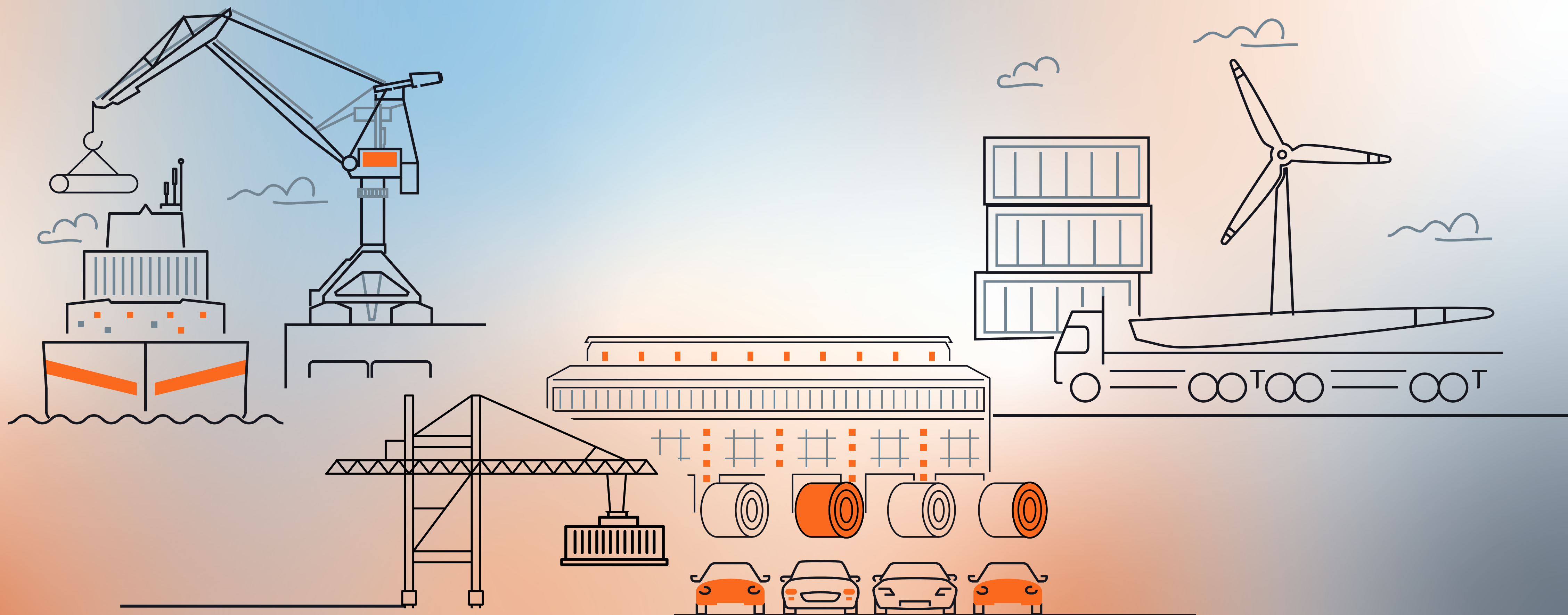


2024-2025 Sustainability Report



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About the Borusan Port 2024–2025 Sustainability Report

At Borusan Port, we conduct all our operations in a responsible, transparent, and accountable manner within the framework of the Borusan Group’s sustainability approach, which is shaped by the “Climate, People, and Innovation” (i³) pillars.

In line with this philosophy, we are pleased to share Borusan Port’s environmental, social, and governance (ESG) impacts with the public. The information presented in this report covers Borusan Port’s operations in Turkey from 01.01.2024 to 31.12.2025.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Standards. In addition, the relationship between our activities and the United Nations Sustainable Development Goals (SDGs) was assessed, and topics aligned with the relevant goals were highlighted throughout the report.

Published as we mark our 40th anniversary, this sustainability report not only presents the current state of affairs but also reflects our goal of strengthening our sustainability approach and making it an integral part of Borusan’s culture.

Establishing open, consistent, and ongoing communication with our stakeholders, with a focus on sustainability, is among our top priorities.

Our sustainability report was prepared using contributions from all business units within Borusan Port and internal company resources. The data has been defined and audited internally; no external assurance has been obtained.

We value our stakeholders’ contributions to this process and believe that all feedback, suggestions, and comments will help shape the development of our sustainability strategy.



Message from the General Manager

Dear Stakeholders,

At a time when global trade is being reshaped and supply chains are undergoing a transformation centered on resilience, speed, and sustainability, the port industry is also at the heart of significant change. Today, ports are no longer merely hubs for the movement of cargo; they have become strategic actors in energy transition, digitalization, trade, and sustainable development.

At Borusan Port, we aim to be one of the organizations that not only follows this transformation but also leads it. With over 40 years of experience, our robust operational infrastructure, and the strength we draw from the Borusan culture, we view sustainability as an integral part of how we conduct business. By integrating our approach, centered on climate, people, and innovation, into all our activities, we continue to create long-term value for our customers, employees, business partners, and society.

As a concrete result of this approach, we meet approximately 30% of our port's total electricity consumption through solar power plants installed on our premises, and we steadfastly continue our investments in energy efficiency. In addition, by completing the electrification transition for all crane groups used in our port operations, we have crossed another significant milestone in reducing our environmental impact. These investments not only reduce our carbon footprint but also strengthen our vision for the low-carbon port operations of the future. We view the circular economy approach as one of the fundamental elements of our business model. We continue to reduce our environmental impact through initiatives we have implemented in the areas of more efficient resource use, waste reduction and revaluation, and water management.

Today, Borusan Port is not merely a port operator; with its integrated and comprehensive structure encompassing Port Services, Project and Heavy Transportation, and Project Transportation and Chartering business segments, it is also a key partner in the energy transition. As a trusted business partner to our stakeholders, particularly those active in the renewable energy sector, we contribute to the implementation of strategic investments, especially wind energy projects, by providing road and maritime transportation solutions; we support Turkey's energy transition through our project cargo port operations and project and heavy haulage capabilities.

We believe that people are at the heart of sustainability. In line with this belief, through our "Women in Maritime" project, we support the integration of young female talent, graduates of maritime and logistics programs, into the industry. However, for us, success is not limited to simply hiring women. While creating opportunities in fields where women are underrepresented, from operations to welding, and from timekeeping to technical field roles, we prioritize supporting this journey end-to-end through career development, inclusive leadership, a safe work environment, and employee experience initiatives. Because sustainable success is only possible when diversity is supported not just by numbers, but by culture. Occupational Health and Safety is the indispensable foundation of all our operations. With our "You Are the Safe Harbor" approach, we address safety not merely within the framework of rules and procedures, but as a culture embedded in behavior. Thanks to the behavior-focused safety initiatives we've implemented in recent years, we've increased our employees' active participation in the process while transforming our safety culture into a stronger and more sustainable structure.

We also believe that innovation is the strongest driver of efficiency and safety. For this reason, we are integrating digital transformation and AI-powered applications into every stage of our operations; we are developing innovative solutions to proactively identify potential risks and prevent accidents and incidents before they occur. By combining the opportunities offered by technology with a people-centered approach, we aim to conduct safer, more efficient, and more sustainable operations.

In the coming period, we will continue to lead our industry in the areas of decarbonization, the circular economy, sustainable logistics, occupational health and safety, diversity, and digital transformation. As Borusan Port, our goal is not merely to meet today's needs; it is to build the port of the future, starting today.

I would like to thank our customers, business partners, stakeholders, and, most importantly, my colleagues who have made this success possible for placing their trust in us on this journey

Hamdi Erçelik
General Manager

Borusan Group

Founded in 1944, the Borusan Group continues to grow steadily in the manufacturing, machinery and power systems, automotive, logistics, energy, and corporate venture capital sectors.

**10.000 EMPLOYEES
in 11 COUNTRIES
across 3 CONTINENTS**

Founded in 1944, the Borusan Group is today a well-established group of companies operating in the fields of manufacturing, machinery and power systems, automotive, logistics, energy, and corporate venture capital. Headquartered in Istanbul, the Group continues to grow steadily in international markets through operations spanning three continents, a presence in 11 countries, and a workforce of more than 10.000 employees.

While delivering world-class products and services in its sectors of operation, the Borusan Group is resolutely implementing its long-term growth objectives through new investments and subsidiaries. Viewing the creation of value for the Turkish economy as one of its top priorities, the Group continues to create jobs while enhancing its competitive strength in global markets and is steadily taking steps toward the future in line with its vision of becoming a 200-year-old holding company.

Embracing sustainability as an integral part of its business practices, the Borusan Group places the development of innovative products and services, the creation of social value, and the fulfillment of its environmental responsibilities among its strategic priorities. Through its initiatives centered on people, the environment, and society, the Group supports its economic success with the creation of social and environmental value, and continues its operations with the goal of becoming a group of companies that competes on a global scale and shapes the future.

The Borusan Group believes it has a pioneering mission in the areas of sustainability and environmental awareness in every sector in which it operates. Under the sustainability focus areas of Climate, People, and Innovation, the Holding and its Group companies set complementary goals and aim to inspire their stakeholders and society through the initiatives they implement.



Borusan Group

Borusan Port Services



Borusan Port operates in three main business segments: Port Services, Project Transportation and Chartering, and Project and Heavy Transportation. Port services offer a wide range of services, including general cargo, containers, project cargo, and vehicle handling operations. Strategically located in the Gemlik region, the port serves a rapidly developing and expanding hinterland. By providing services across four distinct business areas simultaneously, the port maintains a strong competitive edge in the industry.

Borçelik



Founded in 1990 as Turkey's first private and second-largest flat steel producer, Borçelik is the country's leading producer of high-quality galvanized steel, with three cold-rolling lines, three hot-dip galvanizing lines, and a galvanizing capacity of 1.5 million metric tons. The company manufactures hot-dip galvanized steel, cold-rolled steel, and hot-rolled (pickled and oiled) steel, all of which are used as industrial raw materials.

Borusan Pipe



Founded in 1958 by Asım Kocabıyık as the Borusan Group's first industrial venture, Borusan Pipe operates across a total area of 1 million m² with 10 facilities spanning three continents. With an annual production capacity of 1.7 million metric tons and a skilled workforce, the company maintains a robust global production and supply network. Through its operations in Turkey, the U.S., Italy, Germany, and Romania, the company steadfastly pursues its strategy of being a "local player in global markets." In Turkey, it operates facilities in Gemlik, Halkalı, and Bursa with a combined production capacity of 800.000 metric tons. The company, which produces high-tech steel pipes for the industrial, construction, automotive, and energy sectors, adds value to the Turkish economy and industrial ecosystem by bringing local engineering and industrial expertise to global markets.

Borusan Group

Borusan Automotive Group



The Borusan Automotive Group operates in the premium automobile and motorcycle segment through its seven companies, including Borusan Automotive Import, Borusan Automotive Marketing, Borusan Oto, Borusan Oto Cyprus, Borusan Automotive Premium, BOM Motorsports, and Borusan Oto Appraisal. Borusan Otomotiv Import has served as the distributor for the BMW, MINI, and BMW Motorrad brands in Turkey for over 40 years, while Borusan Otomotiv Marketing serves as the distributor for the Range Rover, Defender, Discovery, Jaguar, and Microlino brands.

Borusan Cat



Borusan Machinery and Power Systems, headquartered as Borusan Cat Turkey, is a company that operates in countries such as Kazakhstan, Azerbaijan, Georgia, and Kyrgyzstan, where it carries out sales, after-sales services, spare parts, maintenance and repair, digital solutions, and remanufacturing (remanufacturing) in an integrated structure. Guided by the mission "We Create Solutions for a Better World," the company serves customers across various sectors, including construction machinery, mining, energy, and industrial equipment.

Borusan EnBW Energy



Borusan EnBW Energy, established in 2009 as a joint venture between the Borusan Group and Energie Baden-Württemberg AG (EnBW), plays a pioneering role in Turkey's green energy transition and is one of the leading power generation companies in the wind energy sector. With a portfolio consisting of 14 power plants, all based on renewable energy sources, including wind, solar, and hydroelectric power, and a total installed capacity of 935 MW, the company continues to produce sustainable energy.

Borusan Group

Supsan



Supsan, which offers the widest range of products in Turkey for the production of engine valves and supplies valves to the world's leading automotive brands, is the largest engine valve manufacturer in Turkey and the surrounding region. It exports to automotive brands around the world, primarily in Europe and the United States.

Borusan Investment



Borusan Investment was established in 1977 to manage and develop the Borusan Group's investments in the industrial, commercial, and service sectors and to ensure its strategic growth. Borusan Investment's shares have been traded on Borsa Istanbul since 1996. The company's largest shareholder is Borusan Holding A.Ş.

Borusan Ventures



Borusan Ventures is the corporate venture capital arm of the Borusan Group. It aims to support early-stage startups that are making a difference and shaping the future with an innovative perspective, primarily in the U.S. and Europe, but also around the world.

Its focus areas are Mobility, Logistics, Energy & Climate, and Industrial Technologies.

General Overview



Borusan Port Services operates in three core business units as Port Services, Project Logistics, and Project Transportation and Chartering, as well as Project and Heavy Transportation.

This integrated structure ensures that different business areas complement one another and that operations are managed with a holistic approach.

Thanks to its strategic location in the Gemlik region, Borusan Port is meeting the needs of an expanding trade volume and diversifying cargo demands.

It provides services simultaneously in four different business areas as general cargo, project cargo, container transport, and vehicle transport, holding significant market shares in each.

Operating simultaneously across different business sectors supports the port's financial performance by enabling operational flexibility and high capacity utilization. Within this integrated framework, Borusan Port maintains its market leadership in general cargo, project cargo, and vehicle handling operations in the Gemlik region. At the same time, the port is regarded as one of the preferred ports of choice for project cargo in the Gemlik Region and its immediate hinterland. With its advanced equipment and skilled workforce, it successfully handles cargo of various sizes and tonnages, including Turkey's largest projects.

The Project Shipping and Project Transportation and Chartering business unit provides international vessel chartering and brokerage services. Within this framework, where exports to Europe and the Americas play a decisive role in operational volume, the annual cargo volume exceeds 1.4 million metric tons. Door-to-door project shipping operations included in the portfolio are managed as part of an integrated service offering. In addition to domestic and international port handling processes, all types of inland transportation and logistics consulting services are also carried out within this scope. By integrating vessel connectivity, port organization, and land transportation capabilities, the company offers customers integrated door-to-door solutions on an international scale.

The Project and Heavy Transportation division covers land transportation, port operations, and warehousing services for heavy-tonnage and oversized special cargo. Thanks to its expert staff, in-house equipment fleet, and extensive supply network, the division manages multiple projects simultaneously. The experience gained through ongoing operations in the transportation of wind energy equipment and large-scale machinery ensures that every step evolves into a well-established and preferred expertise over time. The leadership maintained in export-oriented port transportation is integrated with field-based expertise that inspires confidence in heavy-tonnage project shipments.

Borusan Port supports its logistics philosophy, which prioritizes environmental sustainability, through its investments and experienced staff. It operates with an annual handling capacity of 5 million metric tons of general cargo, 450,000 TEU of containers, and 350,000 vehicles across general cargo, container, vehicle, and terminal services. Its infrastructure, capable of accommodating container ships with a capacity of 13,000 TEU, along with a berthing length of 1,923 meters and a terminal area of 523,000 square meters, is designed to meet advanced logistics requirements. Thanks to its 635-meter linear quay length and an average water depth of 14.5 meters, the port efficiently serves ships capable of carrying 20 rows of containers.

Borusan Port Milestones



1984

The Borusan Pier has opened for service, marking the first step in developing the region’s maritime transportation infrastructure.

1998

The first container vessel has berthed, container operations have officially begun, and the range of services has expanded.

2000

Additional investments in piers and equipment have been completed, and both quay capacity and operational safety standards have been improved.

2002

The Six Sigma methodology has been integrated into daily operations, and a culture of continuous process improvement has been adopted at the

2011

The Navis N4 terminal operations system has been commissioned, and planning, site and equipment management have been integrated onto a digital platform.

2007

The Pregate system has been implemented, and entry and exit through the gates are now being managed on an appointment-based and

2004

An application has been submitted for the Borusan Container Terminal (BCT) investment, and the process of converting the site into a

2003

The first Ro-Ro vessel has berthed, and the service model for transporting vehicles and wheeled cargo has been launched.

2013

Green Port initiatives have been launched, and environmental performance programs focused on energy efficiency, waste management, and emissions reduction have been implemented.
3. Three RTG units and an SSG crane have been added to the fleet, increasing cargo handling speed and vessel service capacity.

2015

The length of the BCT pier has been extended from 450 meters to 560 meters, enhancing the facility’s ability to serve larger ships and conduct simultaneous operations.

2016

An additional 28,000 m² of reclaimed land has been incorporated into the port area, and the storage and operations area has been expanded.

2024-2025

In line with its expansion and growth strategy, the company has made investments in construction equipment to support the construction of a new pier, site expansion, and electrification goals.

Our Services

With over 40 years of experience, Borusan Port aims to be a strategic business partner for its customers through an integrated logistics approach to port operations, while embracing sustainability as an integral part of its business strategy. Through its sustainability initiatives in the focus areas of Climate, People, and Innovation, the company continues to develop business models that add value to people, provide social benefits, and are environmentally responsible.



**BORUSAN
PORT**

**4th
year**

Our Services

Port Services

General Cargo Services

Borusan Port is the leader in the general cargo market on a regional scale. In particular, the port handles steel products (coiled sheet, pipe, flat sheet, structural steel, etc.), palletized cargo, as well as products in big bags and packaged goods. It has an annual handling capacity of 5.000.000 metric tons, including both indoor and outdoor areas that accommodate temporary bonded, duty-free, and Type A warehouses. All processes, from ship loading and unloading to terminal and storage services, are carried out through an integrated system.

- Loading and unloading services
- Cargo securing and unsecuring services (Lashing / Unlashing)
- Terminal services
- Storage services (Temporary bonded, non-bonded, and Type A warehouses with indoor/out-door areas)
- Inventory management
- Repair, welding, and other mechanical services

Container Services

With a 635-meter linear berthing area and a water depth of 14.5 meters, Borusan Port provides services to Super Post-Panamax container ships in accordance with international standards. Operational efficiency achieved through state-of-the-art equipment enables a service rate of 90 containers per hour for main vessels. For feeder vessels, six different berthing options are available, each accommodating vessels 200 meters or longer. All container, yard, and pier operations are planned and managed in an integrated manner using the NAVIS SPARCS N4 terminal software. The port's annual container handling capacity is 450.000 TEU.

- Storage
- CFS operations (indoor/outdoor yards)
- Reefer container terminal services
- Empty container yard
- Loading/unloading and lashing services for special cargo
- Inventory management
- Container repair and container washing with hot/cold water
- IMDG container services

Container CFS Service

- Internal Loading
- Internal Unloading
- Full Inspection
- Sampling
- Examination
- L/S/D Services for All Cargo Groups

GENERAL CARGO

3.3 million tons

CONTAINERS

90.000 TEU

2024

GENERAL CARGO

3.1 million tons

CONTAINERS

69.000 TEU

2025

Our Services

Port Services

Vehicle Services

Thanks to our storage area near the pier, which can accommodate at least 7.000 vehicles, we are a port with significant capacity in our region. Because our vehicle parking lot is located near the pier, the loading rate onto Ro-Ro ships averages 130 vehicles per hour.

- Loading/Unloading
- Stevedoring
- Storage
- Washing
- Lashing/Unlashing
- Labeling
- Inventory Management
- Truck Ramp Service
- Fueling Service
- Battery Boost Service
- Other Services Requested by Our Customers

Project Cargo Operations

At Borusan Port, we handle approximately 100.000 metric tons of "project cargo" annually, including Turkey's largest-scale project shipments, in various sizes and tonnages. The many years of experience of our specialized team, our specialized equipment, and our strategic location are just a few of the reasons why we are the top choice for project cargo.

- Loading/unloading (machinery, tanks, wind turbines, coils, yachts, etc.)
- Securing and releasing cargo (lashing/unlashing)
- Welding, cutting, and similar technical operations

Duty-Free Warehouse Services

- Container Inventory Management
- Container Damage Inspection & Classification
- Reefer PTI
- Container Washing, Drying, & Sweeping
- Container Repair & Painting
- Container Tarpaulin Installation & Removal
- General-Purpose Storage

VEHICLE 171.000

2024

VEHICLE 269.000

2025

Our Services

Project and Heavy Transportation

Operating under the Borusan Port General Directorate, the Project and Heavy Transportation Department is a specialized unit that offers tailored solutions in the areas of heavy cargo, project cargo, machinery, and specialized transportation, and stands out for its boutique service approach.

With a team of approximately 100 experts in their field, the department manages all its processes end-to-end from its central office at the Workinton Tower in Bayraklı, İzmir, and its operational base at its company-owned garage in Aliğa.

Holding a significant market share in wind power plant (RES) transportation in Turkey, the Project and Heavy Transportation Department is a leader in the sector.

With its domestic in-house transportation capacity, extensive fleet of equipment, and engineering-backed operational capabilities, the company sets high standards for quality, safety, and efficiency in heavy-haul and machinery transportation.

With its extensive experience in international project logistics, the company offers its customers integrated, innovative, and reliable logistics solutions on a global scale.

Project and Heavy Haul continues to shape the future of the industry with strong and confident steps, thanks to its robust operational capabilities, technical expertise, and vision for sustainable logistics.



Our Services

Project Shipping and Project Transportation and Chartering

We provide our customers with fast, cost-effective, high-quality, and secure services for general cargo transportation in global trade.

In addition to maritime transport, in response to customer requests, we conduct regional price surveys and provide consulting services regarding port operations, loading and unloading arrangements, land transportation, and maritime law.

- Vessel chartering and brokerage services in Turkey and abroad,
- Port handling, inland transportation, and consulting services in the United States, Canada, Europe, and Africa,
- Project logistics services,
- Adding value for customers through door-to-door transportation services worldwide

71 millions\$ revenue **1.558.047** tons workload

2024

86,7 millions\$ revenue **2.146.729** tons workload

2025

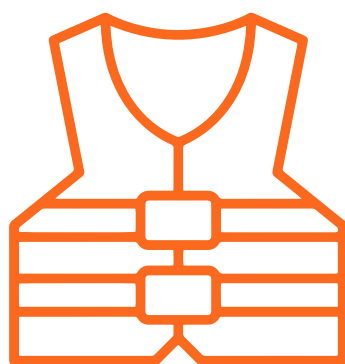


Borusan Port at a Glance (2024)



Accident
Frequency Rate

22,56



Accident Severity
Ratio

0,64



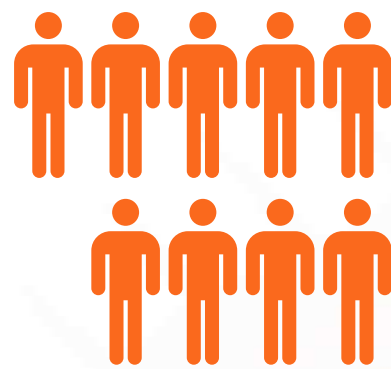
Percentage of Women
in Office

%32,8



Percentage of Women
Working in Field

%9,4



Number of
Employees

595



Amount of
Recycled Waste

1.423,76 tons



Reduced/Avoided
Scope 2 Emissions

450ton CO₂



Renewable Energy

4.289,61 GJ



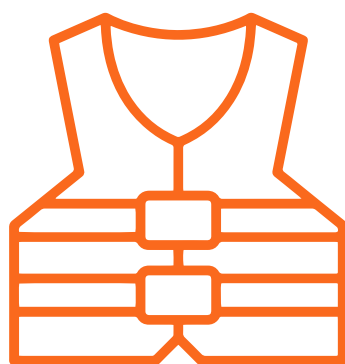
2024

Borusan Port at a Glance (2025)



Accident
Frequency Rate

18,70



Accident Severity
Ratio

0,43



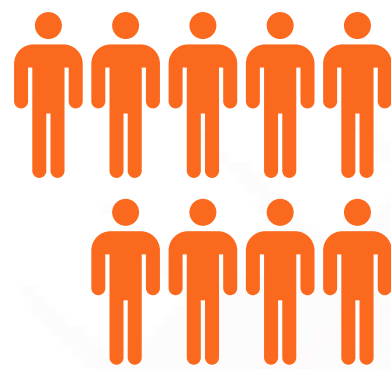
Percentage of Women
in Office

%31,5



Percentage of Women
Working in Field

%8,3



Number of
Employees

724



Amount of
Recycled Waste

1.627,5 tons



Reduced/Avoided
Scope 2 Emissions

532ton CO₂



Renewable Energy

4.336,02 GJ



2025

Economic Performance

During the 2024–2025 period, Turkey’s port sector continued its operations amid the impact of global economic developments, geopolitical uncertainties, and shifting trade dynamics. While digitalization and the green transition emerged as key strategic areas of development for the sector, improving operational efficiency, reducing carbon emissions, and complying with international sustainability regulations proved critical to maintaining competitiveness. During the same period, regional geopolitical developments and security risks affecting maritime transport underscored the importance of flexible and resilient logistics solutions in global supply chains.

In line with sustainability goals, energy efficiency initiatives, investments in electric equipment, and green logistics solutions have continued to gain traction in the port industry.

In our General Cargo business segment, we primarily serve the steel coil import and export operations of Borçelik and Borusan Boru. For our non-Group customers, we provide cargo handling services primarily for coil, sheet, and pipe manufacturers, as well as for bulk cargoes such as minerals, cement, and corn, and for cargoes packed in big bags. In 2025, global trade conditions, shifts in demand in foreign markets, and developments in international trade policies were among the key factors affecting export performance in the steel sector.

In our container operations, container volumes contracted due to regional geopolitical developments and trade restrictions. Additionally, the slowdown in industrial sectors and changes in route configurations caused container business volume in 2025 to remain at a lower level compared to 2024.

In our vehicle handling operations segment, export and import volumes in Turkey’s automotive sector followed a volatile trend in 2025. The contraction in demand in the European market and manufacturers’ cautious production plans affected vehicle handling volumes in the Gulf of Gemlik. Nevertheless, thanks to new customers acquired during the year and an expanding customer portfolio, the port’s total vehicle handling volume increased compared to 2024.

In the project and heavy haulage sector, growth continued in 2025 in line with developments in installed capacity, investment volume, and incentive mechanisms within Turkey’s wind energy sector. The strengthening of the domestic supply chain, increased international collaborations, and momentum in renewable energy investments have positively contributed to project haulage activities.

During this period, Borusan Port continued its operations by adapting to changing market conditions through its strategic location, operational flexibility, and integrated service structure. At the same time, it continued to develop its infrastructure in line with its green and digital transformation goals and strengthened its approach to sustainable, resilient, and future-ready port management.

