings, representing the dominant tree species in the region, were planted. As part of our rehabilitation efforts, 500 *Pinus nigra* (black pine) saplings were planted in the shaft area under the micro-forest project to support erosion control and site rehabilitation. The saplings were planted behind the North Balya Shaft area as part of the Micro-Forest Project. In addition, on National Afforestation Day, employees participated in tree-planting activities in the North Balya waste dump area. During these activities, thousands of additional saplings were planted across the North Balya Waste Dump Area.

Based on information gathered through field observations and camera traps, we created a Fauna Database. This system includes records for species identification and trend charts that allow us to monitor changes in populations over time.

Each year, we prepare biodiversity reports using field observation data and the contributions of academic experts in areas such as flora, fauna, hydrobiology, and ornithology.

Following the positive outcomes of our hydroseeding practices, we conducted tree-planting activities at our mining site with the voluntary participation of our employees, planting of 500 *Pinus nigra* (black pine) trees.

The United Nations Sustainable Development Goal 15, "Life on Land," highlights how human activities can damage terrestrial ecosystems. Mining operations can influence these ecosystems in both direct and indirect ways.

At Esan, we recognize the environmental effects that may arise from our activities and manage every stage of our mining sites with a strong commitment to environmental responsibility. Our aim is to build an approach that safeguards natural systems, reduces environmental impacts, and supports sustainable mining practices.

Within this framework, we ensure full compliance with relevant environmental regulations. We also conduct Environmental Impact Assessment (EIA) processes in cooperation with academic institutions, following the requirements and guidance of the EBRD Performance Requirement on "Biodiversity Conservation and Sustainable Management of Living Natural Resources" as well as the Ministry of Environment, Urbanization and Climate Change.

To gain a clear understanding of the ecological characteristics of each operating region, we carry out long-term monitoring across different seasonal periods and analyze both flora and fauna data in detail.

Esan identifies current and potential biodiversity impacts through Environmental Impact Assessment processes, flora and fauna studies, environmental monitoring activities, permit processes and site-based risk assessments. Mining activities, land use, water use, ore extraction and waste management processes are considered among the activities with potential biodiversity impacts. Information on the distance of operational sites to protected areas or internationally recognized sensitive biodiversity areas is managed through relevant environmental assessment and permitting processes. Based on these assessments, no operational sites are located in the immediate vicinity of biodiversity-sensitive areas that are expected to be adversely affected by Esan's activities. Nevertheless, biodiversity assessments are regularly conducted by independent academic experts in and around the operational areas, including seasonal seed collection, plantation and ecological monitoring studies.

Our field activities go beyond regulatory compliance and have evolved into a more comprehensive biodiversity management approach. In this context:

- We carry out all our activities in line with our Biodiversity Action Plan, ensuring a structured and systematic approach.
- We collaborate with academic experts in flora, fauna, ornithology, and hydrobiology to develop regular biodiversity monitoring reports.
- We collect seeds of endemic plant species identified in our operational areas and deliver them to the Agricultural Gene Bank under the Ministry of Agriculture and Forestry.
- We implement erosion control measures and carry out afforestation and revegetation initiatives to restore and support natural biodiversity.

For species and habitats that need to be protected, we also carry out practices such as seed collection, relocation, and re-establishment. These areas are then followed up through regular observation and inspection activities. At all of our mining sites, biodiversity monitoring is conducted at least twice each year to assess our environmental impacts and implement necessary improvements in a timely manner.

At Esan, we aim to pursue a mining approach that safeguards ecosystem balance, develops long-term solutions aligned with nature, and supports the protection of local biodiversity. We remain committed to minimizing our environmental footprint and ensuring that our operations continue in a way that is sustainable and compatible with the natural environment.

Resource Management

Industrial symbiosis focuses on fostering collaboration across different sectors and organizations to enhance resource efficiency, reduce waste, and improve environmental performance. At Esan, we consider this approach a key enabler of resource efficiency and have embedded it into our operations.



Feeding System Upgrade for Roaster – with Automated Valve, Helical System, and Heat Recovery

We are launching the Feeding System Upgrade for the Roaster project at our Konya Roasting Facility. This comprehensive improvement project includes the installation of an automated valve on the feeding chute, the implementation of a helical transfer system, the prevention of external air suction, and the integration of a heat recovery system.

The project aims to eliminate product leakage, improve vacuum efficiency, and reduce fuel consumption by redirecting waste heat back into the system. It will also help minimize maintenance costs, prevent conveyor belt damage caused by overheating, and improve dust control.

With an investment of €435,000 the project is currently ongoing and is expected to achieve annual fuel savings of 5-10%.

In-house Remote Sensing Implementation Project – Cost Reduction and Efficiency Improvement

We completed a project to bring remote sensing studies in-house, previously outsourced with added costs and delays due to lack of internal expertise. By training the exploration team, studies are now done internally, improving speed, efficiency, and collaboration with field teams. In 2025, 35,000 km² was covered, saving approximately 350,000 USD annually compared to outsourcing costs of 10-30 USD per km². This change enhances cost savings, time efficiency, and operational agility.

Redesign and Installation of Gas Cooling Heat Exchanger

We are launching the Redesign and Installation of a Gas Cooling Heat Exchanger project at our Konya Roasting Facility. The existing tubular heat exchanger is facing corrosion and clogging issues due to SO₂-containing gases and condensation, resulting in operational downtime and higher maintenance requirements.

The redesigned system will include controlled fan speed to prevent dew formation, helping to minimize blockages and ensure stable operation.

With an investment of €335,000, the project is currently ongoing and is expected to reduce unplanned downtime and improve overall plant efficiency.

Scrubber System Upgrade – Mixing, Washing, Tank & Pump

We will implement the Scrubber System Upgrade project at our Konya Roasting Facility. The project involves improvements to air mixing, washing nozzles, and circulation to prevent lime sedimentation, reduce mist eliminator clogging, and enhance gas scrubbing efficiency.

These upgrades are expected to reduce environmental emissions and eliminate frequent system shutdowns.

The initiative is currently ongoing with an investment of €375,000.

New Stack Design and Installation

We are implementing the New Stack Design and Installation project at our Konya Roasting Facility to replace the existing stack, which is corroded and nearing the end of its service life.

The new stack design will improve gas dispersion, prevent acid condensation leakage, and strengthen structural integrity by using 2 mm 316L stainless steel. With optimized drainage and increased stack height, the project will enhance environmental compliance and operational safety.

With an investment of €86,000 the project is currently ongoing.

Installation of Additional Steel Belt at Cooler Outlet

We are implementing the Installation of an Additional Steel Belt at the Cooler Outlet project at our Konya Roasting Facility. This improvement is intended to prevent deformation of the existing rubber belt, which currently requires water cooling and can cause unplanned downtime when overheated.

The upgrade will also include a revised transfer chute to prevent material spillage.

With an investment of €190,000 the project is currently ongoing.



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Investing in People

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Labour Management

We are confident that our objective of becoming the most preferred company in the industry can be achieved through practices that are egalitarian, fair, transparent, and people-oriented. At Esan, we place strong emphasis on building an innovative and inclusive corporate culture while fostering sustainable employee engagement. In line with this approach, we aim to continuously enhance our working environment through the international programs in which we take part, thereby reinforcing our position as a strong employer brand.

At Esan, we recognize our employees as one of the key drivers of our continued leadership in the sector, and we are committed to investing in their development. We consider employee engagement to be among the essential factors supporting our organization's long-term success, and we strive to ensure that this engagement is maintained sustainably.

Through our labour management practices, we provide active support for our employees throughout their career paths, create opportunities that contribute to their development, and concentrate on attracting and retaining highly qualified talent. Within this framework, we apply compensation policies that are fair, transparent, and consistent with industry standards, while evaluating employee contributions through performance-based management systems.

Significant operational changes affecting employees are managed in accordance with applicable labour legislation, collective labour agreements where relevant, and Esan's internal communication processes.

Attracting, Developing and Retaining Talent

Within the scope of our labour management approach, we implement concrete practices aimed at attracting and retaining the right talent. We provide structured onboarding programs that enable new employees adapt rapidly to our culture and business processes. By offering ongoing training opportunities and tailored development plans, we support personal growth in a way that is aligned with organizational objectives.

In order to maintain our competitiveness in the sector, we apply fair and transparent compensation policies that take market conditions and internal balance into consideration. We also utilize performance-based evaluation systems to effectively recognize employees' contributions. Furthermore, we foster a working environment that promotes engagement, inclusion, and long-term career development within the company. Together, these initiatives allow us to create a workforce that is stable, competent, and highly motivated.

Our Remuneration Approach

At Esan, we regard fair and equitable remuneration as an essential component of our commitment to responsible labour management. We firmly uphold the principle of **"equal pay for equal work"** and implement various measures to ensure that our compensation practices are aligned with this value. When defining pay structures, we consider several factors, including role requirements, individual performance, career progression, and market benchmarks.

Through a transparent and objective evaluation process, we seek to ensure that every employee is compensated fairly in line with their responsibilities and contributions.

Performance and Career Development

At Esan, performance and career development form a fundamental part of our people strategy, through which we support the ongoing growth and professional advancement of our employees. After every competency and performance review, we focus on designing development plans that are customized according to the specific expectations and needs of the employee, the team, and the organization. These plans may be carried out using internal capabilities or, depending on their content and scope, expanded to include development programs offered across the Eczacıbaşı Group.

During 2024, we started working on the revision of our target evaluation framework to establish a stronger link between performance measurement, employee development, and reward mechanisms. As part of this process, we took employee survey feedback into consideration and restructured our evaluation scale by adopting a 5-point model. This new model is designed to enable assessments that are more accurate, meaningful, and easier to translate into action. Beginning in 2025, the revised scale is expected to play a direct role in the bonus system and become an important reference point for preparing individual development plans. Through this update, our goal is to make performance evaluations more objective and to connect measurable achievements more clearly with employee growth.

We aim to help our employees in the mining industry reach their full potential by building a culture that encourages continuous learning. In doing so, we also support their ability to make meaningful contributions to the long-term success of both Esan and the Eczacıbaşı Group. To strengthen this approach, we continue to expand our investment in learning by increasing our annual training budget and offering diverse programs that encourage lifelong learning while contributing to both personal and professional development.

Esan supports employees' technical, professional and personal development through structured learning and development programmes. Training activities cover occupational health and safety, technical competencies, leadership, environmental management, sustainability, digital capabilities and professional development. Training performance and employee development indicators are monitored regularly to support continuous improvement across the organization.

Continuous Learning and Development

At Esan, our investment in employees extends beyond the responsibilities they hold today; we also focus on the potential they can realize in the future. We consider personal growth and professional development to be closely connected, and we support this connection through multidisciplinary training programs designed to continuously enhance the capabilities, expertise, and knowledge of our teams.

For us, learning is an ongoing journey that continues throughout life. We also attach great importance to growing together with all our stakeholders, including our employees, suppliers, and the communities in which we operate. In line with this approach, we broaden our training opportunities every year and dedicate increasing resources to initiatives that support employee development.



Esan Academy

“Building an organization that learns and teaches”

The main purpose of Esan Academy is to create a strong and aligned team that acts around shared values and common objectives. We place health, safety, people-oriented thinking, and high-quality standards at the center of every business process, while enabling our employees to keep learning, improving, and generating direct value through their knowledge and expertise.

Our goal is to develop working cultures and practices that are shaped by our leadership principles and that create measurable value throughout our entire ecosystem.

Esan Academy offers a continuous learning environment designed to improve competencies and reveal potential. Through a wide range of development opportunities, including technical, behavioral, leadership, mentoring, and sector-specific programs, we help today's workforce gain the skills and capabilities required for the future.

At Eczacıbaşı, Development Is a Continuous Journey

In addition to the learning programs designed specifically for Esan, we also continue our development through common training initiatives offered across the Eczacıbaşı Group.

These programs bring us together with colleagues from different Group companies, creating opportunities not only to learn, but also to share experiences, knowledge, and perspectives.

Engineer Development Program

The Engineer Development Program is a practice-based initiative designed for new graduates from selected engineering departments. During the 10-month program, participants gain field experience in different locations, covering both underground and open-pit mining operations.

Through this program, participants have the opportunity to apply the knowledge they gained during their academic education to real working environments, while working side by side with operational teams in the field.

Operator Development Program

With the Operator Development Program, we support employment in the regions where we operate and contribute to the development of the next generation of mining professionals.

Throughout the 9-month program, participants receive hands-on experience in three specialized areas: Jumbo Operator, Shotcrete Operator, and Blaster.

Data Literacy Training

This training helps participants develop the ability to understand, interpret, and use data with confidence. It enables them to carry out analyses that support business decisions and create value through data-driven insights.

AI Awareness Training

This program provides participants with a clear understanding of artificial intelligence, including what it is, how it functions, and how it transforms the way businesses operate. It also offers practical guidance on how AI can be effectively integrated into daily work processes.

Occupational Health and Safety Trainings

These trainings provide employees with the knowledge and skills they need to work in a safe and healthy environment. The content includes identifying risks, using equipment correctly, and responding effectively to emergencies.

Sustainability Training Programme

A comprehensive Sustainability Training Programme was delivered to strengthen employees' sustainability knowledge and awareness. The programme covered ESG, responsible mining, international sustainability standards, EBRD Performance Requirements and human rights.

It also addressed carbon management, responsible supply chain management, EcoVadis, Responsible Minerals Initiative (RMI) requirements and energy efficiency, supporting the integration of sustainability principles into business processes.

Business Technologies Training

This training strengthens the data literacy of teams and enhances their digital competencies. Participants gain the technical foundation needed to design and apply digital solutions within their own business processes.

MEXT Trainings

Organized in cooperation with the MEXT Technology Center, these trainings offer practical experience in Industry 4.0, digital transformation, and advanced manufacturing applications.

Environmental Legislation and Awareness Training

Environmental legislation and awareness training was provided to strengthen employees' understanding of regulatory requirements and environmental responsibilities.





Employee Engagement

At Esan, we see genuine employee listening and the importance we place on employee feedback as the foundation of a strong and sustainable workplace. We understand that employee engagement and satisfaction play a critical role not only in strengthening loyalty, but also in creating a resilient and future-ready organization, both within Esan and across the Eczacıbaşı Group. For this reason, we focus on building a work environment that is fair, inclusive, and empowering, where every team member feels respected, supported, and encouraged to develop.

We communicate with our employees regularly and openly through different channels, including PORT-e, e-live, SMS, and email, so that they remain informed, engaged, and connected. We do not view feedback merely as something we receive, it is one of the key inputs that shape our policies and guide the improvement of our human resources practices. By supporting two-way communication, we aim to strengthen a culture based on trust, transparency, and collaboration.

In order to better understand the changing expectations of our workforce, we carry out employee satisfaction surveys on a regular basis. The insights gained from these surveys guide our actions to improve the overall employee experience and help us identify areas where progress can be made. We also encourage employees to take an active role in shaping company processes through transparent performance evaluations, career development discussions, and inclusive decision-making mechanisms. With flexible working models, meaningful career opportunities, and fair compensation structures, we aim to support our employees in both their professional and personal growth.

At the heart of our human resources approach is our commitment to recognizing the unique contribution of each employee and ensuring that their voices are heard at every level of the organization.

Equality, Diversity, and Inclusion

As an organization that clearly understands the difficulties and dynamics of the sector in which we operate, we are committed to building working environments that are fair, inclusive, and based on equal opportunity for all employees. We take proactive steps to prevent our employees from being negatively affected by sector-specific challenges.

Our human resources practices are shaped by the principles of equality, diversity, and inclusion, which stand at the core of our workplace culture. We adopt a zero-tolerance stance toward every form of discrimination, including discrimination based on language, religion, race, gender, political views, or socioeconomic background. In all areas of our operations, we actively support and encourage equal opportunity.

Esan adopts a zero-tolerance approach to discrimination and is committed to providing equal opportunities for all employees. During the reporting period, there were no publicly disclosed confirmed incidents of discrimination.

Esan also maintains a zero-tolerance approach towards child labour, forced labour and compulsory labour throughout its operations. During the reporting period, no operations or suppliers were identified or publicly reported as posing significant risks related to child labour, hazardous work involving young workers, forced labour or compulsory labour.

Esan respects employees' rights to freedom of association and collective bargaining in accordance with applicable legislation. During the reporting period, no operations or suppliers were identified as presenting significant risks related to these rights. Likewise, no strike or lockout involving 1,000 or more employees and lasting at least one full working shift was reported.



Gender Equality

As part of the Eczacıbaşı Group, we are committed to strengthening women's participation in professional life. Since becoming a **signatory to the United Nations Women's Empowerment Principles (WEPs)** in 2013, we have continued to support programs and initiatives at Esan that contribute to women's professional development, career progression, and empowerment.

