

Küçükoğlu Holding

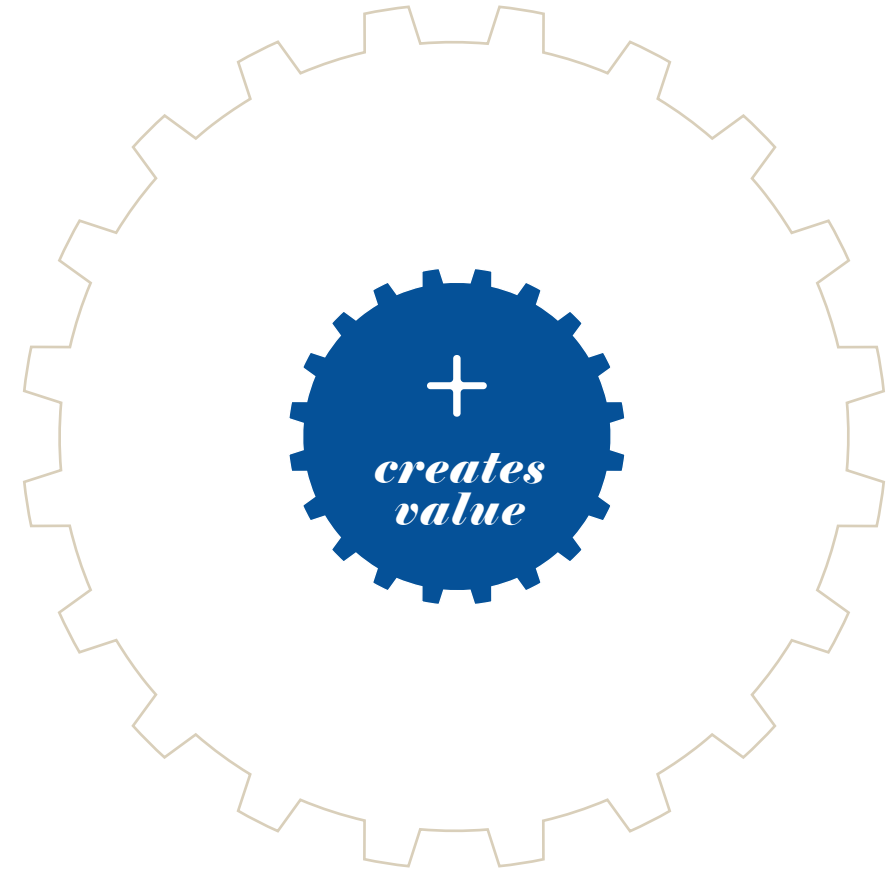
Sustainability Report

2018-2019



2018-2019

Sustainability Report



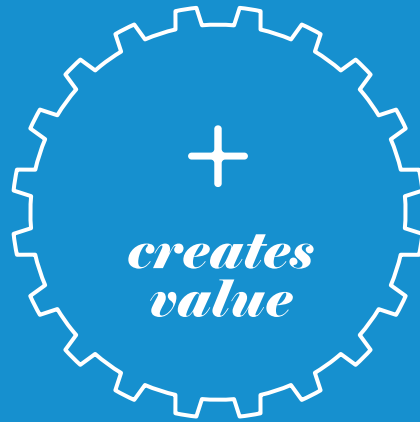
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About the Report

In line with our principle of conducting transparent relationships with all our stakeholders, we regularly publish our sustainability report to share the economic, social and environmental impacts of our operations.

Within the scope of our sustainable business model shaped in line with our Creates Value approach, which guides our sustainability efforts, we share our 2018-2019 Sustainability Report. This report has been prepared in accordance with the GRI Standards: Core option. The material issues which emerged with the stakeholder analysis that we conducted in 2017 in line with the AccountAbility AA1000 Stakeholder Engagement Standard (AA1000 SES) and which are reviewed annually,

constituted the framework of our report. We shared the activities and performance of our Holding and its subsidiaries including Ak-Pres, Toksan, Akteknik, Ak Automotive, Aktoy Otomotiv and Aktoy Sigorta, covering the period between 1 January 2018 and 31 December 2019. In addition, we also demonstrate our contribution to Sustainable Development Goals within the scope of the Creates Value approach.

Please e-mail all your questions, opinions and suggestions about our reports and studies to nebahat.gugercin@kucukoglu.com.tr and erol.kirci@akpres.com.tr.

Message From the Chairman

Dear Stakeholders,

In order to adapt to today's rapidly changing conditions and to ensure the sustainability of our business model, we continuously strive to become a leading, reliable and a respected global company, which adopts the principle of unlimited development that goes beyond time in all the sectors that we are engaged in.

As Küçükoğlu Holding, we have been contributing to the Turkish automotive industry; as we are growing both locally and internationally while transferring our experiences to various different sectors in the automotive supply industry since our foundation in 1985. We are aware that focusing on sustainability as a company has seriously accelerated our growth. Along with our contribution to the national economy, we are pleased that we are contributing to the Sustainable Development Goals (SDG) determined by the United Nations, through our business model and sustainability approach.

In line with our sustainability approach of “Küçükoğlu Holding Creates Value” developed in 2017, we have integrated sustainability into all our business processes and units, and we have adopted a holistic management approach. We develop our activities by creating value for the sector, people and future in line with our Creates Value approach, gathered under three main chapter: Value for the Sector, Value for the People, and Value for the Future.

As part of our socially and environmentally friendly growth strategy, our aim is to spread our

sustainability activities to the broad value chain consisting of our customers and suppliers. In order to build our progress, which will focus on sustainable economic growth in our core areas, we identified key performance indicators (KPIs) in different areas in order to measure progress of our goals stated in our Strategic Roadmap, established in collaboration with the Strategic Planning Committee.

In order to create value for the sector, as part of our high customer satisfaction priority, we continuously increase our investments in R&D and innovation. We increased our R&D and innovation investments by 56% compared to 2017. Thanks to R&D, we ensure that innovation becomes widespread within our corporate culture and we contribute to the sustainability performance of our customers, who are major players in the automotive industry, with the value-added and responsible products we develop.

In order for our employees, that our main stakeholders in reaching our 2025 Strategic Goals, to work efficiently, safely and happily; we have adapted a management approach that respects human rights and furthermore we offer a fair work environment that is free of any type of discrimination. We value the health, satisfaction and development of our employees to create value for the people.

In return, while we were preparing our Report, our company Toyota Plaza Aktoy received “Best Employers of Turkey 2020” Award within the context of the Best Employers of Turkey Survey of the

Great Place to Work. As Küçükoğlu Holding, we will continue to build a culture of trust.

While meeting today's requirements with our business model, which we created with the goal of sustainable economic growth, we also strive for responsible management of our resources and for developing projects with the awareness of our responsibility towards future generations. We have increased our environmental investments by 18% in 2019 compared to 2017 and subsequently decreased our carbon intensity. We adapt environmental policies that aim to optimize the use of natural resources and minimize our environmental impact to create value for the future. We manage our processes according to international standards and reduce our carbon footprint by saving energy within the scope of combating climate change.

I am pleased to publish our third Sustainability Report, in which we have shared our sustainability performance that we strive to continuously improve. I would like to thank all our stakeholders, particularly my colleagues, who contributed to this process

Kind regards

Oğuzhan Küçükoğlu
Chairman - Board of Directors



About Küçüköğlu Holding



We started our journey in 1985 with the foundation of Toksan, which was established to produce original spare parts to giant international automotive brands.

Today, we continue this journey as Küçüköğlu Holding, which has over 1,500 employees combined under a single roof with Toksan, Ak-Pres, Akteknik, Ak Automotive, Toyota Plaza Aktoy, Aktoy Sigorta and Nobi Yapı companies.



Bursa \ 1985



Gebze \ 2006



Bursa \ 1990



Hendek \ 2008



Bursa \ 2015



Istanbul \ 2017



Istanbul \ 2016



Slovenia Koper \ 2018



Our Vision:

To become a leading, reliable and respected global company that adopts unlimited development as a principle in all the sectors that we are engaged in.



Our Mission:

To become a group that meets the expectations of the society, environment as well as all of our stakeholders in the best way possible without compromising quality in our products and services, while adding value to our employees with sustainable growth.



With our aspiration for continuous growth, we aim to uplift the performances of Ak-Pres and Toksan, which are already among the top 1,000 industrial enterprises in Turkey. We carry out production on a total area of 90,000 m2, at 6 production facilities; with 3 of them in Bursa, and one facility each in Sakarya, Kocaeli and Koper/Slovenia.

The chassis and body parts we produce at Ak-Pres and the mechanism along with the system parts that we produce at Toksan are used in automobiles of various giant global brands across the world. We export our products to more than 10 countries,

including Germany, UK, Brazil and China; and hence, we contribute to our national economy. In addition to our automotive supply industry products, we produce mold and production equipment at Akteknik, which was established in Bursa in 2015.

With Aktoy Automotive (Toyota Plaza Aktoy), which was established in Avcılar, Istanbul in 2017 by the merging of Toyota brand with Aktoy Sigorta; we offer automobile sales, after-sales services, spare parts, purchase-sale of second-hand automobiles and professional insurance services to our customers.

● Exporting Countries

● Countries of Production



Corporate Governance Approach

With our vision of becoming a leading, reliable and respected global company that adopts unlimited development as a principle in all of the sectors that we are engaged in, we have adapted a corporate governance approach which is fair, transparent, responsible and accountable. We constantly strengthen our corporate governance approach to successfully achieve our 2025 Strategic Goals. In order to support the efforts of our Board of Directors, which consists of two members, we have identified critical and strategic functions and positions. Ethics Committee, Early Risk Assessment Committee, Internal Audit Committee, Corporate Governance Committee continue their efforts under the supervision of the Board within the Holding.