Financial performance remained strong.

In 2024, Port Services revenue reached \$161 million, port area revenue reached \$60 million, vessel charter revenue reached \$71 million, and project and heavy haulage revenue reached \$29 million.

In 2025, Port Services revenue is projected to be 189 million U.S. dollars, port revenue 61.7 million U.S. dollars, vessel charter revenue 86.7 million U.S. dollars, and heavy haulage revenue 41.1 million U.S. dollars.

Mission, Vision and Values

Our Sustainability Foundation

By adopting a holistic approach in the logistics sector, we aim to be a reliable, long-term business partner for our customers. Taking external dynamics into account, we are shaping the future today based on data, foresight, and corporate responsibility. By establishing a rapidly learning and evolving port structure, we are committed to continuously creating lasting value.

Our Mission

As a port operator providing world-class services in container, general cargo, and vehicle handling operations, guided by our commitment to continuous improvement and efficiency, we aim to create sustainable value for all our stakeholders.

Our Vision

Being a strategic business partner for our customers through our holistic approach to logistics in the port industry.

Values

We Take Initiative and Responsibility

No matter what level of the organization we work at, we take the lead on the tasks for which we are responsible and take ownership of our work. We take well-calculated risks and turn them into opportunities. Every individual and function recognizes the contribution they make to the work and strives to create maximum value from it. We work within the leanest possible organizational structures, using integrated and efficient systems in an open and effective communication environment.

We Are Reliable

We conduct our relationships with our employees, customers, suppliers, shareholders, and other business partners based on the principles of transparency, consistency, mutual trust, and integrity. Our words, actions, conduct, and decisions form a coherent whole. We do not make promises we cannot keep; we always fulfill our word and commitments. In all our relationships, we act within the framework of ethical standards and laws, guided by the principles of fairness, mutual benefit, good faith, and understanding.

We Contribute to Society

İçinde yaşadığımız toplumun eğitim ve kültür seviyesini yükseltmek öncelikli amacımızdır. Dünyanın geleceğine karşı sorumlu olduğumuzun farkındayız. İş ve özel hayatımızda bu yaklaşımla hareket eder, çevremizden de bunu bekleriz. Toplumun ihtiyaçlarına karşılık gelen gönüllülük projelerinde görev alırız.

We Aim for Excellence

We have the human resources, technical expertise, and equipment needed to do our job to the best of our ability. We are results-oriented. We set high goals and never lose sight of our ultimate purpose as we carry out our work. We are curious, engaged, and collaborative. We keep pace with the demands of the times and support new ideas and initiatives. We recognize and reward our employees who continuously develop and make visible contributions through high performance.

We Make Our Customers Happy

Our customers are our primary focus. We see ourselves as ambassadors of Borusan and work with the awareness that every decision and action we take contributes to our business and our customers. In every business segment, we offer our customers the highest-quality products and services, and we always strive to stay one step ahead of the competition. We anticipate changing customer needs and work to quickly develop solutions through a proactive approach.

Our Policy

Trust and Value-Driven

The company's policies focus on managing its relationships with all stakeholders on the basis of ethics and sustainability.

Relationships with Shareholders, Employees, and the Company: Transparent management, continuous growth, and the safety, development, and engagement of employees are prioritized. While adhering to the company's values, continuous improvement is pursued through risk-based processes.

Relationships with Customers, Competitors, Suppliers, and Group Companies: Long-term business partnerships are established with customers, feedback is taken into account, and services are continuously improved through digital transformation. While competing with rivals within legal and ethical boundaries, win-win collaborations are fostered with suppliers and group companies.

Relationships with the Government and Society: Unconditional

Our Relationships with Our Competitors

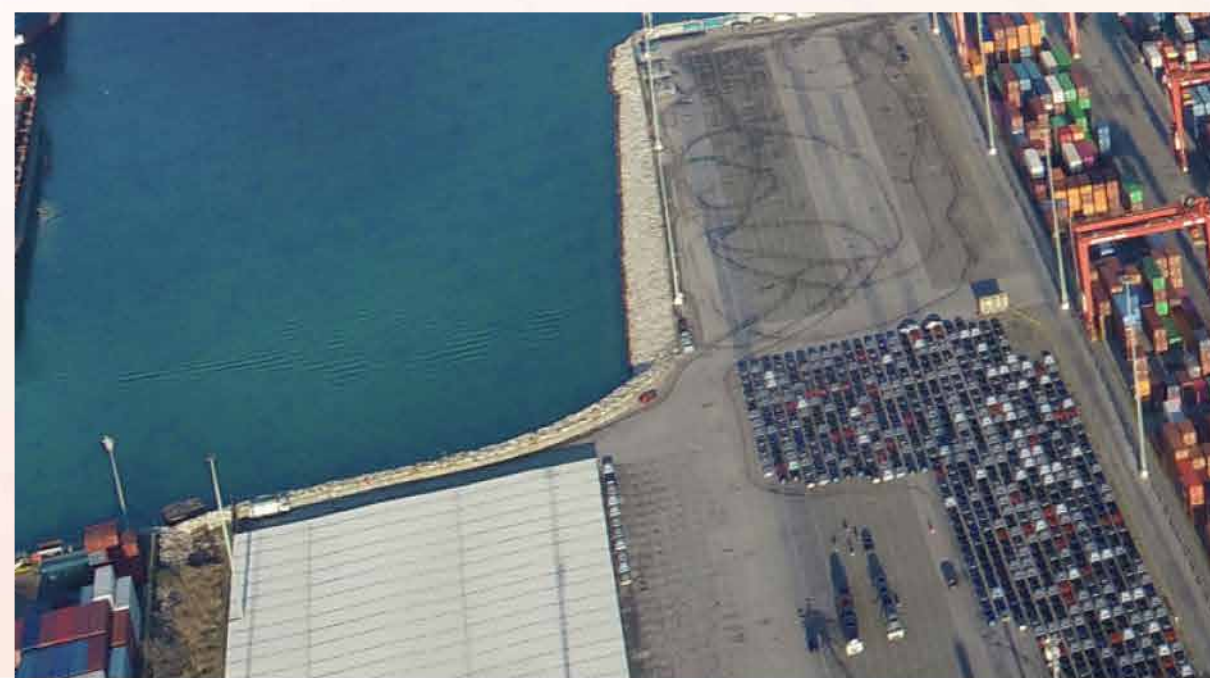
- We adhere to the principles of fair and ethical competition within the framework of competition law and ethical standards, and we avoid unfair competition.
- We compete only within legal and ethical boundaries.

Our Relationships with Our Competitors

- We adhere to the principles of fair and ethical competition within the framework of competition law and ethical standards, and we avoid unfair competition.
- We compete only within legal and ethical boundaries.

Our Relationships with Our Group Companies

- We act with a sense of responsibility as part of the Borusan Group.
- We work in synergy with Group companies operating in complementary sectors.
- We develop intra-Group collaborations based on the win-win principle.
- We take competitive conditions into account in intra-Group services.



Our Relationships with Our Customers

- We accurately understand our customers' logistics needs, continuously improve our services, and drive digital transformation in our processes.
- We proactively and reactively gather customer feedback; manage it effectively and efficiently, and continuously improve customer satisfaction and our processes.
- We uphold the principles of business ethics and fairness in our customer relationships.
- We view our customers as business partners and prioritize building long-term relationships.
- We ensure our commitments are upheld through a business continuity approach.
- We protect our customers' information in accordance with legal requirements, information security principles, and confidentiality agreements.
- We aim for quality and sustainable service in all our operations; we comply with Borusan standards and meet our customers' fundamental quality needs and expectations.

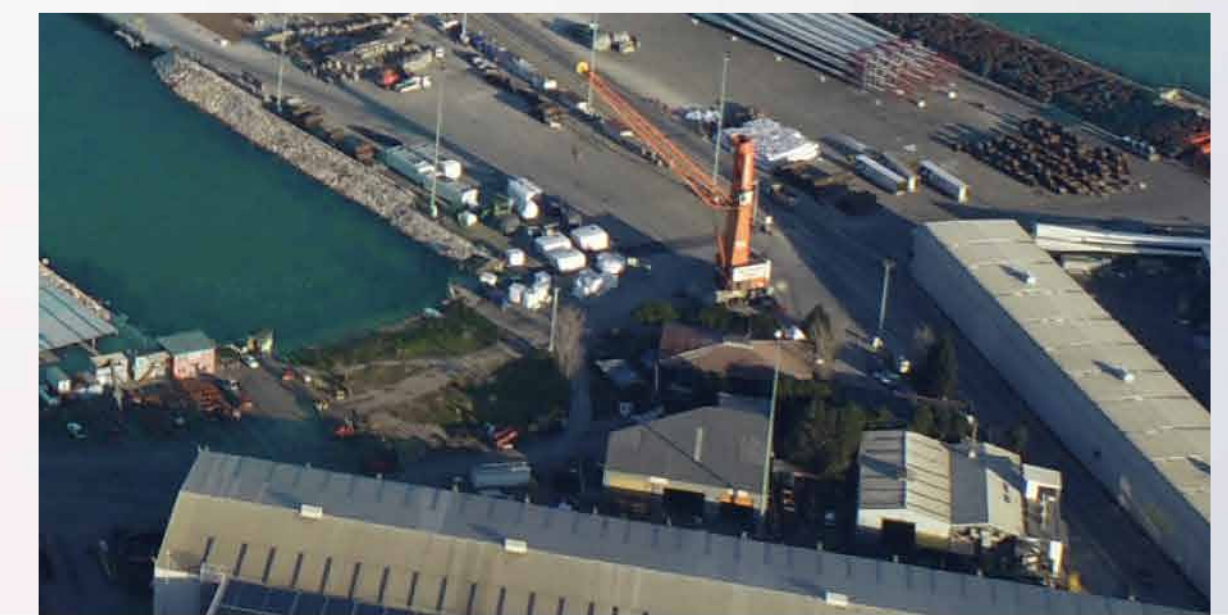
Public Administration and Our Relationship with the Law

- We strictly comply with laws and other relevant requirements.
- We accurately and thoroughly document company transactions and the management of assets in our accounting records.
- We do not support any political party; we maintain an equal distance from all political parties.
- We build long-term, supportive, and value-creating relationships with local governments.



Our Relationships with Our Colleagues

- We build relationships with one another based on love and respect, open to trust, transparent, and participatory; we foster an organizational culture that provides timely feedback.
- We anticipate hazards, assess risks, and mitigate them through proactive and reactive measures; we make it a priority to never forget that the safety of our colleagues is our shared responsibility.
- We implement preventive health surveillance appropriate to our objectives, the scale and complexity of our operations, internal and external factors affecting us, and the nature of OSH risks and opportunities; we prioritize the prevention of injuries and health impairments.
- We support our employees' success, participation, and development.
- We ensure that our employees are recognized and appreciated in a timely manner.
- We facilitate the participation of our employees and their representatives in the OSH management system; we support development through consultation.
- We support, ensure, and monitor that all our colleagues act in accordance with Borusan Group's values, ethical standards, business principles, and ways of working.



Our Policy

Trust and Value-Driven

The company's policies focus on managing its relationships with all stakeholders on the basis of ethics and sustainability.

Relationships with Shareholders, Employees, and the Company: Transparent management, continuous growth, and the safety, development, and engagement of employees are prioritized. While adhering to the company's values, continuous improvement is pursued through risk-based processes.

Relationships with Customers, Competitors, Suppliers, and Group Companies: Long-term business partnerships are established with customers, feedback is taken into account, and services are continuously improved through digital transformation. While competing with rivals within legal and ethical boundaries, win-win collaborations are fostered with suppliers and group companies.

Relationships with the Government and Society: Unconditional

Our Relationship with Our Company

- We focus on all stakeholders to ensure they have the necessary resources and information.
- We adopt a risk-based process approach and evidence-based decision-making.
- We encourage continuous development and improvement.
- We aim to ensure the sustainability of our successes within the environment of trust we have created.
- We adhere to our corporate values and comply with ethical standards.
- We define our corporate goals in the areas of Quality, Occupational Health and Safety, Environment and Energy, Information Security, and Customer Satisfaction; we do our part to achieve these goals. In this regard, we aim to minimize corporate risks and capitalize on opportunities.
- We use energy resources as efficiently as possible, promote conservation, and prevent waste.
- We use company assets, facilities, and services properly and in compliance with the law.
- We never confuse our personal interests with the company's interests.
- We manage company information in accordance with the principles of confidentiality, accessibility, and integrity.
- We work with the awareness that health and safety are an integral part of our work culture and a shared responsibility.
- We recognize that health and safety are indispensable to our work performance and critical to sustainable growth.

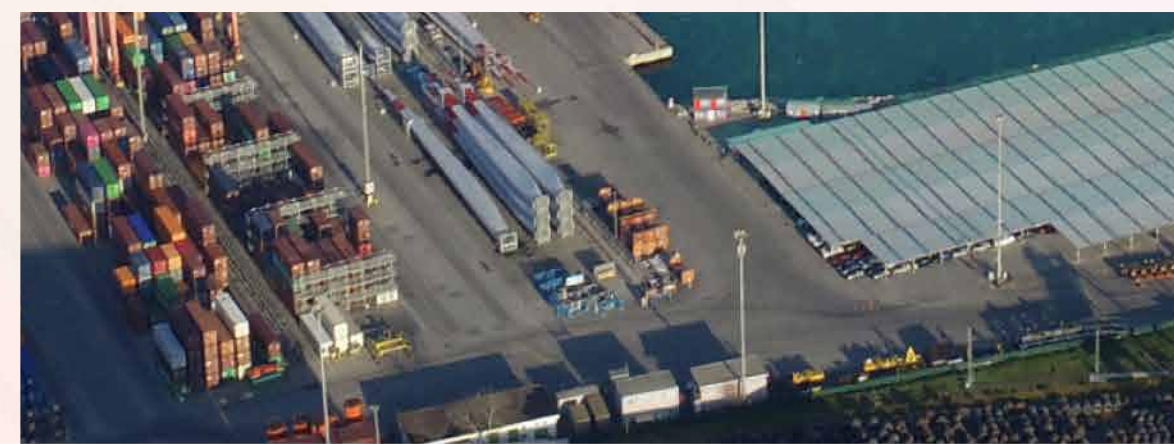
- We protect employee data in accordance with legal and other relevant requirements.
- We conduct our relationships with our employees, customers, suppliers, shareholders, and other business partners based on the principles of transparency, continuity, mutual trust, and integrity.

Our Relationships with the Community

- In addition to achieving commercial success in our fields of operation, we aim to contribute to the national economy.
- We contribute to the fields of the environment, culture, the arts, sports, and education.
- We are represented by our senior executives in reputable civil society and professional organizations.
- We support our employees in taking on roles in respected and socially responsible professional organizations that serve the community and add value.
- We assess and control our current and potential environmental impacts and prevent pollution.
- We support the sustainable use of resources to protect the environment; we preserve biodiversity and ecosystems.
- In order to mitigate climate change, we calculate and track our carbon footprint and manage it through a continuous improvement approach.

Our Relationships with Our Suppliers and Business Partners

- We build long-term, lasting, and reliable relationships with our suppliers aimed at improving performance.
- In order to ensure the sustainability of these relationships, we take our suppliers' interests into account and prioritize their development.
- In procurement, we prioritize criteria such as price, quality, energy, the environment, and workplace safety; we uphold reliability and integrity.
- In accordance with the Borusan Group's management philosophy and practices, we do not engage in any personal relationships that would undermine Borusan's principles or ethical standards.
- We protect supplier information in accordance with legal requirements and confidentiality agreements.
- We place great importance on ensuring that all our business partners have a culture of health and safety; we prefer to work with business partners who demonstrate this quality.



Our Approach to Sustainability

OUR GOAL

By continuously developing our initiatives focused on climate, people, and innovation, we aim to add value to our business processes, generate sustainable benefits for our stakeholders, and make a strong contribution to the future.

Borusan Port aims to develop business processes that support sustainable growth in collaboration with all its internal and external stakeholders, guided by a value-creation approach centered on Climate, People, and Innovation. Recognizing the responsibility that comes with its pioneering role in the industry, the company adopts innovative practices and integrates them into its operations, thereby contributing to the transformation of the port industry.

The priority areas identified in line with Borusan Holding's strategic priorities and the Sustainable Development Goals form the basis of the company's sustainability roadmap. The targets set within this framework are regularly monitored; the strategic approach is continuously updated by closely tracking stakeholder expectations, national and international developments, and evolving needs. At the same time, the company aims to create long-term value through practices centered on the conservation of natural resources and the support of ecological balance.

Reflecting a commitment to continuous improvement and operational efficiency across all its activities, Borusan Port provides world-class services in general cargo, container, project cargo, and vehicle handling operations, delivering sustainable benefits to its stakeholders. In addition to port operations, the company offers integrated logistics solutions through its Project Transportation and Chartering, Project, and Heavy Haulage business units, thereby strengthening its service philosophy that sets it apart in the industry.



We are shaping the sector with pioneering initiatives centred on climate, people and innovation

Climate

SDG 7 - Using Clean and Renewable Energy

Enerji verimliliğini artıran uygulamaları yaygınlaştırırken yenilenebilir enerji kullanımını destekleyen yatırımlarla karbon ayak izimizi azaltmayı hedefliyoruz. Düşük karbonlu enerji dönüşümünü destekleyerek operasyonlarımızda sürdürülebilir enerji kullanımını önceliklendiriyoruz.

SDG 12 - Responsible Use of Resources and Contributing to the Circular Economy

We continue our operations with a focus on the efficient use of natural resources, reducing waste generation, and promoting the circular economy. While minimizing our environmental impact through practices that enhance resource efficiency, we integrate the principles of responsible consumption and production into all our

SDG 13 - Developing Carbon-Free Business Models

We view the fight against climate change as one of the key elements of our business strategy. By supporting efforts to reduce greenhouse gas emissions, improve energy efficiency, and adapt to climate risks, we aim to contribute to a low-carbon future.

SKA 15 - Conservation of Biodiversity

We prioritize environmental practices that support the conservation of biodiversity and the sustainability of natural ecosystems. By developing practices that support the conservation of marine ecosystems, we aim to minimize the impact of our activities on marine life. We continue our work in line with the principles of preventing marine pollution, conserving biodiversity, and sustainable marine management.

Human

SDG 3 - Creating Healthy and Safe Work Environments

We prioritize initiatives that support the physical, mental, and social well-being of our employees and create safe work environments through a strong occupational health and safety culture. We aim to ensure a healthy work environment through a preventive approach and a commitment to continuous improvement.

SDG 4 - Contributing to Quality Education for Children and Youth

We run training and development programs that support the continuous improvement of our employees' knowledge, skills, and competencies. By embracing the concept of lifelong learning, we encourage individual development and invest in the competencies of the future.

SDG 10 - Equal Borusan

Through our human resources practices, which are grounded in equal opportunity, we foster an inclusive and fair work environment. By supporting women's participation in the workforce and their representation in leadership positions, we strengthen our culture of diversity and inclusion.

SDG 8 - Sustainable Talent Management

We embrace an approach to employment that contributes to sustainable growth while respecting employee rights and providing safe and fair working conditions. We create economic and social value through practices focused on productivity, employee engagement, and continuous improvement.

Innovation

SDG 8, SDG 9 - Sustainable Growth and the Development of Future-Ready Business Models

We are developing agile business models tailored to the needs of the times and creating carbon-neutral and circular business models by digitizing our processes.



Our Value-Driven Business Model

Borusan Port conducts its operations not solely with a focus on economic performance, but with a holistic approach to value creation that takes into account environmental, social, and economic dimensions.

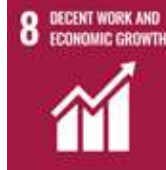
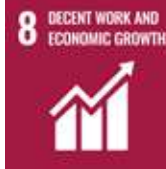
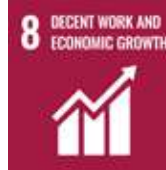
Borusan Port aims to increase operational efficiency, effectively manage costs, continuously improve service quality, and optimize its processes by designing its business processes with a sustainability-focused approach. While strengthening its operational performance through route optimization and applications that enhance resource efficiency, the port effectively manages its risks by integrating practices into its processes that minimize the environmental and social impacts arising from its activities. This approach enhances competitiveness while contributing to supply chain efficiency and supports the creation of sustainable value within the logistics ecosystem.

Viewing environmental responsibility as an integral part of its business practices, Borusan Port integrates initiatives aimed at protecting natural resources, increasing energy and resource efficiency, reducing greenhouse gas emissions, and continuously improving environmental performance into all stages of its operations. Through its initiatives aligned with the principles of sustainable port management, Borusan Port aims not only to increase operational efficiency but also to contribute to the protection of marine ecosystems and create long-term environmental and economic value for its stakeholders.

Embracing a philosophy of continuous improvement, Borusan Port supports its sustainability goals through initiatives implemented in the areas of the circular economy, decarbonization, energy efficiency, and effective waste management. While providing services in general cargo, container, project cargo, and vehicle handling operations in accordance with international standards, the port considers creating reliable, innovative, and sustainable value for its employees, customers, and all stakeholders to be among its top priorities.



Our Value-Driven Business Model

Inputs	The Value We Create	Outputs (2024-2025)	SDG
 Financial Capital - Rentar (Fuel Savings and Emissions Reduction) - New Process Design for the Port Billing System - Route Planning and Trip Report Generation	✓ Operational efficiency ✓ Fuel and cost savings ✓ Digital process management	- A 3–5% fuel savings was achieved across 30 pieces of construction equipment. - The port billing system has been redesigned using new technologies. - The route optimization and digital route reporting system has been implemented.	   
 Human Capital - Basic Gender Training with Shift Supervisors - Borusan Port Coaching Program - Behavior-Based Safety Culture Transformation Project - Hazard Hunt Exercise	✓ Strong occupational health and safety culture ✓ Staff development and equal opportunities ✓ Proactive risk management	- Shift supervisors received basic gender sensitivity training. - Vocational high school students were offered training, mentoring, and internship opportunities. - There were zero workplace accidents in the Project Cargo Department. - A 43.48% reduction in workplace accidents was achieved in Vessel Operations. 22 hazard hunts were conducted, and 670 reports were received.	   
 Natural Capital - Don't Throw It Away—Recycle It: Transform It for the Future - Recycling Paper Cups - Biological Wastewater Treatment Plant - Bacterial Dosing System - Cleaning the Oceans, Hope for Tomorrow - Hope Pina Project Sponsorship - Green Check Certification	✓ Conservation of natural resources ✓ Supporting the circular economy ✓ Protection of freshwater and marine ecosystems ✓ Reducing the carbon footprint	550 kg of electronic waste was recycled. - The use of 150.000 paper cups was prevented. 600.000 paper cups were recycled. - A biological wastewater treatment plant with a capacity of 112.5 m³/day was commissioned. - Treatment performance was improved using a bacterial dosing system. - Initiatives supporting marine cleanup and the marine ecosystem were carried out. - The Green Check Certificate was obtained.	    
 Intellectual Capital - SAFE ROAD Project - New Process Design for the Port Billing System - Route Planning and Trip Report Generation	✓ Digital transformation ✓ Innovative operations management ✓ Data-driven decision-making	- An AI-powered video telematics system was integrated into the fleet. - The digital invoicing infrastructure was redeveloped. - A route optimization and digital reporting system was implemented.	  
 Social Capital • Recycling of Waste Bins • Sustainability Awareness Training • “Together We Are Strong” Gatherings • Inspiring Gatherings in the Heart of the Port / One-on-One Conversations	✓ Social awareness Inclusive ✓ Organisational culture ✓ Contributing to education and social development	- Equipment was provided to schools through the recycling project. - Approximately 120 students received sustainability training. - Meetings for female employees were held regularly as part of the “Together We Are Strong” Project. - One-on-one conversation sessions promoting inclusivity were organized.	   
 Accumulated Capital - Biological Wastewater Treatment Plant - Recycling of Waste Containers	✓ Improving environmental performance through infrastructure investment ✓ Strengthening the capacity of educational institutions	- A biological wastewater treatment plant with a capacity of 112.5 m³/day was put into operation. - Equipment was provided to schools.	  

Our Organizational Structure

BOARD OF DIRECTORS

Muhammet Hüseyin HAMEDİ
Barış Hakkı KÖKOĞLU
Erkan Muharrem KAFADAR
Levent KOCABIYIK
Turhan Emir ÖZMEN

Chairman of the Board of Directors
Deputy Chairman of the Board of Directors
Executive Member of the Board of Directors
Member of the Board of Directors
Member of the Board of Directors

MANAGEMENT



A Strategic Perspective on Sustainability Governance

THE FOUNDATION OF OUR CORPORATE IDENTITY

At Borusan, sustainability is not merely a topic on the periphery of our business model; it is the central pillar that supports the entire system. Sustainability is embedded in every conceptual layer, from the depths of our corporate culture to our future existence. This approach is more than a choice—it is the foundation of our corporate identity.

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At Borusan, sustainability is upheld as a management practice that guides all operations, from decision-making processes to on-site implementation, and is strengthened through participation. The effectiveness of this framework is ensured by a system in which every employee is involved in the process, ownership translates into action, and continuity is driven from within, thereby securing institutional ownership. Sustainability, which is at the core of our governance structure, has been redefined as a structural priority that is taken into account in all decision-making processes. Aligned with Group strategies, this framework is designed to be integrated into the operations of each company. While our Board of Directors regularly monitors the process, our Group CEO does not merely assume an approving role; instead, he takes active responsibility with a leadership approach that shapes the direction of the process. This approach transforms sustainability into a system that is measurable, evaluable, and has tangible results across the entire company.

At the Group level, the cornerstone of the structure driving this transformation is the Group Head of People, Communication, and Sustainability. This leadership role guides sustainability efforts with a holistic approach that brings together different disciplines under common goals. This resulting governance approach ensures that environmental and social impacts are taken into account not only in the final outcomes but throughout the entire process, and serve as a reference point for decision-making mechanisms.

Borusan Holding’s Sustainability Governance Model consists of four components; these components are the core elements of the corporate structure that integrates

- Group Sustainability Board
- Corporate Sustainability Leaders
- Corporate Sustainability Working Groups
- Thematic Group Sessions



Borusan Holding Sustainability Governance Model

THE FOUNDATION OF OUR CORPORATE IDENTITY

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Group Sustainability Board



Composed of senior executives from across the group, this committee meets twice a year to assess not only current developments but also strategic priorities, trends, and potential regulatory changes.

This structure, which encompasses both the holding company and its group companies, serves as a multi-layered decision-making framework enriched by external expert input. The Board continuously monitors progress toward sustainability goals, makes necessary course corrections, and ensures the cohesion (alignment and coordination) needed to enhance sustainability capacity across the entire organization.