We are also a member of the **"Equality at Work Platform,"** established through the collaboration of the World Economic Forum and the Ministry of Family and Social Policies. Through our involvement in this platform, we support practices designed to advance gender equality in working life. In line with this commitment, we implement pioneering approaches within the mining sector.

allforall Through the **ALLforALL** Equal Opportunities Committee, which we introduced seven years ago, we manage our human resources strategies with a strong focus on equal opportunity.

31%

Share of Women Employees in Professional Positions¹ ✓



28%

Share of Women Employees in Recruitment ✓



14%

Share of Women Employees in Management Positions ✓



19.2%

Share of women in STEM positions



At Esan, we implement initiatives aimed at challenging the male-dominated perception of the mining sector, guided by our motto, **"A Person's Mirror is Their Work, Not Their Gender."** Through this approach, we strengthen our employer brand while actively promoting gender equality across our industry. Our practices are aligned with the European Bank for Reconstruction and Development (EBRD) Performance Requirement 2 on "Labour and Working Conditions," which sets standards for working conditions and equal opportunity.

In line with our commitment to fairness and equality in human resources processes, we conduct recruitment processes free from gender bias and carry out initial screenings based on competencies, without including names, photos, or gender information. Following competency-based evaluations, and in line with our goal of increasing female representation, we prioritize female candidates where qualifications are equal.

Within our talent management practices, we apply competency-based evaluations without discrimination between female and male employees, ensuring an equal approach to promotions and career development. In addition, we have implemented the **"We Are Leaders"** Project to increase the proportion of women in managerial roles within the mining sector.

We also run an incentive program for female employees with children aged 0-69 months and provide childcare support, aiming to foster an inclusive work environment and prevent women from having to leave their careers due to personal life choices.

As a result of these initiatives supporting gender equality in the workplace, we increased the representation of women from 26.7% in 2022 to 31.4% in 2025.

We Are Leaders Project

As a WEPs signatory, one of our key priorities is to strengthen women's representation in management roles. Within this framework, we take tangible action to support the advancement of women into leadership positions in our sector, contribute to the development of a qualified talent pool equipped with strong leadership skills for the mining industry, and encourage the career progression of our female employees.

To support this goal, we carry out the **We Are Leaders Project**, a dedicated training initiative designed specifically for our female employees. Through this project, we offer programs that help develop leadership potential and strengthen managerial capabilities. The initiative includes practical learning content as well as mentorship opportunities aimed at supporting women leadership candidates in their professional journeys.

We consider this project not only a step toward advancing gender equality, but also an important component of our broader corporate development strategy.





Professional Recruitment Programs for Women

Women Construction Equipment Operator Training Project

We continued the Women Construction Equipment Operator Training Project, which we launched in 2022 to increase female participation in the construction sector.

Within the scope of this initiative, we also offer certified forklift operator training, enabling women to access technical roles in logistics and operations. Through this comprehensive program, participants gain skills and experience in a traditionally male-dominated field, strengthening both their competencies and employability.

During the reporting period, 4 women took part in the program, and those who successfully completed the training were employed as equipment or forklift operators, further reinforcing our inclusive workforce.

To encourage women's participation in transportation roles, we also organize driver training programs designed to prepare them for professional service driver positions. During the reporting period, 4 women successfully completed the training and joined our transportation team as service drivers.

Refer a Friend Program to Promote Women's Employment

Initially introduced as a general recruitment initiative, our **"Refer a Friend"** program has been redesigned to actively support women's employment and advance gender equality. Within this framework, employees who refer female candidates receive an additional incentive bonus if the candidate is successfully hired through Esan's fair and inclusive recruitment process.

By promoting the participation of women in the workforce, this approach engages our employees directly in recruitment efforts and contributes to building a more inclusive and equitable workplace culture.

Balya Cockpit Project

The Cockpit system, developed specifically for Esan Balya, is a centralized operations and data management hub that enables underground activities to be monitored, recorded, and managed through a data-driven approach. A wide range of information—including equipment movements, personnel activities, production processes, and operational developments related to occupational safety—is tracked and evaluated through the Cockpit in an integrated manner.

Inspired by the operating logic of aircraft cockpits, the system makes it possible to monitor underground operations from the surface and consolidate field data in a single center. Information that was previously tracked through different sources or manual methods has therefore become structured, accessible, and suitable for analysis. The Cockpit is not merely a monitoring system that displays current operational conditions; it is also a management center that measures performance, supports the early identification of issues, and enables managers to make faster and more informed decisions.

By recording data generated throughout every stage of underground operations, the Cockpit transforms operational information into a valuable source of organizational knowledge. This data is used to improve productivity, optimize equipment utilization, reduce waiting times and operational losses, standardize processes, and strengthen occupational safety performance. In this respect, the Balya Cockpit is one of the most important field applications of Esan's data-driven mining approach.

During the initial stages of the project, the system was operated by mining and operations teams. As the project developed, trained women from the local community also joined the Cockpit team. Their participation contributed to regional employment while supporting the development of digital capabilities and further strengthening the operational structure of the team.

Health and Wellbeing

As an organization in the mining industry, we understand that employee well-being is especially critical in a sector that requires strong physical and mental resilience. At Esan, we place employee well-being among our core priorities and work to create a workplace where people feel safe, supported, and valued. In line with this commitment, we aim to structure our occupational health and well-being practices in accordance with international standards, enabling us to track our progress transparently and benefit from leading practices in the field.

People are at the center of our decision-making approach. We believe that protecting and supporting the physical and mental health of our employees contributes not only to their individual satisfaction and quality of life, but also to the long-term and sustainable success of our organization. By maintaining a safe, inclusive, and supportive working environment, we seek to empower our teams, increase engagement, and build a culture in which every employee has the opportunity to thrive.



Health and Safety

Occupational health and safety remains one of our highest priorities at all times.

At Esan, we regard occupational health and safety (OHS) as an essential component of the way we conduct our business. Improving working conditions on a continuous basis is a core responsibility that applies to every part of our operations. With this understanding, we manage our OHS performance in accordance with both national and international regulations. At the same time, we aim to move beyond minimum legal obligations by adopting leading and exemplary practices in our industry.

Esan implements an Occupational Health and Safety Management System covering both employees and contractors whose activities are under the Company's control. The management system is operated in accordance with ISO 45001 Occupational Health and Safety Management System requirements and applicable legal obligations.

Work-related hazards are identified through risk assessments, field inspections, incident investigations, employee observations and feedback mechanisms. Risks are managed in accordance with the hierarchy of controls, prioritizing elimination where feasible, followed by engineering controls, administrative controls, safe working procedures, training and the use of personal protective equipment.

Employees actively participate in the development, implementation and continuous improvement of occupational health and safety practices through OHS committees, risk assessment activities, field inspections, safety observations, training programmes and feedback mechanisms. Employee input is considered during the continuous improvement of OHS processes.

The Occupational Health and Safety Management System covers not only employees but also workers whose activities or workplaces are controlled by Esan.

Occupational health services contribute to hazard identification and risk reduction through health surveillance, occupational disease monitoring, preventive health programmes and participation in workplace risk assessments.

Occupational health and safety risks arising from business relationships are managed through contractor management processes, site inspections, contractual requirements, training activities and risk assessments. The assessed risks include physical, mechanical, chemical, ergonomic, and operational hazards associated with mining activities. Control measures and continuous improvement practices are implemented to minimise these risks.

Our objective is to establish and strengthen a safety culture across the entire organization and to reach our **"Zero Accident"** target by providing a working environment that is safe, healthy, and sustainable for everyone. In all our locations, including our headquarters, we apply policies and practices designed to increase OHS awareness and prevent work-related accidents, occupational diseases, and any form of harm.

Within the scope of our OHS Management Plan, we have created standardized mechanisms for reporting, assessment, and implementation. In this framework, all facilities are subject to comprehensive field inspections, incident reporting, and investigation processes carried out through a common procedure. Our main focus is to detect risks effectively and eliminate hazards at their source through a strong risk assessment system.

Wellcome Digital Access Control - for Visitors and Contractors



We introduced the Wellcome system to digitize and securely manage the entry and exit of visitors and contractors at workplace security checkpoints. The system records all movements in real time, increasing both transparency and workplace safety.

The system has been installed across all business units and security departments and is now fully operational. To support a smooth rollout, all business units were informed about visitor and contractor entry procedures, while the procurement department provided guidance to supplier companies on using the Wellcome system for site access.

This initiative has simplified access management, reduced reliance on manual records, and strengthened overall workplace security. It enables faster entry processes, improves monitoring of contractor activities, and enhances compliance with site security requirements, while ensuring full digital traceability and tighter control over third-party interactions.

Driver Behavior Monitoring – with R-Watch Alerts and Proactive Notifications



We introduced the Driver Behavior Monitoring system to track and assess the actions of operators and drivers using trucks and heavy equipment. The primary objective of this initiative is to prevent potential accidents, thereby reducing the risk of material damage, injuries, and fatalities. The system incorporates an in-cabin Driver Behavior Analysis camera that detects unsafe driving patterns. Identified alerts are instantly displayed to the driver via an external R-Watch monitor, while real-time notifications are simultaneously sent to the system administrator via email.

The system monitors key unsafe behaviors such as not wearing a seatbelt, smoking, driver fatigue, and mobile phone use. It is currently deployed in selected trucks and heavy machinery, with the capability to expand to additional vehicles over time. This initiative supports the creation of a safer working environment, enables proactive risk management, and strengthens our overall safety culture.

Occupational Health and Safety Digital Platform – ISG Pro Implementation



We launched the ISG Pro project to digitalize the entry, monitoring, and analysis of occupational health and safety (OHS) data, ensuring that organizational knowledge is systematically captured and maintained on a dedicated platform. User accounts were initially established for the OHS team and all business units, enabling broad and integrated access.

The first module to be activated was the Non-Conformity Module, allowing field observations identified during site inspections to be recorded, assigned to responsible supervisors, and tracked within the system until closure. This structured process enhances accountability and ensures full traceability of corrective actions.

The ISG Pro platform is now actively utilized as a centralized OHS management system, improving operational efficiency, increasing transparency, and strengthening compliance with workplace safety standards. It also supports data-driven decision-making, enabling continuous improvement across our OHS practices.

Building on this commitment, we take proactive steps to equip our teams and stakeholders with the knowledge and capabilities required to maintain a safe working environment. To achieve our zero-accident goal, we consistently deliver comprehensive OHS training to both employees and suppliers, strengthening their awareness and competencies.

Through a holistic OHS management approach, we aim to foster a strong and sustainable safety culture. In this context, we continue to provide regular, comprehensive training programs that enhance awareness and build the necessary skills to support safe operations.

We provided a total of
48 hours
of training to our employees
during the reporting period.



In line with this commitment, we delivered an average of 48 training hours per employee in 2025 while continuing to enhance our training programs in response to evolving needs and priorities.

To support our zero-accident ambition, we set a target to reduce our annual accident frequency rate below one. During the reporting period, our LTIR was recorded at 0.29 in 2025, compared to 0.22 in 2024. Although the rate increased by approximately 32% year-on-year, it remained well below our target threshold of one.

At Esan, we consider occupational safety an integral part of our operations and continue to adopt proactive approaches to improve our performance in this area. In this context, we continued the implementation of our Behavior-Based Safety System in 2025. This system focuses on analyzing unsafe behaviors in the field, identifying root causes, encouraging safe practices, and embedding a strong safety culture as a core organizational value.

The core approach of the system is to observe blue-collar employees and provide structured feedback on both positive practices and areas for improvement. The process includes the following steps:

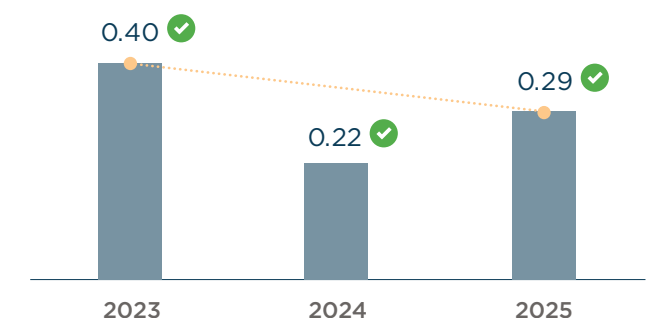
- Conducting planned site visits with the participation of a unit supervisor, observer, and coach,
- Assessing employees' compliance with safety rules and procedures in their work areas,
- Providing direct feedback to employees at the end of each observation,
- Defining improvement actions in collaboration with the unit supervisor based on employee feedback.

This system not only helps reduce unsafe behaviors but also increases awareness through the active involvement of employees. By adopting this behavior-based approach, employees develop a stronger sense of personal responsibility for occupational health and safety.

The **Lost Time Incident Rate (LTIR)** increased from **0.22** ✓ in 2024 to **0.29** ✓ in 2025, representing an increase of approximately **32%**. The **Total Recordable Incident Rate (TRIR)** increased from **1.92** ✓ in 2024 to **2.41** ✓ in 2025, representing an increase of approximately 26%.

The Behavior-Based Safety System stands as a strong example of Esan's sustainability-driven safety strategy. It not only contributes to lowering accident rates but also embeds safety as an integral part of daily operations. This achievement highlights the success of our efforts to integrate safety into our organizational culture and reinforces our commitment to safeguarding employee well-being.

Lost Time Incident rate (LTIR)



In addition to the systematic measures implemented within our OHS framework, our teams actively demonstrate their capabilities and strong commitment to safety on national platforms.

Our commitment to developing talent and fostering a culture of continuous learning continued to be recognized in 2025. At the Brandon Hall Group Excellence Awards 2025, one of the world's most prestigious awards programs in human resources and learning & development, Esan received three international awards: Gold for the Leaders of the Field programme in the **Best Leadership Development Program** category, Silver for the Exploration Academy in the **Best Competency and Skill Development Program** category, and Bronze for the Engineering Development Program in the **Best Employee Competency Development Program** category. These achievements reflect our continued investment in leadership, capability building, and employee development across the organization.



Stakeholder Relations

We are committed to fostering long-term, trust-based relationships with all stakeholders, recognizing that transparent and meaningful engagement is fundamental to the success and sustainability of our operations. From the initial planning stages through implementation, we maintain ongoing dialogue with local communities and relevant stakeholders to ensure our activities are conducted responsibly, inclusively, and with full consideration of their potential impacts.

Esan identifies its stakeholders as individuals and groups that may affect, or be affected by, its operations. Stakeholder identification includes local communities, employees, contractors, suppliers, public authorities, educational institutions, civil society organizations, vulnerable groups and other relevant regional stakeholders.

Our stakeholder engagement approach is both proactive and inclusive, integrating social engagement into every stage of our operations. We develop and implement initiatives that strengthen our connection with society while establishing diverse communication channels to encourage open dialogue. By sharing information on potential risks and mitigation measures and actively seeking stakeholder feedback, we ensure that the perspectives of those affected by or interested in our operations are considered in our decision-making processes.

Aligned with our sustainability vision, we have also established a Community Development Plan aimed at promoting long-term social, economic, and environmental well-being in the regions where we operate. Based on a comprehensive assessment of the potential impacts of our mining activities, this plan identifies key opportunities and risks related to local development.

Looking ahead, our priorities include advancing education and capacity-building, supporting local economic resilience and employment, improving social welfare, promoting gender equality and inclusion, and strengthening community cohesion. These focus areas will shape our actions between 2025 and 2028 through the implementation of strategic initiatives, including programs such as Supporting Women's Cooperatives (Kadın Kooperatifçilerinin Desteklenmesi).

Our initiatives are developed in alignment with Esan's Community Development Plan and the UN Sustainable Development Goals (SDGs), ensuring that our efforts generate meaningful and lasting positive impacts beyond the duration of individual projects. In selecting these initiatives, we apply clearly defined criteria that prioritize long-term community benefit, sustainability, inclusiveness, local participation, environmental responsibility, and alignment with Esan's corporate values as well as the EBRD Performance Requirements.

Stakeholder engagement, community development programmes and social investment activities are implemented across Esan's operating regions. Stakeholder engagement processes include community meetings, consultations, grievance mechanisms, field visits and ongoing dialogue with local stakeholders. Formal grievance and feedback mechanisms are available for local communities and other stakeholders.

Environmental Impact Assessment (EIA) processes, environmental monitoring programmes and legal compliance activities are implemented across relevant operations. Information regarding environmental and social performance is shared through sustainability reports and corporate communication channels.

This structured approach ensures that each project we support is not only financially and operationally viable but also measurable in terms of its social and environmental impact. Our community and stakeholder engagement activities are guided by international best practices and the EBRD Performance Requirements, particularly PR1 on the Assessment and Management of Environmental and Social Impacts, PR5 on Land Acquisition, Involuntary Resettlement, and Economic Displacement, and PR10 on Information Disclosure and Stakeholder Engagement.