In the Holding, the Brand Committee and the Digital Transformation Committee also operate and strive to make improvements according to the requirements of the company.

We have initiated the Strategic Planning Process to build our progress on a solid basis in our value areas.

We established a Strategic Planning Committee to manage this process and determined a Mission, Vision and a Strategic Roadmap. Strategic Planning Committee consists of the Chairman of the Board of Directors, Vice Chairman of the Board of Directors, Financial Affairs Group Director, Human Resources Group Director, Industry Group Director, IT Group Directorate, General Managers and System and Business Development Manager. We have set up key performance indicators (KPIs), to measure the progress in reaching our main goals and objectives. As a part of this process, we have developed our Road Map until 2025, which is reviewed every year and renewed every 7 years. Our Roadmap consists of strategic goals such as foreign sales and marketing activities for sustainable economic growth, developing value added products through R&D studies and facility investments. We determine a budget each year to achieve these goals; create SWOT analyses, priority projects and individual score cards and monitor performance.

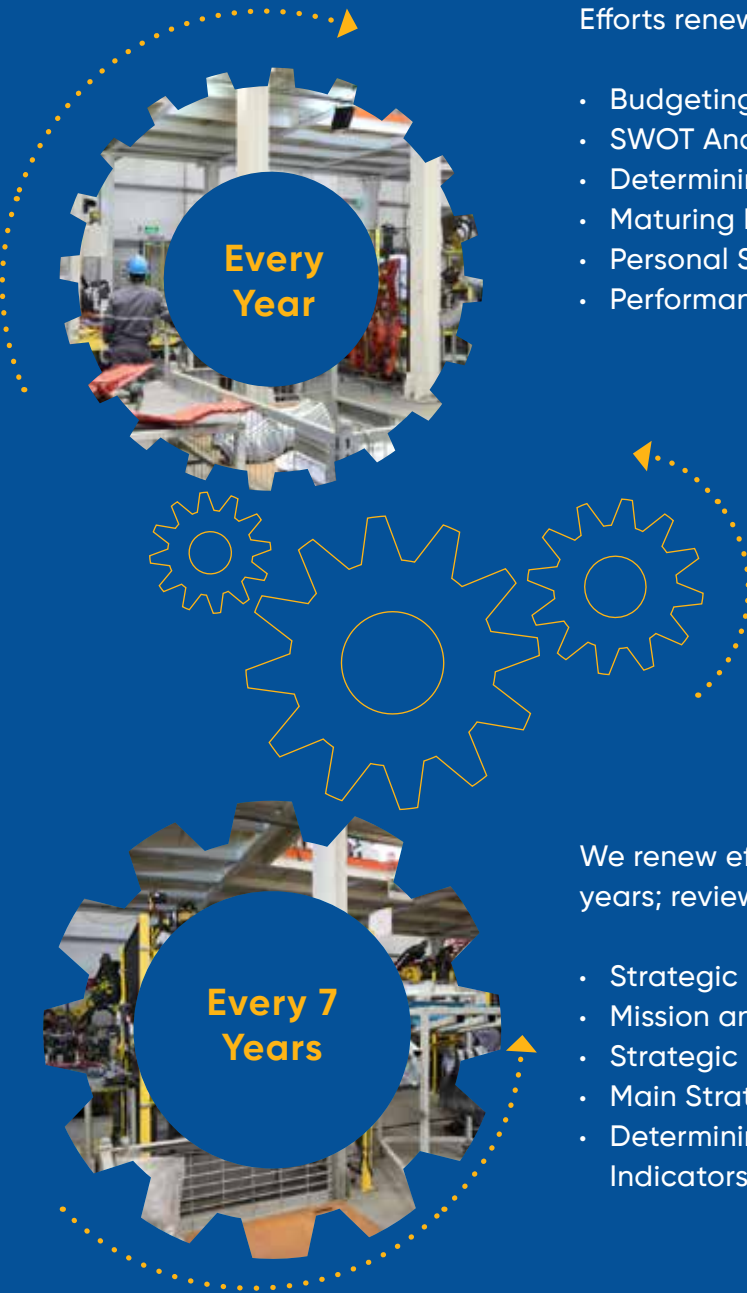
| Toksan Gebze Fabrikası



2025 Road Map

Efforts renewed annually;

- Budgeting
- SWOT Analysis
- Determining Annual Prioritized Projects
- Maturing Projects with Team-Up Method
- Personal Score Cards
- Performance Monitoring



We renew efforts in this respect every 7 years; review them annually;

- Strategic Planning Committee
- Mission and Vision Notice
- Strategic Road Map
- Main Strategic Goal Setting
- Determining Key Performance Indicators

89%

Ethics Line notifications solution rate

Ethical Business Approach

We arrange the relationship of our Holding and all our subsidiaries with their internal and external stakeholders according to the Code of Conduct Handbook. The Rules of Code of Conduct included in the Code of Conduct Handbook create the framework for our ethical approach to integrity, confidentiality, conflict of interest, legal liabilities, competition and our responsibility to our customers, employees, environment, society and humanity as well as the protection of personal data.

We share the Code of Conduct Handbook with all of our employees and we expect them to act according to these principles. We also provide trainings on the Code of Conduct as part of our orientation trainings held for the new employees to explain the ethical approach of Küçükoğlu Holding. Our employees renew their commitments to comply with these ethical rules at the beginning of each business year.

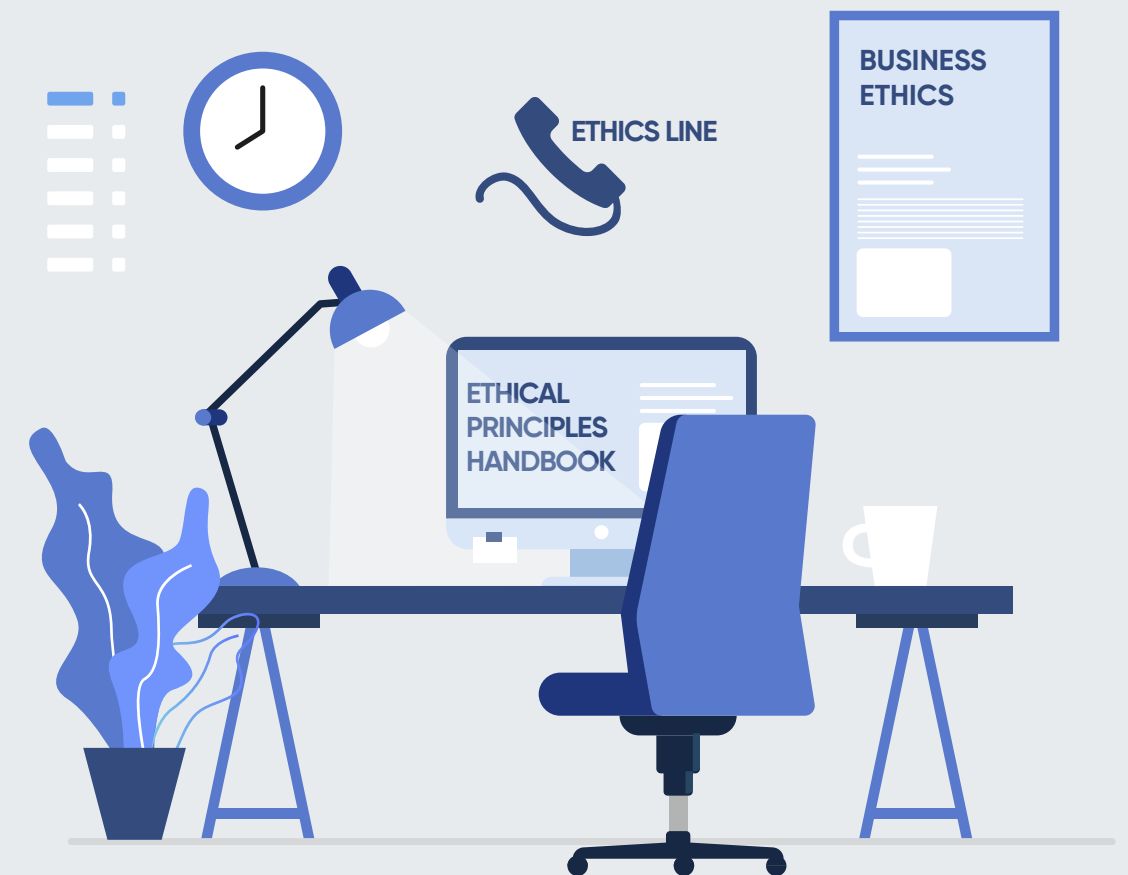
If they observe any violation and non-conformity to the Code of Conduct, all of our employees can submit their complaints to the Ethics Committee, which operates under the Board of Directors, by utilizing the portal used within the Company. The Ethics Committee is responsible for assessing, investigating and resolving complaints and notifications regarding violations to the Code of Conduct by following the principles of confidentiality. We resolved 89% of the applications submitted to the Ethics Line in 2018-2019.

Risk Management

The assessment and management of all the risks that concern our activities is gaining importance for the continuity and success of our business. As of 2018, we continue to carry out the risk management processes through the Risk Management Committee, which is chaired by the Chairman of the Board of Directors. We proactively manage the risks identified and detailed by the Committee.

Along with financial risks such as exchange rate risk and interest risk, there are also risks such as occupational health and safety, talent management, information security, and compliance with regulations. We regularly update our risk strategy with IATF 16949 Automotive Quality Management System and SWOT analysis and subsequently we take the necessary precautions through our subcommittees.

We plan to create a risk map by including the experts that we work with under the leadership of the Internal Audit Manager. We aim to create our risk management processes, gathered under 5 main headings as compliance risks, financial risks, operational risks, external risks and strategic risks as of 2020.