Corporate Sustainability Leaders

This body, composed of representatives from the strategy, public policy, human resources, and communications departments, meets regularly every month. It reviews the agenda based on progress reports, macro KPIs, and data sets provided by the companies, and develops guiding recommendations.

SUSTAINABLE DEVELOPMENT GOALS

It is also responsible for coordinating sustainability initiatives under the Holding's purview and for group-wide awareness activities. The preparation of the annual consolidated reports presented to shareholders also falls within this group's scope of responsibility.

Corporate Sustainability Working Groups



Sustainability structures within group companies play a key role in rolling out strategies to the operational level.

These structures operate in line with goals tailored to each company's specific dynamics; progress is monitored during bi-monthly review meetings, best practices are shared, and information is disseminated at the holding company level as needed.

These processes, which are reported to the boards of directors, ensure that goals are embraced on the ground, progress is tracked, and performance is integrated into the corporate scorecard system.

Sustainability leaders, in turn, ensure the continuity of this framework and regularly measure and evaluate its impact.

Thematic Group Sessions

Sub-working groups and boards operating under the headings of the EU Green Deal and Decarbonization, Sustainable Finance, Circular Economy, Occupational Health and Safety, Innovation, Talent, and the Borusan Equals Platform support the company's working groups and the Group Sustainability Board on sustainability issues on their agendas. These structures foster a sustainable communication framework that encourages shared learning and the exchange of experiences.

The EU Green Deal and Decarbonization and Circular Economy groups contribute to the "Climate" focus of our sustainability strategy, while the OSH, Talent, and Borusan Equals groups support the "People" area. The Sustainable Finance group conducts work in both the "Climate" and "People" focus areas, while the R&D and Innovation groups offer development areas aligned with strategic priorities under the "Innovation" heading.



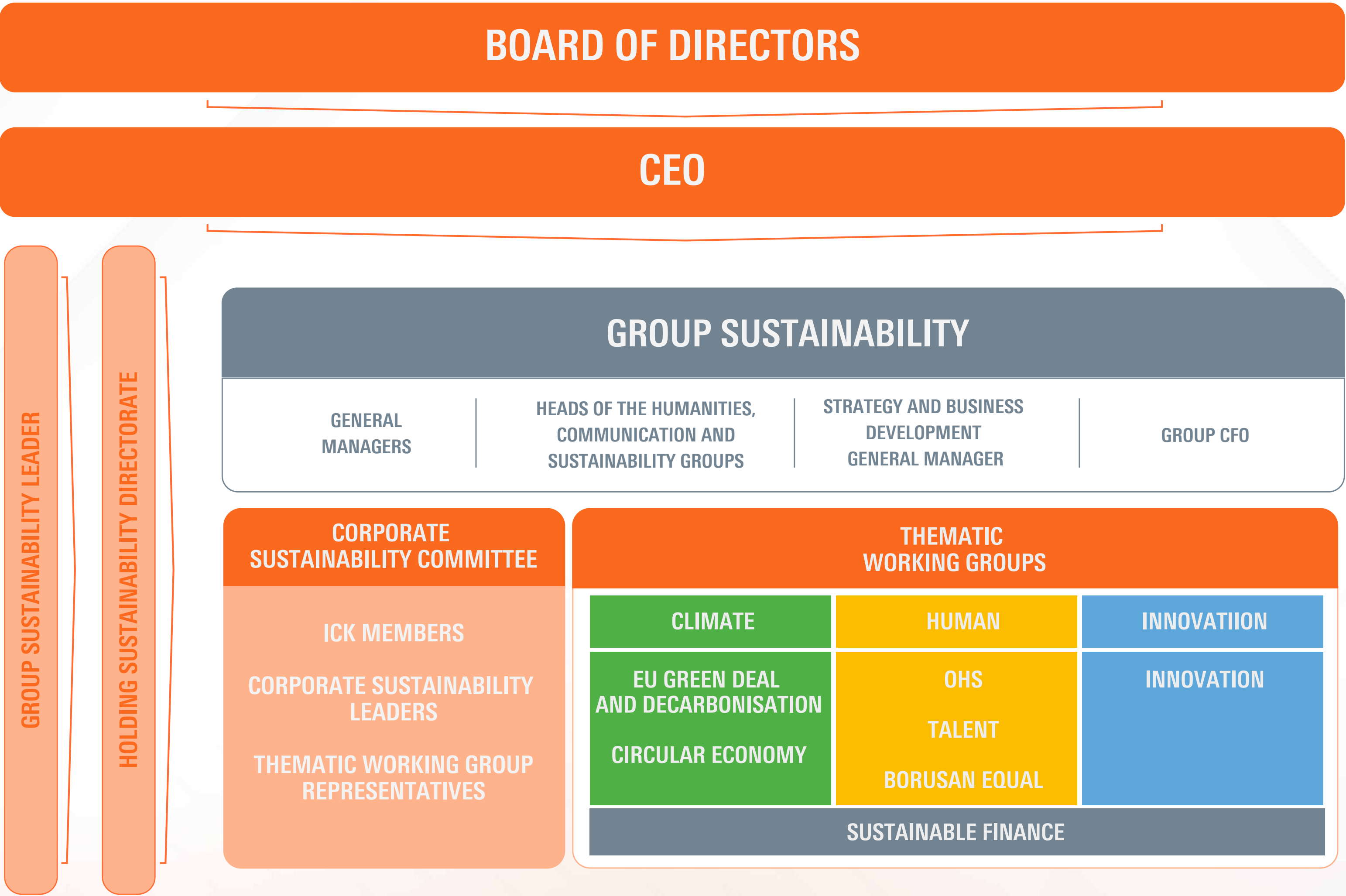
In order to ensure that these structures operate effectively, efficiently, and in an organized manner, working groups and committees meet at regular intervals. The work carried out is evaluated, progress toward goals is analyzed, information is shared, and plans for the future are made.

The Group Sustainability Board meets twice a year to conduct strategic assessments; the Holding Sustainability Directorate coordinates this process.

Thematic Working Groups meet every three months, while Corporate Sustainability Boards meet every two months to monitor progress toward defined strategies and goals.

The outcomes of these meetings are not limited to one-time analyses; they also contribute to the continuous improvement of our corporate sustainability performance and the updating of our roadmap. This governance structure, which fosters a shared understanding across the Group, enables the strategy to be effectively implemented on the ground.

Sustainability Management at Borusan



Sustainability Structure

Group Sustainability Board
Corporate Sustainability Leaders
Thematic Working Groups
Corporate Sustainability Board

Meeting Periods

Twice a year
Once a month
Once every three months
Once every two months

Sustainability Organization and Governance Structure at Borusan Port

In addition to the thematic working groups operating within Borusan Holding, Port Sustainability Sharing Meetings are held every two months at Borusan Port with the participation of all thematic group representatives. During these meetings, the activities carried out by the thematic working groups, the progress made toward sustainability goals, and performance indicators are evaluated from a holistic perspective. At the same time, best practices are shared, cross-thematic collaboration and coordination are strengthened, and areas for joint development are identified to create action plans. Thanks to this governance structure, sustainability efforts are addressed not only on a thematic basis but also through an integrated approach across the entire organization; the approach to creating sustainable value is reinforced by supporting knowledge sharing, joint decision-making processes, and a culture of continuous improvement.

Theme	Work Strategies	Number of Representatives	Meeting Frequency
The EU Green Deal and Decarbonization	Management of Scope 1, 2, and 3 emissions, energy efficiency, renewable energy investments, and monitoring the decarbonization roadmap	4 Representatives	Monthly
Circular Economy	Development of projects related to waste reduction, zero-waste practices, resource efficiency, water management, and the circular econom	2 Representatives	Monthly
Occupational Health and Safety	Prevention of workplace accidents, monitoring of safety performance, preventive measures, and employee awareness	2 Representatives	Monthly
Talent Management	Supporting leadership development, talent management, employee development programs, and succession planning	1 Representative	Monthly
Equal Borusan	Equal opportunity, diversity, and inclusion initiatives; support for women’s employment and women’s representation in leadership roles	4 Representatives	Monthly
Innovation	Digital transformation, AI-driven process improvement, innovative applications, and the evaluation of new technologies	4 Representatives	Based on Need
Sustainable Finance	Sustainable financing instruments, green investments, and sustainability practices in the supply chain	2 Representatives	Based on Need

Sustainable Finance Approach

BORUSAN SUSTAINABLE FINANCE

As we shape our future, we view supporting this transformation with the necessary resources as a fundamental responsibility.

Borusan’s approach to sustainable finance reflects a holistic perspective in which environmental and social priorities are evaluated alongside long-term strategic goals. Financial decisions are not made solely on the basis of economic benefit; they are considered in conjunction with climate impact, social contribution, and the capacity for transformation.

The goal of reducing carbon emissions by 2030 is a concrete example of this approach. Investments that support the transition to a low-carbon economy are prioritized; projects developed in this vein are integrated into the financial framework. In this way, resource management is aligned with the responsibility to finance the future.

As Borusan Port, we secure our financing through loans from the European Bank for Reconstruction and Development (EBRD), Investment Incentive Certificates, and our own equity. By supporting our corporate approach, which prioritizes environmental responsibility and contributes to the “climate-people-innovation” triangle, we are reducing our financial burdens and enhancing our long-term competitiveness. Furthermore, this financing is used to fund investments in modernization and expansion, the renewal of our machinery and equipment fleet, and the transition to AI-supported digital automation.

Under these incentive programs, we benefit from advantages such as corporate tax reductions, employer-share social security contribution support, customs duty exemptions, VAT exemptions, and income tax withholding support. In particular, our solar energy system (GES) investment has enabled us to achieve approximately a 30% energy savings in our port operations; this has not only reduced energy costs but also contributed to sustainable financing goals by lowering our carbon footprint. Borusan Port has utilized a Regional Investment Incentive Certificate worth 1.486 billion TL, resulting in approximately 700 million TL in support benefits; additionally, the 18.7 million TL solar energy system investment made in 2023 generated approximately 11 million TL in incentive returns. In 2024, approximately 5 million USD in corporate tax benefits were realized from the relevant incentives; in 2025, approximately 2 million USD in corporate tax benefits were realized from the incentives.



Business Ethics and Compliance

ORANGE ETHICS HOTLINE

It is a corporate mechanism established within the Borusan Group to ensure that reports, questions, and requests for advice regarding ethical principles can be communicated securely.

The principles of confidentiality, impartiality, and traceability, which form the foundation of the system, ensure that the hotline

At Borusan Port, business ethics is more than just individual responsibility; it is a foundation of trust that permeates all of the organization's decision-making processes and relationships. This philosophy is upheld through the Code of Conduct and the Orange Guide, with a commitment to transparency and consistency in decision-making.

Ethics and compliance processes are an integral part of our approach to corporate governance. Our decision-making mechanisms operate in accordance with the principles of transparency and accountability. This system achieves sustainability through a structure that centers on shared values, independent of personal preferences.

Everyone within the Group is expected not only to act in accordance with the rules but also to reflect these principles in their behavior. An ethical stance is a responsibility that gains meaning through demonstrated conduct, rather than merely being an identity represented by a title.

Across all areas of operation, processes are conducted within a framework of ethical compliance, traceability, and corporate transparency, alongside efficiency.

Ethical principles are an indispensable part of a structure built on trust and designed to endure. This structure gains permanence as principles are translated into behavior, and behavior is integrated into the corporate culture.

An ethical stance is sustained not only by written guidelines but also by the consistency of one's choices over time. Every decision becomes ingrained in the organizational structure as a consciousness that shapes behavior.

The assessment processes conducted by the Ethics and Compliance Committee operate under the authority of the Chairman of the Holding's Board of Directors. The review and reporting processes are conducted independently under the supervision of Borusan Holding's Internal Audit Directorate.

A total of 10 reports regarding Borusan Port were received by the Ethics Hotline, 5 in 2024 and 5 in 2025, and all have been resolved. Adherence to ethical principles is sustainably upheld throughout the organization through the adoption of the Orange Guide program as a cultural framework that shapes behavioral patterns. The scope of the Guide is supported by regular training sessions, ensuring employees' active participation in the processes



You can submit your questions and reports to the **Borusan Holding Ethics and Compliance Board** through the following channels:

Orange Ethics web site: www.turuncuetik.com
 Orange Ethics phone: 0850 281 63 93
 Orange Ethics e-mail: turuncuetik@borusan.com



Internal Audit

INTERNAL AUDIT STRUCTURE

Internal audit is conducted with an approach that adapts to changing conditions and is continuously updated.

The framework's core components are business continuity plans, cybersecurity projects, and crisis scenarios. Internal control projects are designed to address both manual and digital risks. The outputs generated at the end of the process are reviewed to ensure ongoing compliance and maintain the stability of the framework.

At Borusan Port, internal audit is not defined solely by retrospective control processes; it is upheld as a holistic system that fosters foresight, sustainably structures behavioral patterns, and reinforces ethical orientations. Integrated into our processes, this approach goes beyond ensuring regulatory compliance; it is evaluated within a values-based framework to ensure the consistency of decisions, the continuity of operations, and the instillation of a sense of corporate responsibility.



The Internal Audit and Internal Control structure established under the Borusan umbrella operates as an integrated system encompassing all group companies. This structure proactively identifies, assesses, and manages the risks that business units may encounter in achieving their strategic objectives.

Every step taken is approached in a way that ensures organizational consistency becomes embedded in behavioral patterns. This supports conducting the audit process not merely as a matter of compliance with rules, but with an approach that simultaneously considers social, environmental, and ethical impacts. All outputs obtained at the conclusion of the audits are evaluated in a way that serves organizational development within a framework that supports strategic continuity.



At Borusan, internal audit is conducted with an approach that adapts to changing conditions and is continuously updated. Business continuity plans, cybersecurity projects, and crisis scenarios are key components of this framework. Internal control projects are designed to address both manual and digital risks. The outputs generated at the end of the process are reviewed

to ensure ongoing compliance and defined to guarantee the stability of the framework.

Driven by digital transformation, data-driven tools are used to monitor and manage risks. Visualizing reports and presenting them periodically to management not only accelerates decision-making processes but also enhances the quality of decisions by ensuring that management's responses are data-driven. Technology-related risks are a top priority not only for IT departments but also for corporate management. Information security audits and cyber risk projects support the continuity of the integrated structure.

Commitment to ethical values is at the core of this structure. In addition to performance, audits also consider whether behavioral patterns align with corporate principles. Findings related to occupational health and safety, employee rights, and environmental impact are addressed in a way that contributes to sustainability goals.

Corporate audit processes are conducted with a perspective that goes beyond the findings themselves to identify opportunities for improvement. This ensures a balanced synergy among insight generation, ethical commitment, and an agile organizational structure.

Borusan Holding's Internal Audit teams conducted 3 internal audit engagements related to port operations in 2024 and 4 in 2025. The audits were carried out in the areas of corporate governance, risk management, internal controls, and regulatory compliance; the effectiveness of operational processes was evaluated, and recommendations for improvement opportunities were developed.

Combating Corruption and Anti-Competitive Practices

THE STRATEGIC DIMENSION OF RISK MANAGEMENT

Guided by the tenth principle of the United Nations Global Compact, we implement a zero-tolerance policy against bribery and corruption across all areas of our operations.

Our multi-stakeholder structure brings with it both opportunities and risks. Within this structure, ethical risks are assessed not only from a compliance perspective but also from a strategic sustainability perspective.

At Borusan Port, we conduct our operations in accordance with the Borusan Group’s ethical values, guided by the principles of integrity, transparency, accountability, and fair competition. By adopting a zero-tolerance approach toward corruption, bribery, and anti-competitive behavior, we view an ethical business culture as an integral part of all our activities.

In this context, we ensure full compliance with applicable laws and regulations, as well as the Borusan Group’s Code of Ethics and related policies and procedures; we support all our employees and business partners in acting in accordance with these principles. The prevention of conflicts of interest, gift and hospitality practices, donation and sponsorship processes, and relationships with public institutions and third parties are managed in accordance with established ethical guidelines.

Reports involving suspected ethical violations, corruption, or anti-competitive behavior can be submitted through secure and confidential reporting mechanisms; all reports are investigated in accordance with the principles of impartiality, confidentiality, and fair evaluation. Where deemed necessary, appropriate investigation and evaluation processes are conducted, and relevant actions are taken.

In order to strengthen our ethical culture, we conduct regular awareness and training activities for our employees and support the adoption of our ethical principles and policies throughout the entire organization. At the same time, by encouraging our suppliers and other business partners to comply with these standards, we aim to promote a responsible and ethical approach to business throughout our value chain.



Information and Data Security

Our Information Security Management for a Secure Digital Future

We continuously monitor processes such as risk assessment, regulatory compliance, penetration testing, and supplier audits, and we strengthen our security culture by providing regular training to our employees.

Our goal is not only to defend against current threats but also to foster a sustainable security culture.

Information security is one of the cornerstones of Borusan Port's digital transformation strategy. While increasing digitalization and the evolving technological landscape are deepening data-driven decision-making processes, they are also making the protection of information assets a strategic necessity.

According to the World Economic Forum's 2024 Global Risks Report, disinformation, the impacts of the climate crisis, extreme weather events, and data breaches are priority risk areas that must be managed not only by governments but also within companies. The report indicates that while disinformation and misinformation stand out as the most critical global risks in the short term, extreme weather events, social polarization, and cyber threats are also listed among the key risks for the coming period. In the long term, however, extremes in the climate system, loss of biodiversity, and scarcity of natural resources form a more significant threat framework for global stability. In this context, Borusan Port addresses information security threats as an integral part of its risk management in its digitalizing processes and is developing continuously updated preventive approaches.

The ISO/IEC 27001 Information Security Management System, which has been in place since 2018, ensures the confidentiality, integrity, and availability of all information assets within the organization. By encompassing both the technical infrastructure and organizational awareness, the system makes information security an integral component of corporate management.

In this context, the following information security objectives are reviewed at regular intervals, and awareness and training activities for employees are conducted systematically:

- Risk assessment and control mechanisms,
- Legal compliance processes,
- Penetration testing and patch management,
- Access rights and application accessibility,
- Detection of security incidents and tracking of resolution times.

This approach is not merely a defense against current threats, but also an effort to build a sustainable security culture that strengthens organizational memory.



Risk Management

INDUSTRY TRENDS

- Technological advancements
- Green transition and decarbonization
- Combating climate change and adaptation
- New trade routes

Issues, Risks and Opportunities in the Borusan Port Potential Impact Area

The following risks exist:

Uncertainty arising from political conditions, as well as the potential negative effects of international embargoes and wars on sales;

The risk that previously obtained certifications and investment permits in the Marmara Sea, which has been declared a special protection zone, may become unusable due to potential regulatory changes, thereby preventing investments from being carried out;

Failure to comply with regulations and the associated commercial risks;

The risk of being unable to adapt to changing conditions in the sector, and consequently, failing to achieve set targets and renew certifications;

The increasing severity of extreme weather events such as hurricanes and floods, and rising greenhouse gas emission costs;

Limited progress in achieving carbon emission reduction targets due to the lack of widely available electric models for heavy-duty port equipment.

Opportunities

- More effective use of existing capacity,
- New opportunities created by planned partnerships,
- The contribution of solar and wind power investments to sustainability goals.



Risk Management

INDUSTRY TRENDS

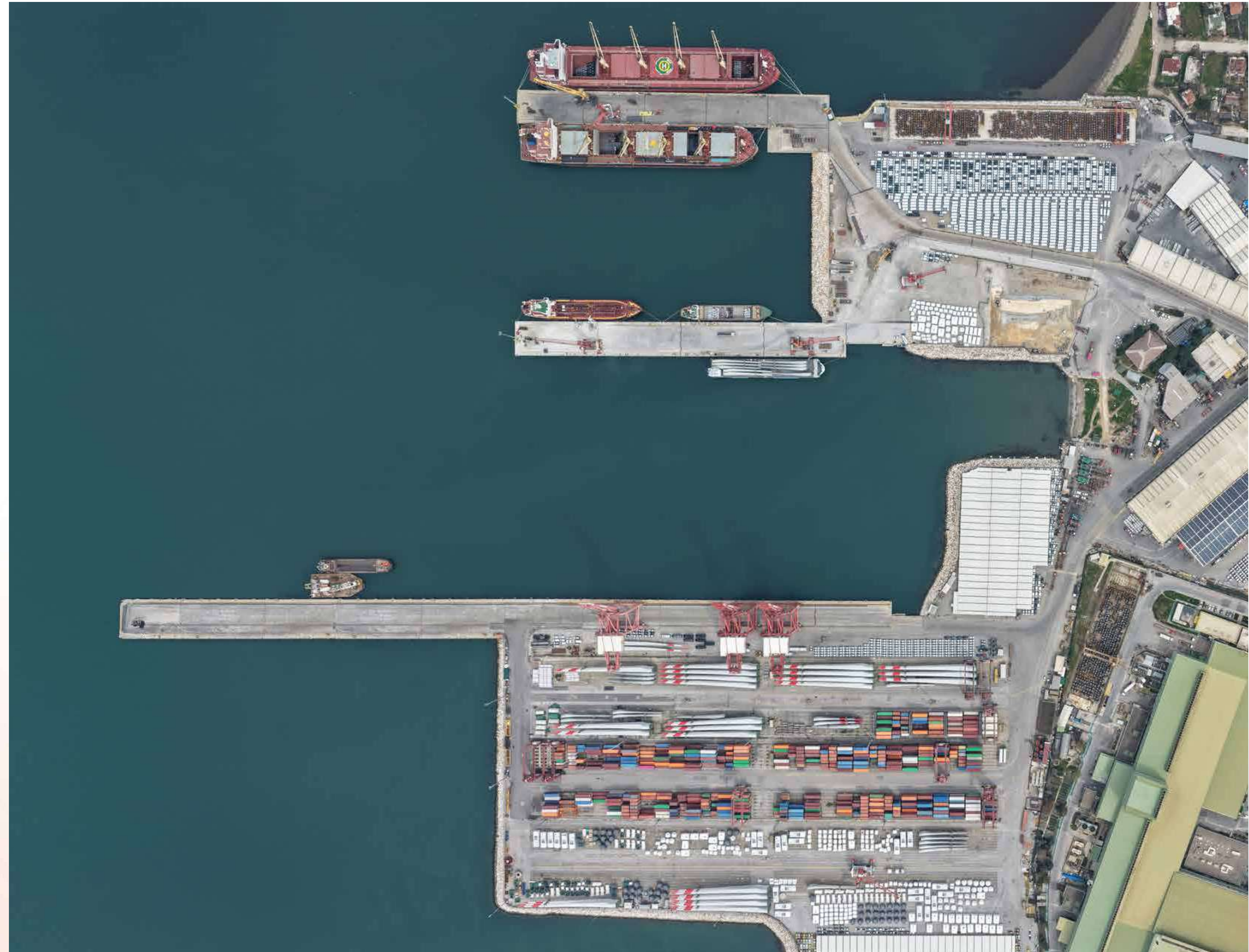
- Technological advancements
- Green transition and decarbonization
- Combating climate change and adaptation
- New trade routes

Priorities for Borusan Port

- Combating and adapting to climate change
- Circular economy and waste management
- Water management
- Talent management and development
- Inclusion, diversity, and equal opportunity
- Occupational health and safety

Borusan Port KPIs

- Scope 1 emissions
- Scope 2 emissions
- Amount of hazardous and non-hazardous waste
- Water consumption
- Accident frequency rate
- Accident severity rate
- Number of fatal accidents
- Number of major accidents
- Employee engagement survey score
- Future Leader Turnover Rate
- Borusan Alpha Turnover Rate
- Percentage of female employees



Priority Sustainability Issues and Stakeholder Engagement

PRIORITIZING STAKEHOLDER ENGAGEMENT

The stakeholder engagement and prioritization efforts carried out within the framework of the Climate, People, and Innovation focus areas identified by the Borusan Group in 2020 continue to serve as one of the key inputs to our sustainability approach. Assessing our stakeholders' views and expectations plays a significant role in determining our priority issues on our sustainability journey. As part of the stakeholder engagement and prioritization study conducted at the beginning of 2024, stakeholder expectations and views were gathered through an online survey, and based on the results, an impact analysis was performed, followed by a double materiality assessment in accordance with the EFRAG Double Materiality Guidance. The assessments concluded that the priority issues identified remain valid.

Our key sustainability priorities specifically for Borusan Port have been identified as follows:

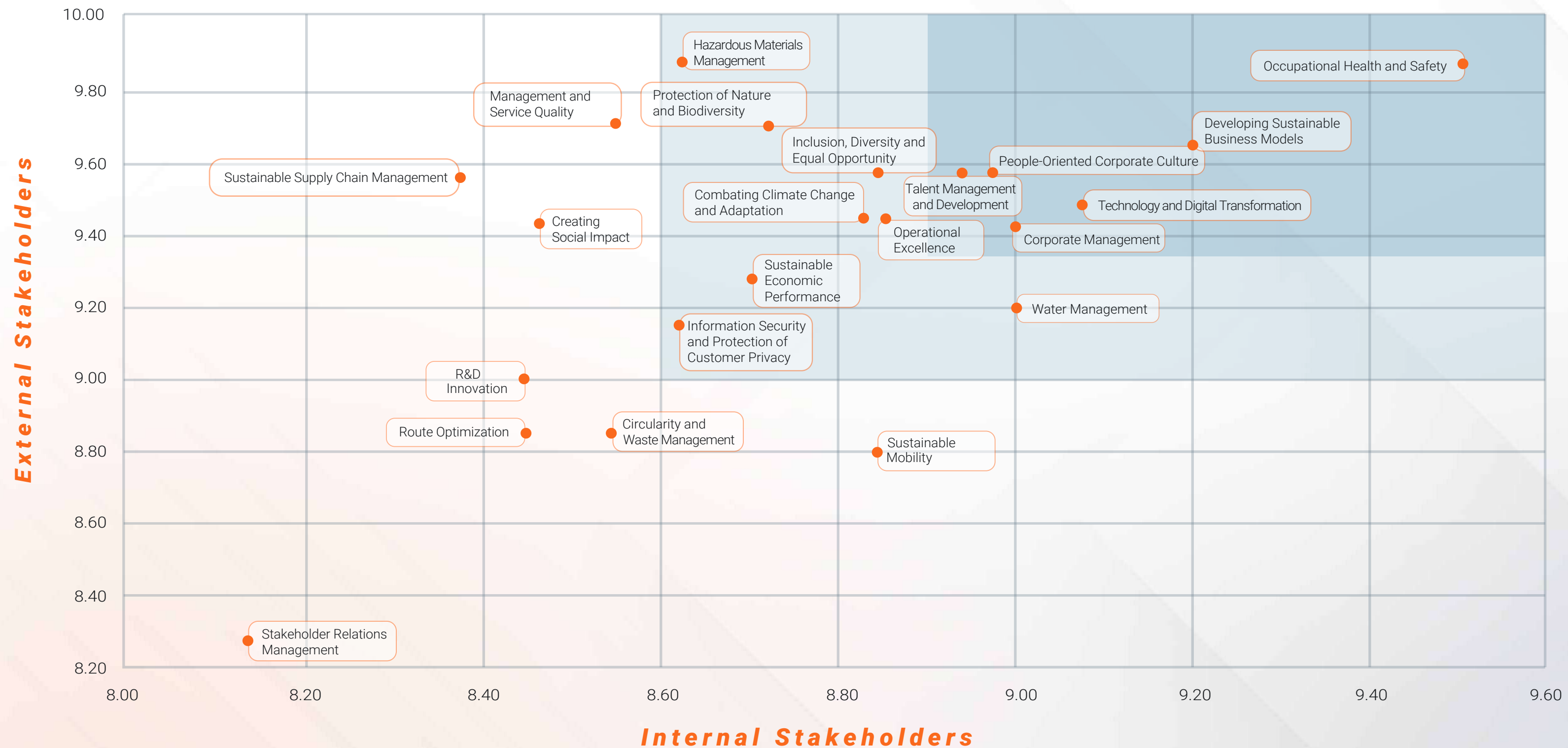
- Health and Safety at Work
- Developing Sustainable Business Models
- Technology and Digital Transformation
- People-Oriented Corporate Culture
- Talent Management and Development
- Corporate Governance

At every stage of our port operations, stakeholder engagement is positioned not merely as a communication topic but as a fundamental element of sustainable value creation. Through the systematic integration of local knowledge, expertise, and multifaceted feedback into our processes, we are building a more inclusive, effective, and resilient operational structure.