In this context, Esan ensures that:

- Local communities and relevant stakeholders have access to timely, relevant, and understandable information, communicated in a culturally appropriate manner and free from coercion or manipulation,
- Stakeholder identification, consultation, and participation processes are designed to be inclusive and transparent,
- Vulnerable groups are considered and supported throughout engagement and consultation processes,
- A grievance mechanism is in place to ensure concerns are addressed promptly and fairly,
- Regular monitoring and reporting are carried out to track engagement outcomes and ensure compliance with both local regulations and international commitments.

Through this structured approach, Esan not only meets regulatory and investor expectations but also reinforces its position as a responsible mining company. By integrating stakeholder engagement and community development into our sustainability strategy, we strive to create shared value, strengthen social cohesion, and support the long-term prosperity of the communities where we operate.

We recognize the diverse perspectives and priorities of our key stakeholder groups, including:

- **Civil Society Organizations** – to align on shared social and environmental goals.
- **Employees** – to ensure a safe, fair, and empowering work environment.
- **Customers** – to understand and respond to evolving expectations around sustainability and responsible business practices.
- **Suppliers** – to promote ethical standards and shared values across our value chain.
- **Government and Regulators** – to ensure compliance and contribute to policy development.
- **Lenders** – to maintain transparency, manage ESG risks, and support responsible investment decisions.
- **Local Communities** – to address social and environmental impacts, foster trust, and create long-term value for the regions where we operate.
- **Academia** – to collaborate on research, innovation, and the advancement of knowledge in sustainability and mining practices.
- **Media and Journalists** – to ensure transparent communication, foster accountability, and build informed public dialogue around our activities.

Please refer to the [Annexes](#) for the **Stakeholder Relations Table** of our key stakeholder groups.

Relations with Local Communities

At Esan, our commitment to “adding value to communities” is reflected in the way we integrate sustainability into all aspects of our business activities. We seek to generate positive economic, social, and environmental contributions while reducing the potential negative impacts associated with our operations. Over the years, we have made substantial investments in projects and initiatives covering key areas such as health, education, infrastructure, science, culture, and biodiversity conservation. These efforts are mainly directed toward the regions where we operate, with the aim of creating long-term and meaningful benefits. Our production activities, which support the progress and continuity of human life, are carried out with an approach that respects, protects, and contributes to the environment.

Mining, ore processing and mineral beneficiation activities have the potential to generate environmental and social impacts on local communities. These potential impacts are managed through environmental and social management systems, stakeholder engagement mechanisms, environmental monitoring programmes and community development initiatives implemented across Esan’s operational sites.

Esan continues to implement projects supporting local development, education, employment and community investment. Nevertheless, existing community investment initiatives continue to contribute to the long-term social and economic development of local communities.

Our Social Impact Management Policy is built on open and continuous dialogue with stakeholders, enabling us to gain their support and respond to their concerns through a fair, accessible, and effective mechanism. We respect the cultures and values of communities affected by our operations and aim to support their social development.

By fulfilling sustainable supply chain requirements, we also contribute to the protection of economic interests. Before starting our activities, we identify cultural heritage assets and implement the necessary protective measures. In cases where chance finds are encountered, assessments are carried out to ensure that these assets are properly preserved.

In 2025, we held a total of 276 planned stakeholder meetings across Balya, Milas, and Inlice, engaging with village heads, non-governmental organizations, grievance holders, and public officials including mayors, members of parliament, district gendarmerie commanders, and police chiefs. These engagements included courtesy visits, grievance and request meetings, and field tours. All grievances were managed and resolved in line with PR10 Information Disclosure and Stakeholder Engagement requirements and were properly documented. Concerns related to house damage caused by blasting activities were assessed and addressed through necessary repairs. To further reduce environmental impacts, particularly dust generated by truck traffic, we will implement vehicle speed controls and carry out regular watering of transportation routes.

Sustainable Beekeeping Project

We implemented the Sustainable Beekeeping Project in the Milas region, a social impact initiative designed to support local beekeepers and create a sustainable source of economic income.

As part of the project, 10 beekeepers were provided with beehives and beekeeping materials to help strengthen their production capacity and promote sustainable beekeeping practices in the region. Following the implementation, 6 out of 10 beekeepers were able to sell their honey in the market.

The project was carried out with a total expenditure of €9,120.

Esan engages with stakeholders whose land and natural resource rights may be affected through stakeholder engagement processes, community meetings, grievance mechanisms and direct consultations. Stakeholder participation is conducted in line with the principles of inclusiveness, equal opportunity and meaningful engagement, while supporting the participation of potentially vulnerable groups where relevant.



Partner Institution Perspective

Leyla Dikmen

My name is Leyla Dikmen. I live in Ketendere village, and I am a homemaker who has been involved in beekeeping for many years. Esan’s support helped me expand my work by providing beekeeping equipment, increasing my hive capacity, and completing missing materials. Their purchase of our honey above market value also made an important contribution to my income.

This support increased my production, improved my earnings, and made my work more valuable. At the same time, Esan’s approach strengthened its relationship with the local community by showing that they care not only about their own operations but also about supporting villagers.

Beekeeping is demanding and weather conditions can be challenging, but this collaboration has been highly beneficial. What stands out most is Esan’s supportive and trustworthy approach. Going forward, reaching more beekeepers, continuing equipment support, and maintaining purchase guarantees would provide even greater long-term value.

Resettlement

We acknowledge that our mining operations may, in certain circumstances, affect the living spaces and livelihoods of local communities. Guided by the **EBRD PR 5 on Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement**, we conduct resettlement processes within a framework that upholds fairness, transparency, and long-term sustainability.

Mine closure and rehabilitation activities are carried out in accordance with applicable legislation, permit conditions and regulatory requirements. Rehabilitation activities continue throughout the operational life of mining sites where applicable.

PR5 establishes principles for addressing the social and economic impacts associated with land acquisition, which may result in both physical displacement, such as relocation or loss of land and shelter, and economic displacement, including reduced access to income sources, land, assets, or natural resources. Resettlement is considered involuntary when affected individuals or communities are unable to refuse land acquisition or land use restrictions, even when compulsory acquisition is used only as a last resort.

The main objectives of PR5 are to:

- Prevent involuntary resettlement where possible, and when unavoidable, minimize its scale by considering alternative project designs,
- Ensure that forced eviction does not occur,
- Provide prompt and fair compensation for lost assets at full replacement cost,
- Guarantee meaningful consultation and information disclosure in line with PR10 requirements,
- Restore, or ideally improve, the livelihoods and living conditions of affected people compared to pre-displacement levels,
- Provide secure housing and adequate services for physically displaced households.

Where displacement may have taken place prior to EBRD's involvement, PR5 requires previous practices to be audited and corrective action plans to be developed. These plans must define responsibilities, budget requirements, and timelines in order to ensure compliance with the standard.

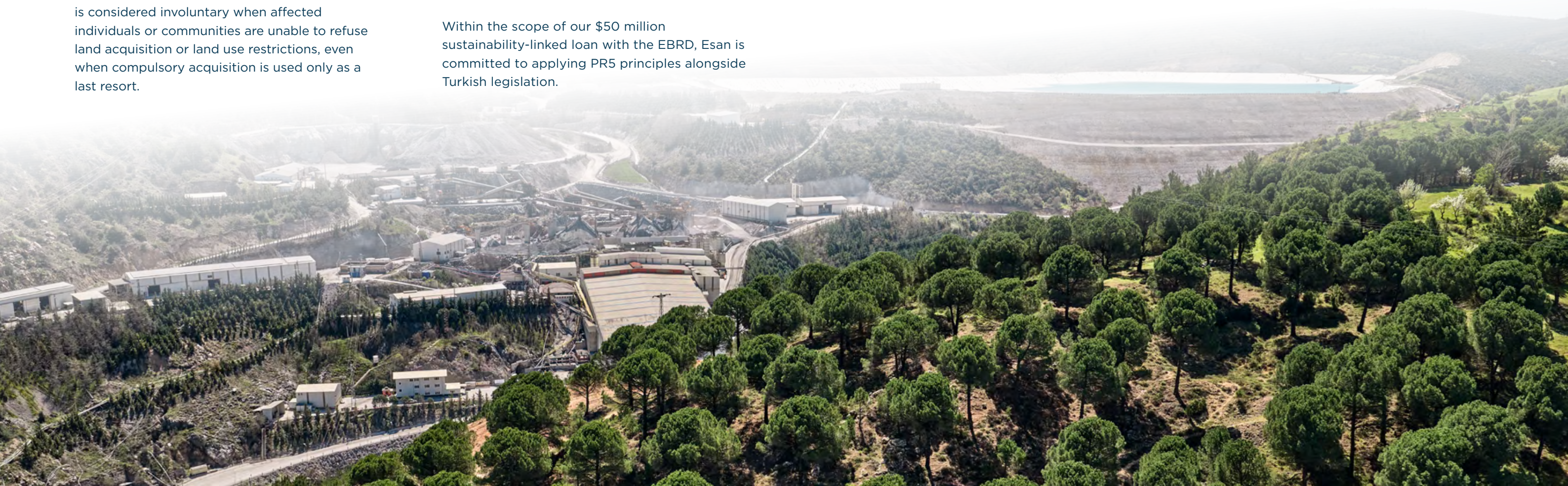
Within the scope of our \$50 million sustainability-linked loan with the EBRD, Esan is committed to applying PR5 principles alongside Turkish legislation.

In this context:

- Land acquisition is limited to what is strictly required, and compulsory expropriation is avoided to the greatest extent possible.
- Priority is given to agreements reached through negotiation. Legal expropriation processes are used only when negotiations do not result in an agreement, while urgent expropriation is considered only in exceptional cases.
- Before any land acquisition activities begin, a detailed census is conducted to determine the affected people, assets, and properties.
- The valuation of assets is carried out by independent specialists in accordance with internationally accepted standards.
- Vulnerable groups are identified at an early stage, and targeted measures are put in place to protect their rights and interests throughout the process.
- Compensation payments are made to the rightful owners before any field access or site entry takes place.

- Gender equality considerations are incorporated into all compensation, consultation, and stakeholder engagement activities.
- Consultations with communities are conducted transparently and supported by clear, accessible, and timely information sharing.
- A grievance mechanism is established to ensure that concerns and complaints are registered, monitored, and resolved within an appropriate timeframe.

At Esan, we do not view resettlement only as the physical movement of people from one place to another we also consider it an opportunity to improve living conditions and build stronger community resilience. Our approach focuses on safeguarding livelihoods, maintaining social cohesion, and improving overall quality of life. By integrating PR5 principles into our sustainability agenda, we work to reduce the social impacts of our operations and support inclusive, sustainable development in the regions where we operate.



Social Management

Social Investments

We are dedicated to establishing lasting and meaningful connections with the communities in the regions where we operate. At every stage of our activities, we maintain active dialogue with local communities and relevant stakeholders to ensure that our operations are conducted responsibly and transparently. Social engagement is integrated into all areas of our work. In line with this approach, we continuously design and implement initiatives that strengthen our positive contribution to society.

During the reporting period, we successfully carried out a total of four volunteer projects: Our Schools, Our Children; the Kindness Workshop, which supported the Tohum Autism Foundation; a year-end donation campaign in collaboration with the Make-A-Wish Foundation, through which employees selected gifts from the company's Christmas tree for children; and a visit to a local animal shelter.

As part of our objective to generate lasting social value, we develop and carry out corporate social responsibility projects that respond to local needs through a sensitive, inclusive, and sustainable approach. For us, CSR goes beyond providing social support; it is an essential element of sustainable development and is directly connected to the United Nations Sustainable Development Goals.

In recent years, our efforts have included projects focused on advancing education, strengthening local capacities, supporting environmental restoration, and improving community well-being.

For example, in 2025 we completed the Together We Reforest Programme, implemented with the contributions of our suppliers as part of our commitment to environmental stewardship. Through afforestation activities carried out in our mine rehabilitation areas, the programme contributes to reducing our carbon footprint, supporting biodiversity, and restoring ecosystems. Led by senior management and implemented through the close collaboration of our Supply Chain and Sustainability teams, the programme reflects our long-term commitment to advancing sustainability together with our business partners.

Looking ahead, we are shaping our CSR strategy around five key focus areas that will guide our future projects: Education and Capacity Development, Local Economic Development and Employment, Health and Welfare, Gender Equality and Inclusion, and Social Solidarity and Stronger Social Ties. These priorities will form the foundation of our long-term efforts to generate measurable social and environmental impact, support local development, and reinforce our responsibility to future generations.

Mine School Project EBRD



We implemented the Mine School Project EBRD, an education and employability-focused initiative designed to support university students studying mining-related disciplines and facilitate their transition into professional life.

Launched in May 2025 in partnership with Balıkesir University, the two-month programme combined theoretical and practical mining education delivered by university academics and Esan experts. The program aimed to increase students' sectoral knowledge, strengthen their career readiness, and create a bridge between university education and the mining industry.

A total of 125 students applied to the programme, and 120 students successfully completed the training and received their certificates. The project was carried out in collaboration with Esan, EBRD, Balıkesir University, and Balıkesir University academics.



Cultural Heritage

We view the protection of cultural heritage as essential to sustainable development and environmental stewardship. For projects financed by the EBRD, rigorous heritage preservation requirements under EBRD Performance Requirement 8 (PR 8) on Cultural Heritage are applied to ensure mining activities are designed and carried out with careful consideration for the cultural and historical significance of the surrounding area.

At the core of this approach is the **Esan Cultural Heritage Management Plan (CHMP)**, which serves as a key framework for overseeing the environmental and social (E&S) performance of all project stakeholders throughout operational phases. Developed as a dynamic “living document,” the CHMP is regularly reviewed and refined to adapt to changing circumstances. It establishes practical guidance for managing cultural heritage in accordance with Turkish legal requirements, international best practices, and the standards set by international financial institutions.

During the 2025 reporting period, no significant updates or changes were made to the Cultural Heritage Management Plan. Nevertheless, Esan continued to implement the CHMP across its operations and maintained close collaboration with relevant local authorities to support the protection and preservation of cultural heritage.

The plan addresses three main areas:

- Documented cultural heritage located within the project’s area of influence,
- Archaeological chance finds—previously unknown resources that may be uncovered during site clearance, topsoil removal, or excavation, requiring particular care,
- Other tangible and intangible cultural heritage that may be affected beyond the project footprint, including associated facilities and temporary construction components.

Through this framework, Esan goes beyond meeting legal and institutional obligations by actively protecting the social and cultural identity of local communities. By embedding cultural heritage preservation into its wider sustainability strategy, the company helps ensure that development activities support both community values and long-term environmental and social responsibility.

The Chance Find Plan establishes the procedures and responsibilities for handling unforeseen cultural heritage discoveries that may arise during project construction activities. It covers all project-related impact zones, including temporary work areas such as quarries, borrow pits, spoil disposal sites, stockpile areas, concrete batching plants, energy transmission facilities, and access roads.

Mitigation Measures

- A qualified archaeologist is assigned to be present during all activities involving ground disturbance, with particular attention given to areas considered high risk.
- Pre-construction inspections are performed on a regular basis to identify and anticipate possible risks before works begin.
- Site personnel are trained to identify, report, and protect archaeological discoveries. All archaeological finds remain the property of the Turkish government.
- Established protocols require work to be stopped immediately when a discovery is made, the area to be secured, and the Cultural Heritage Consultant, contractor management, and relevant authorities, including the Museum Directorate and the Regional Protection Council, to be notified without delay.
- Fast-track procedures are applied to evaluate and manage significant discoveries, ensuring the protection of cultural heritage assets while helping to reduce potential construction delays.

Chance Find Process – Step by Step

1. Discovery and Initial Response

- All work is stopped immediately in the area where the discovery is made.
- A protective buffer zone is created around the discovery site.
- The Cultural Heritage Consultant secures the area and notifies site management together with the Museum archaeologist.

2. Recording

- The consultant records the discovery through the official Chance Find Form, Part A, and submits it to the relevant manager within 24 hours.