Sustainability Approach

Sustainability Approach

We collected our sustainability principles and areas, where we can contribute to the Sustainable Development Goals under the headings; Creating Value for the Sector, Creating Value for the People and Creating Value for the Future.

| Akpres Hendek Fabrikası



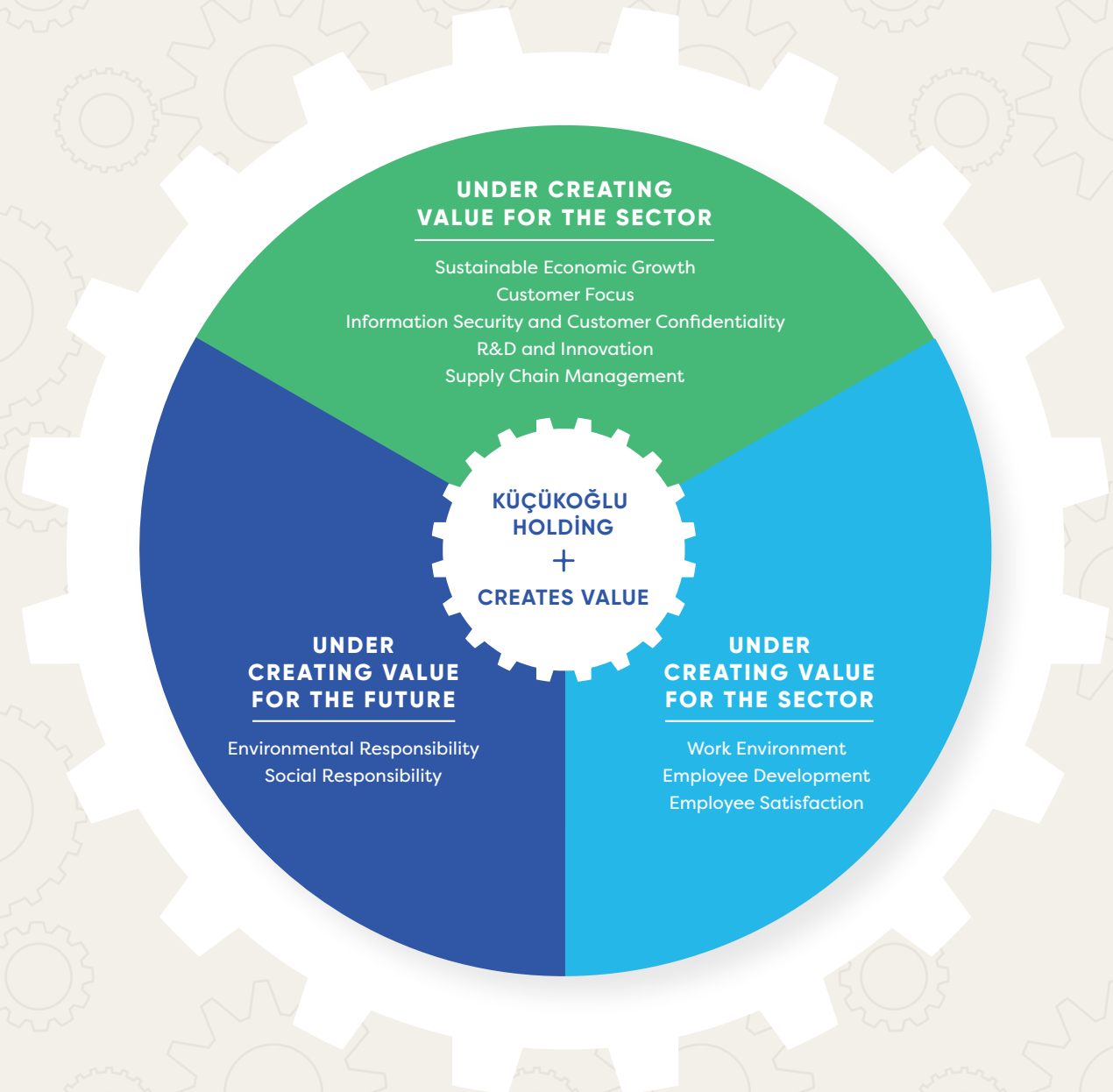
We integrate sustainability into all of our operations and activities in order to respond quickly and accurately to the requirements of today and tomorrow, as well as to ensure sustainable economic growth. Many global trends such as climate crisis, digital and technological developments, urbanization, population growth and demographic changes widely affect the automotive industry. In line with this effect, transformation of all the components of the industry towards responsible production and consumption becomes an obligation.

We strive to adapt to the fast-changing conditions of our industry under the impact of global trends and to ensure unconditional customer satisfaction. We aim for sustainable growth by integrating environmental, social and administrative values to our business model with a holistic perspective. Mainly for the sake of our employees and for our common future, while growing, we aim to create sustainable added value for all of our stakeholders in the value chain.

We determined our priority issues as a result of the stakeholder analysis we conducted in 2017 and created our sustainability approach under the roof of **Küçükoğlu Holding Creates Value**. We collected our sustainability principles and areas, where we can contribute to the Sustainable Development Goals under the headings; **Creating Value for the Sector, Creating Value for the People and Creating Value for the Future.**

Our Creating Value approach offers the framework of all the work that we will conduct for our stakeholders and common future.

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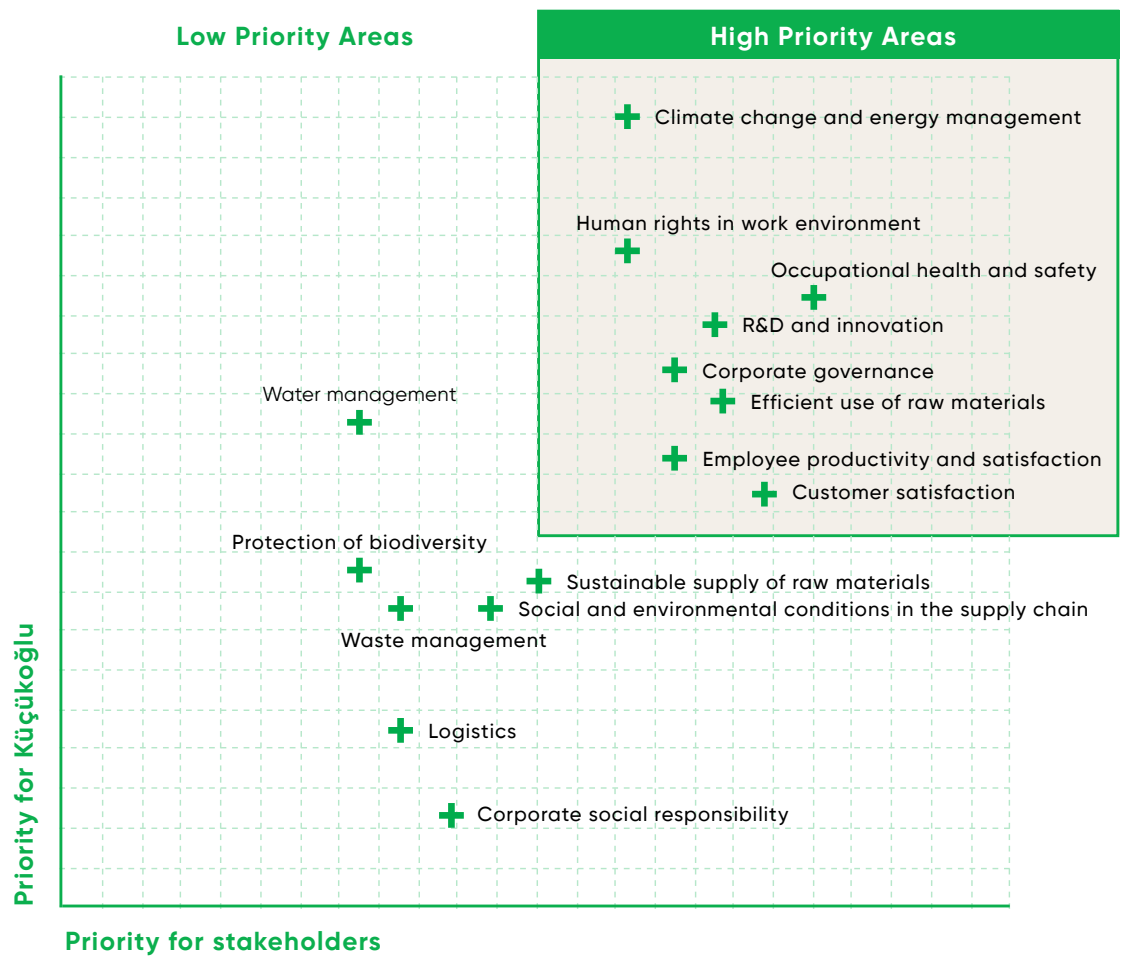
Our Material Issues

In 2017, we conducted a materiality analysis to identify the components of the **Creates Value** approach that forms our sustainability strategy and the priority areas where our company will create value. In this respect, we obtained the opinions of our key stakeholders in accordance with AA1000 Stakeholder Engagement Standard (AA1000SES) and assessed national and international trends affecting the automotive and supply industry. We considered the issues in our company's Strategic Roadmap. In 2019, we,

- Reviewed the strategic developments that guide our company;
- Took guidance from our stakeholders,

- Scanned international industry trends,
- We made deductions for our sector by evaluating the changes in the domestic agenda and contents such as the 11th Development Plan, which will be decisive for the road map of Turkey in the coming years. We updated priority concerns at the end of the study.

Accordingly; along with R&D and Innovation, Occupational Health and Safety, Efficient Use and Supply of Raw Materials, Customer Satisfaction, Corporate Governance, Employee Productivity and Satisfaction, and Human Rights at the Work Environment; Climate Change and Energy Management were among our material issues.



Communication with Stakeholders

We are aware that the strong dialogue we have with our stakeholders improves our business and carries us forward. Thanks to this, we have the opportunity to determine the changing needs in advance and include the expectations and opinions of all parties to our business strategy and efforts.