We take a proactive approach to stakeholder engagement both within and outside the port. We maintain regular dialogue mechanisms with operational and agency clients, cargo owners and logistics companies, suppliers, public authorities, universities, civil society organizations, and investors.

Collaborative learning is fostered through operational meetings, on-site briefings, customer-focused panels, satisfaction surveys, complaint/feedback channels, and local consultation platforms.

Our sustainability agenda is periodically updated in line with stakeholder expectations and environmental, social, and governance priorities. Strategic priorities are determined by evaluating feedback from internal and external stakeholders alongside global trends, industry developments, and national regulations.



OUR GOALS FOR 2053

For Making a Difference Throughout Our Value Chain



Climate

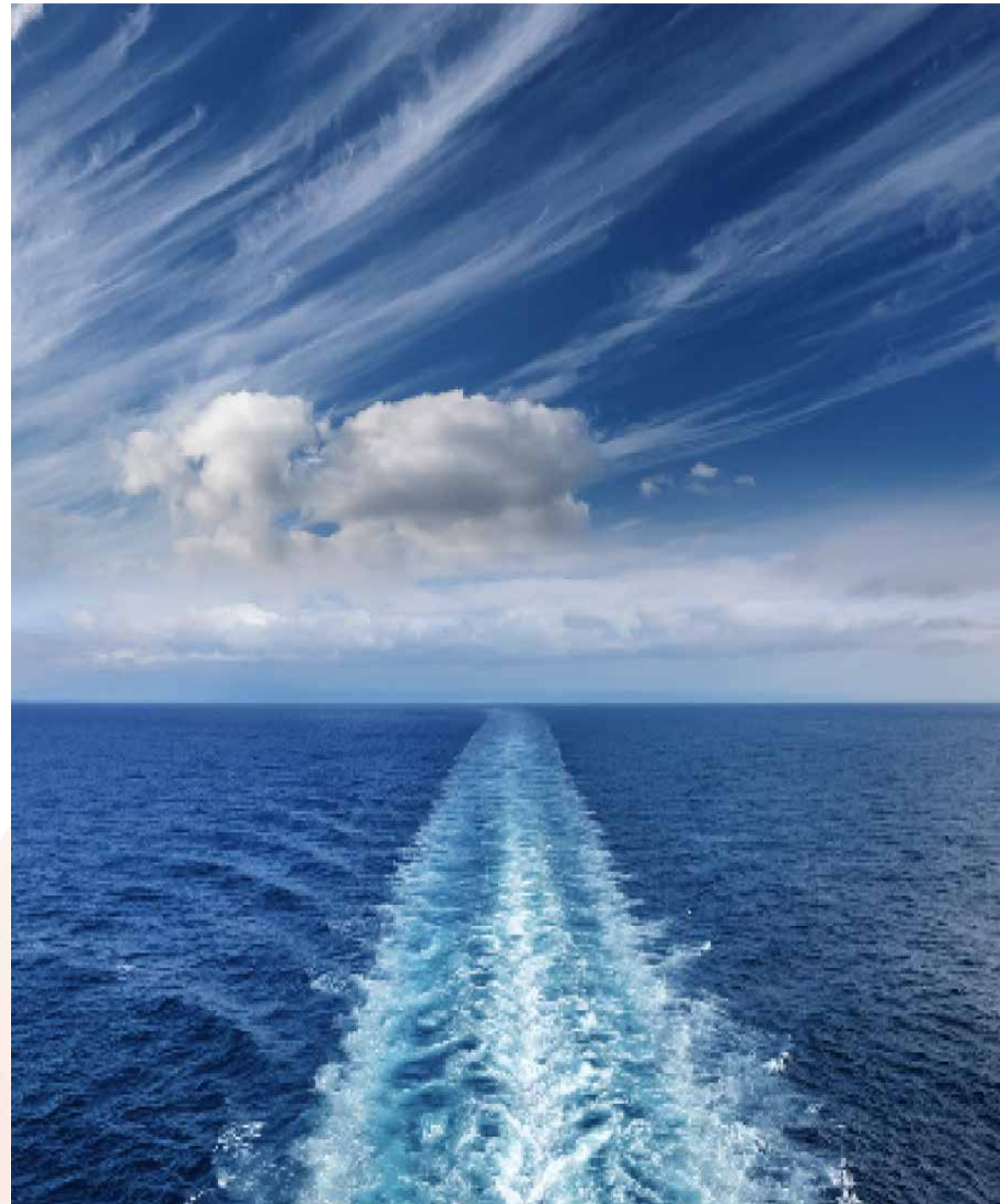
We act with an awareness of the challenges our planet faces in the face of climate change. By fulfilling our responsibilities, we aim to create lasting and positive impacts.

Decarbonization

- Achieving Net Zero by 2053.
- Increasing renewable energy generation capacity and developing projects focused on decarbonization

Contributing to the Circular Economy

- Applying sustainable procurement criteria in the supply chain.
- Reducing water consumption and increasing water recovery.
- Reducing waste sent to landfills and increasing recycling rates.



Human

We focus on developing our colleagues' skills and supporting their career journeys.

Sustainable Talent Management

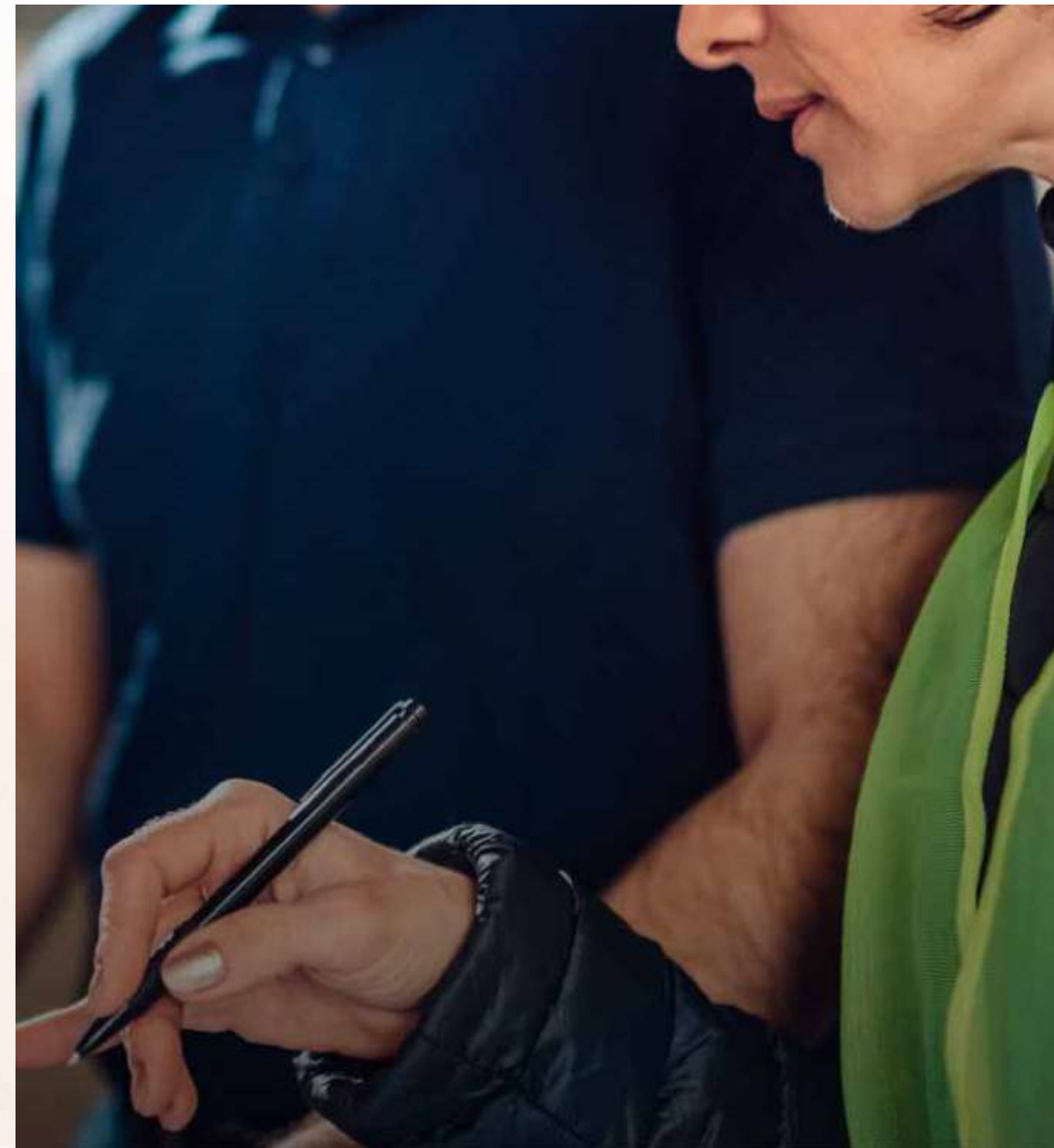
- Increased retention rates for newly hired young talent (Alpha) and future leaders (Future Leaders)
- Sustainable employee engagement

Diversity, Equity and Inclusion

- Increasing the proportion of women in field and office roles
- Increasing the proportion of women in leadership roles
- Raising awareness about diversity, equity and inclusion.

Safe, Happy and Healthy Workplace

- Reducing the workplace accident rate.
- Reducing the rate of serious workplace accidents.

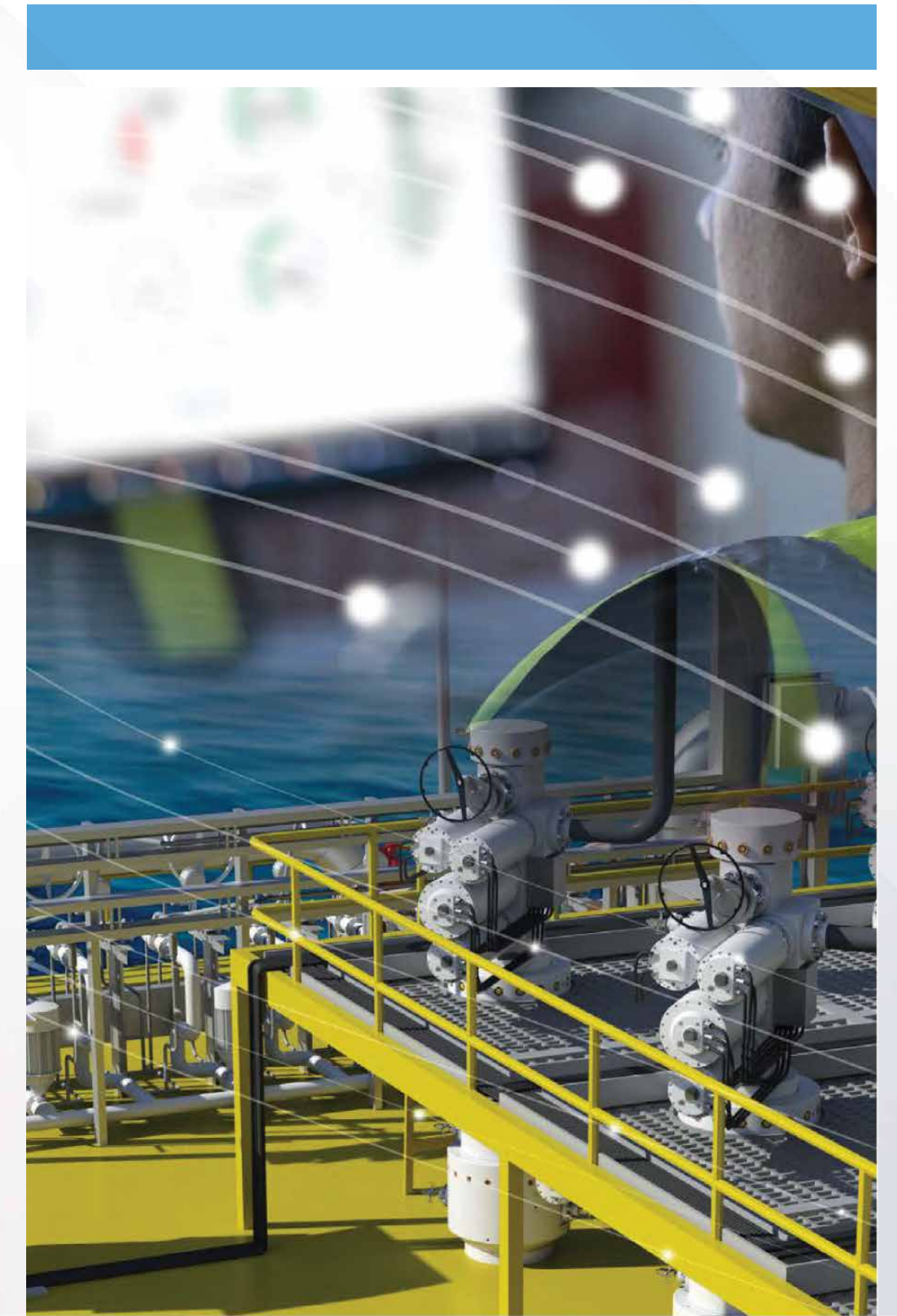


Innovation

We aim to create value by adopting sustainable and innovative business models.

Innovative Business Models

- Developing circular economy and carbon-neutral service models.
- Enhancing operational efficiency by increasing technological integration in business processes.
- Expanding digital transformation and sustainable value creation projects.





As Borusan Port, you can find our goals, which we have established within the focus areas of climate, people, and innovation, along with their annual achievement rates in the table below.

	Category	Sub Category	Unit	2023 A	2024 A	2024 T	2025 T	2025 T
CLIMATE	Circular Economy	Amount of Hazardous Waste	ton	19,2	22.947,00	18.250,00	31.638,00	21.799,00
		Amount of Non-Hazardous Waste	ton	1.232,8	1.423,40	1171,00	1.595,96	1.352,192
		Water Intake Volume	m³	19.480	25.890,00	19.291,00	26.298,00	27.810,00
	Decarbonisation	Direct (Scope 1) Emission Amount	ton CO2 e	4.578,60	5.480,00	4.323,00	5.641,1	5.438,00
		Direct (Scope 2) Emission Amount	ton CO2 e	1.884,20	1.667,00	1.559,00	1.670,62	1.719,00
HUMAN	Equal Borusan	Percentage of Female Leaders	%	5,00%	7,70%	17,10%	8,80%	10,00%
		Percentage of Female Employees in the Office	%	32,00%	32,79%	31,00%	31,5%	34,00%
		Percentage of Female Employees in the Field/Factory	%	7,00%	9,40%	10,10%	8,30%	10,00%
	OHS	Accident Severity Rate	%	0,85	0,64	0,53	0,43	0,51
		Accident Frequency Rate	%	27,32	22,56	16,34	18,70	18,53
		Fatal Workplace Accident	#	0	0	0	0	0
	Talent Management	Borusan Alpha Turnover Rate	%	%100	%3,60	%0,00	%0,00	%0,00
		Future Leader Turnover Rate	%	%9,00	%0,00	%0,00	%17,0	%0,00

PART 2

CLIMATE

Combating Climate Change and Adaptation
Circular Economy
Biodiversity Conservation

*Green Port,
Blue Future*



Combating Climate Change and Adaptation

We have integrated the concept of “Affordable and Clean Energy”, one of the 17 Sustainable Development Goals established by the United Nations Development Program, into our corporate strategy.

By 2030, we aim to increase the use of clean energy and help reduce carbon emissions by implementing numerous innovative projects, including solar energy systems and, above all, wind energy investments.

Today, climate change is bringing about numerous environmental, economic, and social challenges on a global scale, posing significant risks particularly in strategic sectors such as shipping and port operations.

Borusan Port sets strategic goals each year to enhance its resilience against the adverse effects of climate change and reduce its carbon footprint. Through initiatives implemented in critical areas such as energy efficiency, renewable energy use, infrastructure strengthening, and risk management, we aim to minimize our port’s environmental impact and ensure its long-term operational sustainability.

We report our corporate greenhouse gas emissions in accordance with the ISO 14064 standard and the GHG Protocol.

As Borusan Port, we are fully aware of our responsibility to play a leading role in the fight against climate change and to leave a more livable world for both our industry and future generations. We hope this report will serve as an important guide in identifying and implementing steps to combat climate change.



Carbon Management

At Borusan Port, we view energy management not only as an operational necessity but also as an integral part of our environmental responsibility. Our carbon management practices, implemented in accordance with the ISO 50001 Energy Management System (EMS), are aimed at improving energy efficiency, reducing greenhouse gas emissions, and contributing to sustainable development.

The Energy Management System we developed in accordance with the ISO 50001 standard enables us to systematically monitor, evaluate, and continuously improve our energy performance. In this regard, our carbon management efforts are carried out under the following main headings:

Energy Review and Emissions Monitoring

- We regularly monitor energy consumption in our port operations.
- By analyzing the environmental impacts of energy consumption, we identify the areas with the greatest impact in terms of carbon emissions.
- We calculate and report all our greenhouse gas emissions (Scope 1, Scope 2, and Scope 3) in accordance with the ISO 14064 standard and the GHG Protocol.



Energy Performance Indicators (EPI) and Targets

- Energy performance indicators are established each year, and energy consumption and carbon emissions are monitored and kept under control in accordance with these indicators.
- Annual improvement rates are tracked in line with the established targets, and progress toward these targets is evaluated during management review meetings.
- The progress toward our 2030 and 2053 targets for reducing carbon emissions is periodically monitored and evaluated.



At Borusan Port, we are continuing our carbon management efforts through practical measures on-site. We are reducing our reliance on the power grid by directly using electricity generated from solar energy during daylight hours. We are reducing fuel consumption and associated emissions through the use of Rentar devices in our construction equipment. We are continuing our efforts to implement shore-to-ship power (cold ironing) and plan to commission the system once conditions are suitable.

Carbon Management

In 2024–2025, we prevented the generation of 982 metric tons of CO₂e emissions in the Scope 2 category through

Renewable Energy and Electrification (SPP)

Borusan Port has implemented the S3 Solar Power Plant (SPP) project as part of its sustainable energy management strategy. This project aims to minimize the carbon footprint and maximize energy efficiency by meeting a significant portion of the port’s energy needs through renewable sources.

Installed on the roof of the S3 Warehouse in January 2024, the solar energy system consists of 1.845 panels (each 545 W) covering an area of 5.980 m².

With an annual production capacity of 1.359.000 kWh, this system meets 26% of our electricity needs, particularly enabling us to meet a portion of our consumption on-site during sunny hours of the day. The table below shows the amount of electricity generated by the solar power system in 2024–2025.



	January	February	March	April	May	June	July	August	September	October	November	December
2024 Production (kWh)	26.726,000	53.367,000	92.564,00	127.848,000	147.933,000	172.587,806	166.136,208	140.394,722	106.266,000	81.252,550	46.809,862	29.672,566
2025 Production (kWh)	46.538,000	50.276,000	94.483,000	122.958,000	150.656,000	172.958,000	165.880,000	142.008,000	105.962,000	70.555,000	48.657,000	33.514,000

Rentar (Fuel Economy and Emissions Reduction)

KEY OUTCOMES

Between 2022 and 2024, we installed a total of 30 Rentar units on construction machinery, thereby reducing fuel consumption in the relevant equipment by 3–5%.

At Borusan Port, we use Rentar devices to reduce fuel consumption and minimize exhaust emissions from our heavy equipment. Annual fuel consumption at the port amounts to approximately 800.000 liters.

Rentar devices improve engine performance by ensuring that the fuel inside the engine burns more efficiently in the cylinders, thereby making a significant contribution to carbon management.



13 CLIMATE
ACTION



Circular Economy

At Borusan Port, we are implementing the circular economy approach, one of the core components of our sustainability vision, in our operations. With this approach, we are adopting a business model in which resources are used efficiently and value is retained within the system for as long as possible.

We use recyclable paper cups on-site and prevent the use of single-use products in our administrative buildings by providing personalized glass water bottles. We place waste sorting stations in locations accessible to everyone and direct the collected waste to licensed recycling facilities.

As one of the few ports in Turkey with a licensed waste reception facility for ships that is actively providing services, we directly contribute to preventing marine pollution through the recovery of ship-generated waste.

Throughout the year, we increase employee engagement through posters, informational campaigns, toolbox meetings, environmental awareness training, and Zero Waste audits, ensuring that these practices remain sustainable on-site.



Don't Throw It Away, Donate It: Turn It Into a Better Future

KEY OUTCOMES

In line with our approach to social benefit and environmental responsibility, Borusan launched the “Don’t Throw It Away, Donate It” campaign in partnership with the Turkish Education Volunteers Foundation (TEGV). As part of the campaign, we focused on both reducing environmental impacts and contributing to education by encouraging the recycling of end-of-life electronic waste.

At Borusan, in line with our approach to social benefit and environmental responsibility, we launched the “Don’t Throw It Away, Donate It” campaign in collaboration with the Turkish Education Volunteers Foundation (TEGV).

As part of the campaign, we focused on both reducing environmental impacts and contributing to education by encouraging the recycling of end-of-life electronic waste.

This project aims to contribute to the conservation of natural resources and the reduction of greenhouse gas emissions, while also promoting the circular economy approach. In the coming period, we plan to expand the scope of the campaign to encourage the participation of more stakeholders.



DON'T THROW IT AWAY, DONATE IT

CONTRIBUTE TO THE ENVIRONMENT AND EDUCATION!

Through the “Don’t Throw It Away, Donate It” campaign run by the **Turkish Education Volunteers Foundation (TEGV)**, unused electronic devices are recycled at recycling companies licensed by the Ministry of Environment, and the proceeds are used to provide educational support to children.

As part of this initiative, we are supporting the project by donating unused electronic devices at our port. Bring in the electronic items you no longer use at home and help contribute to both the environment and children’s future!

Locations for waste collection bins: Security Checkpoints

Home phone	Remote control	Power bank
Calculator	Cell phone	Radio
Speaker	Laptop	USB Flash Drive
Cable	Mouse	CD Player
Camera	Mini Tape Recorder	Cordless Phone
Cassette Player	Modem	Webcam
Keyboard	MP3 Player	
Headphones	PC Case	

Logos: atma bağışla!, TEGV, SIFIR ATIK, BORUSAN PORT

Improving the Zero Waste Management System

KEY OUTCOMES

Waste Reduction

We carry out continuous improvement activities to ensure that less waste is generated in our business processes. In particular, we are developing alternative solutions to minimize the use of packaging waste and single-use materials.

Source Separation and Recycling

Waste collection points have been designated throughout the port, and our employees have been educated on the proper separation of waste.

Hazardous Waste Management

We ensure full compliance with legal regulations regarding the collection, transportation, and disposal of hazardous waste without harming the environment or human health, and we maintain record-keeping

As one of the first ports in Turkey to receive the Zero Waste Certificate in 2019, we took our system to the next level in 2024 by upgrading our zero-waste bins. Our zero-waste strategy is based on the principles of preventing waste generation, sorting waste at the source, and recycling it back into the economy.

Domestic, industrial, and hazardous waste generated as a result of operations conducted in the port area is monitored, and appropriate sorting and storage methods are implemented.



Training and Awareness

In order to achieve our zero-waste goals, we conduct regular training programs for all our employees to raise environmental awareness. Additionally, we collaborate with port users and our suppliers to ensure a coordinated approach to sustainable waste management.

Launched by the Borusan Group to integrate sustainability goals into its corporate culture, the Sustainability Faculty aims to foster a shared understanding of environmental, social, and governance (ESG) issues and to develop employees' sustainability competencies. Designed around the focus areas of climate, people, and innovation, the program's content is regularly updated in line with global and industry developments, as well as participant feedback. Borusan Port employees also participate in this program to continuously enhance their knowledge and awareness in the field of sustainability.



The Waste Bin Recycling Project

KEY OUTCOMES

The aim is to raise awareness of recycling and to help provide equipment to schools in the region

In order to benefit schools in the Gemlik region and raise awareness about recyclable and non-recyclable waste, we worked with our colleagues to refurbish the old waste bins at the port by sanding, painting, and applying new labels.

We then aim to raise awareness among students at local schools about “Recyclable Waste, Organic Waste, Non-Recyclable Waste, and Hazardous Waste” by ensuring these materials are sent to schools in the region.





EVERY BOX YOU SHAPE WITH YOUR OWN HANDS BRINGS HAPPINESS TO CHILDREN

Together, We're Recycling Waste Boxes

1 NOVEMBER FRIDAY

14.00-16.00



We are aware of our responsibilities toward our planet, nature, and society.

With this awareness, we invite you to join our waste bin recycling event.

Would you like to help us by collecting, sanding, and painting waste bins to benefit schools in the Gemlik region?

Those interested in volunteering can contact Corporate **Communications Specialist Esra Atmaca** by Thursday, October 31.

The Cardboard Cup Recycling Project

KEY OUTCOMES

150.000

We prevented the production of paper cups.

600.000

We recycled paper cup waste.

In order to reduce single-use consumption at the port, the port has switched to using paper cups made from recycled materials. This change reduces the need for new raw materials and minimizes the environmental impact of waste management.

In the previous period, the use of double cups was observed due to the thin construction of the cups. With the transition to thicker cups made from recycled materials, this need has largely been eliminated. With the initiative launched in April, the consumption of approximately 150,000 single-use paper cups has been prevented.