3. Notification of Authorities

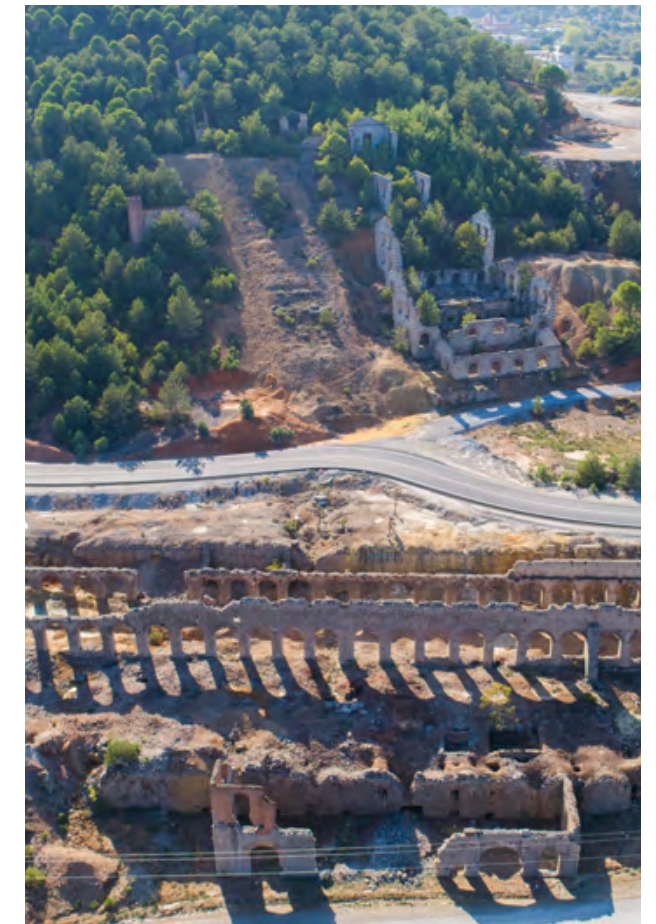
- The Museum Directorate is formally notified of the discovery.

4. Authority Assessment

- The Museum archaeologist evaluates the importance of the find:
- No significance: The case is closed, the required documentation is finalized, and construction activities restart.
- Significant: Additional investigation is needed, and the process continues with Step 5.

5. Site Investigation and Actions

- Minor significance: The find is documented and the case is closed; no further action is required.
- Moderate significance: Further assessments, such as test pits, salvage excavations, or remote sensing studies, are conducted under the supervision of the museum.
- Major significance: A full salvage excavation is carried out in accordance with the Law on the Conservation of Cultural and Natural Property, Law No. 2863 dated 21.07.1983. The site is then officially recorded and protected.



6. Closure of the Process

- Once recovery or excavation activities are completed, the Museum Directorate and the Regional Protection Council confirm that the process is closed, after which construction works may continue.

If human remains are discovered, the Operations Director and the relevant local authorities are notified without delay. Law enforcement officials and qualified specialists then evaluate whether the remains are of archaeological origin or connected to other circumstances, ensuring that the process is managed in a proper, lawful, and respectful manner.

Our cultural heritage approach forms part of our wider planetary sustainability objectives. By protecting the social fabric of communities, we seek to ensure that development progresses in a way that respects both people and the planet.



6

Investing in Future

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Innovation and Entrepreneurship

At Esan, we are committed to creating value for society by managing natural resources in a responsible and sustainable way. We see innovation, research and development, and advanced technologies as essential tools for shaping a safer and more sustainable future. For this reason, we apply efficiency-focused practices at every stage of production and continuously work to reduce our environmental impact with each ounce, carat, and kilogram we produce.

Our way of working combines smart innovation with a deep sense of responsibility. We give great importance to the well-being of our employees, their families, local communities, customers, and society at large. By creating a stronger link between the natural resources we produce and the people who depend on them, we aim to deliver long-term and meaningful value.

We also recognize our responsibility to contribute to a healthier planet while responding to the increasing needs of the global population. The materials we supply support sustainability by playing an important role in areas such as housing, electronics, and other future-oriented industries. With our commitment to sustainable practices, we strive to contribute to a healthier, more resilient, and more prosperous future for everyone.

Esan's future-oriented value creation approach also includes supporting local economic development in the regions where it operates. Within this scope, Esan prioritizes local employment, the development of local suppliers, access to education and vocational training opportunities, and community investment initiatives that strengthen regional capacity and resilience.

Innovation

Within the mining sector, we actively encourage innovation across all areas of our operations. Our priority is to adopt creative, future-oriented solutions that place employee safety and well-being at the center. By making effective use of advanced technologies, we aim to strengthen workplace safety and reduce potential operational risks.

Innovation is also a vital part of our approach to building a more sustainable business. We continuously explore new methods and solutions that help lower environmental impacts, use resources more efficiently, and support responsible mining practices. By incorporating sustainable technologies into our processes, we work to decrease our carbon footprint, protect natural resources, and contribute to a low-impact and resource-efficient future.

In line with the broader innovation strategy of the Eczacıbaşı Group, we have embedded an innovation culture that supports our competitive position in the mining industry. Our innovation roadmap is designed around sustainable solutions that create value not only for our operations, but also for the communities in the regions where we are active.

Esan's innovation and entrepreneurship approach is designed not only to improve operational efficiency, but also to generate positive indirect economic impacts. These impacts include employment creation, support for local supply chains, capacity development through education and training programs, and the strengthening of local economic resilience in operating regions. Potential adverse environmental and social impacts related to mining activities are managed through environmental and social management systems, stakeholder engagement mechanisms and responsible mining practices.

This perspective allows us to generate long-term value for all our stakeholders. Through continuous improvement and the development of new ideas, we seek to enhance operational efficiency, increase productivity, and contribute to sustainable economic growth. We are committed to applying innovative strategies that deliver positive social and economic benefits for our employees, investors, communities, and business partners.

In the long term, our commitment to innovation enables us to respond effectively to sectoral challenges, capture emerging opportunities, and support the creation of a more sustainable and prosperous future.

Feeding System Upgrade for Roaster - with Automated Valve, Helical System, and Heat Recovery

We will initiate the Feeding System Upgrade for Roaster project at our Konya Roasting Facility. This comprehensive improvement includes installing an automated valve on the feeding chute, implementing a helical transfer system, preventing external air suction, and integrating a heat recovery system. The goal is to eliminate product leakage, enhance vacuum efficiency, and reduce fuel consumption by redirecting waste heat back into the system. Additional benefits include minimizing maintenance costs, preventing conveyor belt damage due to overheating, and improving dust control. With an investment of €435,000, the project is ongoing and expected to generate 5-10% fuel savings annually.

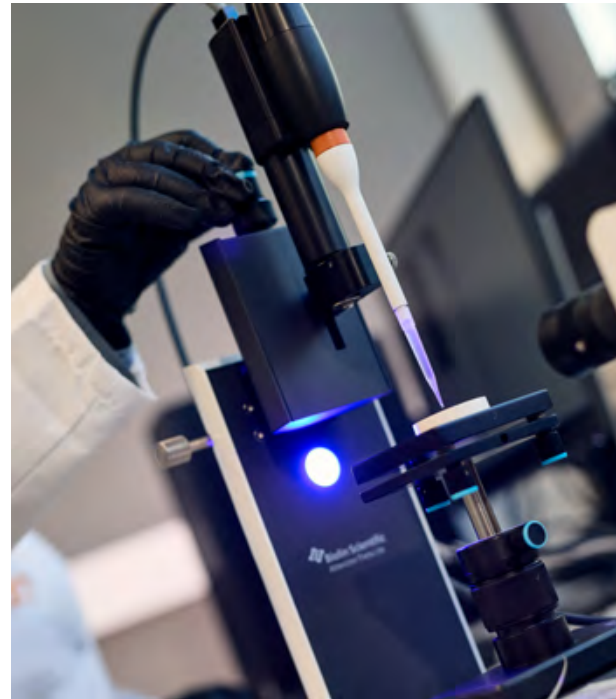


Research and Development

Our R&D Center focuses on creating value by improving operational efficiency and developing solutions that directly respond to customer needs. Within this framework, we work to enhance the performance of our existing facilities, design products tailored to sector-specific requirements, and invest in innovative products and processes that address emerging technologies and future demands. All our R&D studies are carried out in line with our broader business priorities and sustainability strategy.

Esan hosts 40% of the analytical devices within the Eczacıbaşı Group, providing us with a strong laboratory infrastructure. This capacity enables us to deliver comprehensive services that comply with relevant standards for both internal teams and external stakeholders. Since 2008, our accredited laboratories have been providing reliable testing services. In 2020, we expanded our capabilities by establishing application laboratories, where we conduct trials not only for sanitaryware, tile, and cat litter applications in response to customer requests, but also for polymer and paint applications. In 2021, with the support of collaborations established with Istanbul Technical University and the Rare Earth Elements Institute, we developed an internal method for analyzing rare earth elements.

Sustainable mining stands at the center of our R&D strategy. From this perspective, we monitor and evaluate global developments such as population growth and climate change in order to foresee how mining practices and ore requirements may evolve. Our R&D activities are designed to create value by improving the efficiency and performance of our facilities, while also developing products tailored to customer and industry needs. Supported by our advanced laboratory infrastructure, we provide a broad range of services to stakeholders both within and outside the organization.



As part of our continuous improvement and digital transformation priorities, we also focus on enhancing our existing systems and processes to develop solutions that are ready for the future.

In addition, we evaluate the capacity and expected life of our current mining sites and carry out assessments for potential new locations. These studies include product development activities for specific fields and applications, enabling us to assess whether different ore types are suitable for various industrial uses.

Among our major ongoing projects are copper-zinc enrichment in Kazakhstan, molybdenum enrichment, and refractory gold development. In the area of industrial minerals, our work concentrates on ready-mix formulations, mineral modification for polymer and paint applications, and facility optimization studies.

Digital transformation is also one of our strategic focus areas. Within this framework, we are working to transfer both existing and newly developed systems to digital platforms. One important result of these efforts is the Predictive Maintenance project, developed by our R&D Center and implemented at our Yeniköy and Çine facilities.

Entrepreneurship

We recognize that overcoming the increasingly complex and changing challenges of our industry calls for collaboration and a broad range of expertise. With this understanding, our R&D Center actively develops partnerships with industrial organizations to create entrepreneurial solutions together for issues specific to the sector.

Industrial Collaborations

Our R&D Center creates value by maintaining strong collaborations with universities and industrial stakeholders both in Türkiye and abroad. Our cooperation with universities includes thesis studies, joint projects, internship opportunities, and technical visits at undergraduate, master's, and doctoral levels. With our industrial partners, we work on topics such as waste recovery, efficiency enhancement, new product development, and formulation research.

These partnerships are strengthened through regular idea-generation meetings and the exchange of analysis results, fostering mutual learning and ongoing improvement. In 2025, we collaborated with organizations and also supported numerous academic studies by providing samples and analysis services. During the 2024-2025 period, we completed one joint project, while preparations are underway to initiate two new collaborative projects within the scope of the European Union Framework Programme.

Through these initiatives, we strengthened solutions tailored to customer needs, and supported our sustainable growth objectives.

In line with the entrepreneurship approach of the Eczacıbaşı Group, we attach great importance to cooperation and to empowering our teams internally. We believe that many innovative ideas are generated from within the organization. For this reason, we encourage a culture in which employees take an active role in innovation processes and contribute to solving business challenges.

After several R&D projects were successfully completed in 2022, some of them moved into the implementation phase. In 2023, we continued working on the projects that remained in progress, and in 2024, we finalized two more projects. In 2025, we continued to strengthen our R&D efforts by carrying out 8 projects focused on innovation, efficiency, and sustainable growth. We will maintain our focus on advancing R&D initiatives in the years ahead.

The overall number of projects in our portfolio has declined over time. This decrease is the result not only of completed projects, but also of certain projects being suspended or discontinued following various assessments and evaluation processes. As of 2025, our active R&D portfolio includes 8 projects with clear focus areas and strong potential.

This development reflects a strategic move toward a more efficient R&D structure that prioritizes impact, technological depth, and value creation. In the upcoming period, we will continue investing in innovative solutions, strengthening our technological competencies, and advancing R&D activities that contribute to sustainable growth.

Esan supports education, training and employability through collaborations with universities, industrial partners and local stakeholders. These collaborations include thesis studies, joint projects, internship opportunities, technical visits, vocational development activities and programs that support young professionals' transition into the mining sector.

R&D	2023	2024	2025
Number of R&D Employees (#)	26	24	20
Total Number of R&D Projects (#)	19	13	8

Responsible Mining

At Esan, we are aware that aligning sustainability practices with international benchmarks is becoming increasingly important. Since 1978, we have upheld our commitment to managing natural resources responsibly and transparently. In all our mining activities, we take environmental, social, and economic impacts into consideration.

Our understanding of responsibility goes beyond the extraction of resources. It includes supporting the welfare of local communities, reducing environmental impacts, acting in line with ethical business principles, and maintaining an open and transparent dialogue with stakeholders.

Esan's responsible mining approach includes contributing to local economic development through employment opportunities, local procurement practices, vocational training, internships, women's economic empowerment initiatives and social investment projects. These activities are planned and implemented in consideration of local stakeholder needs and regional development priorities.

Esan supports various infrastructure, education, social development and local capacity-building initiatives in its operating regions. These investments and services are planned in line with stakeholder needs and are intended to contribute to long-term social and economic development.

Based on the principles of responsible mining, our approach aims to minimize environmental and social risks, operate according to the highest ethical standards, and contribute to a livable planet for future generations. Within this framework, we continue to focus on continuous improvement by aligning our practices with international sustainability standards, applying strong policies, developing a responsible supply chain, and strengthening stakeholder engagement.

Ecovadis

At Esan, we recognize that measuring and continuously improving sustainability performance in line with international benchmarks is becoming increasingly essential. In 2024, we joined the EcoVadis platform to evaluate our sustainability performance from a global perspective and to identify areas where we can further improve. EcoVadis is an independent assessment platform that reviews companies' ESG performance according to internationally recognized sustainability criteria and provides a continuous improvement framework across the supply chain.

As a result of our 2024 EcoVadis assessment, we received a **Bronze Medal** with a score of **58**. This achievement demonstrates our commitment to integrating sustainability into the core of our business and reflects the progress we continue to make in alignment with global ESG expectations.

In 2025, Esan was assessed for the second time by EcoVadis, one of the world's most trusted sustainability rating organizations. In this evaluation, we increased our score by 10% and once again qualified for the **Bronze Medal**. This progress shows the tangible improvement we have achieved in our sustainability journey and reinforces our determination to continuously strengthen our ESG performance.

The EcoVadis evaluation also serves as an important source of strategic feedback. It helps us better understand our strengths and development areas in key topics such as environmental responsibility, human rights, business ethics, and sustainable procurement.

Responsible Mining Initiative



As Esan, we align our practices with internationally recognized sustainability and social responsibility standards, with a strong focus on both ESG principles and the Responsible Mining Assurance Program (RMAP), which operates under the Responsible Minerals Initiative (RMI). Our ESG approach is designed to minimize environmental impacts, strengthen our social responsibility performance, and promote effective governance throughout all areas of our operations. Through this approach, we seek to create long-term value not only for our business, but also for the communities in which we operate.

RMAP is recognized globally as a program that encourages responsible and ethical mining practices while supporting compliance with high environmental and social standards across the entire mining value chain. This enables greater transparency, traceability, and responsible use of resources, especially in relation to materials sourced from high-risk areas. Our Responsible Sourcing Policy, developed within this scope, further reflects our commitment to protecting human rights, managing environmental impacts, and fulfilling our social responsibilities.

In 2025, we prepared our Responsible Sourcing Policy together with a Sustainability Compliance Commitment to be integrated into supplier contracts. Through this policy, we aim to regularly monitor suppliers by adopting a risk-based sourcing approach aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as the principles of the Responsible Minerals Initiative (RMI). This framework enables us to assess and monitor supplier performance in a more systematic and structured manner, while reinforcing our commitment to protecting human rights, managing environmental impacts, and fulfilling our social responsibilities.

Looking ahead, we intend to deepen our ESG-related efforts by taking part in the RMI's ESG assessment process and by continuing to improve our performance in line with globally recognized ESG standards.



EBRD

We are pleased to support the transition toward a more sustainable future through a **\$50 million sustainability-linked loan*** secured from the EBRD. This financing contributes to our efforts to lower environmental impacts and improve operational efficiency, with a particular focus on carbon reduction and energy optimization projects at our Balya mining site.

Our cooperation with the EBRD goes beyond environmental performance and also supports the creation of social value. The loan's key performance indicators include increasing the participation of women and young professionals in the mining sector, promoting fair working conditions, and ensuring transparency in resettlement-related processes.

As part of the project financed by the EBRD, a total of 850 meters of shaft advancement was completed. Gallery construction was finalized in October 2025, followed by the installation of the hoisting equipment in December 2025. Test operations were successfully completed in January 2026, and the project was subsequently inspected and approved by the General Directorate of Mining and Petroleum Affairs (MAPEG) in February 2026. Underground operations commenced in March 2026, marking the transition of the project into the operational phase, with no significant delays reported.

Project implementation is generally progressing as planned. However, legislative developments introduced during the 2025–2026 period, including amendments to the Environmental Impact Assessment (EIA) Regulation, Law No. 7554, and updates to mining licensing and rehabilitation requirements, may affect permitting processes, reporting obligations, field practices, and project scheduling.

This financing represents an important strategic milestone in strengthening our international accountability and enhancing our environmental and social sustainability performance.

* Information based on EBRD announcement: "[Turkish mining company gets green boost with EBRD loan](#)", 2024.