We have different methods and channels in order to closely monitor ideas, expectations and suggestions of our stakeholders.

- We regularly conduct various activities such as trainings, performance evaluations and events with our employees. We receive their opinions within the scope of Ethics Committee applications and employee satisfaction surveys. Our employees can convey their opinions and feedback via the private web portal, and regularly follow up issues such as performance monitoring, working status, and absenteeism. With the "Share Your Ideas" suggestion system that we launched in 2019, we have created a platform where employees can share any suggestions that can start new project ideas, benefit in occupational safety issues, and contribute to various processes.
- The demands of our customers play an important role in the steps that we take towards transparency within the scope of sustainability.

We come together through visits, fairs and meetings in order to closely monitor our customers' demands and requirements and to share our performance. We regularly conduct customer satisfaction surveys each year. We report our performance in order to meet their expectations in terms of sustainability. In addition, we also provide information on our performance through self-assessment surveys in line with the demands of our customers.

- We hold one-on-one meetings, meetings and trainings with our suppliers and meet with them at fairs. At the contract stage, we share the Supplier Preliminary Evaluation Form, and our Supplier Handbook and Supplier Principles with our suppliers. Our feedback and audits also enable us to exchange ideas. In 2019, we organized an Information Day by organizing a Supplier Day with all of our suppliers in order to inform them.
- We regularly communicate one-on-one with our shareholders through the General Assembly.

Also, all our stakeholders can contact us through the communication channels and social media accounts available on the websites of the Holding and its subsidiaries.



Memberships

- Association of Vehicle Supply Industrialists (TAYSAD)
- Turkish Industry and Business Association (TÜSİAD)
- Young Businessmen Association of Turkey (TUGIAD)
- Bursa Chamber of Commerce and Industry (BTSO)
- Uludağ Exporters' Unions (UİB)
- Istanbul Chamber of Commerce (İTO)
- Turkey Quality Association (KalDer)
- Turkey People Management Association (PERYÖN)
- Automotive Supply Industry Specialized Organized Industrial Zone (TOSB)
- Bursa Technology Organized Industrial Zone (TEKNOSAB)
- Bursa Organized Industrial Zone (BOSAB)
- Foreign Economic Relations Board (DEİK)
- Hendek 2nd Organized Industrial Zone



Value
to the Sector

Value to the Sector

We shape our processes and activities in our value chain in line with the Sustainable Development Goals.



Promote stable, inclusive and sustainable economic growth, full and productive employment and decent work for all



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



Ensure sustainable consumption and production patterns

We assume an important role in the sustainable economic growth of the sector with our broad customer portfolio and value-added products. We respond to the increasing customer demands and requirements in the rapidly changing automotive industry with state-of-the-art technologies and sustainable solutions through innovation and R&D.

We offer new technologies to meet the needs of our sector by developing products with an innovative approach. The technologies that we develop also contribute to sustainability performance of our customers.

At the highest level possible, we protect the information security and confidentiality of all the stakeholders and especially of our customers, suppliers and employees in our value chain. Within the scope of supply chain management, we transparently share our supplier selection and our expectations in business partnership processes, and with the audits we offer our suppliers a chance to improve their performance.

We shape our processes and activities in our value chain in line with the Sustainable Development Goals. With our sustainable economic growth strategy, we contribute to SDG 8, which targets decent work and sustainable growth, SDG 9, which supports innovation with our R&D and innovation activities, and SDG 12, which adopts the responsible production- consumption model with our products that also transform our customers.



Akpres – Bursa Fabrikası

Sustainable Economic Growth

We strive for the goal of sustainable economic growth in cooperation with our customers and suppliers to create value for our sector. In order to reach our goal, we focus on R&D activities, on enhancing our brand value as well as creating value for our stakeholders. We contribute to the society and the economy of the country and we grow jointly with our stakeholders.

In line with our 2025 Road Map, we reached the economic growth rate that we had targeted for 2018 and 2019. The total economic value we created in 2019, increased by 66% compared to 2017. In addition, we provide employment to 1,530 people in various fields within the Holding.

66%
increase in our revenues compared to 2017.

With the medium and long-term financial goals determined according to the Strategic Planning Process, our Holding companies will continue to **create value** for the country's economy with its activities within the Holding.

Customer Focus

The satisfaction of our customers, who are one of our key stakeholders, is one of our top priorities for a sustainable and profitable growth. We produce fast and effective solutions for the differing demands of our customers in our rapidly evolving sector due to changing economic, environmental and social conditions. As a Holding, we integrate unconditional customer satisfaction, as one of our common values, into all of our business processes. We strive to **create value** for our customers.

With the aim of being an innovative and reliable business partner for our customers, we establish relationships based on trust and act honestly, fairly and transparently.

We meet customer expectations in the fastest way possible and constantly monitor customer demand and feedback in order to improve ourselves. We reach out to our customers through one-on-one meetings and through e-mails and phones as our constant communication channels. We also share our performance transparently with all our stakeholders in the sustainability report that we publish every 2 years. At the request of our customers, we aim to share the Corporate Social Responsibility and Self-Assessment Survey by becoming a member of the Drive Sustainable Initiative in 2020.

We take important steps to use resources efficiently, minimize our environmental impact and to improve working conditions, while carrying out our activities in line with our sustainability approach. Thus, we contribute to our customers' processes of creating a sustainable value chain.

Aktoy Plaza stands out among our companies with its high customer satisfaction. Its satisfaction rate in sales was 96.5 and for services and support it was 95 over 100 points in 2019.

R&D and Innovation

The best way to respond to changing customer demands, in parallel to the increased environmental risks and rapid changes in technology, is to create a strong R&D and innovation capacity and to produce innovative projects. We conduct projects that create value for the sector at the R&D Center established in 2011; we strive to ensure customer satisfaction with the corporate innovation culture that we have created. A total of 21 employees work in in R&D as of 2019.

The main focus of our R&D and innovation efforts is to reduce our environmental impact by minimizing our carbon footprint and to contribute to the sustainability performance of our customers with our responsible products.

We encourage the researchers in the R&D center to get their Master's Degrees and PhDs, so that they can become project researchers and directly become project executives. Our employees select their dissertation topics in our field of business to improve the academic publication opportunities at the R&D center; thus, our projects both contribute to the academic literature and also enhance the quality of our R&D Center.

We professionally manage patent applications and article writing processes. Our company holds 2 patents and had 3 new patent applications within the last 3 years. Furthermore, in the last 3 years, we have published 7 academic publications at the national and international level. We created a premium system for local and international publications, announcements of inventions, commercialized patents, approved TEYDEB and European Union project applications in order to motivate our R&D employees.

We include expertise and ideas of both our internal and external stakeholders to the processes, while developing innovative projects. We listen and evaluate the innovative ideas of our employees from every department.

In addition, Toyota Plaza Aktoy received 2019 Customer Satisfaction After Sales Second Prize in context of Toyota Dealer Award Program that is organized annually by Toyota Turkey.



We launched the Share Your Ideas suggestion system in 2019, which can be accessed by the employees through mobile phones and kiosks in order to increase the number of R&D projects, and to support our corporate innovation culture. We established an Idea Assessment Committee consisting of our R&D experts in order to assess whether the ideas collected through the suggestion system have the potential to create a new project and/or are a patentable idea. Projects with a potential are graded by the Committee according to the determined criteria and research or efficiency projects are initiated at the R&D center for suitable ideas. In order to encourage R&D and innovation, employees who develop ideas are rewarded.

We attach great importance to private sector and university collaborations in our R&D and innovation activities. We collaborate with the academy to lead the sectoral development and to improve our intellectual capital. In this respect, we improve our processes by receiving mentorship support from universities and we also offer university students the opportunity to take part in scientific studies.





We carry out projects that add value to the sector in our R&D center that is established in 2011.

We were involved in the InoSuit Innovation Focused Mentoring Program developed in cooperation with Turkey Exporters Assembly and Sabancı University based on university-industry cooperation in 2019. The purpose of this program, which will last 12 months, is to sustainably improve innovation management competence of companies, who are members of Exporters' Associations, to create and strengthen innovation management competence, as well as for all companies to design and implement corporate innovation systems in line with their goals, structure and requirements. With the support of the mentor that was paired with our company within the scope of the program, we aim to;

- Determine innovation strategies and technology roadmap
- Create an innovation project portfolio,
- Integrate innovation into HR management processes,

- Manage and transfer corporate memory to innovation management processes,
- Create cooperation and open innovation infrastructure with external stakeholders; and
- Improve our cooperation capacity.

By sharing the short-term research studies carried out at the R&D center with universities, we offer long-term internship opportunities to university students who are interested in these particular academic subjects. The interns, who work with R&D center engineers throughout their internship, can complete their projects here. In this respect, we applied to TÜBİTAK 2209-B Industry Focused Undergraduate Dissertation program with a dissertation on the development of algorithms and interfaces for the theoretical calculations and optimization of helical springs used in the automotive industry.



Projects we completed in 2019:

01

EDDWIZ Efficient Design with Easy Mold Design

We integrated the software application that guides the user to standard design with CATIA V5 for the first time in our company in order to develop new techniques to reduce the cost and enhance the quality of mold design and production processes. Thus, the technical drawings, NC codes and the order list of the parts forming the mold are automatically created. For the first time in Turkey, with this project, we ensured that progressive mold designs are managed by a software application.

02

Development of a Flexible and Stable Welding System in Progressive Molds

We eliminated the secondary operations after cold forming with this applied method. With the welding process that takes place during press operation and within the mold, we achieved a more productive hybrid process by joining welding technology with the cold forming technology for the first time in Turkey. In addition, we introduced the nut transfer mechanism, which was uniquely utilized specifically for the project, to the academics world through various publications.