The waste collection system has been updated; recyclable cups are now collected separately after use and sent to licensed recycling facilities. Through this approach, approximately 600,000 paper cups are returned to the economic cycle each year.

Personalized Glass Water Bottles To minimize cup usage, we have introduced the use of personalized glass water bottles in the administrative building.

This initiative reduces waste generation and the need for disposable items while fostering a culture of reuse in daily water consumption.



Investing in the Future Through Education: Sustainability Awareness Training

**KEY
OUTCOMES**

120
students were supported in developing environmental awareness and an understanding of sustainability at an early age.

At Borusan Port, we do not limit our approach to sustainability to our operations alone; we also conduct educational activities with the goal of raising awareness in the community.

As part of this initiative, an awareness-raising program on waste management and sustainability was conducted for 4th and 5th-grade students at Borusan School.

The training was conducted by two environmental engineers employed by Borusan, who used an interactive approach to teach the students about key topics such as proper waste sorting, the importance of recycling, the conservation of natural resources, and sustainable lifestyle habits.



Greencheck Certificate

In 2025, as part of the GreenCheck assessment process conducted in collaboration with Bureau Veritas, our environmental performance was successfully recertified at the Gold Level.

This assessment confirms, through an independent audit mechanism, that our environmental management systems comply with international standards and that we maintain a high level of performance in resource efficiency and sustainability; it is regarded as a strong indicator of our commitment to continuous improvement.



Biodiversity

At Borusan Port, we view protecting the ecosystems in the areas where we operate and supporting biodiversity as one of the key elements of our sustainability approach. We are taking comprehensive measures to minimize the environmental impact of our port operations and protect wildlife.

We keep activities that could directly impact the marine ecosystem under strict control and manage waste collection from ships using licensed systems that comply with environmental regulations. In this way, we contribute to the protection of marine life habitats.

We regularly monitor environmental parameters such as waste management, water quality monitoring, and chemical use; we meticulously implement on-site practices to prevent pollutants from entering the environment.

By making eco-friendly choices in the materials and resources used in our operations, we reduce our environmental footprint and minimize the pressure on the ecosystem.

We have adopted the protection of biodiversity, the fight against climate change, and sustainable development as strategic priorities.



Hope Pina Project Sponsorship

HOPE PINA PROJECT

Pina is a large species of mussel that can grow up to 120 cm in length and live for up to 50 years. A single Pina filters approximately 6 liters of seawater per hour; this filtration process supports its feeding and respiration, and contributes to water quality by reducing the concentration of suspended particles. In this way, it plays a significant role in the marine ecosystem and helps prevent algal blooms.

We fully support the Hope Pina project, which aims to protect the ecosystem of the Sea of Marmara and raise awareness of Pina, an endangered marine species. Under the protocol we signed with the Faculty of Maritime Sciences at Bandırma Onyedi Eylül University, the project is proceeding as planned for a period of three years.

As the project's communications sponsor, we produce books for different age groups, as well as flyers, posters, brochures, and innovative digital content; we share this content with the public at events held across seven provinces.



Clean Oceans, Hope for Tomorrow

KEY OUTCOMES

As part of World Environment Day in June, a seabed cleanup was conducted in Gemlik, and the waste collected was displayed to promote environmental awareness.

As part of World Environment Day on June 5, we organized a large-scale awareness event in Gemlik Bay in collaboration with the Bursa Metropolitan Municipality. The aim of the initiative was to raise awareness about the marine ecosystem, bring local communities together around a common goal, and highlight environmentally friendly behaviors that can be incorporated into daily life. During the event, a seabed cleanup was conducted, bringing together Borusan employees, district officials, and local residents.

As part of the program, workshops and informational sessions were organized for students; topics such as marine litter, recycling, and the protection of biodiversity were addressed in simple and understandable language. Participants did not limit themselves to cleanup activities; they left the event with concrete suggestions on how to strengthen their connection to the sea through daily habits.

As part of the program, workshops and informational sessions were organized for students; topics such as marine litter, recycling, and the protection of biodiversity were addressed in simple and understandable language. Participants did not limit themselves to cleanup activities; they left the event with concrete suggestions on how to strengthen their connection to the sea through daily habits.



for the future
with our ocean

heroes

We came together to clean
up the shoreline and seabed
and we stood united for the future!



Water Management

At Borusan Port, in line with our sustainability vision, we consider the effective and responsible management of water resources to be one of our top priorities. In order to minimize the environmental impact of our port operations, we are increasing water use efficiency, improving wastewater management, and implementing comprehensive strategies to prevent water pollution.

- As part of Water Management;
- We regularly monitor and report on our water consumption data and plan improvements to increase water efficiency.
- We build and operate modern treatment facilities to treat wastewater in a way that does not harm the environment.
- We conduct regular training programs to raise our employees' awareness about the conservation and sustainable use of water resources.



Biological Treatment Plant

KEY OUTCOMES

With the commissioning of a biological wastewater treatment plant with a capacity of 112.5 m³/day, domestic wastewater has been treated on-site, reducing the organic load discharged into the Marmara Basin and thereby contributing to the improvement of seawater quality.

The treatment process is monitored using automated systems and meters, ensuring sustainable performance and transparent reporting.

At the port site, thanks to the biological treatment plant with a capacity of 112.5 m³/day that we commissioned in June, domestic wastewater generated at the port is treated on-site rather than being sent to a central treatment facility. The treated water is discharged into the sea in accordance with regulations; this reduces the organic load entering the Marmara Basin and significantly improves seawater quality.

The facility operates fully automatically, with performance monitored on a shift-by-shift basis and supervised by three staff members. Thanks to the meters integrated into the facility, the volume of discharged water is tracked retrospectively; inflow and outflow rates, as well as the water loss ratio, are regularly monitored. This comprehensive monitoring system contributes to the sustainability of treatment performance and the continuity of transparent reporting processes.



Bacteria Dosing System

KEY OUTCOMES

The bacteria dosing system has enabled the pretreatment of wastewater from the cafeteria and dishwashing area, reducing oil and COD loads, thereby improving the performance of the biological treatment plant and minimizing negative impacts on the marine ecosystem.

Wastewater from the cafeteria and dishwashing area at our port contains vegetable oil and detergent residues. This mixture increases the risk of buildup and odor formation in the pipelines; it also raises the chemical oxygen demand (COD), suspended solids (SS), and oil load in the water. This situation places a shock load on the biological treatment system, leading to a decline in performance.

In order to prevent this risk, we increase the rate at which fats break down using an appropriate pretreatment method. As part of this effort, we have integrated wastewater pretreatment into our processes through the Bacteria Dosing System we have implemented. We carry out dosing operations systematically at times determined based on kitchen operating hours.

As a result, by feeding water with a low oil and organic load into the biological treatment plant, we improve our treatment performance and contribute to the protection of the marine ecosystem.



PART 3

HUMAN

People-Oriented Corporate Culture
Diversity, Equity, and Inclusion
Talent Management and Development
Occupational Health and Safety
Customer Satisfaction Management and Service Quality

*We Are Building the Future
with a Healthy Work Environment*



Human-Oriented Corporate Culture

EVERY
SOUND
HEARD
AND
EVERY
TASK

At our port, humans are one of the cornerstones of our business. We regard a healthy and safe work environment as an integral part of our organizational culture; we place respect, fairness, and transparent communication at the heart of every decision. Diversity, equity, and inclusion are the cornerstones of this culture; the rules are the same for everyone, we incorporate different perspectives and experiences into our decision-making processes, and we listen to every employee’s voice.

We monitor our colleagues’ experiences and the extent to which our culture is lived out within the organisation each year through our sustainable engagement and culture perception survey, and we document these findings through periodic feedback sessions.

Making resources that support well-being accessible is fundamental. We offer our employees outpatient and inpatient treatment options under a private health insurance scheme. We maintain annual health screenings and life insurance schemes, reviewing their scope where necessary. We support our employees’ future through a company-contributed Individual Pension Plan.

We use open communication channels in our day-to-day operations. We receive, record and evaluate suggestions and reports through secure channels in an impartial manner; the protection of those who report issues, their confidentiality and the prevention of retaliation are guaranteed by the organisation.

We regularly update our family-friendly policies. In line with Group policy, we provide our employees with maternity and paternity leave. We plan employees’ shifts and leave schedules with due regard for the childcare responsibilities of parents, who are the future of our organisation.

At Borusan Port, we are committed to providing a happy and productive working environment for our staff, in line with the Borusan Group’s long-term corporate vision and human-centred approach. We move forward through collective wisdom and transparency by carrying out initiatives tailored to the needs of all employees; we improve our processes based on satisfaction surveys and feedback, and ensure that employees’ voices are heard within the corporate decision-making cycle.



	2024	2025
Sustainable engagement survey:	WC: 79 BC: 61	WC: 79 BC: 80
Number of staff taking paternity leave:	25	23
Number of employees on maternity leave:	5	3

Borusan X Corporate Culture:

BORUSAN X

All the people-centred projects we undertake at Borusan Port are designed in line with the value framework set out by the Borusan X Corporate Culture, in conjunction with the 'Borusan is Equal' approach. As a result, cultural values have taken on a more visible and sustainable role within the functioning of the corporate system.

Borusan Group has launched the Borusan X Corporate Culture Project with the aim of maximising the potential of each of its employees and its companies. The project aims to preserve and develop the strengths of the existing corporate culture, pass them on to future generations, and transform the culture to adapt to the changing needs of the workplace. At the same time, the project aims to strengthen a high-performance culture, develop leadership practices, and support communication and interaction between leaders and employees in a way that is suited to new working models.

At Borusan, we have adopted a vision of transformation that carries not only our ways of working but also our working culture into the future. As part of our people-centred approach to sustainability, our New Normal Working Model offers office, hybrid and remote working options depending on the requirements of the role, whilst Through the Borusan X Corporate Culture Project, launched in 2022, we are comprehensively addressing which cultural values we will preserve and which competencies we will develop to meet the needs of the future, in line with our long-term vision for corporate sustainability.

As we progress towards our goal of becoming a 200-year-old organisation, we believe that a strong corporate culture is one of the fundamental elements of employee engagement, happiness and sustainable success. Whilst upholding the values laid down by our founder and Honorary Chairman, the late Asım Kocabıyık, we are constantly developing our corporate culture to meet the demands of today and the expectations of the future.

At Borusan Port, we implement all our employee-focused initiatives and development projects based on the 'Borusan Equals' approach and in line with the Borusan X Corporate Culture, which forms the foundation of this vision. We regard this approach, which supports our employees' development, an inclusive working environment and a high-performance culture, as an integral part of creating sustainable value.

OUR CULTURAL PRINCIPLES

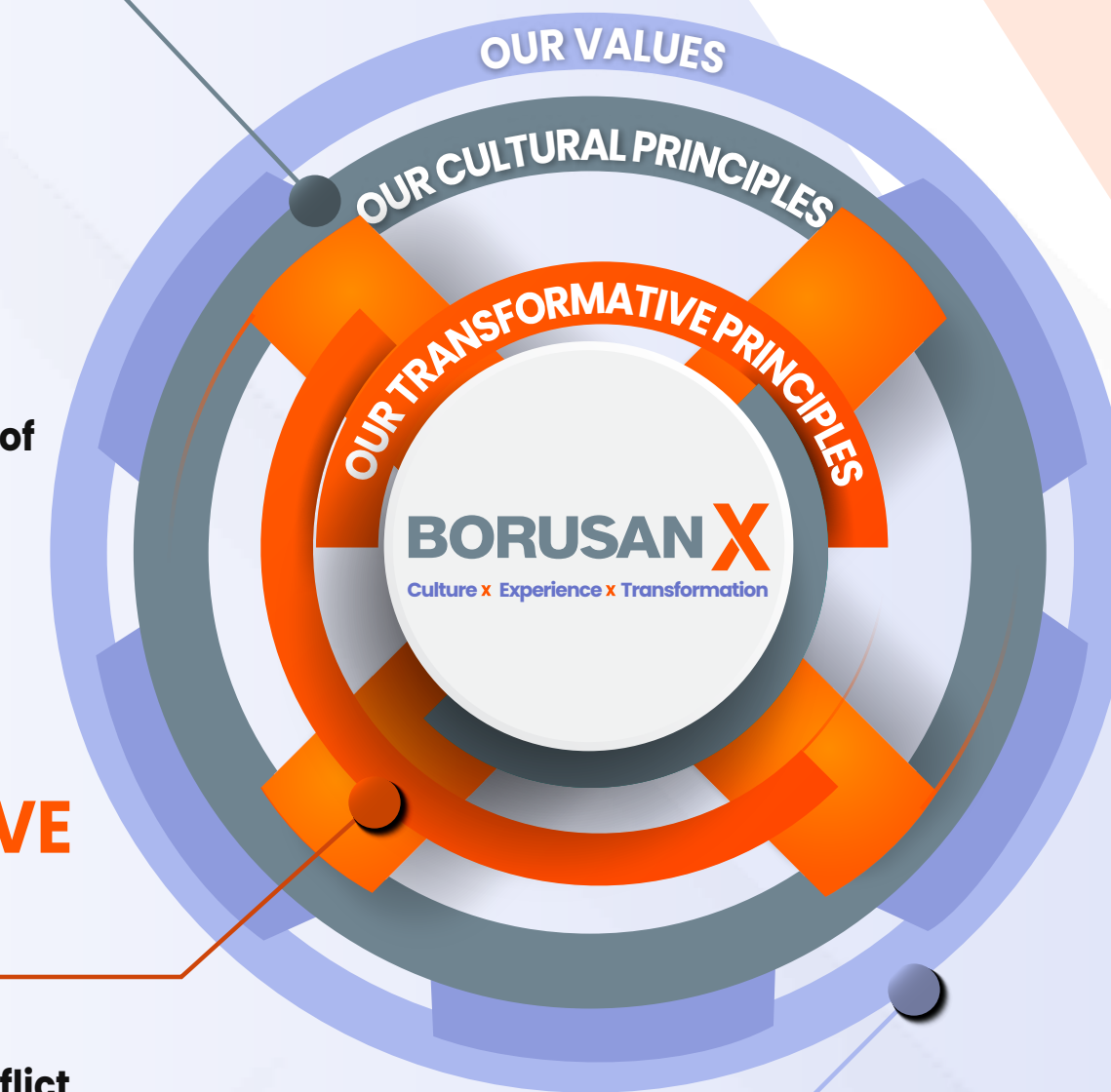
- 1 Dynamic Working Pattern
- 2 "We" Consciousness and Collaboration for Total Benefit
- 3 Innovation, Balanced Management of Present and Future
- 4 Creating Value for the Customer

OUR TRANSFORMATIVE PRINCIPLES

- 1 Candor, Dialogue and Constructive Conflict
- 2 Leadership that Empowers and Paves the Way
- 3 Common Mind and Participatory Management
- 4 Autonomy and Courage to Act

OUR VALUES

- 1 Valuing People and Each Other, Love and Unity
- 2 Compliance with Laws and Ethical Values, Honesty and Reliability
- 3 Mutual Trust and Goodwill
- 4 Inclusion, Equality of Opportunity and Justice
- 5 Sustainability, Benefit to Society and the Environment



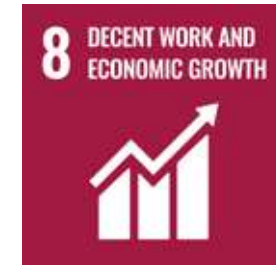
Borusan X Corporate Culture:

KEY OUTCOMES

By fostering a culture of continuous learning, employees have been encouraged to take the initiative, learn from their experiences and adopt a development-focused approach to their work.

Mistakes That Lead to Success

Inspired by the principle of 'Autonomy and Taking Initiative with Courage' from the Borusan X Values, Cultural Principles and Behaviours booklet, a webinar series entitled 'Mistakes That Lead to Success' has been launched. The webinars are designed as a platform for inspiration and learning, where managers share their own experiences. This series aims to encourage employees to take the initiative with courage, learn from their mistakes and develop their skills.



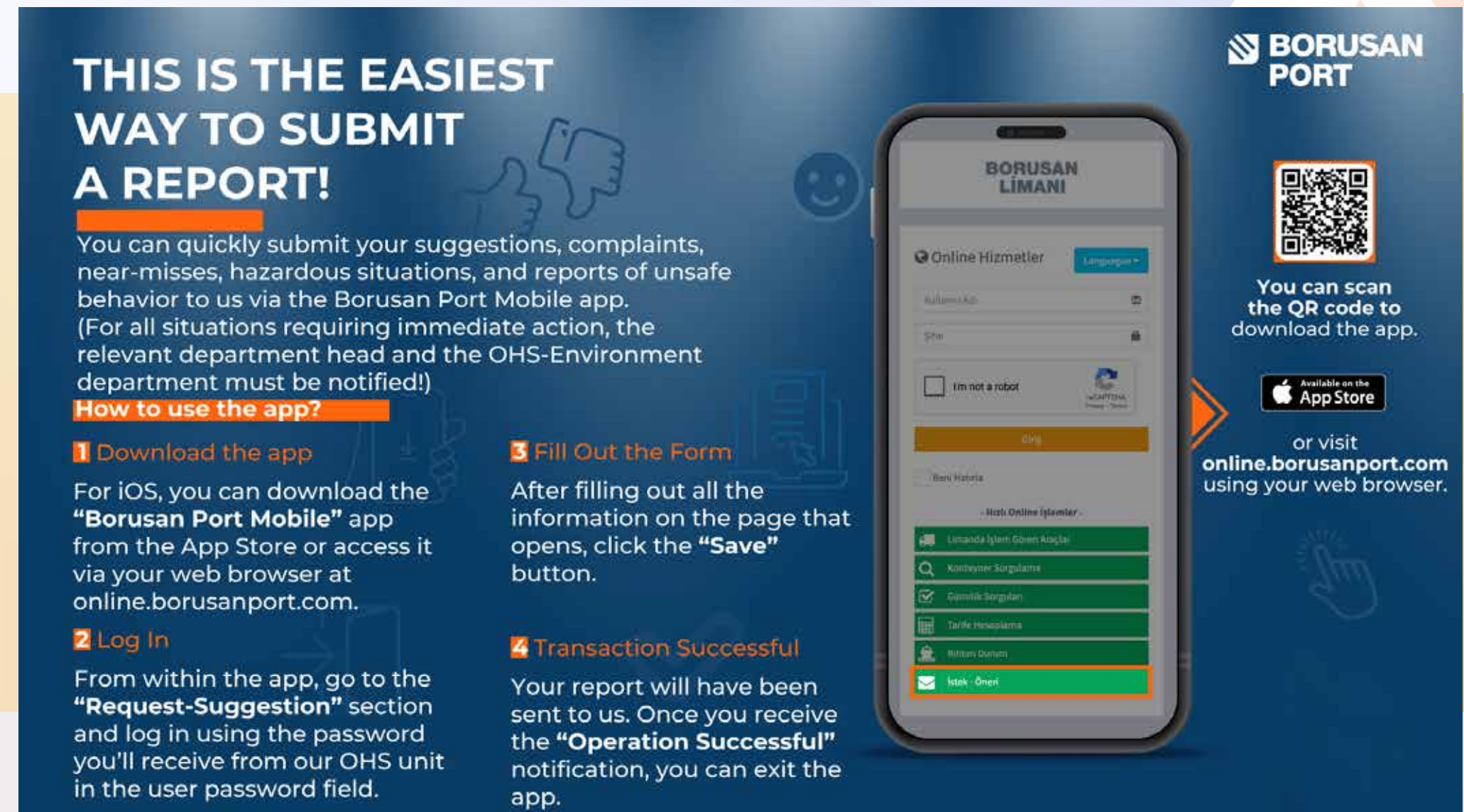
KEY OUTCOMES

Employee participation in feedback and suggestion processes has been strengthened, and a culture of continuous improvement has been fostered through the evaluation of suggestions. The rate of accepted suggestions rose from 28.1% in 2024 to 31.4% in 2025, thereby increasing the impact of employee contributions on organisational development.

Borusan Port Mobile: Employee Notification System

Previously, the Borusan Ethics System, which operates under the Holding's umbrella, was the only system used for reporting complaints.

In 2025, a new complaints reporting system specifically for the port, the 'Borusan Port Employee Notification Line' mobile app, was developed. Employees can submit their requests and complaints anonymously. Furthermore, reports are also collected via complaint boxes located at designated physical points. The app can only be used within the port boundaries.



Diversity, Equality and Inclusion

EQUALITY BRINGS DIGNITY TO INDIVIDUALS, INCLUSIVITY GIVES LIFE TO THE COMMUNITY, AND DIVERSITY ADDS DEPTH TO DECISIONS

Our port is founded on the principles of Diversity, Equality and Inclusion. It provides equal opportunities and ensures that everyone's contributions are heard. It has zero tolerance for discrimination and prioritises accessibility.

Borusan is Equal supports gender equality and adopts a transparent, respectful and inclusive language both on-site and in the office.

At our port, we uphold the principles of diversity, equality and inclusion as an integral part of our 40-year-old organisational culture. We conduct our recruitment, promotion, performance appraisal and remuneration processes in line with the principle of equal opportunities; we maintain a zero-tolerance policy towards discrimination.

We are constantly improving our processes to create an accessible, safe and inclusive working environment, and we value the views and contributions of our colleagues. In line with the 'Borusan is Equal' approach, we maintain a respectful and inclusive work culture that supports gender equality, applying the same standards both on-site and in the office.

An inclusive perspective brings together different viewpoints; through collective wisdom, it produces strong and sustainable outcomes.

We manage performance and remuneration processes in accordance with the principle of equal opportunities. We set out role and competency expectations in writing; we conduct appraisals using common criteria and document the results. We have a zero-tolerance policy towards discrimination.

Accessibility requirements are prioritised during the planning and communication stages. Signage is designed to be simple and legible. Meeting and briefing times are scheduled to align with shift patterns. Personal protective equipment is provided to accommodate a range of body types and sizes. On-site warnings and work instructions are written in a way that everyone can understand.

Contractors and visitors entering the port site are briefed on expectations through a short information session. This briefing clearly sets out site rules, ethical principles and emergency contact points. The same standard of behaviour is applied to everyone on site.

Reports of discrimination and harassment are recorded, investigated impartially and resolved. The necessary corrective measures are implemented to prevent similar incidents from recurring. Training on inclusive communication and bias awareness is conducted on a regular basis, and the content is updated in line with feedback from the site.

'Borusan is Equal' approach to gender equality guides the language used, decision-making processes and daily practices at the port. 'Borusan is Equal' approach prioritises the removal of barriers to participation, the impartial and transparent management of processes, and the adoption of respectful, clear language. In this way, the principle of equality is upheld to the same standard both on-site and in the office.



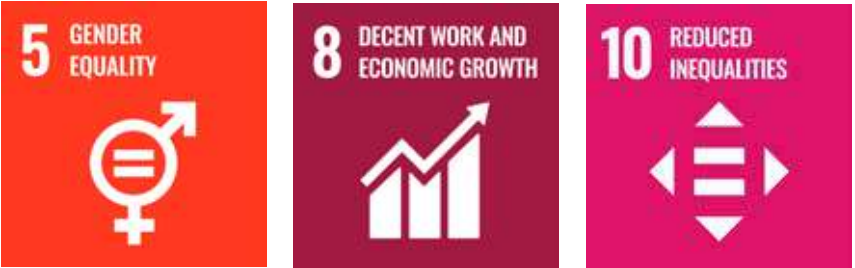
Diversity, Equality and Inclusion

KEY OUTCOMES

With the aim of ensuring that corporate communications are conducted within a consistent and holistic framework, a 'Corporate Language Guide' containing terminology specific to the port sector has been drawn up and published, setting out the language that defines our communication style.

DEI (Diversity, Equality, Inclusion) Outreach and Training Programs

A series of training sessions has been organised with the aim of strengthening our approach to leadership through the lens of Diversity, Equality and Inclusion (DEI). The sessions addressed topics such as recognising bias, building inclusive teams and adopting inclusive approaches in decision-making processes. In addition, the DEI Guide has been made available to staff and shared on digital noticeboards throughout the port.



BORUSAN IS EQUAL: OUR DIVERSITY, EQUALITY AND INCLUSION (DEI) GUIDE IS HERE FOR YOU !

Just as in every aspect of life, diversity, equality and inclusion are among our most important values in the workplace.

We invite everyone to read our "Borusan is Equal: Diversity, Equality, Inclusion (DEI) Guide," which outlines the concrete steps we have taken and will continue to take to raise awareness.



Scan the QR code to explore our "Borusan is Equal: Diversity, Equality, Inclusion (DEI)" Guide.



KEY OUTCOMES

With the aim of ensuring that corporate communications are conducted within a consistent and holistic framework, a 'Corporate Language Guide' containing terminology specific to the port sector has been drawn up and published, setting out the language that defines our communication style.

Corporate Language Guide

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Equal Borusan

EQUALITY

At Borusan Port, too, this approach is applied without being confined to individual projects. Equality policies are restructured to suit the operational realities of each organisation; within this framework, the fundamental principles of measurability, inclusivity and continuity remain constant.

BY OBTAINING THE 'EQUALITY FOR WOMEN AT WORK' CERTIFICATE, BORUSAN PORT HAS BECOME THE FIRST ORGANISATION IN ITS SECTOR TO RECEIVE THIS CERTIFICATE.

Gender equality is one of the cornerstones of Borusan Port's organisational culture and forms a key element of our people-centred approach to sustainability. This approach is underpinned by the Borusan Group's strong commitments to gender equality. Borusan Holding is among the first organisations in Turkey to have signed the Women's Empowerment Principles (WEPs), developed in collaboration with the United Nations Global Compact and UN Women; and also holds the distinction of being the first company from Turkey to be selected for the WEPs Leadership Group in 2015.

At Borusan Port, in line with the 'Borusan is Equal' approach, we integrate the principles of equality, inclusivity and equal opportunities into all our business processes; we are committed to providing equal opportunities across all our human resources practices,

from recruitment to career development, and from leadership opportunities to the employee experience.

As a testament to our commitment in this area, we are proud to be the first organisation in the port sector to be awarded the 'Equality for Women at Work' Certificate. This achievement is a concrete demonstration that our policies supporting equal opportunities, our inclusive management approach and our employee-focused practices have been assessed in line with international standards.



At Borusan Port, we prioritise creating an inclusive working environment where our employees can realise their potential on the basis of equal opportunities, and we continue to create sustainable value by promoting practices that strengthen gender equality in collaboration with our employees, business partners and all our stakeholders.

EQUAL  BORUSAN
Equality gains value in structures where it has taken root beyond the frameworks in which it is recognised; it is defined as a system that must be established, implemented and sustained in a sustainable manner.