TPM

As Esan, we consider operational excellence to be one of the essential foundations of sustainable growth. Our Total Productive Management (TPM) practices are implemented through an integrated approach covering occupational health and safety, environmental performance, quality, productivity, cost management, equipment reliability, and employee development to achieve sustainable operational excellence.

In March 2024, we launched our Total Productive Maintenance (TPM) journey with training programs, followed by an official kick-off in July. Building on this foundation, TPM practices were expanded across all operational sites in 2025 through Kaizen, 6S, Safety, Health and Environment (SHE), Planned Maintenance, Training Committees, Daily Management Systems, and Hoshin Kanri practices.

Key Initiatives Carried Out in 2025:

- We completed performance evaluations covering productivity (OEE), quality, cost, delivery, occupational health and safety, environmental impact, and employee motivation.
- We provided extensive training on TPM, Lean Thinking and Eight Wastes, Kaizen Philosophy, Focused Kaizen, Before/After Kaizen, 6S methodology, Planned Maintenance, Occupational Health and Safety, and continuous improvement practices.
- We strengthened employee awareness on identifying and eliminating waste, losses, and operational risks.
- We completed a total of 42 Before/After Kaizen projects across the Company, including 17 in metallic mining operations, 12 in industrial minerals operations, and 13 at our headquarters.
- We completed a total of 46 Focused Kaizen projects, including 18 in our metallic mining operations, 11 in our industrial minerals operations, and 17 at our headquarters.

- Kaizen Days were organized to encourage employee participation, share successful improvement practices, and promote the dissemination of best practices across our operational sites.
- We formed cross-functional committees to coordinate activities related to 6S, organizational development, safety, health, planned maintenance, training, and Kaizen.
- We introduced and embedded 6S practices in field operations to create workplaces that are orderly, clean, efficient, and safe.
- We developed daily management systems to enable quick identification of problems and timely corrective actions at every organizational level, while supporting transparent communication and faster decision-making processes.
- We launched Hoshin Kanri practices in 2025 to cascade our three-year strategic objectives throughout the organization, translate business unit targets into concrete improvement projects, and strengthen the alignment between strategic objectives and day-to-day operations.

- Through the Safety, Health and Environment (SHE) Committee, we carried out initiatives to protect the health, safety, and environmental well-being of our employees, contractors, visitors, and other stakeholders affected by our operations. Regular field walks were conducted to increase visible safety leadership, identify non-conformities, perform root cause analyses, and monitor corrective actions.
- Through TPM, we improved the visibility of operational issues, accelerated decision-making processes, strengthened open communication across all organizational levels, enhanced Overall Equipment Effectiveness (OEE) and capacity utilization, systematically identified cost reduction opportunities, and supported EBITDA performance through productivity and cost improvement projects. These initiatives also contributed to strengthening employee ownership, embedding a culture of continuous improvement into daily operations, and standardizing operational excellence practices across Esan's facilities.

Our TPM activities demonstrate our strong commitment to excellence, safety, and sustainability. Through these efforts, we aim to continuously improve performance and strengthen resilience across all our operations.



Integrated Management System (IMS)

Our Integrated Management System (IMS) brings together our quality, environmental, occupational health and safety, energy, information security, and laboratory management practices under a single, comprehensive management framework. Through this integrated approach, we conduct our activities in accordance with internationally recognized standards, including ISO 9001 for Quality Management, ISO 14001 for Environmental Management, ISO 45001 for Occupational Health and Safety, ISO 50001 for Energy Management, ISO 27001 for Information Security, and ISO/IEC 17025 for the Competence of Testing and Calibration Laboratories.

In addition to maintaining compliance with these standards, we continue to enhance our management systems to improve operational performance, strengthen risk management, and support sustainable value creation. In 2025, we established the Integrated Management Systems Team to create a more coordinated and effective management structure across the organization. The team is responsible for overseeing the implementation of ISO 9001, ISO 14001, ISO 45001, and ISO 50001 within a common framework, reducing variations in practices across facilities, monitoring audit results and improvement actions, and promoting the dissemination of best practices throughout the organization. Through this structure, we aim to embed a culture of continuous improvement across all our operations.

Following the first-time ISO 50001 certification of our Bozüyük and Balya facilities in 2024, we continued our efforts throughout 2025 to strengthen the effectiveness and continuity of our Energy Management System. We monitored energy consumption, significant energy uses, and energy performance indicators, assessed the impacts of operational changes on energy performance, and worked closely with relevant departments to identify opportunities for energy efficiency improvements and continuous performance enhancement.

The performance of our management systems is monitored through internal and external audits, legal compliance assessments, risk analyses, performance indicators, and the follow-up of corrective actions. The outcomes of these activities provide valuable input for initiatives aimed at improving process performance, reducing the likelihood of risks, preventing the recurrence of non-conformities, and enhancing the overall effectiveness of our management systems.

Emergency preparedness and response form an integral part of our environmental and occupational health and safety management approach. Emergency plans are regularly reviewed in line with applicable legislation, operational risks, and site-specific requirements. Through periodic drills and training programs, we strengthen our employees' preparedness and response capabilities. Where appropriate, we coordinate with public authorities, local governments, emergency response teams, and other relevant stakeholders to maintain an effective emergency response capacity. During the reporting period, no significant spill or critical environmental incident requiring remediation was reported.

Through our integrated management approach, we continue to maintain compliance with applicable legislation and international standards while continuously improving operational efficiency, risk management capabilities, and environmental performance. This approach also supports the efficient use of resources, enhanced energy performance, and our strategic objective of contributing to the transition toward a low-carbon economy.

Employee Perspective

Münevver Nur Latif

Esan

Integrated Management Systems Executive



Throughout my time at Esan, I have actively contributed to process standardization, documentation improvement, and the development of a more integrated management structure across our metallic operations within the Integrated Management System. I believe these efforts have helped make our processes more traceable, sustainable, and efficient while supporting better resource management and earlier risk identification.

I see integrated management systems covering quality, environmental, and occupational health and safety practices as essential to sustainability. They help position sustainability not only as a strategic goal but also as a core part of daily operations. In this process, data management and digitalization play a critical role by improving decision-making, performance monitoring, and overall process effectiveness.

Challenges such as operational differences across sites, data standardization, and adapting established work habits remain important. However, strong communication, field feedback, and gradual implementation have been key in managing these areas effectively. Moving forward, further progress in digitalization, performance tracking, and field engagement will be essential to strengthening both operational excellence and long-term sustainability.



Transformation with Technology

Digital transformation is a key strategic focus within the Eczacıbaşı Group's business approach. At Esan, we approach digitalization and sustainability as two interconnected priorities that mutually reinforce each other. We believe that progressing in both areas at the same time is essential to making our operations more resilient and future-ready.

Digital transformation projects also support Esan's ability to manage operational risks, emergency preparedness, environmental monitoring and process traceability more effectively. By improving real-time data availability and decision-making capacity, these systems contribute to safer operations, improved environmental control and more resilient business processes.

In line with our Sustainable Mining commitments, we are integrating digital solutions into our operations to develop innovative systems that create greater value for our stakeholders. This integrated approach is designed to deliver benefits across several dimensions, including improved occupational safety, lower environmental impact, increased social contribution, and stronger ethical foundations in our production processes.

The mining industry is operating in a period marked by rapid global change, uncertainty, and rising demand. Under these conditions, the sector must both respond to growing resource needs and adapt to the opportunities brought by digitalization. Digital transformation has therefore become a critical enabler of more sustainable business models in mining. It supports higher efficiency, more responsible use of natural resources, better cost optimization, and also plays an important role in securing and maintaining operational permits.

By enabling stronger connectivity between systems and improving the flow of data, digital mining applications make a significant contribution to occupational safety, productivity, and operational performance. At Esan, we consider digital transformation to be one of the main foundations of our mining activities and an important driver of operational excellence. Our investments in this field focus on making processes more efficient while supporting a safer working environment built around our zero-accident goal.

Particularly in metallic and industrial minerals, our digital transformation initiatives are structured to create tangible value. These initiatives aim to increase operational efficiency, support compliance with sustainability principles, and improve health and safety performance. To achieve these goals, we are implementing advanced technologies such as intelligent mine planning, predictive maintenance applications, and real-time monitoring systems.

We also use remote control and digital monitoring systems in our energy infrastructure to support our environmental objectives. These systems help reduce energy consumption and prevent potential leaks. In addition, centralized platforms that continuously monitor key performance indicators enable us to strengthen continuous improvement practices across our operations.

Signal Optimization AI Project at Balya Lead and Zinc Mine



At Esan, we continuously integrate smart technologies and data-driven improvement practices into our operations to increase efficiency, strengthen operational performance, and support our sustainability objectives. Two key examples of this approach are the **Signal Optimization AI Project** and the **Blasting Optimization Project**, both implemented at our Balya underground mining operations.

The **Signal Optimization AI Project** was introduced at our Balya underground lead and zinc mine, a highly complex operating site with depths reaching up to **1,200 meters**, a tunnel network of **170 kilometers**, and a main ramp extending more than **10 kilometers**. In this environment, **75 mobile equipment** units operate across **20 production areas**, where the one-way underground traffic system makes real-time coordination essential for operational continuity.

Through this project, we implemented an artificial intelligence-based traffic optimization system that analyzes live data from mobile equipment and dynamically manages underground traffic flow. By improving traffic coordination, the system enables equipment to reach work areas faster, reduces waiting and idle times, and helps prevent unnecessary fuel consumption. Launched in the first quarter of **2023** with an investment of **EUR 400,000**, the project was designed to contribute approximately **EUR 9 million** annually to EBITDA. As a result of its implementation, we achieved average annual savings of **EUR 5.9 million** and avoided **27,000 liters of diesel consumption** over two years, corresponding to a reduction of **36,386 tons of CO₂ emissions**. In 2025, the project continued to deliver measurable financial and environmental benefits, standing out as a strong example of how digital transformation can enhance operational performance and climate resilience.

In addition to digital optimization, we also focus on field-based innovation to improve production efficiency. In this context, the **Blasting Optimization Project** was implemented at the **Ana Balya Underground Operation**. Underground blasting performance is influenced by several natural and operational factors, including rock characteristics, equipment type, operator practices, and field conditions. Within the scope of the project, these factors were systematically recorded over a six-month period and analyzed to assess their impact on blasting results.

Based on the findings, blasting designs were updated according to the characteristics of the rock to be blasted. Key parameters such as blasting pattern, explosive quantity, and explosive type were optimized before implementation, enabling operations to proceed with a more accurate and efficient blasting plan. The project focused on two main areas of value creation: reducing explosive cost per ton and accelerating the production cycle. With an investment of **EUR 2,000**, the project was completed and generated an estimated annual saving of **EUR 400,000**, calculated based on the reduction in explosive consumption per ton.

Together, these projects demonstrate Esan's commitment to combining digital transformation, operational excellence, and field-oriented innovation. By using advanced technologies, data analytics, and continuous improvement methods, we aim to create safer, more efficient, and more sustainable mining operations.

Ground Support Optimization Project



At Esan, we prioritize safe and efficient working conditions in our underground mining operations. Within this scope, the **Ground Support Optimization Project** was developed for the **Balya Underground Production Operation**.

In the two underground mines located in Balya, ground support applications are carried out to ensure the stability of galleries opened as part of various mining activities. These support systems include shotcrete, split sets, mai bolts, steel mesh, and plastic fiber. Since these materials are critical for both safety and operational continuity, optimizing their use has a direct impact on cost efficiency and production performance.

The project was structured as a Focused Kaizen initiative. Its main objective was to reduce costs by optimizing the consumption of materials used in underground support systems. At the same time, the project aimed to shorten the production cycle time, thereby supporting an increase in production activities.

By reviewing support practices in underground openings and identifying opportunities for improvement, the project contributes to safer, more efficient, and more cost-effective underground operations. It also supports continuous improvement by encouraging field teams to analyze existing practices and develop practical solutions based on operational needs.

This project is an important example of how working conditions, operational safety, and productivity can be improved together through focused improvement methodologies.

Mine 360 Project



At Esan, we aim to increase operational visibility and strengthen data-based decision-making across our mining processes. In this direction, the **Mine 360 Project** was developed to address monitoring and traceability challenges caused by mining process data being stored across different sources.

In mining operations, production, planning, and operational data are often generated through multiple systems and teams. When these data sources are not integrated, it becomes difficult to monitor processes holistically, identify problems quickly, and take timely action. The Mine 360 Project was designed to eliminate these challenges by bringing key process data together in a more integrated and accessible structure.

The project aims to reduce time losses experienced in the comprehensive tracking of production and planning data. By enabling teams to view mining processes from a broader perspective, it supports faster identification of issues and allows for immediate action to be taken when needed.

Through this approach, Mine 360 contributes to improved access to information, stronger operational transparency, and more effective decision-making. It also supports a culture of proactive management by helping teams move from fragmented data tracking to a more holistic and real-time monitoring approach.

This initiative represents an important step toward digitalizing mining operations and improving the overall visibility, coordination, and responsiveness of operational processes.



Ore Beneficiation Projects in Uzbekistan and Kazakhstan



In 2025, we initiated two mineral beneficiation projects for the **Uchkulach Pb-Zn deposit in Uzbekistan** and the **Zharly-Asha Cu-Zn exploration area in Kazakhstan** as part of our research and development activities. The projects aimed to develop optimized processing flowsheets, improve metal recovery, and establish technically and economically viable beneficiation processes to support future industrial-scale operations.

Using detailed mineralogical characterization, grinding analyses, flotation tests, and locked-cycle verification studies, we evaluated the beneficiation performance of the Uchkulach Pb-Zn ore and identified the optimum grinding size, reagent combinations, and circuit configuration required to produce marketable lead and zinc concentrates. For the Zharly-Asha Cu-Zn project, we assessed different ore composites and evaluated both conventional flotation and alternative processing methods, including leaching and cementation, to address the varying mineralogical characteristics of the deposit.

Both projects were successfully completed in 2025. The Uchkulach project achieved lead concentrates grading **62% Pb** with approximately **87% recovery** and zinc concentrates grading **47.5% Zn** with approximately **72% recovery**. The Zharly-Asha project produced copper concentrates grading **16.8–22.1% Cu** with **76–86% recovery**, zinc concentrates grading **42.7% Zn** with approximately **67% recovery**, and demonstrated that leaching followed by cementation could recover metallic copper with approximately 63.9% recovery where selective flotation was not feasible.

These projects represent an important step toward developing site-specific, efficient, and sustainable mineral processing solutions, while strengthening Esan's research and development capabilities and supporting future resource optimization.

Contactless Weighbridge Automation Project



At Esan, we aim to improve access to operational information and increase process efficiency by digitalizing critical workflows. In line with this approach, we implemented the **Contactless Weighbridge Automation Project** across the **Yassıtaş Facility, Hisarardı and Kuşçamı sites, and the Yeniköy operation**.

The project was designed to automate dispatch and weighing processes used in ore extraction and transportation activities. Within Esan's quarry operations, excavators used in ore extraction and trucks used in transportation were integrated into a system that automatically generates dispatch slips. This enabled the monitoring of shipments from quarry to facility, between facilities, and from facility to warehouse through a more traceable and efficient structure.

With the implementation of the automation system, tonnage measurements at facility weighbridges can be carried out automatically without the need for operator intervention. This has helped accelerate logistics and shipment processes while reducing manual workload and improving data accuracy.

The project was completed with an investment of **USD 230,000**. Its key performance indicator is based on the use of contactless weighbridge operations and the number of vehicles processed through the system. The initiative is expected to generate an estimated annual saving of **USD 150,000**.

By enabling faster, more accurate, and operator-independent weighing processes, the project contributes to operational efficiency, digital traceability, and improved access to reliable shipment data.

Cash Management Project



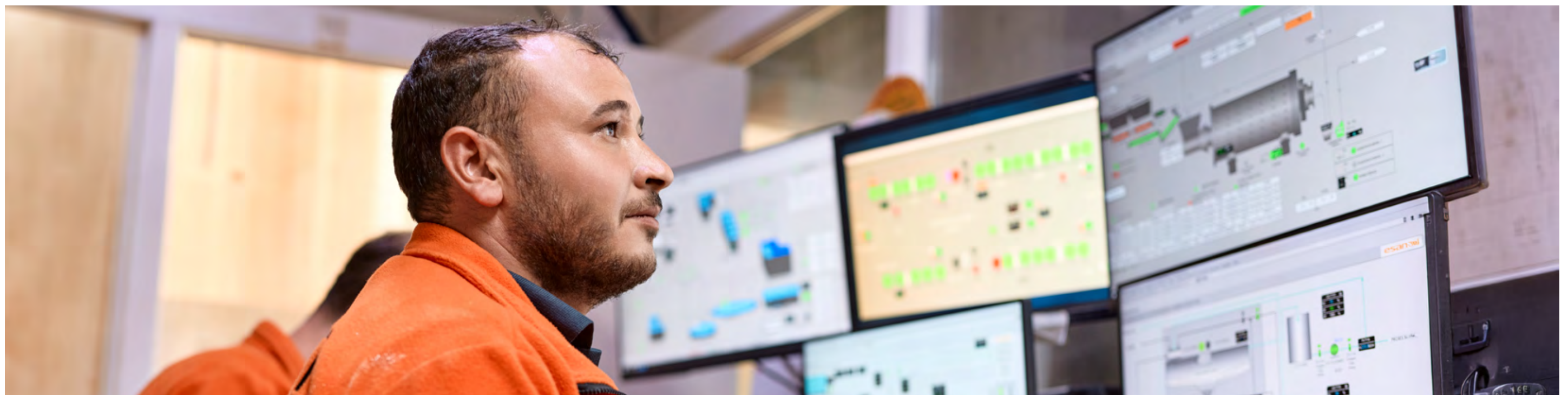
At Esan, we continue to strengthen our governance and business ethics approach by improving transparency, control, and predictability in financial processes. In this context, we implemented the **Cash Management Project** at our **Headquarters**.