03

Hand Brake Power Transmission Lever Design, Analysis, Prototype and Test Study

We carried out product design, prototype production and physical testing of hand brake power transmission lever for the first time. We reduced the 12 different parts that make up the hand brake power transmission used currently on the vehicles to 10; we canceled the gas welding operation used in the assembly of the mechanism and we achieved 17% weight gain compared to the previous mechanism.



| Toksan Bursa Factory

Supply Chain Management

We attach great importance to sustainability principles in supply chain management in order to ensure continuity of our business, high quality standards and unconditional customer satisfaction. While we integrate sustainability practices into our own operations, we also support our suppliers to adopt these practices and spread the understanding of sustainability. We share comprehensive criteria with our suppliers as part of our sustainability approach and help them transform their business with the audits that we conduct. We aim to grow together by creating value for our suppliers.

We deliver preliminary evaluation forms to supplier candidates in supplier selection processes. With this form, we request quality management system documents, labor capacity and financial information from the supplier candidates and evaluate the supplier candidate with the scoring system. We include suppliers who score 70 or higher in the Preliminary Supplier Evaluation Form in supplier

We share comprehensive criteria with our suppliers as part of our sustainability approach and help them transform their business with the audits that we conduct. We aim to grow together by creating value for our suppliers.

portfolio as a potential supplier. We quarterly evaluate our suppliers and inform their scores to them. We carry out audits after the scoring in order for them to enhance their performance and to provide them with a chance to elevate to a higher class. Since 2019, our supplier quality specialist has been working under the procurement department to inspect and monitor the suppliers as well as to ensure coordination between the supplier and our company.

During the contract phase, along with our Supplier Handbook, we also share our Supplier Principles, which include principles on human rights, prevention of child labor, prevention of forced labor, discrimination, as well as occupational health and safety and we expect them to commit to these by complying with our principles.

Local suppliers comprise 97% of our supply chain. 3% of our suppliers are from countries such as Germany, France and Japan.

We work with a total of 930 companies. 34% of the total number of suppliers consists of the suppliers that we started working with in 2018 and 2019. Local suppliers comprise 97% of our supply chain. 3% of our suppliers are from countries such as Germany, France and Japan.

We highly consider customer demands and feedback from suppliers in supply chain management and focus on continuous development. We organized the first Supplier Day in 2019 with the participation of all our suppliers. We explained to our suppliers the future strategy of Küçükoğlu regarding our new projects in purchasing, quality, and logistics and shared information on potential project and business collaborations.

| Akpres Hendek Factory



Information Security and Customer Confidentiality

The increase in use of data and information in the business world with the advances in technology and digitalization also brings along risks related to information security and confidentiality. The increase in cybercrime can have serious economic consequences for companies. Therefore, information security and confidentiality gains more and more importance each day. We attach importance to information security and customer confidentiality in order to maintain the relationship of trust with our customers and to protect the rights of our employees and suppliers.

We collect information and data in accordance with the laws and regulations solely for the purposes of improving customer experience, understanding and resolving customer requirements and demands quickly. The confidentiality clause in the Code of Conduct protects our customers, employees and other individuals and institutions that we work with. In addition, in accordance with the Law on Protection of Personal Data no. 6698, we share the informatory text about the protection and processing of personal data on our website with all our stakeholders. In our Code of Conduct Handbook, we explain transparently and in detail which data can be processed by our companies, processing methods as well as purposes and rules regarding sharing of such information with third parties. We obtained ISO 27001 Information Security Management System certificate in 2020.



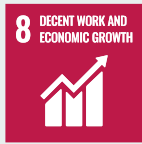
**Value
to the People**

Value to the People

In order for our employees to work efficiently, safely and happily; we adapt a management approach that respects human rights and we offer an equal opportunity environment, which is devoid of any form of discrimination.



Ensure social gender equality and empowerment of all women and girls



Promote stable, inclusive and sustainable economic growth, full and productive employment and decent work for all



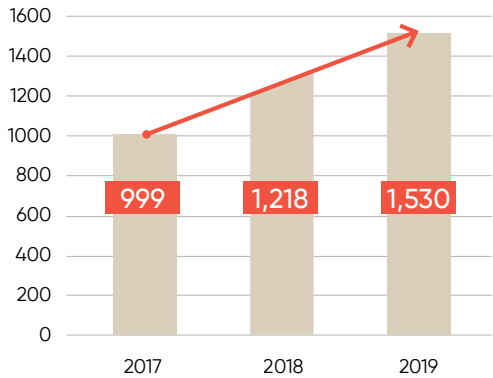
Empower all individuals and countries economically irrespective of gender, race and ethnicity

Our success as a holding is based on the talents and loyalty of our employees. In order for our employees to work efficiently, safely and happily; we adapt a management approach that respects human rights and we offer an equal opportunity environment, which is devoid of any form of discrimination. We offer equal opportunities for female and male employees in their career, wage and training planning, development programs, performance evaluations and all other additional benefits during their work processes.

We take all necessary measures in our production processes and offices in line with our Occupational Health and Safety Policy in order to ensure a healthy and safe work environment. We also provide training and protective equipment to our employees. In addition to occupational health and safety (OHS) trainings, we contribute to the development of our employees through occupational and technical development trainings, personal development trainings, and legal requirement trainings. We monitor the performance of our employees within the scope of performance management, determine their annual targets and establish strategies for areas with room for development accordingly.

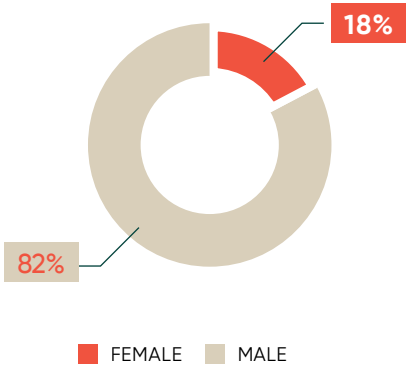
We **create value** for our employees with our human resources and with our safe work environment practices.

Increase in the Number of Employees by Years

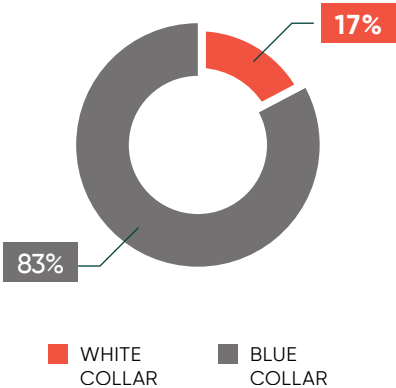


The number of employees increased by 53% in 2019 compared to 2017.

Employees by Gender



Employees by Category



By creating a healthy and safe work environment at our Holding and our subsidiaries, through our policies, we contribute to SDG 8, which targets decent work for our employees in order to enhance customer satisfaction, SDG 10, which enables us in reducing inequalities in our recruitment process and also in basing our remuneration and promotion policy on performance evaluation and SDG 5, which aims to enable social gender equality.

The employment created by us also increases in line with the increasing economic value we create every year. The number of employees increased by 53% in 2019 compared to 2017, reaching approximately 1,530. Approximately 83% of our employees are blue collar, while 17% are white collar employees. The rate of women employees is 18%.

Occupational Health and Safety

Creating a safe work environment for our employees is one of the top priorities of our company. While following all indicators regarding occupational health and safety; we further strive to achieve the goal of continuous improvement. We reduce risks not just to ensure the safety of our employees, but also to ensure safety of all our guests and subcontractors. Our Occupational Health and Safety policy guides all our OHS activities and commitments. With our OHS policy, we commit to;

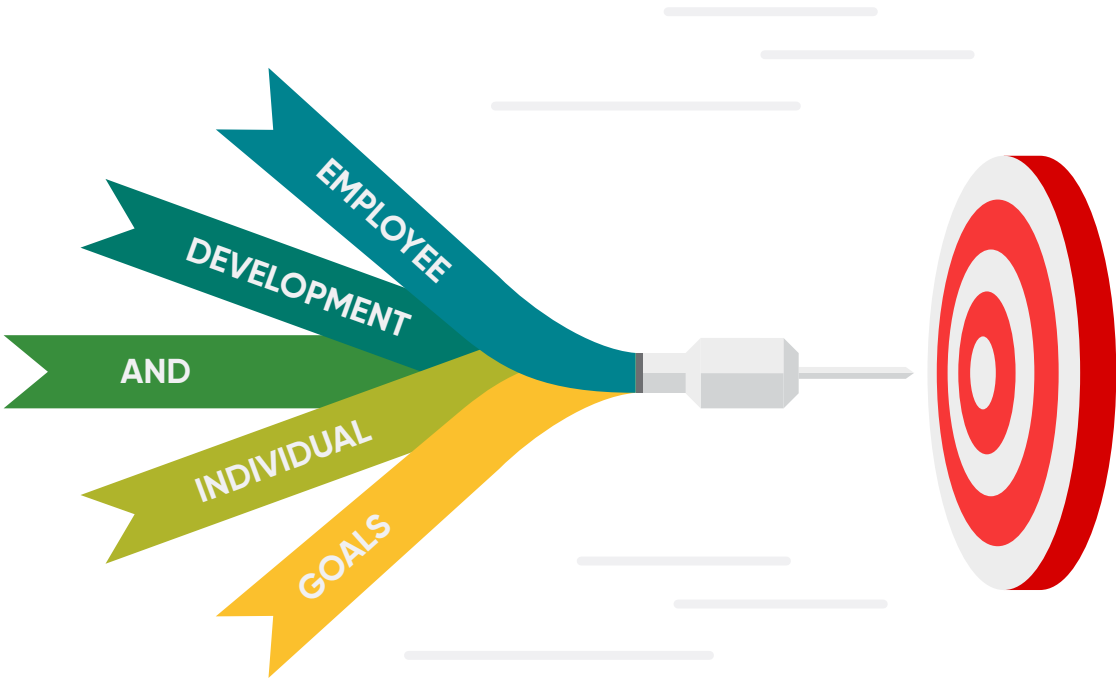
- Introduce and improve a safe work environment to all our employees with the awareness that a healthy and safe work environment is an essential part of life,
- Prevent injuries and health problems,
- To implement all aspects of occupational health and safety by our managers, to ensure monitoring and continuous development,
- Comply fully with safety rules in all of our activities,
- Eliminate risks at the source for ensuring safety of all our employees, including our guests and subcontractors,
- Comply with all the legal requirements regarding occupational health and safety,
- Share our OHS policy publicly with everyone working for Küçükoğlu Holding and to keep it accessible to the society and all related organizations at all times.