Equal Borusan

KEY OUTCOMES

By increasing the engagement and visibility of female employees, an inclusive working culture and an understanding of gender equality have been strengthened.



'Together We Are Strong' Meetings

These regular meetings with female staff at our port help to foster interaction amongst our colleagues and highlight the value that female staff bring to port operations.

WE ARE STRONG TOGETHER

As part of our "Together We Are Strong!" project, we are raising awareness about our female employees! We invite all our employees to join us for some time together.

WE ARE STRONG BECAUSE WE ARE TOGETHER!

1 JULY - TUESDAY

15.00 -16.00

Ro-Ro Rest Area



KEY OUTCOMES

By ensuring that female employees' voices are heard and their feedback is taken into account, the development of an inclusive, equitable and employee-focused work culture has been supported.



Inspiring Encounters at the Heart of the Harbour / One-to-One Conversations

One-to-one meetings are being held with female field staff, led by the Director of Human Resources and Process and Business Development, and during these meetings, attention is being paid to the female staff members' experiences and suggestions.

This series of discussions, organised under the 'Borusan is Equal' platform, aims to foster an inclusive and people-centred working environment.



ONE - on - ONE CONVERSATIONS

Dear Female Colleagues,

We are planning to organize a series of conversations titled **"Inspiring Gatherings at the Heart of the Port"** to hear about your experiences at Borusan Port and your thoughts on your professional lives.

Through these one-on-one conversations, which we will hold as part of the **"Borusan is Equal"** platform, we aim to get to know you better and develop solutions together by listening to your needs and suggestions.

These meetings will serve as a source of inspiration for us and help us make our work environment more innovative and sustainable through our people-centered approach. We look forward to seeing you soon.

You will be contacted separately regarding the meeting date and time once the arrangements are finalized.

Best regards,
Borusan Port



Equal Borusan

KEY OUTCOMES

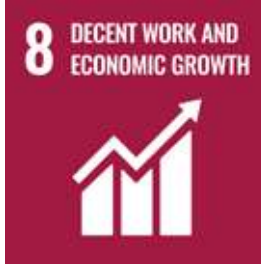
Strengthening new employees' integration into the organisation and their sense of belonging, and supporting communication and collaboration within teams.



Welcome to our team

Announcement visuals are being prepared and published for use on digital platforms at the port, with the aim of introducing new field staff who have recently joined us and conveying welcome messages to them.

This initiative aims to strengthen new employees' sense of belonging to the organisation and to ensure that team members are made aware of their new colleagues.



KEY OUTCOMES

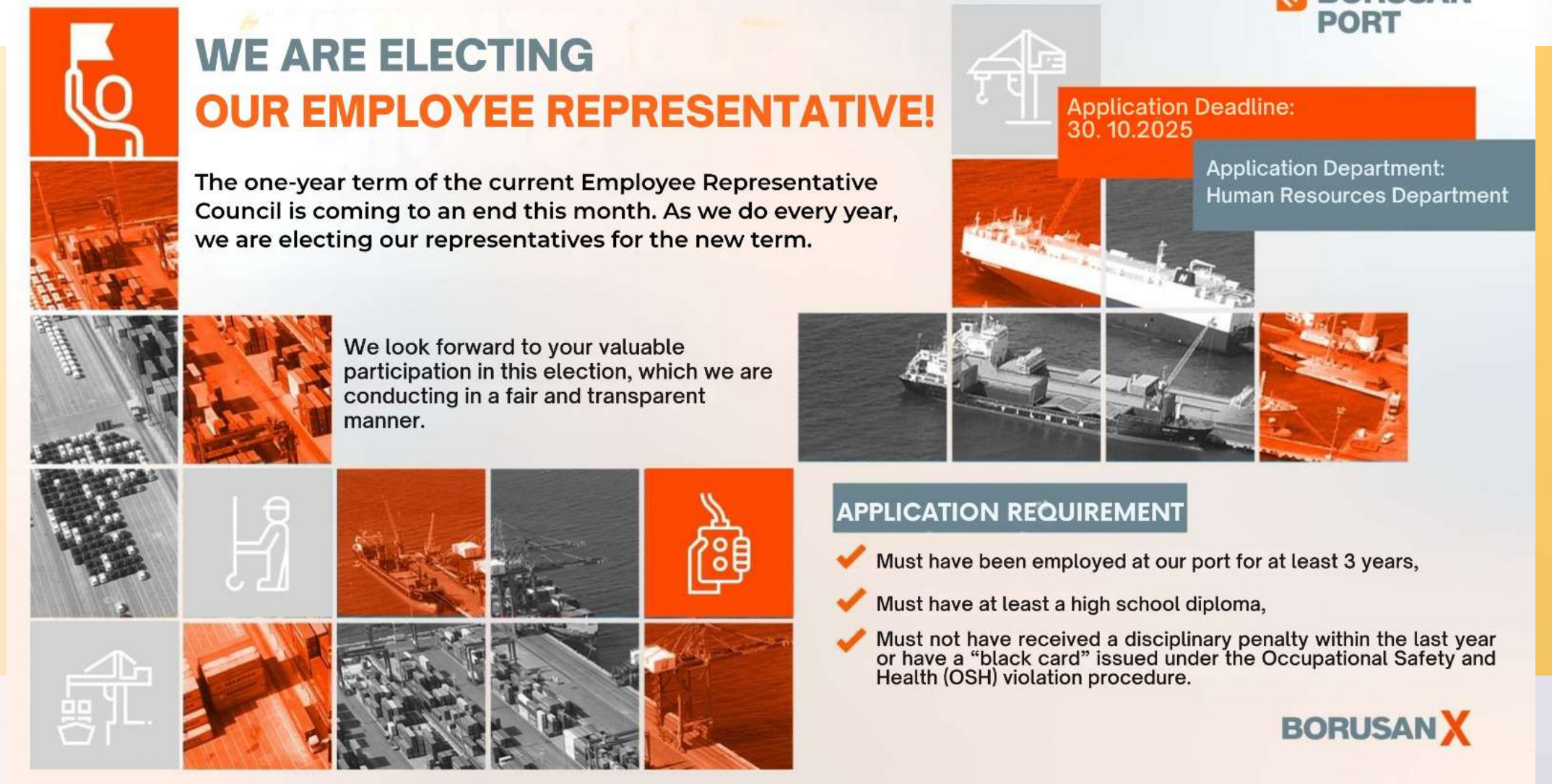
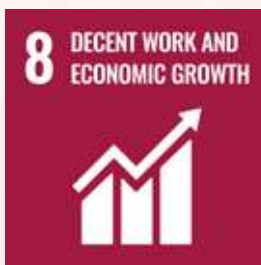
Çalışanların yönetime katılımı desteklenerek işveren-çalışan iletişimi güçlendirilmiş, çalışan görüş ve önerilerinin düzenli olarak değerlendirilmesiyle katılımcı yönetim anlayışı ve sosyal diyalog geliştirilmiştir.



Employee Representatives: 'The Voice of the Workplace'

Employee representatives have been appointed at our port with the aim of strengthening communication between port site staff and the employer. The representatives convey the views and suggestions of site staff at meetings held every two months.

At the same time, representatives ensure that organisational policies are understood and play an active role in resolving issues by acting in accordance with the relevant procedures and instructions; they report any problems they encounter to their line managers and the Human Resources Department.



Talent Management and Development

We base our approach to talent management on the aim of unlocking the potential of every colleague and transforming this into sustainable success.

We regard equal opportunities for our employees as a fundamental principle; we manage our career, development, promotion and reward processes using objective criteria, transparent practices and data-driven assessment mechanisms. We believe that performance should be assessed not only by results, but also by the leadership, collaboration and values-driven behaviour demonstrated in achieving those results. For this reason, we develop performance management systems supported by a culture of measurable, data-driven and continuous feedback.

We believe that mobility is one of the most important ways to prepare our organisations for the future. Through rotation, project assignments and opportunities to gain experience across different functions, we broaden our employees' spheres of influence; by bringing together diverse perspectives, we enhance our organisational agility and capacity for innovation. In this way, we create a dynamic talent ecosystem that not only meets today's needs but also nurtures the leaders and specialists of the future.

Our aim is to create a working environment that encourages high performance, rewards development, strengthens inclusivity and enables every individual to realise their potential. Through our approach, which prioritises people alongside business results, we place talent, learning and continuous development at the heart of creating sustainable value.

Our Organisational Culture That Transforms Potential into Performance



Port Technical Tours

During 2025, our port hosted students from the Logistics Society at Bandırma Onyedi Eylül University; the Faculty of Maritime Studies at Zonguldak Bülent Ecevit University; and the Department of Logistics Management at Beykoz University.

Through the technical visits organised, students were introduced to operational processes; brand awareness within the sector was enhanced; and direct contact was established with young professionals.

A total of three visits were organised in 2025, reaching 45 students.



Recruitment and Orientation

We conduct our recruitment in accordance with the principle of equal opportunities. We clearly state the qualifications required for the role in the job advertisement and offer stage.

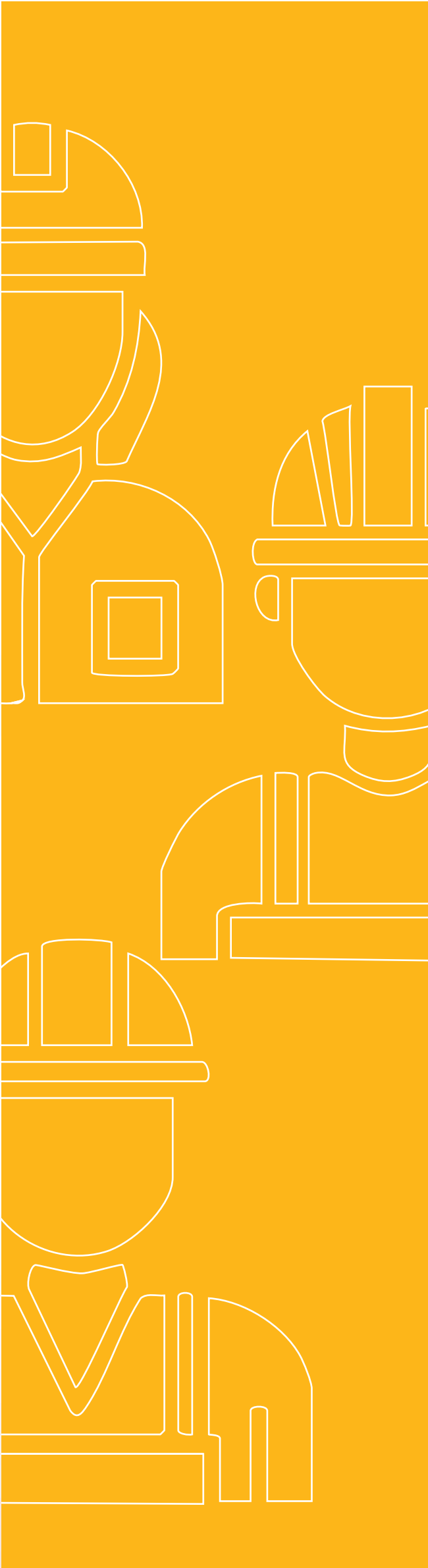
We use common criteria in our assessments and document our decisions.

For new team members joining us, induction begins before they start on the job.

A safe working culture, terminal procedures and basic digital systems are conveyed through a clear program. Scheduled feedback sessions are held during the first few months.

Support, mentoring and on-the-job coaching are provided as required. The aim is for our new team members to quickly take ownership of their role, workflow and responsibilities.

**Equal opportunities
and full support for
integration into the
workplace.**



Rewards and Remuneration

Development is an integral part of our day-to-day port operations. Through Borusan Academy and on-site port training, we combine classroom-based, digital and on-the-job learning. Training programs are scheduled to align with shift rotas. Content covering safety, technical competence, process management and communication is regularly updated.

Remuneration and rewards practices at Borusan Port are implemented in line with the Borusan Group's Recognition, Appreciation and Total Rewards Management approach. This approach, which evaluates our employees' contributions in a fair, transparent and sustainable manner, aims to encourage high performance, strengthen employee engagement and support organisational success.

In the remuneration process, the contribution the role makes to the organisation, the level of duties and responsibilities, and the employee's experience, competencies and performance are assessed using a holistic approach. In line with this, a fair and transparent remuneration system is implemented, based on the principles of equality and objectivity.

As part of our Total Rewards Management approach, we support our employees' motivation, development and commitment to the organisation by evaluating competitive pay, benefits and recognition and appreciation schemes as a whole. Through this approach, we aim to encourage high performance, enhance the employee experience and create sustainable value.

By recognising our employees' contributions through fair and transparent practices, we foster a culture of high performance and sustainable success.



Young Talent and Internship Programs

Development is an integral part of our day-to-day port operations. Through Borusan Academy and on-site port training, we combine classroom-based, digital and on-the-job learning. Training programs are scheduled to align with shift rotas. Content relating to safety, technical competence, process management and communication is regularly updated.

Competency frameworks are common across all roles. Managers provide evidence-based feedback. Development goals are tracked through written plans. Internal mobility and role changes are communicated transparently. Knowledge is shared across teams.

**We are shaping
your future together.**



Borusan Port Mentoring Program

KEY OUTCOMES

The aim of the Mentoring Program is to improve the quality of the local workforce, contribute to employment in the Gemlik region and support young people's futures.

Under the memorandum of understanding signed with Gemlik Atatepe Vocational and Technical Anatolian High School in 2022, our mentoring program provides educational content covering port-related vocational knowledge to Year 10 students in the logistics department each year; Year 11 students are offered work placement opportunities upon completion of the mentoring program. The aim of this project is to attract female workers to the port sector and to encourage more female candidates at secondary school level to choose vocational high schools specialising in logistics and port-related fields.

Furthermore, under the relevant protocol, technical materials relating to port operations are provided to the logistics laboratory.

Our aim is for students to acquire technical knowledge on port operations whilst still in Year 10, to increase their interest in this field, and to encourage them to pursue careers in our sector upon graduation. In this way, we are taking the lead in attracting talent to our sector and increasing the proportion of female employees.



Occupational Health and Safety (OHS)

**“THAT’S IT.
THAT’S WHAT
HEALTH AND
SAFETY IS ALL
ABOUT”**

In line with this motto, which we have adopted as the Borusan Group, we carry out operational risk analyses and performance measurements with the aim of achieving zero workplace accidents. We organise training sessions and drills focused on OHS and implement initiatives to develop and improve our infrastructure.

At the Borusan Group, our top priority is the health and safety of our colleagues. Through our pioneering work in the field of health and safety in Turkey, we set an example for our stakeholders; and thanks to our Occupational Health and Safety (OHS) culture, we are moving towards becoming a group of companies with a healthy, happy and safe working environment.

We regularly monitor our OHS activities throughout the value chain. In line with this, we aim to establish the safest and healthiest working environment for all our colleagues, subcontractors, customers and suppliers.

As part of our approach to OHS, we create a happy, safe and healthy working environment for our colleagues, customers, suppliers and other stakeholders.

We ensure appropriate working conditions to safeguard health. Together with our colleagues, through consultation and participation, we work towards the goal of zero workplace accidents.

We protect the environment in which we live; we focus on preventing and remediating pollution.



Occupational Health and Safety (OHS)

Towards zero workplace accidents;



First and foremost, we regard human health and personal safety as our top priorities and take long-term measures to guard against potential hazards.



Despite everything, we record and report any accidents that occur, take the necessary action to prevent them from happening again, and share the conclusions we have drawn.



We assess health risks and strive to prevent occupational diseases through regular health screenings.



We consider our ability to achieve our targets without compromising the health and safety of our colleagues to be our greatest achievement.



We place great importance on all our business partners having a culture of health and safety, and we prefer to work with such partners.



We adopt a management system based on the principles of continuous improvement and undertake to implement it.

As part of the works for 2024

A total of 715 work permits were issued, comprising 121 Borusan Port staff and 594 supplier firms; 231 of these tasks involved working at height.

On three separate occasions, in April, September and December, an accident-free bonus was paid to all employees as 30 days had passed without any major accidents.

Throughout 2024, 16.253 hours of training were delivered in the areas of OHS and the environment.

By the end of 2024, a 17% improvement in the accident frequency rate and a 32% improvement in the accident severity rate had been achieved compared with 2023.

As part of the works for 2025

A total of 760 work permits were issued, comprising 169 for Borusan Port staff and 591 for supplier firms; 302 of these involved work at height.

On three separate occasions, in January, April and September, accident-free bonuses were paid to all employees as 30 days had passed without any major accidents.

Throughout 2025, 29.888 hours of training were delivered in the areas of OHS and the environment.

By the end of 2025, a 17.64% improvement in the accident frequency rate and a 34.38% improvement in the accident severity rate had been achieved compared with 2024.

Behaviour-Based Safety Culture Transformation Project

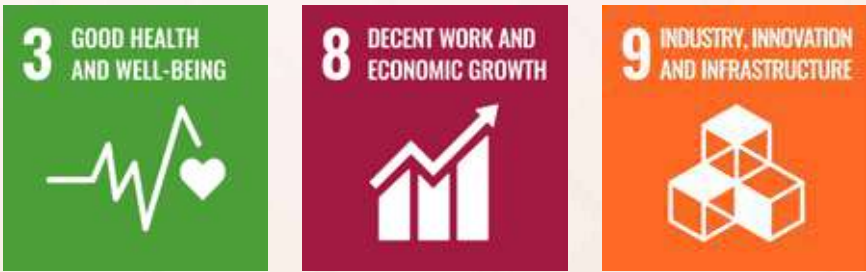
KEY OUTCOMES

In 2025, there were no workplace accidents in the Project Cargo department, whilst the Vessel Operations Department achieved a 43.48% improvement compared with 2024.

The project, launched in collaboration with an external consultancy firm, covers the Port Vessel Operations Department and its related activities. The aim of the project is to establish a sustainable way of working that encompasses all employees, from top management down to our colleagues on the ground, with the objective of raising the standard of the health and safety culture and preventing accidents caused by behavioural root causes.

The General Manager, Operations Director, Operations Manager, Shift Supervisors, Time Keepers, Boatswains and Deckhands are playing an active role in the project. The monthly duties and responsibilities of each are clearly defined; the department is being addressed as a whole.

The project will continue to be developed and implemented in 2026 and is being carried out under the motto 'You Are the Safe Harbour', which was selected following a slogan competition held amongst all staff.



The Safe Route AI Project

KEY OUTCOMES

Improving driving safety, reducing risky driving behaviors, lowering the risk and costs of accidents, and strengthening data-driven fleet management.

The Safe Route AI Project arose from the need to prevent increasing traffic risks and accidents. Within this framework, the aim was to analyse driver behaviour more effectively, adopt a proactive approach to occupational safety, and improve operational efficiency. As part of the project, AI-powered video telematics systems were integrated into the fleet, enabling the real-time analysis of driver behaviour.

Thanks to this system, critical factors such as driver distraction, risky driving manoeuvres, lane departures and following distance are detected in real time, and drivers are alerted immediately to prevent potential accidents. This has established a framework that allows for intervention not only after an incident has occurred, but also before it happens.

As a result of the project, a reduction in risky driving behaviour has been observed. Driver awareness has increased, and operations have become safer and more controlled. Furthermore, the ability to make data-driven decisions in fleet management has been established. Whilst it has become possible to assess driver performance, a robust data infrastructure has been created that can be utilised in insurance and legal proceedings.

From the company's perspective, accident costs have been reduced, the corporate safety culture has been strengthened, and customer confidence has increased. Furthermore, the company has achieved a leading position in the sector as an effective user of technology.



Our Works for 2024–2025

KEY OUTCOMES

Reducing the risk of accidents, strengthening a culture of safe driving, and developing drivers' skills using scientific methods.

Project and Heavy Haulage & Ege University Collaboration / Driver Behaviour Improvement

Developed in collaboration between Borusan Heavy and Ege University, this project is based on the need to analyse driver-related risks using more scientific methods and to gain a more accurate understanding of the human factor. The project aims to proactively reduce the risk of accidents and strengthen the culture of occupational safety.

Within this framework, assessments are carried out based on drivers' mental and psychomotor competencies, clearly identifying their capabilities. This enables high-risk drivers to be identified at an early stage, training needs to be determined, and more appropriate recruitment and task allocation to be carried out.

The implementation of the project has made a direct contribution to accident prevention, increased driver awareness and reduced behavioural risks. Whilst a culture of safe driving has become more widespread, the right driver has been matched to the right task. At the same time, a data-driven management approach has been adopted, with driver performance monitored regularly to develop improvement plans. This has also contributed to increased operational efficiency.

From the company's perspective, there has been a reduction in accident and damage costs, the corporate safety culture has been further strengthened, and human resources management has been placed on a scientific footing. Through this project, the company has achieved a leading and innovative position within the sector.



Our Works for 2024–2025

Operator Simulator Training in Partnership with Borçelik Technical

As part of efforts to prevent workplace accidents and accidents resulting in property damage, work has commenced in collaboration with the Borçelik Technical Academy, and measures have been implemented in the following areas:.

- OHS Training for Tractor and Trailer Operators
- Simulator Training and Practical Training for Overhead Crane Operators
- Simulator Training and Practical Training for Forklift Operators

These works aim to develop operators' OHS culture and raise their awareness, and will continue into 2026.



Our Works for 2024–2025

KEY OUTCOMES

In 2025, the training program was implemented 22 times, with 322 people taking part. 91 staff members were rewarded, and a total of 670 reports were submitted by employees



Hazard Hunt Exercise

The hazard hunt exercise began on 18 June 2025, with staff who have completed Basic Health and Safety at Work training heading out into the field in teams.

They present their findings, supported by evidence. The winners are determined following the competition and receive awards. This ensures that effective risk assessments are carried out on-site and raises staff awareness.

The program will continue in 2026.



KEY OUTCOMES

The training has been completed for 33 staff members, with 132 hours of training delivered.



Safe Driving Training

Safe Driving Training sessions have been delivered by our Safe Driving Instructors based at the port, as part of the ISO 39001 Road and Traffic Safety Management System, with the aim of raising awareness of traffic and driving risks.



Our Works for 2024–2025

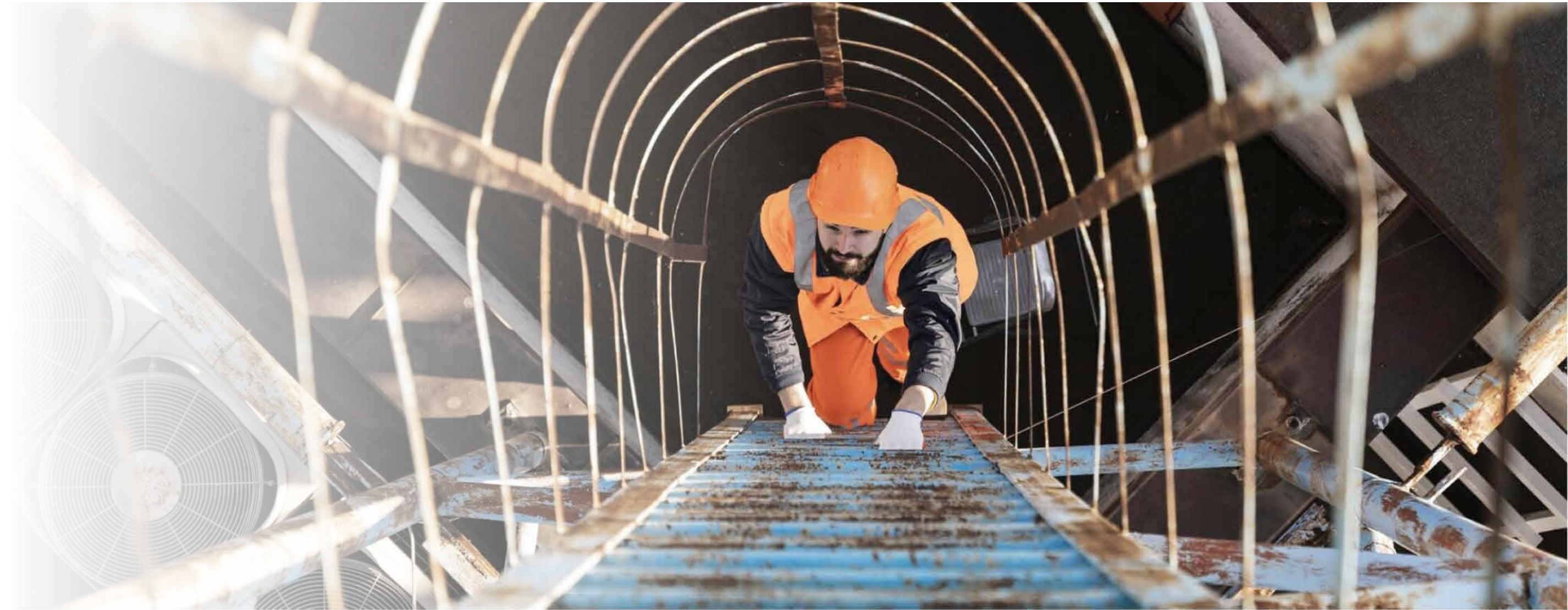
**KEY
OUTCOMES**
63 people
76 hours
of training



Outsourced Safe Loading and Securing Training Courses

With the aim of raising awareness of loading, unloading and securing procedures and ensuring safer operations, a total of 756 hours of training was provided to 63 people by a consultancy firm with expertise in this field.

The training was planned to last 12 hours per person, comprising both theoretical and practical sessions.



**KEY
OUTCOMES**

Ensuring that employees adapt to their roles safely and effectively, raising awareness of health and safety at work, and developing operational competencies.



Trainer Application

One of our experienced staff members has been appointed as a trainer.

New staff members have received statutory basic health and safety training.

After completing a 21-day induction program on site under the supervision of a trainer, they begin their duties on their shift.



Customer Satisfaction Management and Service Quality

At Borusan Port, customer satisfaction is at the heart of all business processes. Whilst customer relations and feedback are managed via the Port CRM system, satisfaction levels are monitored monthly using the single-question Net Promoter Score (NPS).

All suggestions and complaints are assessed by conducting a root cause analysis in accordance with ISO 10002 standards, following which corrective actions are taken.

Following the implementation of solutions, surveys are sent to customers to measure their satisfaction once again.

This systematic approach enhances service quality, strengthens customer loyalty, creates new business opportunities and supports the company's reputation.

At Borusan Port, customer satisfaction is at the heart of all business processes; solution-focused initiatives are developed to meet customer expectations and needs.

All interactions, including customer visits, telephone calls, quotation processes and feedback, are recorded and managed via the Port CRM system, which was developed specifically for the port in 2022. Customer satisfaction is regularly monitored on a monthly basis using the Net Promoter Score (NPS).