Before the project, cash management processes involved manual, reactive, and operationally risky practices. The aim of the project was to shift from this approach to a measurable, real-time, and proactive liquidity management model. Through this transformation, instant cash visibility was established across all bank accounts, while reliable daily, weekly, and monthly cash forecasts were made available.

To achieve these objectives, the **SAP Cash Management** solution was implemented. Bank integrations enabled automatic data flow, creating a centralized, approved, and user-independent cash position structure. This allowed excess cash to be managed more effectively, while supporting early credit planning and more efficient use of bank limits.

The project was launched in **January 2025** and completed with an investment of **EUR 15,000**. As a result of this digital transformation, forecast deviation improved by **50%**, while approximately **30 hours of monthly workforce savings** were achieved. The project generated an estimated annual financial contribution of approximately **EUR 1.66 million**.

This initiative demonstrates how digital finance solutions can reduce operational risk, improve decision-making quality, and create measurable financial value through more transparent and proactive cash management.



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List of Associations, Initiatives and Memberships

Institution	Status
IMA Europe – Industrial Minerals Association	Membership
EUROFEL – European Association of Feldspar	Board of Trustees Membership Technical Committee
National Mining Development Foundation	Membership
Turkish Miners Association	Board of Directors Membership
SERHAM - Association of Ceramic, Glass, and Cement Raw Material Producers	Board of Directors Membership Technical Committee
KPC Europe	Technical Committee
R&D and Design Centers Collaboration Platform	Membership
BEBKA – Bursa Bilecik Eskisehir Development Agency	Membership

Awards

Awarded By	Awards
Fast Company Türkiye	Ranked 43rd among the Top 50 Most Innovative Companies for the AI-Powered Automated Core Logging project.
EcoVadis	Awarded a Bronze Medal in its second EcoVadis sustainability assessment after improving its overall score by 10% compared to the previous assessment.
Future of AI & Cloud Awards	Received the Best AI Transformation and Implementation Project of the Year award for the Signal Optimization AI project implemented at the Balya Underground Mine.
Brandon Hall Group Excellence Awards 2025	Received Gold, Silver, and Bronze awards for the Field Leaders, Exploration Academy, and Engineering Development Program, respectively, recognizing excellence in leadership development and employee learning and development.
Turkish Exporters Assembly (TİM)	Recognized as the Mining Sector Export Champion for the sixth consecutive year at the Champions of Export Awards Ceremony.
ISO 500	Ranked 150th in the ISO 500 list of Türkiye’s largest industrial enterprises, advancing 18 positions from the previous year.
Responsible Minerals Initiative (RMI)	Successfully completed the Responsible Minerals Initiative (RMI) certification process, demonstrating alignment with international standards for responsible mineral sourcing and ethical supply chain practices.

Stakeholder Relations Table

Stakeholder Groups	Stakeholders	Importance for Esan	Value Created for Stakeholders	Communication Methods and Frequency
Civil Society	Local Community	Local communities are fundamental to our social license to operate, operational legitimacy, and regional stability. Their well-being directly impacts our long-term sustainability and reputation.	We provide local employment, contribute to regional economic development, and support social projects (education, health, infrastructure). We ensure transparent communication and address concerns via a robust grievance mechanism.	Brochure Public participation meeting Website Social media Notices / Posters (Quarterly and as needed)
	Universities and Research	Academic partnerships drive our innovation, R&D, and help us adopt best practices in sustainable mining. They are crucial for enhancing our technical capabilities and informing our environmental and social strategies.	We offer research opportunities, internships, and project collaborations (e.g., with Balıkesir Mining School), providing practical experience and contributing to scientific knowledge and skill development.	E-mail, Phone, Meetings (As needed)
	NGOs	NGOs provide valuable insights, expertise, and critical perspectives on our environmental and social performance. They help us identify and address impacts, ensuring we meet international standards and community expectations.	We engage in transparent dialogue, collaborate on social and environmental projects (e.g., our €1.13 million social investments), and support their initiatives, fostering shared solutions for sustainable development.	E-mail, Phone, Face to Face (As needed)
	Media	Media shapes public perception and trust. Transparent communication ensures accurate reporting of our operations, fostering our reputation as a responsible mining company.	We provide timely and accurate information about our operations, sustainability efforts, and community engagement, ensuring informed public dialogue and accountability.	E-mail, Phone, Meetings (As needed)
Employees	Potential Employees	Attracting top talent is essential for our growth, innovation, and competitive edge. Potential employees are our future workforce, bringing fresh perspectives and skills to Esan.	We offer an inclusive, safe, and professional work environment with clear growth opportunities, fair compensation, and a strong commitment to sustainability, making Esan an attractive employer.	E-mail, Phone, Meetings (Regularly and constantly)
	Employees	Our employees are the core of our operations, driving productivity, innovation, and ensuring our commitment to safety and quality. Their engagement and well-being are paramount to our success.	We provide a safe, inclusive, and equitable workplace with continuous learning, career development (e.g., Esan Academy, leadership programs), competitive remuneration, and a focus on well-being and work-life balance.	E-mail, Phone, Meeting (Regularly)

Stakeholder Groups	Stakeholders	Importance for Esan	Value Created for Stakeholders	Communication Methods and Frequency
Customers	Clients	Our clients are vital for our revenue, market position, and product innovation. Understanding their needs and delivering high-quality, sustainable products ensures our business continuity and growth.	We provide high-quality, sustainably sourced industrial minerals and metallic ores. We offer customized solutions, reliable supply, technical support, and transparent communication regarding our ESG performance.	E-mail, Phone, Meetings, Face to Face (Weekly and regularly)
	Industry Colleagues	Collaboration with industry colleagues (e.g., associations, peers) enables knowledge sharing, adoption of best practices, and collective advocacy for responsible mining standards.	We contribute to industry standards, share best practices in safety, sustainability, and innovation, fostering a more responsible and efficient mining sector collectively.	E-mail, Phone, Meetings (Regularly)
Supply Chain	Suppliers and Contractors	Suppliers and contractors are integral to our operations, providing essential goods and services. Their adherence to our ethical and sustainability standards (e.g., RMI-aligned Responsible Sourcing Policy) is critical for our value chain integrity.	We foster long-term, ethical partnerships, ensuring fair business practices, timely payments, and collaboration on improving ESG performance. We prioritize local suppliers, with 90% of payments going to local businesses.	E-mail, Phone, Meetings (Daily)
	Governments, Local Government Agencies and Regulators	Regulatory bodies provide the essential framework for our operations, ensuring compliance, social license, and environmental stewardship. Their support is crucial for permitting and long-term stability.	We maintain full compliance with national and international laws, contribute taxes, engage in transparent dialogue, and collaborate on policy development for responsible resource management and regional development.	E-mail, Phone, Meetings, Face to Face (Regularly – Weekly – constantly)
Finance Community	Community and Shareholders	The finance community provides crucial capital for our investments, growth, and sustainability initiatives. Their confidence in our financial and ESG performance is vital for accessing funds.	We provide transparent financial reporting, demonstrate strong ESG performance (e.g., sustainability-linked loans with EBRD, EcoVadis rating), and ensure sound governance, offering attractive, responsible investment opportunities.	E-mail, Meetings (Monthly)

Performance Indicators

Environmental Performance Indicators

Energy Consumption (MWh)*	2023	2024	2025
Non-renewables	126,571.72	212,244.05	205,660.18
Grid Electricity	0	0	30.00
Natural Gas	69,003.21	150,256.31	136,078.37
Diesel	57,568.51	61,879.80	69,416.48
LPG/LNG	0	0	135.33
Renewables	163,234.00	196,546.69	191,188.13
Purchased renewable electricity	163,233.54	191,492.20	182,912.59
Own-generated renewable electricity	2,109.03	5,054,493.80	8,275.55
Total Energy Consumption	289,805.72	408,790.74	396,848.31

* Operations in Türkiye, Ukraine, and Kazakhstan are included in the calculation.

Energy Consumption (MWh)*	2023	2024	2025
Renewable Energy Consumption	163,234.00	196,546.69	191,188.13
Non-renewable Energy Consumption	126,571.72	212,244.05	205,660.18
Total Energy Consumption	289,805.72	408,790.74	396,848.31

* Operations in Türkiye, Ukraine, and Kazakhstan are included in the calculation.

Energy Intensity (MWh/per production)*	2023	2024	2025
	0.07	0.08	0.08

* Operations in Türkiye are included in the calculation.

Carbon Emissions (tCO ₂ e)	2023	2024	2025
Direct GHG emissions (Scope 1)	29,381	307,037	56,646.68
Indirect GHG emissions (Scope 2) (Market Based)	1,631,201	2,147,49	569.75
Indirect GHG emissions (Scope 2) (Location Based)	78,056	82,128	80,516.56
Scope 3	1,738,638	1,335,204.23	1,166,367.56

Scope 3 Sub Categories	2023	2024	2025
Category 1 - Purchased goods and services	153,574.00	292,509.87	360,865.22
Category 2 - Capital goods	52,416.00	20,277.86	20,177.63
Category 3 - Fuel and energy-related activities	34,328.00	215,097.84	16,556.18
Category 4 - Upstream transportation and distribution	5,791.00	7,300.88	93,205.60
Category 5 - Waste generated in operations	64.00	134.42	37.09
Category 6 - Business travel	308.00	369.85	199.90
Category 7 - Employee commuting	963.00	130.61	2,543.86
Category 8 - Upstream leased assets	1,153	0	0.04
Category 9 - Downstream transportation-distribution	61,725.00	139,922.38	131,029.36
Category 10 - Processing of sold products	1,318,678.00	657,779.09	537,627.76
Category 12 - End-of-life treatment of sold products	2,201.00	1,681.4	4,124.93
Total	1,631,201.00	1,335,204.23	1,166,367.56

Total Carbon Emissions (tCO ₂ e)	2023	2024	2025
Total Emissions (Market Based)	29,381	1,644,389.02	1,223,583.99
Total Emissions (Location Based)	1,738,638.00	1,724,369.47	1,303,530.80

Electricity Usage (MWh)	2025	%
Purchased renewable electricity	182,912.59	96%
Purchased renewable electricity	30.00	96%
Own-generated renewable electricity	8,275.55	4%

Water Withdrawal (m³) *	2023	2024	2025
Municipal water	76,950	107,596	127,502
Ground water	1,728,678	2,128,676	933,871
Rainwater	16,682	23,816	25,525
Total	1,822,310	2,260,088	1,086,898

* Operations in Türkiye are included in the calculation.

Water Intensity (m³/ton of product)*	2023	2024	2025
	0.43	0.45	0.23

* Operations in Türkiye are included in the calculation.

Waste Management	2024	2025
Hazardous Waste	710	574.71
recycled/reused	648	538.43
Energy Recovery	62	36.28
Non-Hazardous Waste	2,543	2,306.67
recycled/reused	2,543	2,306.67
Total Waste Amount	3,253	2,881

Waste Results (ton)	2024	2025
Waste recycled	3,253.00	2,845.10
Waste disposal	0.100	36.28
Total Waste Amount	3,253.00	2,881.37

Social Performance Indicators

Workforce by Gender	2023	2024	2025
Total Workforce	1,805	1,819	1,718
Women	181	167	157
Men	1,624	1,652	1561
White-collar employees	443	434	397
Women	124	132	125
Men	319	302	272
Blue-collar employees	1,362	1,385	1,321
Women	57	35	32
Men	1,305	1,350	1289

Equal Opportunities	2023	2024	2025
Share of women in STEM positions	6.21%	2.6%	19.2%

Employee Demographics	2023	2024	2025
Total Workforce	1,805	1819	1718
White-collar employees	443	434	397
Blue-collar employees	1362	1385	1,321
Number of employees in the management work family	34	26	30
Number of non-management employees	426	430	1,688

Employee Training		2023	2024	2025
Average hours of training per employee		106.9	52 	48 
New Recruits		2023	2024	2025
Total number of new employee hires during the year		949	69	28
Women		54	19	8
Men		895	50	20
Under 30 years old		413	99	3
Women		31	40	0
Men		382	59	3
30-50 (including) years old		520	45	25
Women		23	10	8
Men		497	35	17
Over 50 years old		16	1	0
Women		0	0	0
Men		16	1	0

Employees Who Left Work		2023	2024	2025
Total		215	90	75
Women		22	14	21
Men		193	76	54
Under 30 years old		89	17	19
Women		12	4	8
Men		77	13	11
30-50 (including) years old		101	67	53
Women		10	9	13
Men		91	58	40
Over 50 years old		25	6	3
Women		-	1	-
Men		25	5	3
Number of employees who voluntarily left work		112	36	134
Women		7	5	15
Men		105	31	119

Turnover		2023	2024	2025
Employee turnover rate		22%	20%	18%
Voluntary employee turnover rate		6%	12%	9%

Lost Time Incident Rate	2023	2024	2025
	0.39	0.22	0.29

Total Recordable Incident Rate	2024	2025
	1.92	2.41

Occupational Health and Safety Training	2023	2024	2025
Total training hours given to employees on OHS (employee*hours)	148,416	146,150	150,000
Number of employees who received training on OHS	3,092	3,450	3,500
Average training hours on OHS	48	42	45

Incidents	2023	2024	2025
Incidents Resulting in Lost Time	17	12	15
Employees	9	6	8
Contractors	8	6	7
Incidents Not Resulting in Lost Time	96	98	297
Total Number of Incidents	113	110	312

Gender Pay Gap Ratio (TR)	2021	2022	2023	2024	2025
	0.97	0.97	0.98	0.96	0.96

Technical Glossary

Term	Explanation
Compressor	A machine used to supply air or other gas at increased pressure
Drum motor	A geared motor drive enclosed within a steel shell providing a single component driving pulley for conveyor belts.
EFRAG	European Financial Reporting Advisory Group
ESRS	European Sustainability Reporting Standards
Furnace Capacity	Furnace capacity refers to the maximum amount of material an industrial furnace can safely and efficiently process within a given period.
Kiln	An oven used for processing a substance by burning, firing, or drying.
Lime Sedimentation	Lime sedimentation refers to the process where lime is added to a liquid to help unwanted particles settle at the bottom, allowing the clarified liquid to be separated more easily.
Metallic Ore	All the materials which are removed from the mine for the purpose of extracting the desired metal(s)
Nozzle	A cylindrical or round spout at the end of a pipe, hose, or tube used to control a jet of gas or liquid.
Production Shaft	A shaft is a rotating machine element, usually circular in cross section, which is used to transmit power from one part to another.
Welding Electrodes	Wire lengths connected to the welding machine to create an electric arc when an electrical current passes through them.
5S Methodoly	A five-step methodology that creates a more organized and productive workspace. The 5S's are: Sort, Straighten, Shine, Standardize, and Sustain.