We provided
14,330
hours of OHS training.

OHS experts report directly to the factory manager in all our production facilities. We manage OHS performance at Ak-Pres Hendek, Akteknik, Toksan Gebze and Toksan Bursa facilities with OHSAS 18001 and with ISO 45001 Occupational Health and Safety Management System at Ak Pres Bursa.

We provided 14,330 hours of OHS training at all our production facilities in 2019, with each training with an average of 10 hours per employee. In order to prevent operational risks, we took new measures such as addition of scan keys to prevent the operation of robots if employees are present in the area where robots are operating and building of guard rails where required.

While the number of our employees increased by 53% when compared to 2017, the number of work accidents decreased by the same percent. We organize an OHS slogan competition in all our facilities in order to raise awareness regarding OHS every year. We select the Holding OHS slogan among the winners. In addition, we have a facility security guide for the visitors, and video information, which contains general information on OHS rules, which can be broadcasted on all TVs at Ak-Pres Bursa production facility.



Employee Development and Talent Management

We act with the belief that providing a work environment where our employees can develop themselves professionally and personally and monitor their progress, will also improve their work efficiency. We support the development of our employees for sustainable economic growth and for creating value for the sector.

We pre-define contribution of all our employees to the company and assess them according to specified criteria within the scope of performance management. We plan new term trainings as a result of regular evaluations and interviews with our employees. In addition, we also manage our remuneration policy according to performance data.

We measure the individual targets that we have determined in line with the 2025 Strategic Goals.



Performance Management

We implement a process based on performance management in order to ensure that our employees improve their work efficiency and performance. In this respect, we evaluate the competencies and performance according to the individual targets of our white-collar employees, once a year through the Deploy Strategy system. In the competence evaluation process, we measure communication and information sharing skills of each employee, their basic skills such as teamwork skills and functional competencies specific to each department. We measure the individual targets that we have determined in line with the 2025 Strategic Goals by pre-defined main performance indicators. We also evaluate the managerial competencies of our managerial staff. Initially our employees make self-assessments and subsequently their managers evaluate them through our performance management system. As a result of the evaluation, feedback is provided to employees during certain periods throughout the year.

The performance evaluation for blue collar employees takes place twice a year. Performance evaluation is based on criteria determined specifically for direct operator, indirect operator and intermediate manager positions. With the SAP & MII software integrated into human resources, the performance of blue-collar employees can be tracked on a daily and hourly basis.

Following the performance evaluation, we determine the strengths of our employees and areas with room for improvement and accordingly we plan their

necessary trainings. Executives evaluate the results of the interview they held with white and blue collar and blue-collar employees.

Along with personal basic performance indicators, in 2020 we will monitor the percentage of substitutes suitable for critical positions, the rate of the staff attending career coaching and mentoring programs, the number of current leaders/the number of leaders required and their compliance with the planned leadership goals.

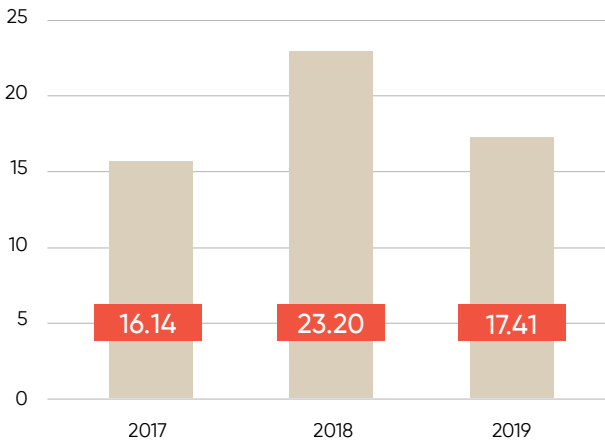
Training

We deem training as an important step for our employee development. We categorize the trainings provided under 3 main categories; professional and technical development trainings, personal development trainings and legal requirement trainings. We create training plans each year in line with the needs of our employees. In addition to the planned trainings, we also organize trainings to enhance functional competence at our customers' request. We provided an average of 17.4 hours of training per employee in 2019. We provide English trainings to improve the foreign language level of our employees. We are planning to start German training at the end of the year. In 2020, we are planning to establish a Training Academy, where the trainings organized by the Human Resources Department will be managed by the Training Academy.

Employee Satisfaction

We strive to measure loyalty and satisfaction of our employees and improve them with action plans in order to reach our 2025 goals. We consider the ideas and suggestions of our employees and accordingly determine road maps for the future. In order to keep the employee motivation high, we organize social events. In addition, we offer support for different needs of our employees through private healthcare support, flexible working hours as well as through other additional benefits.

Trainings Per Employee



We regularly measure employee satisfaction. We evaluate the opinions of our employees through surveys, one-on-one interviews and through our Corporate Communication Portal. Based upon their suggestions and feedback, we also setup road maps.

By cooperating with an independent consulting company, we annually measure employee satisfaction. We share the results obtained and the strategies we created with our employees. As Holding, we made significant improvements in our employee satisfaction survey results compared to 2017; as we increased employee satisfaction by 55% and employee loyalty by 34%. We maintained these improvements and the general satisfaction in 2019 was 80% and overall eagerness was 73%. In addition, we learn about the expectations of all our

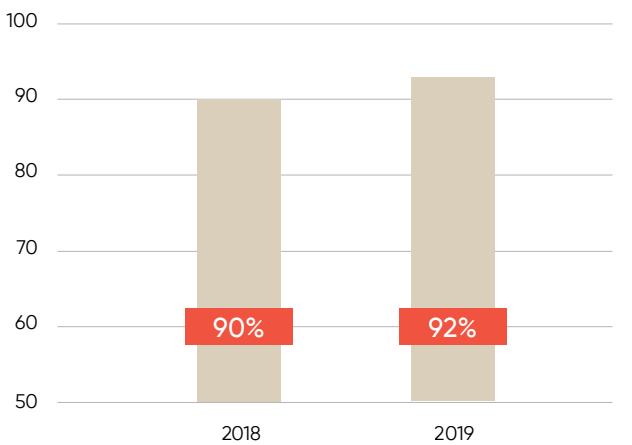
As Holding, we made significant improvements in our employee satisfaction survey results compared to 2017; as we increased employee satisfaction by 55% and employee loyalty by 34%.

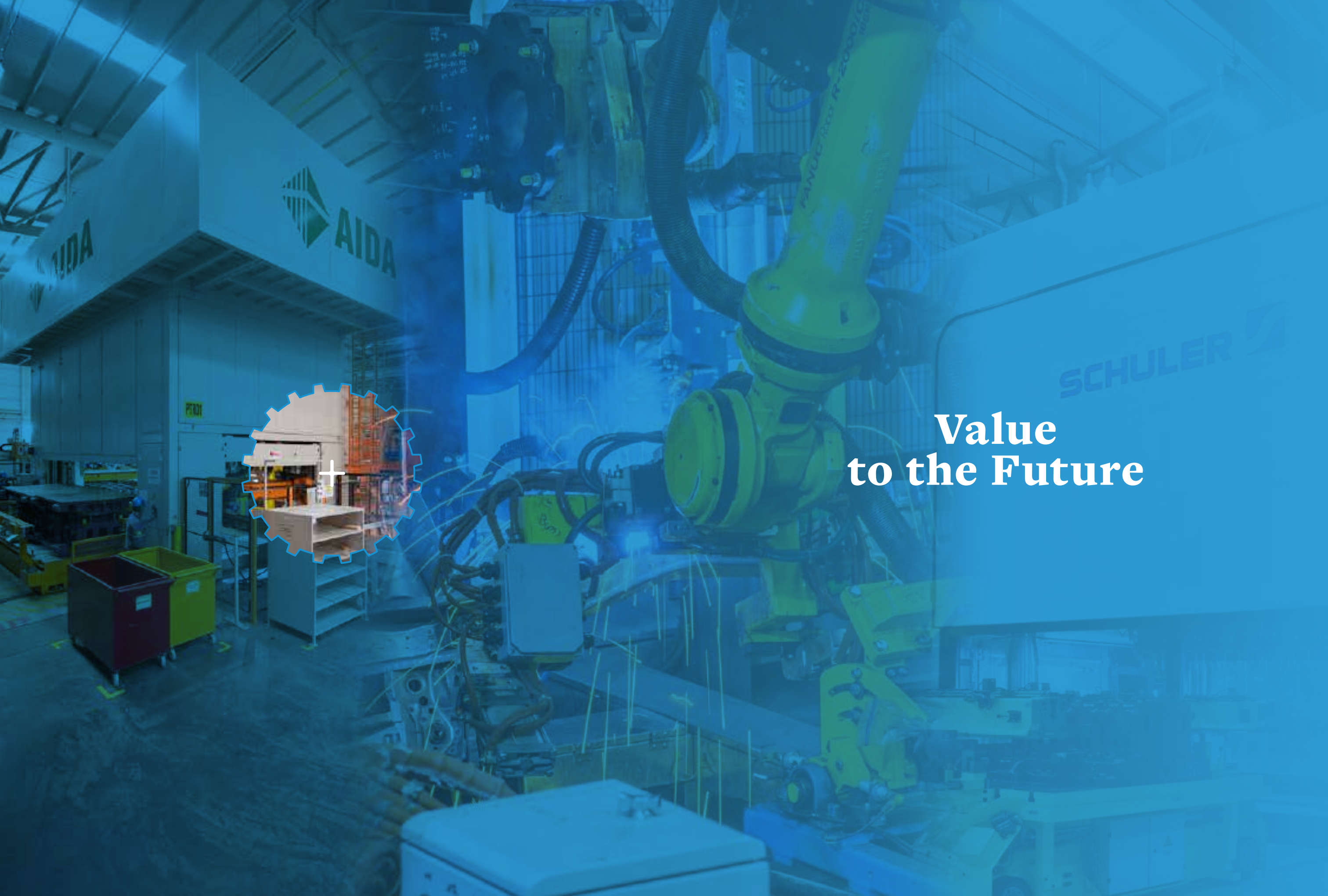
employees through coffee meetings, collective and individual communication meetings and we also include them in our processes.