The Customer Satisfaction Management System is operated in accordance with the requirements of the ISO 10002 standard; all suggestions and complaints are assessed through root cause analysis, and the necessary corrective actions are planned and implemented. Once these actions have been completed, a survey is sent to customers via the Port CRM system to measure their level of satisfaction with the resolution process. In this way, customer loyalty and service quality are assessed using objective indicators.

The NPS scheme provides customers with a platform where they can directly share their feedback on their service experiences.

Based on the feedback received, business processes are continuously improved, business continuity is supported, and by enhancing customer satisfaction, this not only helps to maintain current business volumes but also contributes to the development of new business opportunities. Satisfaction measurements and effective resolution processes also help to strengthen the company's reputation.

In this context, Borusan Port regards customer satisfaction not merely as a performance indicator, but as one of the key elements of sustainable growth and a strong corporate reputation.



The Management Systems Approach

SHARED VISION

Borusan Port has developed a shared vision regarding its approach to management systems; drawing on the strength derived from synergy, it has made quality the cornerstone of sustainability. The organisations' long-standing history of management systems serves as a corporate guarantee of their operational competence and sector leadership.

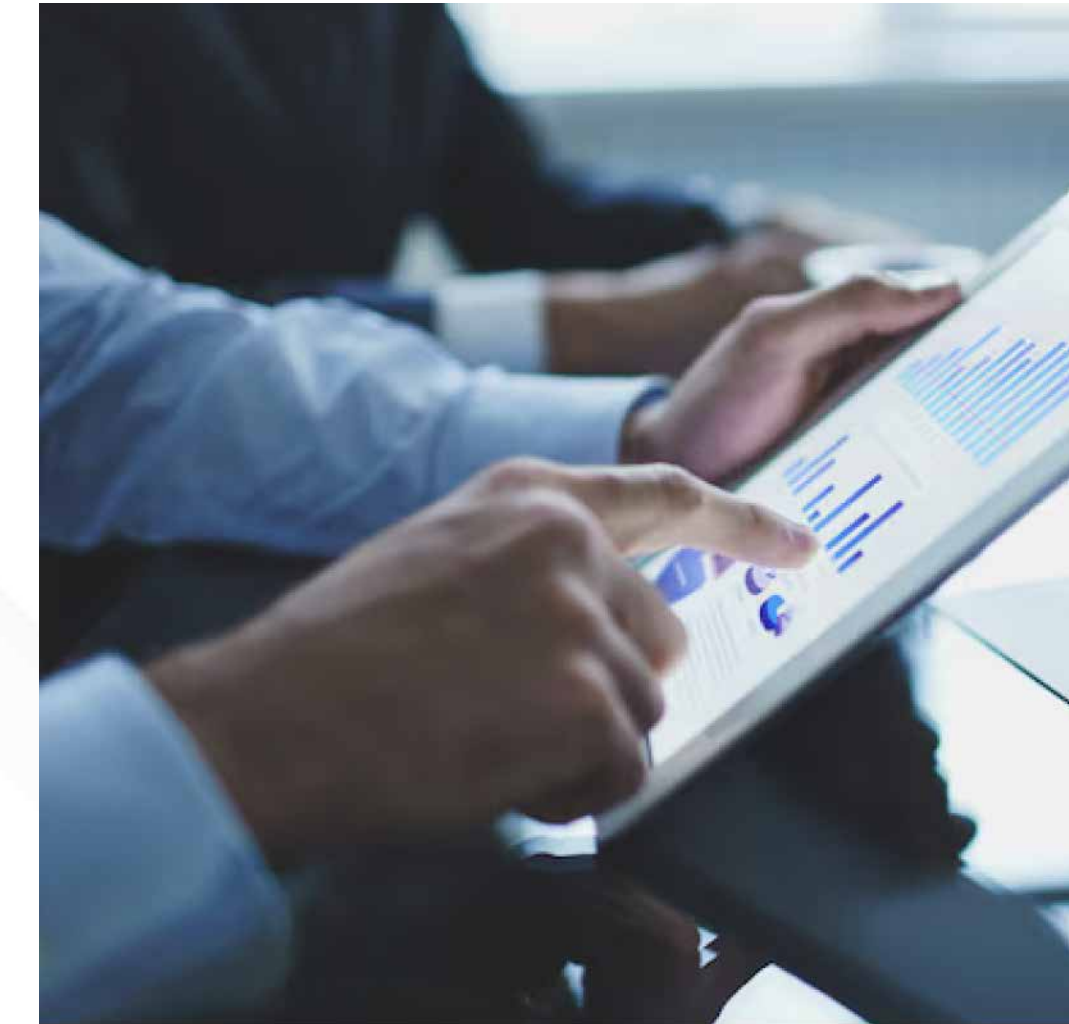
Borusan has developed a shared vision regarding its approach to management systems; drawing on the strength derived from synergy, it has made quality the cornerstone of sustainability. The organisations' long-standing history of management systems serves as a corporate guarantee of their operational competence and sector leadership.

Over time, our management systems have deepened not only in scope but also in substance; they have been transformed into an integrated framework encompassing environmental, social and governance components.



In this context:

- As of 2003: The ISO 9001 Quality, ISO 14001 Environmental and ISO 45001 Occupational Health and Safety Management Systems have been implemented.
- As of 2007: The ISO 10002 Customer Satisfaction and Complaints Management System has been implemented.
- As of 2011: The ISO 50001 Energy Management System and the ISO 14064 Greenhouse Gas Verification System have been implemented.
- ISO 27001 (Information Security) — as of 2018
- As of 2019: The transition to ISO 45001:2018 has been completed.
- In 2024, the ISO 39001 Road and Traffic Safety Management System was adopted within the scope of Borusan Port Services.
- As of 2025, as part of our work in the areas of sustainability and inclusivity, we have qualified for the Green Check and 'Equality at Work for Women' Certificates.
- As a result of the Ecovadis ESG Reporting, we achieved a score of 47 points, earning the Commitment Badge and exceeding the sector average.



At Borusan Port, we view our management systems as a corporate framework that underpins our strategic direction, going beyond mere operational requirements. Through our focus on continuous improvement, our transparent approach to management and our corporate culture based on high standards, we support the sustainable transformation of our sector.



PART 4 INNOVATION

Sustainable Business Models and Digital Transformation
Sustainable Supply Chain

*Smart Ports
Shaping the Future*



Innovative Business Models & Digitalisation of Processes

Innovative business models and the digitalisation of processes are key components of our approach to creating sustainable value.

The digital transformation projects implemented in 2024–2025 have been designed to improve process efficiency, enhance the value added for customers, streamline employees' workflows and strengthen workplace safety.

This approach is pursued in line with the company's sustainability principles.



innovation

Innovative Business Models & Digitalisation of Processes

KEY OUTCOMES

In line with the shortcomings and requirements identified in the existing invoicing processes, a more systematic and parametric invoicing infrastructure has been designed and implemented.

Invoicing processes, which are currently carried out manually, have been incorporated into an integrated system with a view to improving efficiency.

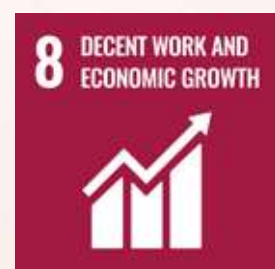
The Redevelopment of the Port Billing System Using New Technologies Based on a New Process Design

By conducting a detailed analysis of the shortcomings and requirements in the existing invoicing processes, a more systematic and parametric invoicing infrastructure has been successfully established within the framework of the Agile project management methodology.

Furthermore, invoicing operations that were previously carried out manually have been fully integrated into digital systems, thereby ensuring the automation of these processes.

Consequently, efficiency has increased, reducing the proportion of invoicing errors attributable to human error and operational data issues.

The new structure paves the way for fast, reliable and sustainable invoicing processes, thereby making a positive contribution to the organisation's overall performance.



Innovative Business Models & Digitalisation of Processes

KEY OUTCOMES

It records route data that has been entered manually via the system, ensuring that the same data can be reused in similar projects.

We generate route reports more quickly using the recorded data, thereby increasing customer satisfaction.

Thanks to the reports generated using the data recorded in the system, we minimise the risk of errors.

Route Planning and Generating a Journey Report

By securely and systematically recording manually maintained route data via a digital system, it has become possible to reuse data from past projects in similar projects.

The step-by-step details of the routes created by the Project and Heavy Haulage department prior to each project can be recorded, assessed and reported via tablets and mobile phones. This results in significant savings in terms of both manpower and time.

The ability to generate faster and more accurate route reports using both stored data and real-time location information enables a more effective response to customer requests, thereby enhancing customer satisfaction.

Digitalisation not only boosts operational efficiency but also contributes to the company's sustainable growth by minimising errors and standardising processes.



Harita No	Km	Koordinat	Açıklama	Zorluk Derecesi	Yol Raporunda Göster	Renk	Durum
□	□	□	□	□	(All)	□	□
1	0	39° 47' 31,01064" N, 39° 23' 25,80684" E	Gümüşhane - Kelkit dönüşü uygun değildir, 200m ters şerite giriş yapılacaktır	DIFFICULT/ZOR	□	Kırmızı	Açık
2	0.5	39° 47' 27,82572" N, 39° 23' 30,51672" E	Ters şerit girişi için orta refüj işaretli alan boyunca kaldırılmalıdır	COMPLEX/KOMPLEKS	□	Turuncu	Açık
3	0.8	39° 47' 36,9294" N, 39° 23' 44,45916" E	Bu nokta itibarıyla araçlar normal şeritlerine bağlantı yapacaktır	SUITABLE/UYGUN	□	Yeşil	Açık
4	3.5	39° 48' 16,47252" N, 39° 24' 25,53624" E	Üstgeçit h; 5,80m	SUITABLE/UYGUN	□	Yeşil	Açık
5	30	39° 52' 56,63856" N, 39° 20' 40,38036" E	Ahmediye Geçidi	SUITABLE/UYGUN	□	Yeşil	Açık
6	35	39° 49' 5,42748" N, 39° 24' 34,03836" E	Genel güzergah görünümü	SUITABLE/UYGUN	□	Yeşil	Açık
7	40	39° 51' 58,74444" N, 39° 21' 7,23564" E	Kontrollü geçiş yapılacaktır	REASONABLE/MAKUL	□	Sarı	Açık
8	50	40° 2' 27,375" N, 39° 30' 16,78284" E	Üstgeçit h; 5,90m	SUITABLE/UYGUN	□	Yeşil	Açık
9	58	40° 5' 51,87048" N, 39° 27' 54,2664" E	Kelkit giriş tabelası - Kelkit Giriş Köprü h; 5,90m w; 7,00m	SUITABLE/UYGUN	□	Yeşil	Açık
10	60	40° 6' 37,96848" N, 39° 27' 13,59648" E	Üstgeçit h; 6,00m	SUITABLE/UYGUN	□	Yeşil	Açık

Description & Review / Açıklama	Waypoint / Harita No	26	Km	141.2
	Coordinates / Koordinat			
	40° 15' 55,6524" N 40° 12' 16,85484" E			
Sağa dönüş uygunluğu için işaretli orta refüj tamamıyla kaldırılacaktır Yolun sol tarafındaki aydınlatma direği deprese edilecektir				
Status / Durum	COMPLEX/KOMPLEKS			

Sustainable Supply Chain

VALUE CREATING

Through our Climate, People and Innovation (i3)-focused business model, we aim to drive a transformation that encompasses all our stakeholders.

In this context, we shape our relationships with our suppliers not only on the basis of operational competence, but also in accordance with ethical, environmental and social responsibility criteria.

We view sustainability as a systematic sphere of influence that extends beyond our internal processes and spans our entire supply chain. Through our business model, developed by the Borusan Group in line with our Climate, People and Innovation (i3) priorities, we aim to drive a transformation that encompasses all our stakeholders. We believe that this transformation will not only generate environmental and social impact but also enhance our capacity to create long-term value.

We assess the relationships we build with our suppliers not only on the basis of operational competence but also against criteria of ethical, environmental and social responsibility. In this context, we implement the Borusan Sustainable Procurement approach along two key axes:

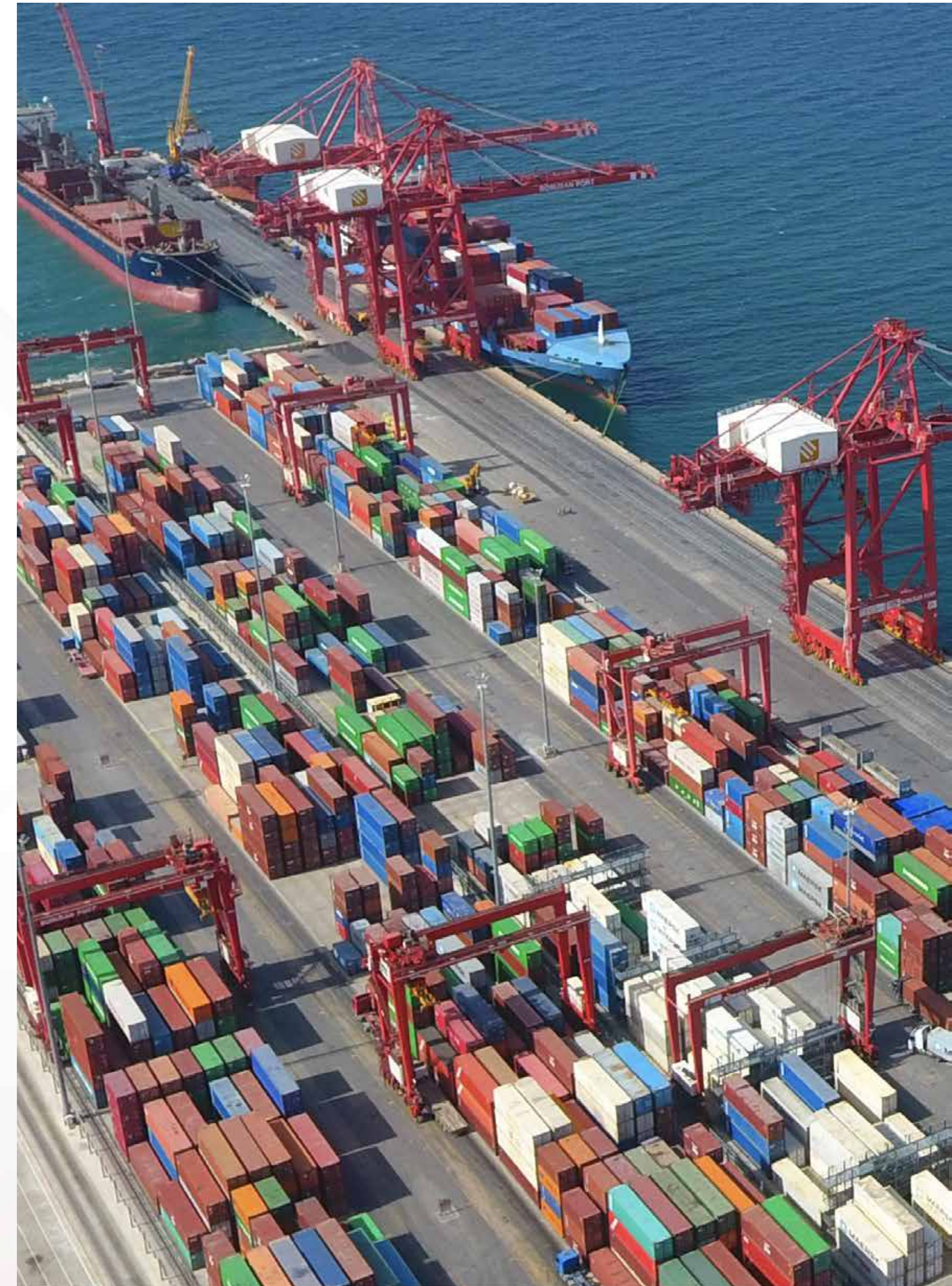
- With regard to Borusan: We ensure that all procurement processes within the company are aligned with sustainability principles.
- With regard to suppliers: We expect all our business partners to go beyond the minimum standards in the areas of environmental and social responsibility.

This approach is embedded within the governance framework through processes and documents:

- Sustainable Procurement Policy: Ensures that all our procurement decisions are aligned with environmental, social and governance considerations.
- Supplier Self-Assessment Form: A systematic tool for monitoring our suppliers' sustainability performance.
- Sustainable Procurement Supplier Guide: A guiding document that reinforces our shared vision of sustainability.

Thanks to this structure, we are building a model that will shape not only today's supply chain but also that of the future. Through a holistic and proactive approach to supply chain management, underpinned by high standards, we are deepening our corporate impact; bringing together social benefit, environmental responsibility and innovative partnerships under one roof.

Sustainable Procurement



PART 5

ANNEXES

Awards, Collaborations and Events
Performance Indicators
Memberships
Stakeholder Communication
GRI Content Index



Our Works for 2024–2025

BUSİAD Awards Ceremony: Borusan Port receives an award at the 6th Bursa Innovation Awards for its innovative practices

Borusan Port was recognised with an award at the 6th Bursa Innovation Awards, organised in collaboration with the BUSİAD Innovation and Creativity Expert Group and Bursa Uludağ University, for its innovative approach and ground-breaking work.

As a subsidiary of the Borusan Group and one of Turkey's leading port operators, Borusan Port participated in the 14th Bursa Innovation and Creativity Symposium, organised in collaboration with the BUSİAD Innovation and Creativity Expert Group and Bursa Uludağ University. At the 6th Bursa Innovation Awards, held as part of the symposium, Borusan Port was honoured for its innovative and creative practices, as well as its projects that serve as a model for the sector.

At the awards ceremony held on Thursday 5 December at the Bursa Merinos AKKM, industry representatives gathered under the theme 'Transformation for the Future' and once again witnessed Borusan Port's innovative and sustainable solutions. The award was accepted on behalf of Borusan Port by company officials.



Our Works for 2024–2025

OHS Supplier Awards:

At Borusan Port, we are delighted to recognise suppliers who uphold the highest standards of health and safety and environmental responsibility each year. This year, we presented our Health and Safety Supplier Award to Eksen Makine, which has contributed to our safe working environment by adhering to the Port's Health and Safety regulations. We would like to thank Eksen



Our Works for 2024–2025

Ceramics Biennial:

As Borusan Port, we are supporting the International Ceramics Biennale, organised by the Turkish Ceramics Association in Bursa between 24 October and 24 November, as a logistics sponsor.



TÜRKLİM Workshop on Sustainability, Digitalisation and Security

Together with our Borusan Port team, we took part in the workshop held in Antalya from 8 to 10 November. Our Health, Safety and Environment Manager, Burkay Şahan, met with participants at the 'Examples of HSE Implementation in Ports' panel to present our 'Occupational Safety Simulation and Training Centre' project.



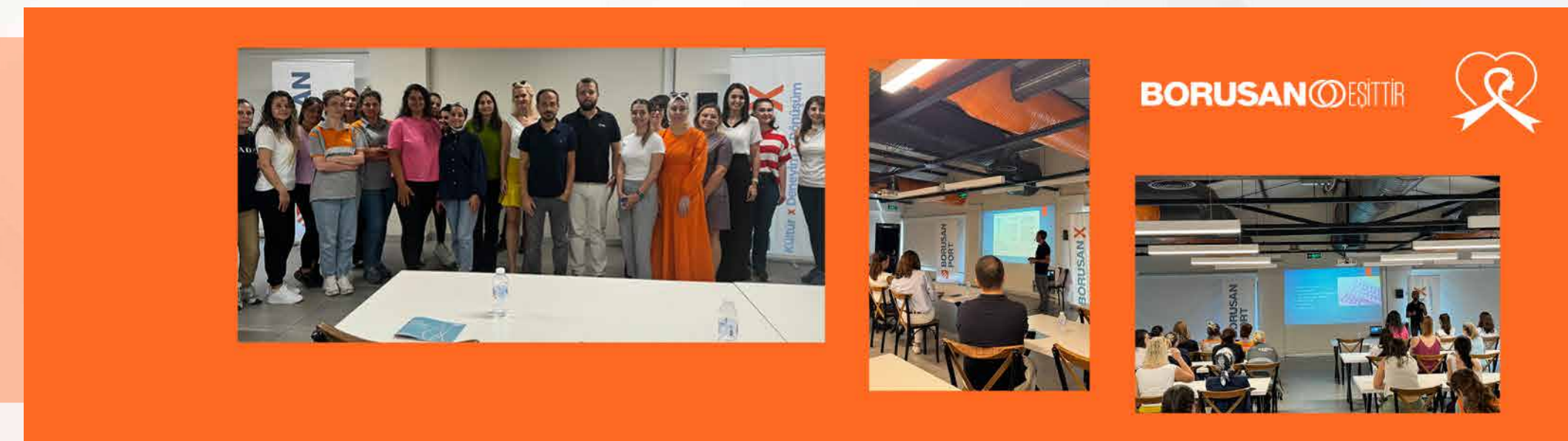
We took part in TÜREK 2024.

Together with our Port, Project and Heavy Haulage teams, we took part in TÜREK 2024, which took place on 5–6 November at the Hilton Bomonti Hotel in Istanbul.



Training on Women's Health and Ways to Prevent Cancer

At Borusan Port, we organised a training session on 'Women's Health and Ways to Prevent Cancer' for our female office and site staff, with the participation of Dr. Tuğberk Güçlü from Medicana Bursa Hospital.



Our Works for 2024–2025

April 23 National Sovereignty and Children’s Day

On April 23, we prepared gift parcels in the warehouse for the children of our port workers. We delivered the parcels to the families through a coordinated distribution process. This initiative enabled us to share in the children’s joy and strengthened the bond between the organisation and the families.



Social Clubs

Social clubs and workshops on various themes are organised with the aim of strengthening interaction, collaboration and a sense of belonging amongst staff. Through the Book Club, Street Animal Protection Club, Angling Club and Games Club, employees are encouraged to come together outside of work, connect with colleagues from different teams and share experiences. The workshops organised not only support a culture of learning but also strengthen employees’ social bonds and contribute to internal collaboration.



Wellbeing Programs

As part of our port’s wellbeing programs, the initiatives ‘A Walk along Gemsaz Beach for a Healthy Lifestyle’ and ‘Breathing Measurement for Healthy Breathing’ were carried out. These initiatives aimed to support our employees’ physical and mental wellbeing, raise awareness of healthy lifestyle habits, and strengthen a preventive healthcare approach.

Thanks to these initiatives, staff participation has increased, awareness of healthy living has been raised, and engagement with the health unit has been strengthened.



Our Works for 2024–2025

The ‘Collect Wishes for Me’ project with LÖSEV

LÖSEV'in "Dilek Topla Benim İçin" projesi kapsamında, tedavilerine devam eden çocukların yeni yıla dair hediye dileklerini gerçekleştirmek için bir araya geldik.

Hediyeleri temin ettik ve LÖSEV Lösemi Çocukları Doğa ve Bilim Köyü Enstitüsü'nde düzenlenen hediye paketleme etkinliğine katılarak projeye katkıda bulunduk.

Certificate of Appreciation from LÖSEV...

We sincerely thank all our colleagues who voluntarily contributed to fulfilling the New Year's wishes of children within the scope of LÖSEV's "Collect Wishes for Me" project.

Borusan Port has been honoured with a certificate by LÖSEV in appreciation of this meaningful contribution.



Visit to HEPAD with Our Street Animal Protection Club

Members of our Port's Street Animal Protection Club not only support the cats, dogs and rabbits living at our port; they also visit HEPAD to look after our animal friends there and help provide them with food.

During the visit, they provided support not only to the animals at HEPAD but also to those rescued from fires in Bursa and the surrounding provinces.



Trekking Event

The trekking event was organised to encourage employees to connect with nature, promote physical activity, help them recharge mentally, and boost social interaction between teams. Throughout the event, which took place on a route of approximately 12 km, participants walked together, experiencing a sense of resilience, motivation and camaraderie. This activity, carried out in the heart of nature, supported employees' stress management and has increased interest in and demand for similar outdoor events.