GRI Content Index



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

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

Statement of Use:		Esan Eczacibasi has reported in accordance with the GRI Standards for the period between 1 January 2025 and 31 December 2025.	
GRI 1 Use:		GRI 1: Foundation 2021	
Applicable GRI Sector Standard(s):		GRI 14: Mining Sector 2024	
GRI Standard	Disclosure	Location	GRI Sector Standard Ref.No.
GRI 2: General Disclosures 2021	2-1 Organizational details	Overview of Esan, page 10-13; Our Organizational Structure, Products and Services, page 16-19	
	2-2 Entities included in the organization's sustainability reporting	About the Report, page 4-5	
	2-3 Reporting period, frequency and contact point	About the Report, page 4-5, Info, page 96	
	2-4 Restatements of information	About the Report, page 4-5	
	2-5 External assurance	Limited Assurance Report, page 178-181; Greenhouse Gas Verification Statement, page 187-188	
	2-6 Activities, value chain and other business relationships	Our Organizational Structure, Products and Services, page 16-19; Our Value-Creating Business Model, page 32-35	
	2-7 Employees	Equality, Diversity, and Inclusion, page 109-113; Social Performance Indicators, page 157-160	
	2-8 Workers who are not employees	Equality, Diversity, and Inclusion, page 109-113	
	2-9 Governance structure and composition	Governance Approach, page 48-53	
	2-10 Nomination and selection of the highest governance body	Governance Approach, page 48-53	
	2-11 Chair of the highest governance body	Governance Approach, page 48-53	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Approach, page 48-53	

	2-13 Delegation of responsibility for managing impacts	Governance Approach, page 48-53	
	2-14 Role of the highest governance body in sustainability reporting	Esan Sustainability Governance, page 52-53	
	2-15 Conflicts of interest	Governance Approach, page 48-53	
	2-16 Communication of critical concerns	Governance Approach, page 48-53	
	2-17 Collective knowledge of the highest governance body	Governance Approach, page 48-53	
	2-18 Evaluation of the performance of the highest governance body	Governance Approach, page 48-53	
	2-19 Remuneration policies	Governance Approach, page 48-53; Labour Management, page 104-108	
	2-20 Process to determine remuneration	Labour Management (Our Remuneration Approach), page 104	
	2-21 Annual total compensation ratio	Our Company has not yet collected the information required under Disclosure 2-21, including the annual total compensation ratios. This information is not currently included in the Company's internal metrics and reporting processes. However, the Company is committed to transparency and will explore the possibility of disclosing this information in future reports once the necessary data collection and calculation processes have been established.	
	2-22 Statement on sustainable development strategy	Message from the CEO, page 6-7; Sustainability at Esan, page 38-39	
	2-23 Policy commitments	Message from the CEO, page 6-7; Governance Approach, page 48-53	
	2-24 Embedding policy commitments	Ethics and Legal Compliance, page 62-65	
GRI 14: Mining Sector 2024	2-25 Processes to remediate negative impacts	Ethics and Legal Compliance, page 62-65	
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Legal Compliance, page 62-65	
	2-27 Compliance with laws and regulations	Ethics and Legal Compliance, page 62-65	
	2-28 Membership associations	List of Associations, Initiatives and Memberships, page 148	
	2-29 Approach to stakeholder engagement	Stakeholder Relations, page 150-153	
	2-30 Collective bargaining agreements	Labour Management, page 104-108; Ethics and Legal Compliance, page 62-65	
	Mine-site disclosure	Overview of Esan, page 10-13; Our Operating Environment, page 20-27	14.0.1
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality, page 40-41	
	3-2 List of material topics	Double Materiality, page 40-41	

Climate Change Adaptation/ Climate Change Mitigation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.1
	102-1 Transition plan for climate change mitigation	Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.2
GRI 102: Climate Change 2025	102-2 Climate change adaptation plan	Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.3
	102-3 Just transition	Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.4
	102-4 GHG emissions reduction targets and progress	Sustainability Objectives, page 42-43; Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.5
	102-5 Scope 1 GHG emissions	Environmental Performance Indicators, page 154-156	14.1.6
	102-6 Scope 2 GHG emissions	Environmental Performance Indicators, page 154-156	14.1.7
	102-7 Scope 3 GHG emissions	Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.8
	102-8 GHG emissions intensity	Sustainability Objectives, page 42-43; Environmental Performance Indicators, page 154-156	14.1.9
	102-9 GHG removals in the value chain	ESAN does not currently account for GHG removals within its organizational boundary or value chain.	14.1.10
	102-10 Carbon credits	ESAN does not use carbon credits.	14.1.11
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.1
	103-1 Energy policies and commitments	Environmental Management and Compliance, page 96-97; Energy Management and Transition to Low Carbon Emissions, page 80-89	14.1.12
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization	Environmental Management and Compliance, page 96-97; Environmental Performance Indicators, page 154-156	14.1.13
	103-3 Upstream and downstream energy consumption	Environmental Management and Compliance, page 96-97	14.1.14
	103-4 Energy intensity	Sustainability Objectives, page 42-43; Environmental Performance Indicators, page 154-156	14.1.15

Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Biodiversity, page 98-99	14.4.1
	101-1 Policies to halt and reverse biodiversity loss	Biodiversity, page 98-99; Environmental Management and Compliance, page 96-97	14.4.2
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Biodiversity, page 98-99	14.4.3
	101-4 Identification of biodiversity impacts	Biodiversity, page 98-99	14.4.4
	101-5 Locations with biodiversity impacts	Our Organizational Structure, page 16-19; Biodiversity, page 98-99	14.4.5
	101-6 Direct drivers of biodiversity loss	Biodiversity, page 98-99	14.4.6
	101-7 Changes to the state of biodiversity	Biodiversity, page 98-99	14.4.7
	101-8 Ecosystem services	Biodiversity, page 98-99; Resource Management, page 100-101	14.4.8
Waste Management and Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Waste Management and Circular Economy, page 92-93	14.5.1
	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy, page 92-93	14.5.2
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Waste Management and Circular Economy, page 92-93	14.5.3
	306-3 Waste generated	Waste Management and Circular Economy, page 92-93; Environmental Performance Indicators, page 154-156	14.5.4
	306-4 Waste diverted from disposal	Waste Management and Circular Economy, page 92-93; Environmental Performance Indicators, page 154-156	14.5.5
	306-5 Waste directed to disposal	Waste Management and Circular Economy, page 92-93; Environmental Performance Indicators, page 154-156	14.5.6

Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Water Management, page 90-91	14.7.1
	303-1 Interactions with water as a shared resource	Water Management, page 90-91	14.7.2
	303-2 Management of water discharge-related impacts	Water Management, page 90-91	14.7.3
	303-3 Water withdrawal	Water Management, page 90-91; Environmental Performance Indicators, page 154-156	14.7.4
	303-4 Water discharge	Water Management, page 90-91	14.7.5
	303-5 Water consumption	Water Management, page 90-91; Environmental Performance Indicators, page 154-156	14.7.6
GRI 303: Water and Effluents 2018			
Relations with Local Communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Social Management, page 124-127; Stakeholder Relations, page 118-120	14.10.1
	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Relations, page 118-120; Relations with Local Communities, page 120-121	14.10.2
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Relations with Local Communities, page 120-121	14.10.3
GRI 14: Mining Sector 2024	Grievances from local communities	Relations with Local Communities, page 120-121	14.10.4

Working Conditions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Health and Wellbeing, page 114; Health and Safety, page 114-118	14.16.1
	403-1 Occupational health and safety management system	Health and Safety, page 114-118	14.16.2
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, page 114-118	14.16.3
	403-3 Occupational health services	Health and Wellbeing, page 114	14.16.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety, page 114-118	14.16.5
	403-5 Worker training on occupational health and safety	Health and Safety, page 114-118	14.16.6
	403-6 Promotion of worker health	Health and Wellbeing, page 114	14.16.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, page 114-118	14.16.8
	403-8 Workers covered by an occupational health and safety management system	Health and Safety, page 114-118	14.16.9
	403-9 Work-related injuries	Health and Safety, page 114-118; Social Performance Indicators, page 157-160	14.16.10
	403-10 Work-related ill health	No cases of recordable work-related ill health were reported during the reporting period.	14.16.11
Organizational Culture			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Labour Management, page 104-108	14.17.1
GRI 202: Market Presence 2016	202-1 Ratios of standard entry-level wage by gender compared to local minimum wage	Labour Management, page 105	14.17.2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Labour Management, page 104-108; Social Performance Indicators, page 157-160	14.17.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Equality, Diversity, and Inclusion, page 109-113	14.17.4
	401-3 Parental leave	Equality, Diversity, and Inclusion, page 109-113	14.17.5
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Labour Management, page 104-108	14.17.6
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Labour Management, page 104-108; Social Performance Indicators, page 157-160	14.17.7
	404-2 Programs for upgrading employee skills and transition assistance programs	Labour Management, page 104-108	14.17.8
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, page 68-71	14.17.9
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management, page 68-71	14.17.10

Equality, Diversity, and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Equality, Diversity, and Inclusion, page 109-113	14.21.1
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Executive Management, page 51	14.21.2
GRI 401: Employment 2016	401-3 Parental leave	Equality, Diversity, and Inclusion, page 109-113	14.21.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Labour Management, page 104-108; Social Performance Indicators, page 157-160	14.21.4
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance Approach, page 48-49; Executive Management, page 50-51	14.21.5
	405-2 Ratio of basic salary and remuneration of women to men	Our Remuneration Approach page 105	14.21.6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equality, Diversity, and Inclusion, page 109-113	14.21.7
Business Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Ethics and Legal Compliance, page 62-65	14.22.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Legal Compliance, page 62-65	14.22.2
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Legal Compliance, page 62-65	14.22.3
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Legal Compliance, page 62-65	14.22.4
GRI 14: Mining Sector 2024	Contract transparency	Esan complies with applicable legal and regulatory requirements regarding contract transparency and beneficial ownership. The Company does not currently have a separate public disclosure practice beyond applicable legal requirements.	14.22.5
	Beneficial ownership		14.22.6

GRI Standard	Disclosure	Location
Responsible Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Supply Chain Management, page 68-71
Restricted and Prohibited Substances		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41
Conservation of Nature		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Resource Management, page 94-95
Development of Feedback Channels		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Stakeholder Relations, page 118-120; Stakeholder Relations Table, page 151-152
Environmental Pollution		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Environmental Management and Compliance, page 96-97
Access to Information		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Cybersecurity, page 61
Product Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41
Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Innovation and Entrepreneurship, page 130-132; Innovation, page 130; Research and Development, page 132
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality, page 40-41; Ethics and Legal Compliance, page 62-65; Equality, Diversity, and Inclusion, page 109-113
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equality, Diversity, and Inclusion, page 109-113
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ethics and Legal Compliance, page 62-65; Equality, Diversity, and Inclusion, page 109-113
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and Legal Compliance, page 62-65; Equality, Diversity, and Inclusion, page 109-113
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and Legal Compliance, page 62-65; Supply Chain Management, page 68-71

Topics in the applicable GRI Sector Standards determined as not material	
Topic	Explanation
GRI 14: Mining Sector 2024	
14.3 Air emissions	Air emissions were assessed as part of Esan's Double Materiality Assessment but were not identified as a standalone material topic. Air emissions, including NOx, SOx and particulate matter, are monitored and managed within Esan's broader environmental management framework and in accordance with applicable regulatory requirements.
14.6 Tailings	Tailings was not identified as a standalone material topic based on the organization's materiality assessment. Relevant impacts associated with tailings are considered, where applicable, within the management of the material topic Waste Management and Circular Economy. Related information is provided on page 94-95.
14.8 Closure and rehabilitation	Closure and rehabilitation was not identified as a standalone material topic based on the organization's materiality assessment. Relevant impacts associated with closure and rehabilitation are considered, where applicable, within the management of the material topic Relations with Local Communities. Related information is provided on page 124.
14.9 Economic impacts	Economic impacts was not identified as a standalone material topic based on the organization's materiality assessment. It is covered in detail under the Economic and Financial Performance section of the Corporate Governance chapter on page 67.
14.11 Rights of Indigenous Peoples	During the reporting period, no Indigenous Peoples were identified as being affected or potentially affected by Esan's operations. No operations or proven reserves were determined to overlap with Indigenous Peoples' territories or areas of traditional use. As Esan's operations are located exclusively in regions of Türkiye, Ukraine, and Kazakhstan where no Indigenous Peoples' rights or claims have been identified, this topic was assessed as not material to the Company.
14.12 Land and resource rights	Land and resource rights was not identified as a standalone material topic based on the organization's materiality assessment. Relevant impacts associated with land and resource rights are considered, where applicable, within the management of the material topic Relations with Local Communities. Related information is provided on page 124.
14.13 Artisanal and small-scale mining	Esan conducts formal, large-scale industrial and metallic mineral mining operations exclusively through licensed and regulated mining permits. Esan conducts formal, large-scale mining operations under applicable licenses and regulatory requirements. No significant actual or potential impacts related to artisanal and small-scale mining were identified through Esan's materiality assessment or in connection with its operations. Accordingly, this topic was determined not to be material to the Company's operations.
14.14 Security practices	While Esan expects its contractors and security service providers to comply with human rights principles, occupational health and safety requirements, and company policies, security-related risks were not identified as a significant or distinct impact area through the Double Materiality Assessment. Security practices were assessed but were not identified as a standalone material topic through Esan's Double Materiality Assessment. Security-related matters are managed in accordance with Esan's human rights principles, occupational health and safety requirements, and relevant company policies. No significant security-related incidents involving human rights concerns were reported during the reporting period.

14.15 Critical incident management	Critical incident management was not identified as a standalone material topic through Esan's Double Materiality Assessment. The prevention of and preparedness for major operational incidents are addressed through relevant management processes, including occupational health and safety, environmental management, tailings management, and emergency preparedness. No critical incidents resulting in significant environmental, occupational health and safety, or community impacts occurred during the reporting period.
14.18 Child labor	The Company is committed to complying with applicable laws and regulations concerning child labor and implements relevant policies and management practices to prevent and mitigate child labor-related risks. Although the topic of child labor was not identified as a standalone material topic through the DMA, it is addressed in detail under the material topic Business Ethics, in line with the Company's management approach. Relevant disclosures can be found in Ethics and Legal Compliance, pages 62-65.
14.19 Forced labor and modern slavery	The Company is committed to complying with applicable laws and regulations concerning forced labor and implements relevant policies and management practices to prevent and mitigate risks related to forced or compulsory labor. Although the topic of Forced labor and modern slavery was not identified as a standalone material topic through the DMA, it is addressed in detail under the material topic Business Ethics, in line with the Company's management approach. Relevant disclosures can be found in Ethics and Legal Compliance, pages 62-65, and Supply Chain Management, page 68-71.
14.20 Freedom of association	ESAN is committed to safeguarding employees' rights to freedom of association and collective bargaining and to maintaining constructive relations with employee representatives and trade unions. These principles are supported through relevant policies, internal guidance, and management practices that promote respect for employees' rights. Although the topic of Freedom of association was not identified as a standalone material topic through the DMA, it is addressed in detail under the material topic Business Ethics, in line with the Company's management approach. Relevant disclosures can be found in Ethics and Legal Compliance, page 62-65; Equality, Diversity, and Inclusion, page 109-113.
14.24 Public policy	Esan does not engage in political contributions or public policy advocacy activities that were identified as having a significant economic, environmental, or social impact through the Double Materiality Assessment. This topic was therefore not identified as material to the Company's operations or stakeholders.
14.23 Payments to governments	Esan fulfills its tax and other statutory payment obligations in accordance with applicable laws and regulations. The topic was assessed as part of Esan's materiality assessment, taking into account its actual and potential impacts, and was not determined to be material.
14.25 Conflict-affected and high-risk areas	Esan has participated in an independent audit process under the Responsible Minerals Initiative (RMI) and continues to strengthen its responsible mining practices. The topic was assessed as part of Esan's materiality assessment, considering its actual and potential impacts. Based on the assessment, it was not determined to be a material topic for Esan.

WEF Stakeholder Capitalism Metrics

Pillar	Core Metrics and Disclosures	Description	References
Principles of Governance			
Governing purpose	Setting purpose	The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Message from Our CEO, page 6
Quality of governing body	Governance body composition	Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation	Governance Approach, page 50
Stakeholder engagement	Material issues impacting stakeholders	A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	Double Materiality, page 40
Ethical behavior	Anti-Corruption	1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.	Business Ethics and Legal Compliance, page 64
		2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption	
	Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.	Business Ethics and Legal Compliance, page 64

Risk and opportunity oversight	Integrating Risk and Opportunity into Business Process	Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Risk Management, page 56
Planet			
Climate Change	Greenhouse Gas (GHG) emissions	For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions.	Energy Management and Transition to Low Carbon Emissions, page 74
		Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Scope 1, Scope 2, and Scope 3 greenhouse gas emissions are calculated and reported annually as part of Esan’s greenhouse gas inventory. Scope 3 emissions are evaluated across relevant upstream and downstream value chain activities.
	TCFD implementation	Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	We continue to conduct detailed climate risk assessments and provide climate related disclosures in line with the TCFD recommendations.
Nature Loss	Land use and ecological sensitivity	Report the number and area (in hectares) of sites owned, leased or managed in/or adjacent to protected areas and/or key biodiversity areas (KBA).	We do not have an operational center located in protected areas, especially RAMSAR areas.
Freshwater Availability	Water consumption and withdrawal in water-stressed areas	Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool.	Water Management, page 82
		Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	

People			
Dignity and Equality	Diversity and inclusion (%)	Percentage of employees per employee category, by age group, gender and other indicators of diversity.	Equality, Diversity, and Inclusion, page 101
	Pay equality (%)	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Equality, Diversity, and Inclusion, page 101
	Wage level (%)	Ratios of standard entry level wage by gender compared to local minimum wage.	Equality, Diversity, and Inclusion, page 101
		Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	
	Risk for incidents of child, forced or compulsory labour	An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Business Ethics and Legal Compliance, page 64
Skills for the future	Training provided	Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).	Attracting, Developing and Retaining Talent, page 96
		Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Health, Safety and Wellbeing, page 104
Health and Wellbeing	Health and safety (%)	The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.	Health, Safety and Wellbeing, page 104 https://www.esan.com.tr/en/sustainability/sustainability-approach-and-model#occupational-health-and-safety
		An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	

Prosperity			
Employment and wealth generation	Absolute number and rate of employment	1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 96
		2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Attracting, Developing and Retaining Talent, page 96
	Economic Contribution	1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: - Revenues - Operating costs - Employee wages and benefits - Payments to providers of capital - Payments to government - Community investment	Financial and Economic Performance, page 69
		2. Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period.	During the reporting period, ESAN received TRY 3,814,719.55 in financial assistance from the Government of Türkiye under the TURQUALITY® Support Program and TRY 77,052,383.00 in employment-related social security premium incentives.
	Financial investment contribution	1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.	Financial and Economic Performance, page 69
		2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	
Innovation of better products and services	Total R&D expenses (\$)	Total costs related to research and development.	Year in Review, page 28
Community and social vitality	Total tax paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Our Value-Creating Business Model, page 32

Limited Assurance Report



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ESAN ECZACIBAŞI ENDÜSTRİYEL HAMMADELER SANAYİ VE TİCARET. A.Ş. LIMITED ASSURANCE REPORT

Limited Assurance Report to the Board of Directors of Esan Eczacıbaşı Endüstriyel Hammaddeler Sanayi ve Ticaret A.Ş.