We launched our Corporate Communication Portal in 2019. Our employees can instantly share their requests, demands or complaints with the Ethics Committee, Reach Your Manager, Request/ Complaint sections through the portal, which all employees can access using their private login information.

With our work-private life balance motto, we organize sports activities, family days, picnics, theme days, trips and special day celebrations.

Employee Satisfaction / Aktoy Plaza





**Value
to the Future**

Value to the Future

We carry out our activities with a sense of responsibility in our business model created with the goal of sustainable economic growth.



Ensure sustainable consumption and production patterns



Take immediate action to combat climate change and its impacts

The pressure on natural resources is increasing due to the increasing population and the growing climate crisis. Acting responsibly towards future generations and investing in the future while meeting today's requirements is becoming more and more important every day. The automotive industry, which is constantly growing with technological and digital advances, has a great responsibility. With this awareness, we strive for responsible management of resources and develop projects that will **create value** for the future generations. We carry out our activities with a sense of responsibility in our business model created with the goal of sustainable economic growth.

With the awareness of our environmental responsibility, we focus on energy management, efficient use of resources, water and waste management. Thus, we contribute to SDG 12, which adopts sustainable production and consumption and SDG 13, which supports combating climate change and its impacts.

Socially, as a Holding, we support social responsibility projects. We motivate our employees to participate in social responsibility projects.

Environmental Responsibility

Minimizing the pressure that we have on natural resources is deemed as one of our priority issues. Developing technology and digitalization creates new opportunities for reducing our environmental impact by using resources responsibly. We strive to develop projects for more productive energy and resource consumption in all of the companies of the Holding. With continuous improvement as our goal, we closely follow all emerging technologies.

Our Environmental Policy guides our activities. In this respect; we undertake to:



| İstanbul - Toyota Plaza Aktoy

- Consider the demands of our customers related to the environment, comply with all the national and local legal requirements related to environmental aspects,
- Prevent environmental pollution by increasing our recovery and recycling amounts,
- Continuously improve our environmental performance in line with economic and technological opportunities,
- Optimally use our natural resources,
- Raise awareness and motivate all of our employees, suppliers and customers about the environment within the framework of our collaboration,
- Establish economic and ecological balance by considering the impact of our current and planned production activities on the environment.

For a comprehensive environmental management, we are not only limited to our internal policies, but also continue to work in compliance with international systems and certificates. Ak-Pres

We increased our environmental investments by 18%.

Bursa, Toksan Bursa and Gebze production facilities, among our Holding companies, have ISO 14001 Environmental Management System Certificate. We are aiming to obtain ISO 14000 certificate for our Aktoy and Akteknik companies by 2020. Ak-Pres Hendek Factory, where we achieved the highest level of water and energy savings, has LEED certificate, while Aktoy Plaza building has LEED Gold certificate.

We increase our environmental investments each year in order to fulfill our commitments. We increased our environmental investments by 18% in 2019 compared to 2017. We haven't received any environmental fines within the last 3 years.

Carbon and Energy Management

Risks arising from global climate change concern sectors based on energy consumption and carbon intensive production more closely. Energy efficiency in production is of utmost importance for risk management and the effective use of energy resources.

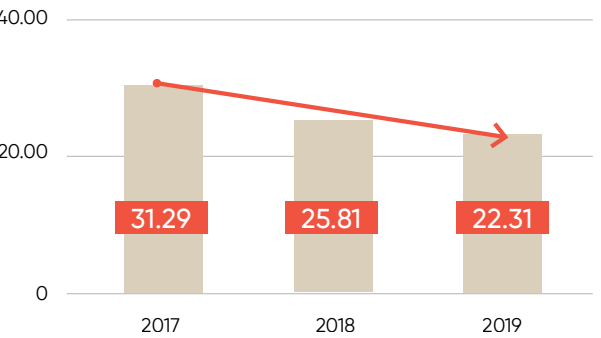
At Küçükoğlu Holding, we carry out energy efficiency projects and efforts for reducing our carbon emissions in order to reduce negative impact on our production processes, as well as to lower our costs and to minimize energy-related risks. Our energy consumption was 123,181 in 2018 and 128,962 GJ in 2019.

Since 2014, we regularly measure and monitor our carbon emissions resulting from our activities according to the standards of Greenhouse Gas Protocol. Our greenhouse gas emissions were 11,873 tons in 2018 and 12,982 tons of CO₂ in 2019.

Within the scope of our energy efficiency projects;

- We focused on reducing unnecessary energy consumption in pressing process and automating this process at our Ak-Pres Hendek factory. In our 5 press machines, we were able to save energy by stopping the main engines using PLC (Programmable Logic Controller) in case of unplanned stoppage for more than 10 minutes.
- We replaced halogen lamps with more energy efficient LED lamps in order to reduce electricity consumption from lighting at our Ak-Pres Bursa factory.
- We made arrangements in the working hours of Toksan Gebze factory and switched to machines with higher energy efficiency. We reduced working hours and energy consumption by switching from 3 to 2 shifts in certain processes. We started using a new aluminum drilling machine, which consumes less energy. We switched to economic lighting systems.

Greenhouse Gas Density (tons CO₂/ million TRY)



Waste and Water Management

We constantly reduce the use of water and wastewater generation in order to protect and responsibly use natural resources. We manage hazardous and non-hazardous wastes at our factories in line with the legal regulations; and we take action for preventing waste generation. We recycled all of the total non-hazardous waste generated by companies of the Holding in 2018 and 2019.

We delivered 11% of the total hazardous wastes to licensed disposal facilities; we recycled 18% and ensured recovery of 71% for energy purposes.

We create special solutions for our factories.

- We commissioned the cataphoresis line, where we perform closed circuit painting operation, in our Ak-Pres Hendek factory. The wastewater from the cataphoresis line is delivered to the receiving environment in a controlled manner after it enters the treatment plant. In addition, we minimize our wastewater amount by re-feeding the wastewater generated in the osmosis unit at this facility and by re-using it.

- We carry the parts to be replaced with recyclable baskets instead of nylon bags at Aktoy Toyota Plaza and thus prevent consumption and waste of nylon bags.
- We prevented mixing of waste vegetable oils to the sewage by installing an oil trap filter at the wastewater exit of the dining hall at Ak-Pres Bursa factory. Since 2017, we have been sending wooden pallets back to the supplier for re-use. We ensured that 21% of our paper waste is returned back to the nature by turning them into flower balls in 2019.
- In our Aktoy factory, we prevented the use of thinner and waste generation for gun cleaning by painting the parts such as rearview mirror caps, drawbar covers, parking sensor eyes using spray can paint instead of the gun painting method.
- We completed our infrastructure work for separating rainwater and wastewater channels at our Toksan Bursa factory. As a result, we reduced the burden on the wastewater treatment plant.

Efficient Use of Resources

As we operate in a sector where raw material use is intense, we attach importance to efficient use of resources. We focus on reducing resource consumption in line with our sustainable business model.

We use 46% recycled steel at our Toksan Gebze and Hendek factories. At our Ak-Pres Hendek factory, we started using ceramic pins with a longer lifetime instead of stainless pins that we use as a consumable in the tailstock line.

We reduced the number of pins we use from 960 to 70 per year and saved TRY 57,000. We made an annual average savings of 500 pins since 2017 at Ak-Pres Bursa factory thanks to the use of ceramic pins.

Social Responsibility

At Küçükoğlu Holding, we act with the awareness of social responsibility in all of our activities and strive to **create value** for the society. We encourage our employees to volunteer in social and community events and include them in projects. We support vocational high schools, which may meet the need of our sector for qualified work force; we create educational and health projects and contribute to existing projects.

Evaluate Instead of Throwing

We support the “Don’t Throw, Utilize and Strengthen Vocational Schools” Project carried out by the Automotive Suppliers Association of Turkey (TAYSAD). Within the scope of the project, we donate equipment, mainly measurement instruments, which are not actively in use, but still operable to vocational high schools. In this way, we not only extend the usage life of our equipment through reusing, but also contribute to the education of the students at the vocational high schools, which provide important work force for the sector.

LÖSEV Donation Campaign

With the participation of our employees, we organize a Donation Campaign every year for the Foundation for Children with Leukemia (LÖSEV). With this campaign, we raise awareness about the children with leukemia and support the growth of healthy generations. We donate to LÖSEV all of the income generated from sales at the gift booths with items from LÖSEV Store at our factories.

Education Aid to Children of Our Employees

With the awareness that the way to gain skills based on information and technology in the young population is through education and training, we highly care about education-learning projects since the foundation of Ak-Pres – Toksan. Furthermore, we provide educational support to the children of our employees through scholarships.