Environmental Performance Indicators

Borusan Port – Energy (Unit: GJ)

Indicator	2022	2023	2024	2025
Gasoline	592	1.299,7	1.157,2	2.704
Diesel	54.539	55.304,4	62.370,3	65.601
Natural Gas	1.841	1.250,8	1.330	1.462
Fuel Oil	NA	NA	NA	NA
Grid Electricity Consumption (Indirect Energy)	15.610	15.451,6	13.267	13.794
Purchased Renewable Energy (I-REC) – Electricity	-	-	13.133	12.872

Borusan Port – Emission (Unit: t CO₂e)

Indicator	2022	2023	2024	2025
Direct Carbon Emissions (Scope 1)	4.970	4.578,6	5.480	5.641,1
Indirect Carbon Emissions (Scope 2)	1.797	1.884,2	1.667	1.670,6
Indirect Carbon Emissions (Scope 3)	NA	NA	1.228,09	1.729,9

Borusan Port – Waste Type (Unit: tons)

Indicator	2022	2023	2024	2025
Hazardous Waste	25,9	19,2	22,94	31,63
Non-Hazardous Waste	1.280,8	1.232,8	1.423,36	1.595,96

Borusan Port – Disposal Method (Unit: metric tons)

Disposal Method	2022	2023	2024	2025
Energy Recovery	4,7	NA	0,07	NA
Recovery	1.302	1.252	1.446	1.627,5
Landfill (Controlled Disposal)	NA	0,02	0,025	0,06
Waste Incineration	NA	NA	NA	NA
Other	NA	NA	NA	NA

Environmental Performance Indicators

Borusan Port – Total Water Withdrawn (Unit: megaliters)

Source	2022	2023	2024	2025
Groundwater	NA	0,01	25,9	26,3
Rainwater	NA	NA	NA	NA
Third-Party Water (Municipal Water, etc.)	NA	NA	NA	NA

Borusan Port – Wastewater Discharge (Unit: megaliters)

Source	2022	2023	2024	2025
Groundwater	NA	0,01	25,9	26,3
Seawater	27	NA	NA	NA
Third-Party Water (Municipal Water, etc.)	NA	NA	NA	NA

Borusan Port – Environmental Management

Source	2022	2023	2024	2025
Total Operating Expenses for Environmental Activities (TL)	246.074 TL	NA	NA	491.078 TL
Total Environmental Protection Investments (TL / USD)	1.785.118 TL	77.000 USD	7.220.054 TL	3.537.110 TL
Total Operational Environmental Costs (TL / USD)	2.031.192 TL	77.000 USD	NA	4.028.188 TL

Social Performance Indicators

Borusan Port – Workforce Data by Employment Type and Gender

Indicator	2023 Female	2023 Male	2024 Female	2024 Male	2025 Female	2025 Male
White Collar (WC)	39	81	40	83	42	89
Blue Collar (BC)	34	441	33	439	37	556

Borusan Port – Number of Employees by Gender and Management Category

Indicator	2023 Female	2023 Male	2024 Female	2024 Male	2025 Female	2025 Male
Top Management	0	1	0	1	0	1
Middle Management	0	6	0	13	0	15
First-Line Managers	0	9	2	9	3	15
Other	73	520	71	498	76	621

Borusan Port – Employee Data with Benefits

Indicator	2023	2024	2025
Life Insurance	117	121	131
Healthcare Services	209	252	330
Daycare Assistance (TL)	486.828,91 TL	1.025.017,43 TL	1.354.556,62 TL
Employee Engagement and Satisfaction Score (%)	89 BY MY 73	BY 79 MY 61	79 BY MY 80
Number of Young Talents Hired (Alpha) Retention Rate (%)	0,00%	100,00%	100,00%
Future Leader Retention Rate (%)	100,00%	85,71%	91,67%

Borusan Port – Female/Male – Maternity and Paternity Leave Data

Indicator	2024 Female	2024 Male	2024 Female	2024 Male	2025 Female	2025 Male
Number of Employees Entitled to Maternity Leave	4	16	5	25	3	23
Number of Employees Returning to Work After Maternity Leave	3	16	5	25	1	23
Number of Employees Taking Maternity Leave	4	16	5	25	3	23

Trainings

Borusan Port – Total Training Hours by Gender

Gender	2024	2025
Female	2.394	2.220
Male	13.859	13.885

Borusan Port – Average Annual Training Hours per Employee (2024)

Gender	2024	2025
Female	36,83	22,88
Male	41,87	28,22

Borusan Port – Total Training Hours by Age Group

Age Group	2023 Female	2023 Male	2024 Female	2024 Male	2025 Female	2025 Male
18–30	402	1.477	849	3.197	1.270	3.786
31–40	479	3.019	1.278	4.803	667	3.778
41–50	100	3.315	267	4.421	283	3.970
51–60 and above	0	699	0	1.391	0	2.018
61 and above	0	0	0	46,92	0	333

Trainings

Borusan Port – Total Training Hours by Management Level

Kademe	2023 Female	2023 Male	2024 Female	2024 Male	2025 Female	2025 Male
First Level (N–1)	1	7	72	316	10	97
Middle Level (N–2)	0	35	0	369	256	356
Top Level (N–3)	0	0	0	36	138	362

Total Amount Invested in Training (TL)

Year	Invested
2023	1.933.307
2024	2.706.763
2025	5.158.898

Total Annual Training Cost per Employee (TL)

Year	Cost
2023	3.249
2024	6.750
2025	7.623

Occupational Health and Safety

Borusan Port – Number of Accidents and Frequency Rate

Indicator	Tür	2022	2023	2024	2025
Number of Accidents (regardless of whether they resulted in lost days)	Şirket	NA	19	25	26
Number of Accidents (regardless of whether they resulted in lost days)	Alt işveren	NA	47	71	48
Number of Accidents (workplace accidents resulting in more than 3 days' absence)	Şirket	4	7	4	10
Number of Accidents (workplace accidents resulting in more than 3 days' absence)	Alt işveren	20	28	24	18
Accident Frequency Rate	Şirket	11,11	13,09	7,3	9,54
Accident Frequency Rate	Alt işveren	42,92	41,45	36,69	39,27

Borusan Port – Other Safe Work Indicators

Indicator	Tür	2022	2023	2024	2025
Death	Company	0	0	0	0
Death	Subcontractor	0	0	0	0
Accident Severity Ratio	Company	0,24	0,59	0,2	0,28
Accident Severity Ratio	Subcontractor	1,29	1,01	1,01	0,78
Occupational Disease Rate	Company	0	0	0	0
Occupational Disease Rate	Subcontractor	0	0	0	0

Borusan Port Working Hours

Indicator	2024	2025
Working Hours per Working Day	7,5	7,5
Number of Working Days in the Financial Year	302	300
Total Working Hours	1.241.076	1.506.634

Occupational Health and Safety

OSH Company Employees' Absence Due to Accidents

Year	Day
2023	39
2024	107
2025	280

OSH Company Employees' Absence

Year	Day
2023	1.027
2024	2.127
2025	2487

OSH Contractor Employees' Absence Due to Accidents

Year	Day
2023	2
2024	690
2025	357

OSH Contractor Employees' Absence

Year	Day
2023	20
2024	1.473
2025	1618

BORUSAN PORT OHS Training for Employees and Contractors/Subcontractors

Indicator	2024	2025
Total number of training hours provided to employees and subcontractors on OHS	24.243	29.889
Number of employees and subcontractors who received OHS training	1261	4.113
Average number of training hours per employee and subcontractor on OHS	31,34	8,77

Occupational Health and Safety

BORUSAN PORT OHS OTHER PERFORMANCE INDICATORS

Indicator	2024	2025
Number of Near Misses	24	38
Number of Hazardous Incidents	210	294
Number of Health, Safety and Environment Site Inspections	420	519
Closure Rate of HSE Observations	%89,8	%91,9
Proportion of Observations Made by Employees	%70	%90
Proportion of Employees Receiving Awards	%50	%69
Number of Drills Carried Out	11	13

Indicator	2024	2025
Number of Established OHS Committees	6	6
Total Number of Members on OHS Committees	30	37
Number of Employee Representatives on OHS Committees	2	2

Borusan Port VOLUNTEERING

	Number of Participating Employees	Total Hours Spent	Allocated Budget (TL)
2024	20	125	98.655
2025	53	102	302.287

Number of People Reached Through the Borusan Port Inclusion Program

	Young people	Children	Women	Migrants	Other Masses	Total	Amount Spent on Inclusion Program (TL)
2024	20	NA	NA	NA	NA	NA	NA
2025	65	268	NA	NA	NA	NA	16.107

Occupational Health and Safety

Borusan Port – Number of Suppliers

Indicator	2023	2024	2025
Number of Suppliers	828	3.658	2.767

Borusan Port – Customers

	Total Customers	Satisfaction Rate
2023	2.172	85%
2024	1.979	69%
2025	453	71%

QUALITY AND INTEGRATED MANAGEMENT SYSTEMS

Standart Name
ISO 9001 Quality Management System
ISO 14001 Environmental Management System
ISO 45001 Occupational Health and Safety Management System
ISO 10002 Customer Feedback Management System
ISO 50001 Energy Management System
ISO 14064 Greenhouse Gas Verification
Hazardous Substances Compliance Certificate
Green Check
Women in the Workplace Certificate

Memberships

Institution Name
Heavy Haulage Association
BUSİAD - Bursa Industrialists and Businesspeople Association
DTD - Railway Transport Association
Gemlik Chamber of Commerce and Industry
Services Exporters' Association
IMEAK Chamber of Shipping
Istanbul Chamber of Commerce
KalDer - Turkish Quality Association
TÜRKLİM - Turkish Port Operators Association
Association for Lifting and Transport Services Requiring Heavy-Lift Engineering

STAKEHOLDER COMMUNICATION

Stakeholder Group	Importance for the Borusan Group	Sub Category	Frequency of Communication	Priority Issues by Stakeholder Group
EMPLOYEES	At Borusan Port, we believe that the secret to our sustainable success lies in developing the skills of each and every one of our employees and working together towards shared success. We take great care to ensure that all the solutions we offer our colleagues are designed to support this approach. By fostering our employees' satisfaction and motivation, we make the development of their skills and talents accessible and inclusive. We aim to maintain the highest levels of employee engagement and satisfaction.	CEO Memoranda (Celebrations of special occasions, updates on important matters)	Periodic	- Combating Climate Change and Adaptation - Corporate Governance - Health and Safety at Work - Technology and Digital Transformation y1 - R&D and Innovation - Operational Excellence
		Special Occasion Events (Digital)	Continuous	
		Internal and External Reports	Periodic	
		Social Responsibility Platforms and Clubs	Continuous	
		Social Responsibility Platforms and Clubs	Continuous	
		Training, Employee Engagement, and Customer Surveys	Continuous	
		Internal and External Meetings, Evaluations, and Announcements / Communication Meetings	Continuous	
		Ethical Principles and Ethics Hotline	Continuous	
		Focus Group Studies (Field Workers, Female Employees, Training Programs for Parents, etc.)	Periodic	

STAKEHOLDER COMMUNICATION

GROUP COMPANIES	We believe that our mission is to lead the way in sustainability and environmental awareness in every sector where we operate across the Group. With the aim of fostering a collective awareness of sustainability, we are moving forward as the Holding and Group Companies toward complementary goals in the areas of climate, people, and innovation, which serve as our foundation. Together with our Group Companies, which have grown and developed in Turkey and are integral parts of this strong chain, we play a role in many areas, from education to cultural and artistic activities and social equality, in line with our goals. We operate within a defined governance structure as Group Companies and collaborate through Sustainability boards, subcommittees, and working groups.	<table><tr><td>Internal and External Reports</td><td>Once a year</td></tr><tr><td>Internal and External Meetings, Evaluations, and Announcements</td><td>Continuous</td></tr><tr><td>Ethical Principles</td><td>XXX</td></tr><tr><td>Internal Communication Platforms</td><td>Continuous</td></tr><tr><td>Social Media, Corporate Websites and Borusan Apps</td><td>XXX</td></tr><tr><td>Sustainability Boards (Sustainability Leaders, Decarbonization and AYM Committee, Circular Economy Committee, Sustainable Finance Committee, Borusan Equals Committee, Talent Committee, OHS Committee, Innovation Committee)</td><td>Periodic / Once a Month Management: Once every 6 months</td></tr></table>	Internal and External Reports	Once a year	Internal and External Meetings, Evaluations, and Announcements	Continuous	Ethical Principles	XXX	Internal Communication Platforms	Continuous	Social Media, Corporate Websites and Borusan Apps	XXX	Sustainability Boards (Sustainability Leaders, Decarbonization and AYM Committee, Circular Economy Committee, Sustainable Finance Committee, Borusan Equals Committee, Talent Committee, OHS Committee, Innovation Committee)	Periodic / Once a Month Management: Once every 6 months	• People-Oriented Corporate Culture • Corporate Governance • Creating Social Value • Stakeholder Relationship Management • Sustainable Economic Performance
	Internal and External Reports	Once a year													
	Internal and External Meetings, Evaluations, and Announcements	Continuous													
	Ethical Principles	XXX													
	Internal Communication Platforms	Continuous													
Social Media, Corporate Websites and Borusan Apps	XXX														
Sustainability Boards (Sustainability Leaders, Decarbonization and AYM Committee, Circular Economy Committee, Sustainable Finance Committee, Borusan Equals Committee, Talent Committee, OHS Committee, Innovation Committee)	Periodic / Once a Month Management: Once every 6 months														
SUPPLIERS	We work in collaboration with our suppliers, who are a key part of our value chain, in line with our sustainability approach. In order to ensure that our operations are conducted in alignment with our environmental, social, and governance goals, we maintain open communication with our suppliers and embrace a culture of mutual responsibility and long-term partnership. Our contractors, equipment and service providers, and logistics partners play a vital role in ensuring the continuity of our port services.	<table><tr><td>Internal and External Reports</td><td>Once a year</td></tr><tr><td>Internal and External Meetings, Evaluations, and Announcements</td><td>Continuous</td></tr><tr><td>Social Media, Corporate Websites and Borusan Apps</td><td>Continuous</td></tr></table>	Internal and External Reports	Once a year	Internal and External Meetings, Evaluations, and Announcements	Continuous	Social Media, Corporate Websites and Borusan Apps	Continuous	• Occupational Health and Safety • Water Management • People-Oriented Organizational Culture • Sustainable Supply Chain Management • Customer Satisfaction Management and Service Quality • R&D and Innovation						
	Internal and External Reports	Once a year													
	Internal and External Meetings, Evaluations, and Announcements	Continuous													
	Social Media, Corporate Websites and Borusan Apps	Continuous													

STAKEHOLDER COMMUNICATION

MEDIA	We aim to keep all our stakeholders informed in an accurate and transparent manner through various media outlets and platforms. We provide our stakeholders with updates on current developments and manage our communications regarding our brand reputation with the utmost care.	<table><tr><td>Internal and External Reports</td><td>Continuous</td></tr><tr><td>Internal and External Meetings, Evaluations and Announcements</td><td>Continuous</td></tr><tr><td>Social Media, Corporate Websites, and Borusan Apps</td><td>Continuous</td></tr></table>	Internal and External Reports	Continuous	Internal and External Meetings, Evaluations and Announcements	Continuous	Social Media, Corporate Websites, and Borusan Apps	Continuous	- Occupational Health and Safety - Combating and Adapting to Climate Change - Developing Sustainable Business Models - Circular Economy and Waste Management - Creating Social Value						
Internal and External Reports	Continuous														
Internal and External Meetings, Evaluations and Announcements	Continuous														
Social Media, Corporate Websites, and Borusan Apps	Continuous														
CUSTOMERS	Creating value for our customers is embedded in Borusan Port’s corporate culture. We prioritize our customers’ feedback at every stage of the customer experience. As we deliver our services to our customers, our goal is to make them feel special for choosing to work with us.	<table><tr><td>Internal and External Reports</td><td>Once a year</td></tr><tr><td>Training, Employee Engagement and Customer Surveys, NPS</td><td>Continuous</td></tr><tr><td>Internal and External Meetings, Evaluations and Announcements, Customer Events and Sponsorships</td><td>Continuous</td></tr><tr><td>Social Media, Corporate Websites and Borusan Apps</td><td>Continuous</td></tr><tr><td>Ethical Principles</td><td>Continuous</td></tr><tr><td>VOC — Voice of the Customer (managed within MS CRM), Resolving customer complaints through the Call Center</td><td>Continuous</td></tr></table>	Internal and External Reports	Once a year	Training, Employee Engagement and Customer Surveys, NPS	Continuous	Internal and External Meetings, Evaluations and Announcements, Customer Events and Sponsorships	Continuous	Social Media, Corporate Websites and Borusan Apps	Continuous	Ethical Principles	Continuous	VOC — Voice of the Customer (managed within MS CRM), Resolving customer complaints through the Call Center	Continuous	- Occupational Health and Safety - People-Oriented Corporate Culture - Inclusion, Diversity, and Equal Opportunity - Developing Sustainable Business Models - Talent Management and Development - Information Security and Protection of Customer Privacy
Internal and External Reports	Once a year														
Training, Employee Engagement and Customer Surveys, NPS	Continuous														
Internal and External Meetings, Evaluations and Announcements, Customer Events and Sponsorships	Continuous														
Social Media, Corporate Websites and Borusan Apps	Continuous														
Ethical Principles	Continuous														
VOC — Voice of the Customer (managed within MS CRM), Resolving customer complaints through the Call Center	Continuous														
BUSINESS PARTNERS	As part of our business and sustainability strategy, we carry out our activities in collaboration with our business partners. Our effective business partnerships strengthen every step we take toward long-term value creation and competitive advantage.	<table><tr><td>Internal and External Reports</td><td>Periodic</td></tr><tr><td>Internal and External Meetings, Evaluations and Announcements</td><td>Continuous</td></tr><tr><td>Ethical Principles</td><td>Continuous</td></tr><tr><td>Social Media, Corporate Websites and Borusan Apps</td><td>Continuous</td></tr></table>	Internal and External Reports	Periodic	Internal and External Meetings, Evaluations and Announcements	Continuous	Ethical Principles	Continuous	Social Media, Corporate Websites and Borusan Apps	Continuous	- Occupational Health and Safety - Sustainable Economic Performance - Circularity and Waste Management - Water Management - People-Oriented Corporate Culture				
Internal and External Reports	Periodic														
Internal and External Meetings, Evaluations and Announcements	Continuous														
Ethical Principles	Continuous														
Social Media, Corporate Websites and Borusan Apps	Continuous														

STAKEHOLDER COMMUNICATION

LOCAL COMMUNITY	Through our activities, we shape our positive impact on the local communities within our sphere of influence using a multidimensional approach to sustainability. In line with our integrated approach, we create value in addressing social issues and fostering community development, while adhering to our ethical business principles.	Projects Internal and External Meetings, Evaluations and Announcements Social Media, Corporate Websites and Borusan Apps	Project-Based Continuous Continuous	• Developing Sustainable Business Models • Corporate Governance • R&D and Innovation • Creating Social Value • Technology and DigitalTransformation
STUDENTS AND ACADEMICS	In order to support the talent of the future, we collaborate with universities and vocational high schools; through internship programs, technical field trips, and career events, we help students gain a close understanding of the port industry. We aim to contribute to the development of a qualified workforce that will support the professional growth of young people and to the sustainable development of the industry.	Career Days Training, Employee Engagement and Customer Surveys Social Media, Corporate Websites and Borusan Apps	Continuous Continuous Continuous	• Combating Climate Change and Adaptation • Developing Sustainable Business Models • Circular Economy and Waste Management • Technology and Digital Transformation • Creating Social Impact
FINANCIAL INSTITUTIONS	We seek advice from financial institutions as part of our business continuity efforts, primarily to minimize the impact of potential risks and losses through access to financing and insurance products.	Internal and External Reports Social Media, Corporate Websites and Borusan Apps	Once a year Continuous	• Occupational Health and Safety • People-Oriented Organizational Culture • Creating Social Value • Sustainable Economic Performance • Technology and Digital Transformation • Developing Sustainable Business Models • Information Security and Protection of Customer Privacy

STAKEHOLDER COMMUNICATION

PUBLIC AND LOCAL GOVERNMENTS	As a result of all our activities, we operate in compliance with legal requirements and relevant regulations. Accordingly, we interact with various public institutions to ensure that our activities are audited and our compliance is monitored.	Internal and External Reports	Once a year	• Corporate Governance • R&D and Innovation • Occupational Health and Safety • People-Oriented Corporate Culture • Customer Satisfaction Management and Service Quality • Sustainable Economic Performance • Creating Social Value
		Internal and External Meetings, Evaluations and Announcements	Continuous	
		Social Media, Corporate Websites and Borusan Apps	Continuous	
		Projects	Project-Based	
		Audits	Instantaneous/Period	
CIVIL SOCIETY ORGANIZATIONS AND PROFESSIONAL ASSOCIATIONS	Our partnerships with civil society organizations provide the strength and guidance needed to create shared value on societal, social, and environmental issues. Through our various partnerships, we play a key role in addressing critical needs in society while providing our colleagues and stakeholders with a meaningful purpose. By working through professional associations, we are able to stay ahead of current developments across the wide range	Internal and External Reports	Once a year	• Combating Climate Change and Adaptation • Developing Sustainable Business Models • Circular Economy and Waste Management • Technology and Digital Transformation • Creating Social Impact
		Internal and External Meetings, Evaluations and Announcements	Continuous	
		Projects	Project-Based	
		Social Media, Corporate Websites and Borusan Apps	Continuous	
		Memberships	Continuous	
		Donations and Sponsorships	Project-Based	
		OTHER STAKEHOLDERS	We continue our efforts to provide high-value-added products and services for the Turkish economy and all our stakeholders around the world, leveraging our ability to influence our value chain both directly and indirectly.	
Internal and External Meetings, Evaluations and Announcement	Continuous			
Social Media, Corporate Websites and Borusan Apps	Continuous			

GRI Content Index

Use declaration	Borusan Port has reported the information specified in the GRI Content Index for 01/2024–12/2025, using the GRI Standards as a reference.	
	Used GRI 1	
GRI STANDARD	DESCRIPTION	PAGE NUMBER
GRI 2: General Declarations 2021	2-1 Organisational structure	5-8 , 26-29
	2-2 Units included in the organisation’s reporting	1 , 9-16
	2-3 Reporting period, frequency and contact person	1
	2-4 Change of details	Annexes: Performance Indicators 96-104
	2-5 External Audit	1
	2-6 Activities, the value chain and other business relationships	11-15
	2-7 Employees	98
	2-8 Workers who are not in employment	98
	2-9 Governance structure	9
	2-10 Election of the top management	26-29

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GRI 2: General Declarations 2021	2-11 Top management level	26-29
	2-12 The responsibilities of top management in managing impacts	26-29
	2-13 Delegation of authority in impact management	26-29
	2-14 The responsibilities of top management in sustainability reporting	29-31
	2-15 Conflict of interest	32
	2-16 Communicating critical concerns	32
	2-17 Sustainable development of top management	29-31
	2-18 Performance appraisal of top management	29-31
	2-19 Pricing policies	61-72
	2-20 Billing processes	61-72
	2-21 Total annual pay rate	Verilmemiştir.
	2-22 Sustainable development strategy	22-23
	2-23 Policies	20-22

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GRI 2: General Declarations 2021	2-24	Implementing policy commitments	84
	2-25	Processes that mitigate negative effects	34
	2-26	Complaint Mechanism	32
	2-27	Compliance with laws and regulations	36
	2-28	Memberships	Annexes
	2-29	Stakeholder engagement	Annexes
	2-30	Collective bargaining agreements	Not available.
PRIORITY ISSUES			
GRI 3: Priority Issues 2021	3-1	Process of identifying priority issues	38
	3-2	List of priority issues	38
	3-3	Management of priority issues	38

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OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 403: Occupational Health and Safety 2018	3-3 Management of priority issues	38
	403-1 Occupational Health and Safety Management System	75-82
	403-2 Hazard identification, risk assessment, and incident investigation	36 , 75-82
	403-3 Occupational health services	75-82
	403-4 Worker participation, consultation, and communication	75-82
	403-5 Worker training on occupational health and safety	75-82
	403-6 Promotion of worker health	75-82
	403-7 Preventing and mitigating occupational health and safety impacts directly related to employment relationships	75-82
	403-8 Workers covered by the occupational health and safety management system	75-82
	403-9 Work-related injuries	Annexes
	403-10 Work-related disease	Annexes

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COMBATTING AND ADAPTING TO CLIMATE CHANGE		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 305: Emissions 2016 GRI 302: Energy 2016	305-1 Direct (Scope 1) greenhouse gas emissions	Annexes
	305-2 Indirect energy (Scope 2) greenhouse gas emissions	Annexes
	305-3 Other indirect (Scope 3) greenhouse gas emissions	Annexes
	305-5 Reducing greenhouse gas emissions	41-46 , Annexes
	302-1 Energy consumption within the organization	41-46 , Annexes
	302-4 Reducing energy consumption	41-46 , Annexes
	302-5 Reduced energy requirements for products and services	41-46 , Annexes

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SUSTAINABLE SUPPLY CHAIN MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 204: Procurement Practices 2016	204-1 Local procurement rate	89
GRI 308: Supplier Environmental Assessment 2016	204-1 Local procurement rate	89
	204-1 Local procurement rate	89
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria	89
	414-2 Adverse social impacts in the supply chain and measures taken	89

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GRI 409: Forced Labor 2016	409-1 Operations and suppliers at significant risk of forced or compulsory labor	Not available.
TECHNOLOGY AND DIGITAL TRANSFORMATION		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 418: Customer Privacy 2016	418-1 Breaches of customer privacy or verified complaints regarding the loss of customer	83
GRI 201: Economic Performance 2016	201-1 Economic value distributed and created	18 , 31
	201-2 Financial impacts and other risks and opportunities arising from climate change	36-38
	201-4 Financial assistance received from governments	Not available.
GRI 203: Indirect Economic Impact 2016	203-1 Supported infrastructure investments and services	Not available.
	203-2 Significant indirect economic effects	18 , 31

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CORPORATE GOVERNANCE		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 201: Economic Performance 2016	201-1 Economic value distributed and created	18 , 31
	201-2 Financial impacts and other risks and opportunities arising from climate change	36-38
GRI 205: Anti-Corruption 2016	205-1 Activities assessed in terms of corruption-related risks	32-34
	205-2 Training, policies and procedures related to the fight against corruption	32-34
	205-3 Reported complaints regarding corruption and actions taken	32-34
GRI 206: Anti-Competitive Practices 2016	206-1 Anti-competitive conduct	32-34

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INCLUSION, DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 3: Priority Issues 2021	405-1 Diversity among governance bodies and employees	Annexes
	405-2 Ratio of women’s basic salaries and wages to those of men	Not given.
GRI 406: Anti- Discrimination 2016		
	406-1 Cases of discrimination and corrective measures taken	38
INCLUSION, DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 418: Customer Privacy 2016	418-1 Verified complaint regarding a breach of customer privacy and the loss of customer data	83

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INCLUSION, DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 305: Emissions 2016	305-1 Direct (Scope 1) greenhouse gas emissions	Annexes
	305-2 Indirect energy (Scope 2) greenhouse gas emissions	Annexes
	305-3 Other indirect (Scope 3) greenhouse gas emissions	Annexes
	305-5 Reducing greenhouse gas emissions	41-46 , Annexes
DEVELOPING SUSTAINABLE BUSINESS MODELS & SUSTAINABLE MOBILITY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 201: Economic Performance 2016	201-1 Economic value distributed and created	18 , 31
	201-2 Financial impacts and other risks and opportunities arising from climate change	36-38

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R&D and INNOVATION		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 418: Customer Privacy 2016	418-1 Verified complaint regarding a breach of customer privacy and the loss of customer data	83
GRI 203: Indirect Economic Impact 2016	203-1 Infrastructure investments and supported services	Not given.
	203-2 Significant indirect economic effects	18 , 31
PEOPLE-ORIENTED ORGANIZATIONAL CULTURE		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
GRI 401: Works 2016	401-1 Hiring new employees and employee turnover	Annexes
	401-3 Parental consent	61

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INFORMATION SECURITY AND PROTECTION OF CUSTOMER PRIVACY		
GRI 3: Priority Issues 2021	3-3 Management of priority issues	38
OTHER TOPICS		
GRI 303: Water and Wastewater 2018	303-1 Water management practices	57-60
	303-2 Impacts related to discharged water	57-60
	303-3 Water intake	57-60
	303-4 Water discharge	57-60
	303-5 Water consumption	57-60
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	54-57

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GRI 306: Waste 2020	306-1 Waste generation and significant impacts related to waste	46-53 , Annexes
	306-2 Management of waste-related impacts	46-53 , Annexes
	306-3 Generated waste	46-53 , Annexes
	306-4 Recycled waste	46-53
	306-5 Disposed waste	46-53
GRI 404: Training 2026	404-1 Average number of training hours per employee per year	69-72 , Annexes
	404-2 Programs aimed at enhancing employee skills and orientation programs	69-72 , Annexes
	404-3 Percentage of employees who receive regular performance and career development evaluations	69-72 , Annexes
GRI 413: Local Communities 2016	413-1 Local community participation, impact assessments, and development programs and operations	93-96
	413-2 Operations that have significant current and potential adverse impacts on local communities	93-96



This report does not constitute advice intended to serve as a basis for legal, financial, or investment decisions. The forward-looking statements, expectations, estimates, and projections contained in this report are based on information, data, and assumptions available as of the reporting period and may differ in the future.

The information presented in this report is provided without any commitment or guarantee.

The report was prepared based on internal data and information provided by the relevant units of Borusan Port, and no external consulting services were utilized during the preparation process.

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PORT**



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