We have been engaged by the Board of Directors of Esan Eczacıbaşı Endüstriyel Hammaddeler Sanayi ve Ticaret A.Ş. (the "Company") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") included in the Esan Eczacıbaşı Endüstriyel Hammaddeler Sanayi ve Ticaret A.Ş. Integrated Sustainability Report 2025: (the Integrated Sustainability Report 2025) for the year ended 31 December 2025 and listed below.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Company's Selected Information for the year ended 31 December 2025 is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Scope and Criteria of Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), on whether the Selected Sustainability Information listed below (the "Selected Information") in the Company's Integrated Sustainability Report for the year ended 31 December 2025 (the Integrated Sustainability Report 2025) has been prepared in accordance with the principles set out in the Reporting Guidance section of the Integrated Sustainability Report.

Selected Information

We have been engaged by the Company to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2025 Integrated Sustainability Report for the year ended 31 December 2025. The scope of the indicators subject to limited assurance procedures and marked with an ✓ of the 2025 Integrated Sustainability Report for the year ended 31 December 2025 is as follows:



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RSM Turkey is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm, which practises in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.



Selected Key Performance Indicators

- Production Volume (tons)
- Total Energy Consumption (MWh)
- Energy Intensity (MWh/ton)
- Share of Own-generated Renewable Electricity (%)
- Share of Own-generated Renewable Electricity in Türkiye (%)
- Share of Electricity Consumption from Renewable Sources (%)
- Share of Renewable Electricity Consumption in Türkiye (%)
- Total Water Withdrawal (thousand m³)
- Water Intensity (m³/ton)
- Share of Recycled Waste (%)
- Total Waste Disposed (tons)
- Total Waste Recycled (tons)
- Total Waste Amount (tons)
- Share of Women Employees in Recruitment (%)
- Share of Women Employees in Professional Positions (%)
- Share of Women Employees in Management Positions (%)
- Average Training Hours per Employee
- Lost Time Incident Rate
- Total Recordable Incident Rate

Our assurance was with respect to the year ended 31 December 2025 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the Integrated Sustainability Report 2025 or any other elements included in the Integrated Sustainability Report 2025. Therefore, we do not express any conclusion thereon.

Responsibilities of Management

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

Responsibilities of the Auditor

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





Our Independence and Competence

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

Inherent Limitations

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

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

Our Key Assurance Procedures

We performed limited assurance on the accuracy of the selected key performance indicators specified above in the section "Selected Information" related to the period of 2025 and included in the Report.

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

To draw our conclusions, we undertook the following procedures:

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

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



Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting on the Company's performance and activities related to the Selected Information. We permit the disclosure of this report within the Integrated Sustainability Report 2025 for the year ended 31 December 2025; to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of the Company as a body and the Company for our work or this report save where terms are expressly agreed with our prior written consent.

RSM Turkey Uluslararası Bağımsız Denetim Anonim Şirketi
Member of RSM International



İstanbul, 5 May 2026



Indicators

The indicators and corresponding data for the reporting period ended 2025 are presented below.

Category	Indicator	Data ¹
Energy	Total Energy Consumption (MWh)	396,848
Energy	Energy Intensity (MWh/ton)	0.08
Energy	Share of Own-generated Renewable Electricity (%)	4%
Energy	Share of Own-generated Renewable Electricity in Türkiye (%)	4%
Energy	Share of Electricity Consumption from Renewable Sources (%)	100%
Energy	Share of Renewable Electricity Consumption in Türkiye (%)	100%
Water	Total Water Withdrawal (thousand m³)	1,087
Water	Water Intensity (m³/ton)	0.23
Waste Management	Share of Recycled Waste (%)	99%
Waste Management	Total Waste Disposed (tons)	36
Waste Management	Total Waste Recycled (tons)	2,845
Waste Management	Total Waste Amount (tons)	2,881
Production	Production Volume (tons)	4,697,319
Equal Opportunity	Share of Women Employees in Recruitment (%)	28%
Equal Opportunity	Share of Women Employees in Professional Positions (%)	31%
Equal Opportunity	Share of Women Employees in Management Positions (%)	14%
Training	Average Training Hours per Employee	48
Occupational Health and Safety	Lost Time Incident Rate	0.29
Occupational Health and Safety	Total Recordable Incident Rate	2.44

¹ The last digits of percentages have been rounded.



Reporting Principles

Esan Eczacıbaşı Endüstriyel Hammaddeler Sanayi ve Ticaret A.Ş. Reporting Principles

The reporting principles (“Reporting Principles”) provide information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Esan Eczacıbaşı Endüstriyel Hammaddeler Sanayi ve Ticaret A.Ş. (the “Company”) Integrated Sustainability Report 2025 (“Integrated Sustainability Report 2025”).

The indicators include social indicators (Educational Programs/Trainings, Equal Opportunity, and Occupational Health and Safety) and environmental indicators (Production, Water, Waste Management, Energy). It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned below in line with, in all material respects, the principles. The information contained in the principles covers the financial year ending December 31, 2025 and the relevant operations in Türkiye for which the Company is responsible, as detailed in the “Key Definitions, Scope of Reporting, and Preparation of the Data” section.

Reporting Principles include these companies (offices and facilities) of the company.

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

“Training Hours per Employee” covers the Company’s white-collar employees at its Türkiye locations.

“Lost Time Incident Rate” and “Total Recordable Incident Rate” cover only the company’s locations in Türkiye.

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

For this report, the Company makes the following definitions:

KPI	Indicator	Definition	Formula
Educational Programs/ Trainings	Average Training Hours per Employee	In the reporting period, it refers to the ratio of total training hours attended by Company employees to the average number of employees annually, which is monitored through the training tracking platform of Human Resources belonging to Company.	Total training hours / Average number of employees per year
Energy	Total energy consumption (MWh)	In the reporting period, it refers to the total amount of energy consumption by the Company [OC1.1] [EY1.2]which is monitored monthly and invoiced by the service provider institutions. Energy consumption data includes electricity, natural gas, diesel, fuel oil, LPG consumption	Total electricity + natural gas + diesel + LPG / LNG
Energy	Share of own-generated renewable electricity (%)	In the reporting year, it represents the percentage share of renewable electricity generated by the organization’s own facilities within the total electricity consumption.	Total renewable electricity produced from own resources / Total electricity consumption
Energy	Share of renewable electricity consumed (%)	In the reporting period, it represents the share of renewable electricity generated and purchased within the total electricity consumption.	Total renewable electricity produced from own resources + purchased renewable electricity / Total electricity consumption
Energy	Energy intensity (MWh/ton)	In the reporting period, it represents the ratio of the Company’s total energy consumption to its total production volume (measured in tons).	Total energy consumption (MWh) / Total production amount (tons)
Energy	Share of own-generated renewable electricity in Türkiye (%)	In the reporting period, this indicator refers to the percentage share of electricity generated in the Company’s own renewable energy plants located in Türkiye, within the total electricity consumption in Türkiye.	Electricity generated from own renewable sources in Türkiye / Total electricity consumption in Türkiye

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

KPI	Indicator	Definition	Formula
Production	Production amount (ton)	In the reporting period, it refers to the total production quantity achieved by the company during the reporting period. In line with mining industry practices, production quantities are calculated and reported based on the feed amounts obtained from the respective facilities	Total production quantity
Waste Management	Share of recycled waste (%)	In the reporting period, it refers the ratio of the waste that is recovered and recycled by the Company, followed up with the waste declarations and declared to the State, to the total amount of waste	Total amount of recycled waste / Total amount of waste
Waste Management	Total waste disposed (ton)	In the reporting period, it refers to the amount of waste disposed by the Company, tracked by waste declarations and declared to the Government	Total amount of waste disposed
Waste Management	Total recycled waste (ton)	In the reporting period, it refers to the amount of waste recycled by the Company, tracked by waste declarations and declared to the Government	Total amount of recycled waste
Waste Management	Total waste amount (ton)	In the reporting period, it refers to the total amount of waste disposed of and recovered by the company during the reporting period.	Total waste amount
Water	Total water withdrawal (thousand m³)	In the reporting period, it refers to the total amount of municipal water withdrawn, which is monitored through invoices received from service providers, as well as groundwater, surface water, and rainwater withdrawn, which is monitored by meters.	Total municipal water withdrawal + total ground water withdrawal + total surface water withdrawal + total rain water withdrawal
Water	Water intensity (m³/ton)	In the reporting period, it represents the ratio of the Company's total water withdrawal to its total production volume (measured in tons).	Total water withdrawal (m³) / Total production amount (tons)

Indicators

The data for 2025 are as follows:

Indicators	Group Data
Production amount (ton)	4,697,319
Total energy consumption (MWh)	396,848
Share of own-generated renewable electricity (%)	4%
Share of own-generated renewable electricity in Türkiye (%)	4%
Share of renewable electricity consumed (%)	100%
Share of renewable electricity consumed in Türkiye (%)	100%
Total waste amount (ton)	2,881
Share of recycled waste (%)	99%
Total waste disposed (ton)	36
Total recycled waste (ton)	2,845
Total freshwater withdrawal (thousand m ³)	1,087
Energy intensity (MWh/ton)	0.08
Water intensity (m ³ /ton)	0.23
Loss Time Incident Rate (LTIR)	0.29
Total Recordable Incident Rate (TRIR)	2.41
Share of Women Employees in Recruitment (%)	48%
Share of Women Employees in Professional Positions (%)	31%
Share of Women Employees in Management Positions (%)	14%
Average Training Hours per Employee	48

Greenhouse Gas Verification Statement



CERTIFICATION & INSPECTION

Greenhouse Gas Verification Statement

Sera Gazı Doğrulama Beyanı

ESAN ECZACIBAŞI A.Ş.

Organizational Boundaries / Organizasyonel Sınırlar

Annex I / Ek I

The Greenhouse Gas emissions inventory has been verified to meet the standard requirements specified below according to ISO 14064-3:2019 / Sera Gazı emisyonları envanterinin, ISO 14064-3:2019'a göre aşağıda belirtilen standart gerekliliklerini karşıladığı doğrulanmıştır.

GHG PROTOCOL

Scope 1 - Direct emissions / Doğrudan emisyonlar	56.646,68	t CO ₂ eq
Scope 2- Location based purchased energy emissions / Lokasyon bazlı satın alınan enerji emisyonlar	80.516,56	t CO ₂ eq
Scope 3- Other indirect emissions / Diğer dolaylı emisyonlar	1.166.367,56	t CO ₂ eq
Total Location Based Emissions / Toplam Lokasyon Bazlı Emisyonlar	1.303.530,80	t CO₂ eq
Total Market Based Emissions / Toplam Market Bazlı Emisyonlar	1.223.583,99	t CO₂ eq
Biogenic Emissions / Biyojenik Emisyonlar (Scope 1) / (Kapsam 1)	10,48	t CO ₂ eq
Purchased renewable energy emission allowance / Satın alınan yenilenebilir enerji emisyon karşılığı	79.946,81	t CO ₂ eq
Scope 2- Market based purchased energy emissions / Market bazlı satın alınan enerji emisyonlar	569,75	t CO₂ eq
Renewable energy references / Yenilenebilir enerji referansları: YEK-G Cancellation No / YEK-G İtf'a Numarası: 9583122676 – 7504553422 I-REC Reference Number / I-REC Referans Numarası: 3 2 8 5 7 9 1 3 - 6 9 7 4 0 7 1 7 - 2 0 7 5 9 3 1 0 2 0 9 6 2 8 6 5 - 1 3 4 3 4 9 7 2 - 1 8 3 1 0 2 0 5		
Credits from GHG Scheme / Satın alınan krediler	-	t CO ₂ eq
Credits references / Kredi referansları		
Level of Assurance : Reasonable / Makul	Verification Report Date : 21.07.2026	
Güven Seviyesi	Doğrulama Rapor Tarihi	
Reporting Period : 01.01. 2025 – 31.12. 2025	Statement No : SG-GNL-537 / 2025	
Raporlama Periyodu	Beyan Numarası	
Approved by / Onaylayan Okay Kayhanlı – Genel Müdür		
		
		
QSI Belgelendirme, Muayene ve Test Hizmetleri Ltd. Şti. Beytepe Mah. 5397 Sokak, Mira Ofis B1 Blok D:2, Çankaya - Ankara Tel : +90 312 472 60 67 Faks : +90 312 472 60 68 E-mail: info@qsi.com.tr Web: www.qsi.com.tr		

PRO-13/F13_GHG/REV.04/26.03.2025

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For more information contact

Sustainability and Corporate Communications
esan.surdurulebilirlik@esan.com.tr

In this report, “Esan,” “the Company,” “we,” “us,” and “our” refers to Esan Industrial Raw Materials Co., unless otherwise stated.

Disclaimer

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

 CERTIFICATION & INSPECTION	
ANNEX I / EK I	
Reporting Boundaries / Raporlama Sınırları	
Esan Eczacıbaşı Endüstriyel Hammaddeler San. ve Tic. A.Ş. - Genel Müdürlük	Girne Mahallesi Nehir Sokak No.1-3/33 Maltepe 34852 Maltepe/İstanbul
Balya Kurşun Çinko İşletmesi	Enverpaşa, Kurtuluş Cd No: 38-1, 10840 Balya/Balıkesir
Yeniköy Feldspat Flotasyon Tesisi	Yeniköy Mah Akkovanlık köyü Milas/Muğla
Çine Kırma ve Harmanlama Tesisi	Saraçlar, Çine Karpuzlu Yolu, 09500 Yürükler Köyü Çine/Aydın
Milas Feldspat Zenginleştirme Tesisi	Güneş, 19 Mayıs Blv No: 128, 48200 Milas/Muğla
Güllük Depo	Ekinanbarı Mahallesi, Kocakışla Sokak, Bina No: 24A Güllük, Milas/Muğla
Yassıtas Feldspat Zenginleştirme Tesisi	Sarıkaya Mahallesi, Merkez Sokak No 99 Milas/Muğla
Bozüyük Hammadde Zenginleştirme Tesisi	4 Eylül Mah. Düzdağyolu - 1 No: 15 Bozüyük/Bilecik
Esan Eczacıbaşı Niğde Şubesi	İlhanlı Mahallesi Çevre Yolu Caddesi No:9 A2 Blok Kapı No: 19/1 (Gıda Töptancılar Sitesi) Niğde/Merkez
Esan İtalya Ofisi	Esan Italia Minerals SRL V Regina Pacis, 42 41049 SASSUOLO (MO)
Esan Kazakistan Ofisi	Esan Kazakhstan LLC Almaty city, Bostandykskiy District, Koktem-1, building 15A, office 602
Esan Ukrayna Ofisi	LLC Esan Minerals Ukraine (Cermen) 18/14 Vikentiya Khvoyky Str, Office No: 246 Kiev 04655 Ukraine
Esan Çin Ofisi	Yan An Middle Road 1440,Room 541,JingAn District, Shanghai China
İnlice Maden İşletmesi	Antalya Çevreyolu Caddesi İnlice Mahallesi No: 738 Meram/Konya
Canakkale Hammadde Kırma Tesisi	Sarıbeyli Köyü Sığırlı Mevkii No:21 Merkez/Çanakkale
Bandırma Stok Alanı	Çalışkanlar Köyü, Topraklık Mevkii, Ayyıldız Tepe Yolu, Bandırma/Balıkesir

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