Annexes

Annexes



Certificate of Registration

ENERGY MANAGEMENT SYSTEM - ISO 50001:2018

This is to certify that:

Toksan Yedek Parca Imalat Tic. ve San. A.S.
Tosb Taysad Org. San. Bol. 1. Cad. 14. Yol 60. Parsel
Gebze
Kocaeli
41420
Turkey

Holds Certificate No:

ENMS 717737

and operates an Energy Management System which complies with the requirements of ISO 50001:2018 for the following scope:

Manufacturing of cold formed, welded and assembled sheet metal parts

For and on behalf of BSI:



Andrew Launn, EMEA Systems Certification Director

Original Registration Date: 2020-02-13

Latest Revision Date: 2020-02-13

Effective Date: 2020-02-13

Expiry Date: 2023-02-12



Page: 1 of 1

...making excellence a habit™

This certificate was issued electronically and remains the property of BSI and is bound by the conditions of contract. An electronic certificate can be authenticated [online](#). Printed copies can be validated at [www.bsigroup.com/ClientDirectory](#)

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000

BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.

Environmental Performance Indicators

| Greenhouse Gas Emissions * (tons CO ₂ -equivalent) | 2017 | 2018 | 2019 |
|---|----------|----------|----------|
| Scope 1 | 4,943.5 | 4,820.9 | 5,015.5 |
| Tools | 255.7 | 290.3 | 311.9 |
| F-gases & SF6 | 295.3 | 137.1 | 192.6 |
| Fuels used in buildings | 4,388.0 | 4,385.8 | 4,494.7 |
| Generators (diesel) | 4.5 | 7.6 | 16.2 |
| Scope 2 | 5,327.2 | 5,798.7 | 6,365.4 |
| Electricity consumption | 5,327.2 | 5,798.7 | 6,365.4 |
| Total | 10,988.3 | 11,873.1 | 12,982.4 |

| Water Usage (m³) | 2017 | 2018 | 2019 |
|-------------------|----------|-----------|-----------|
| Tap water | 18,677.3 | 42,503.64 | 29,196.29 |
| Underground water | 11,222 | 19,427 | 33,154 |

| Recycled and Wastewater (m³) | 2017 | 2018 | 2019 |
|------------------------------|-------|--------|--------|
| Recycled/reused water amount | - | - | 2,652 |
| Wastewater amount | 8,893 | 11,804 | 11,649 |

| Non-hazardous Waste (ton) | 2017 | 2018 | 2019 |
|---------------------------|----------|----------|----------|
| Total | 42,150.4 | 29,917.3 | 27,510.5 |
| Recycled | 42,150.4 | 29,917.3 | 27,510.5 |

Social Performance Indicators

| Employee numbers | 2017 | | 2018 | | 2019 | |
|---|--------|------|--------|------|--------|-------|
| | Female | Male | Female | Male | Female | Male |
| Total | 180 | 819 | 221 | 997 | 268 | 1,262 |
| White-collar employees | 42 | 103 | 65 | 129 | 82 | 178 |
| Blue-collar employees | 138 | 716 | 156 | 868 | 186 | 1,084 |
| Employees covered by the collective labor agreement | 0 | 0 | 0 | 0 | 0 | 0 |

52 – Küçükoğlu Holding

102-41

2018-2019 Sustainability Report – 53

| Contractors | 2017 | | 2018 | | 2019 | |
|-----------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Contractors by gender | 2 | 23 | 2 | 15 | 2 | 14 |

| Newly Hired Employees by Gender and Age | 2017 | | 2018 | | 2019 | |
|---|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Total | 48 | 94 | 28 | 107 | 53 | 319 |
| Below 30 | 14 | 38 | 19 | 44 | 14 | 124 |
| 30-50 years old | 21 | 19 | 8 | 49 | 39 | 191 |
| 50 and above | 0 | 6 | 0 | 4 | 0 | 4 |

| Employees Who Left Work by Gender and Age | 2017 | | 2018 | | 2019 | |
|---|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Total | 64 | 323 | 53 | 214 | 48 | 173 |
| Below 30 | 49 | 267 | 43 | 53 | 35 | 109 |
| 30-50 years old | 12 | 44 | 34 | 122 | 13 | 55 |
| 50 and above | 1 | 14 | 0 | 15 | 0 | 9 |

| Maternity/Parental Leave | 2017 | | 2018 | | 2019 | |
|--|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Number of employees benefiting from maternity/parental leave | 2 | 86 | 5 | 74 | 4 | 60 |
| Number of employees returning to work after maternity/parental leave | 2 | 86 | 5 | 74 | 4 | 60 |

| Training (hours) | 2017 | | 2018 | | 2019 | |
|-------------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Total hours of training | 16,128 | | 28,259 | | 26,637 | |

| Performance Evaluation | 2017 | | 2018 | | 2019 | |
|--|--------|------|--------|------|--------|-------|
| | Female | Male | Female | Male | Female | Male |
| Number of employees that are subject to regular performance evaluation | 167 | 782 | 208 | 960 | 248 | 1,199 |

GRI Content Index

| GRI Standard | Disclosure | References | Omission |
|----------------------------------|------------------------|---|----------|
| GRI 101: Foundation 2016 | | | |
| General Disclosures | | | |
| GRI 102: General Indicators 2016 | Organizational Profile | | |
| | 102 – 1 | 8 | - |
| | 102 – 2 | 8 | - |
| | 102 – 3 | 8 | - |
| | 102 – 4 | 8 | - |
| | 102 – 5 | 8 | - |
| | 102 – 6 | 9 | - |
| | 102 – 7 | 8-9 | - |
| | 102 – 8 | 53-54 | - |
| | 102 – 9 | 32 | - |
| | 102 – 10 | There are no significant changes in reporting period. | - |
| | 102 – 11 | 14 | - |
| | 102 – 12 | There is not any external initiative. | - |
| | 102 – 13 | 21 | - |
| | Strategy | | |
| | 102 – 14 | 6 | - |
| | 102 – 15 | 12,14 | - |
| | Ethics and Integrity | | |
| | 102 – 16 | 9, 14 | - |
| | 102 – 17 | 14 | - |
| | Governance | | |
| | 102 – 18 | 12 | - |
| | Stakeholder Engagement | | |
| | 102 – 40 | 21 | - |
| | 102 – 41 | 53 | - |
| | 102 – 42 | 21 | - |
| | 102 – 43 | 21 | - |
| | 102 – 44 | 20-21 | - |
| | Reporting Practice | | |
| | 102 – 45 | 5 | - |
| | 102 – 46 | 5 | - |
| | 102 – 47 | 20 | - |
| | 102 – 48 | There is not any restatement of information. | - |
| | 102 – 49 | There is not any change in reporting. | - |
| | 102 – 50 | 5 | - |
| | 102 – 51 | Küçükoğlu Holding Sustainability Report 2016-2017 | - |
| | 102 – 52 | 5 | - |
| | 102 – 53 | 5 | - |
| | 102 – 54 | 5 | - |
| | 102 – 55 | 56 | - |
| | 102 – 56 | Report was not subjected to external audit. | - |

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed in the Turkish version of the report.

| GRI Standard | Disclosure | References | Omission |
|--|------------|------------|----------|
| GRI 200: Economic Standard Series | | | |
| Economic Performance | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 25 | - |
| | 103 - 2 | 25 | - |
| | 103 - 3 | 25 | - |
| GRI 201: Economic Performance 2016 | 201 - 1 | 25 | - |
| GRI 300: Environmental Standard Series | | | |
| Materials | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 20. 47 | - |
| | 103 - 2 | 20. 47 | - |
| | 103 - 3 | 20. 47 | - |
| GRI 301: Materials 2016 | 301 - 1 | 47 | - |
| Energy | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 20. 44-46 | - |
| | 103 - 2 | 20. 44-46 | - |
| | 103 - 3 | 20. 44-46 | - |
| GRI 302: Energy 2016 | 302 - 1 | 46 | - |
| Emissions | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 46 | - |
| | 103 - 2 | 46 | - |
| | 103 - 3 | 46 | - |
| GRI 305: Emissions 2016 | 305 - 1 | 53 | - |
| | 305 - 2 | 53 | - |
| | 305 - 4 | 46 | - |
| Effluents and Waste | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 46-47 | - |
| | 103 - 2 | 46-47 | - |
| | 103 - 3 | 46-47 | - |
| GRI 306: Effluents and Waste 2016 | 306 - 2 | 46-47, 52 | - |
| | 306 - 4 | 46 | - |

| GRI Standard | Disclosure | References | Omission |
|--|------------|---|----------|
| GRI 400: Social Standard Series | | | |
| Employment | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 36-37 | - |
| | 103 - 2 | 36-37 | - |
| | 103 - 3 | 36-37 | - |
| GRI 401: Employment 2016 | 401 - 1 | 55 | - |
| | 401 - 3 | 55 | - |
| Labor/Management Relations | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 36-37 | - |
| | 103 - 2 | 36-37 | - |
| | 103 - 3 | 36-37 | - |
| GRI 402: Labor/Management Relations 2016 | 402 - 1 | Legal notice periods are applied regarding operational changes. | - |
| Occupational Health and Safety | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 36, 38 | - |
| | 103 - 2 | 38 | - |
| | 103 - 3 | 38 | - |
| GRI 403: Occupational Health and Safety 2018 | 403 - 1 | 38 | - |
| | 403 - 2 | 38 | - |
| | 403 - 3 | 38 | - |
| | 403 - 4 | 38 | - |
| | 403 - 5 | 38 | - |
| | 403 - 6 | 38 | - |
| | 403 - 7 | 38 | - |
| | 403 - 9 | 38 | - |
| Training and Education | | | |
| GRI 103: Management Approach 2016 | 103 - 1 | 39, 40 | - |
| | 103 - 2 | 39, 40 | - |
| | 103 - 3 | 39, 40, 55 | - |
| GRI 404: Training and Education 2016 | 404 - 1 | 39, 40, 55 | - |
| | 404 - 2 | 39, 40, 55 | - |
| | 404 - 3 | 39, 40, 55 | - |



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