



Aksa Doğalgaz Annual Report

2023

—
TO THE
COUNTRY,
THE NATURE,
FOOD...
AND THE
FUTURE...





Ali Metin Kazancı
*Kazancı Holding Founding
and Honorary Chairman*

Esteemed Stakeholders,

On February 6, 2023, our country was shaken by the most devastating earthquake disaster in its history. We pray for God's mercy on the souls of those who died in this Kahramanmaraş-epicentered disaster which impacted 11 provinces, and condolences to their loved ones, once again. At Kazancı Holding, we mobilized all our resources for the region from the first moment of the disaster, and we continue to do so.

The unity, togetherness, and solidarity which we displayed as a nation from the first hours of the disaster set an example for the whole world. The efforts and emotional units exhibited by millions of people to heal the wounds of the region were particularly meaningful in a year in which we celebrated the 100th anniversary of our Republic.

At Kazancı Holding, we believe that investments and every new step that will contribute to our national economy are very important and valuable, particularly during this period. Acting out of this responsibility in every industry in which we operate, we strive to contribute to Türkiye not just economically, but also in environmental, social, and community aspects.

The year 2023 was also challenging on the global front and also signaled the beginning of an uncertainty-laden period. The political, economic, and geopolitical polarization in the world, which had begun with the Russia-Ukraine war, escalated further. The extent which this polarization reached was demonstrated by the humanitarian crisis in Gazza caused by the Israel-Palestine war toward the end of the year; the mostly silent treatment of this crisis by the world powers; and the potential for this war to spread to the Middle East.

All these developments show that, in an increasingly uncertain future, the countries that are strong in the areas of knowledge, technology, creativity, and education will have an advantage in competition. To this end, we are proud to observe that the steps we have been taking for years in our lines of activity are contributing to the development and transformation of our country in every aspect as well as to social development.

At Kazancı Holding, our motivation is increasing by the day because the seeds we sow in environmental, economic, and social spheres to create value for our country and for the world will be grown by the future generations.

As we leave the 100th anniversary of our Republic behind, we promise to work even harder every day and fulfill all of our responsibilities to better crown the next century.

Best regards,

Şaban Cemil Kazancı
Kazancı Holding
Chairman and CEO



Esteemed Stakeholders,

As we all witness every day in our lives, every aspect of life is changing at a frantic speed. Today's technologies become obsolete in just a few days. Concepts which were considered trailblazing until a few years ago quickly give way to new ones. The conversation shifted from process digitalization to artificial intelligence and quantum computing.

Until recently we were claiming that agile organizations which adapt to this change would prevail, but this understanding was also replaced by a new one. It is no longer sufficient to adapt to change to be able to compete effectively in every area; we now need to manage this change and even become the essence of that change. At Kazancı Holding, we operate in every area with this approach. We believe that our greatest strength is our agility and our human capital, who are subject matter experts and visionaries.

Aksa Doğalgaz, Türkiye's largest private natural gas distribution company, has been managing and leading change in its industry since its inception. It reaches every corner of the country rapidly with its investments under the "Cities Breathe with Natural Gas" motto. The Company is purely motivated by customer satisfaction, contributing to the national economy, and creating jobs in communities through its local operations.

The year 2023 was difficult not just for our country, but even for the most developed countries across the globe. Continuing its operations with the same determination during this challenging year, Aksa Doğalgaz ended the year in line with its goals while also undertaking a large investment which is a "record" even in international standards. It added 6,000 kilometers of network in one year, which increased the Company's total network length to 45,000 kilometers, longer than the circumference of the earth. The number of subscribers and the number of districts served increased to 5 million and 298, respectively.

This success and the ability to deliver the best service to each and every one of these 5 million subscribers are owed to clockwork mechanical and operational excellence. All processes from planning to execution entail unparalleled knowledge, experience, and vision. This skill of Aksa Doğalgaz also manifests itself in reliable natural gas supply, sustainability, investment-planning, R&D, and social responsibility, each of which we define as a primary line of operation.

In the year in which we celebrated the 100th anniversary of our Republic in 2023, we also completed the 21st year of Aksa Doğalgaz. All of our gains, capabilities, and know-how benefit not just our company, but also our country as a whole.

I would like to thank my colleagues and all stakeholders who have contributed to this success.

Best regards,

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Lalehan Uysal - Anatolian Seeds / Cotton

As the owner of Türkiye's largest natural gas distribution network, we appreciate the value of this land on which we were born. The seeds of success that were planted 20 years ago turned green, grew, and took root in a large part of the country. Our branches that touch millions of lives reach further out with each passing day. We are stepping into a new future in our country, which we have been serving for more than 20 years. Inspired by the seeds taking hold on our fertile lands, we continue to grow to the benefit of the people and nature.

We present our accomplishments and healthy growth to our esteemed readers in this special year accompanied by the Anatolian Seeds photographs by Lalehan Uysal.



Who Is Lalehan Uysal?

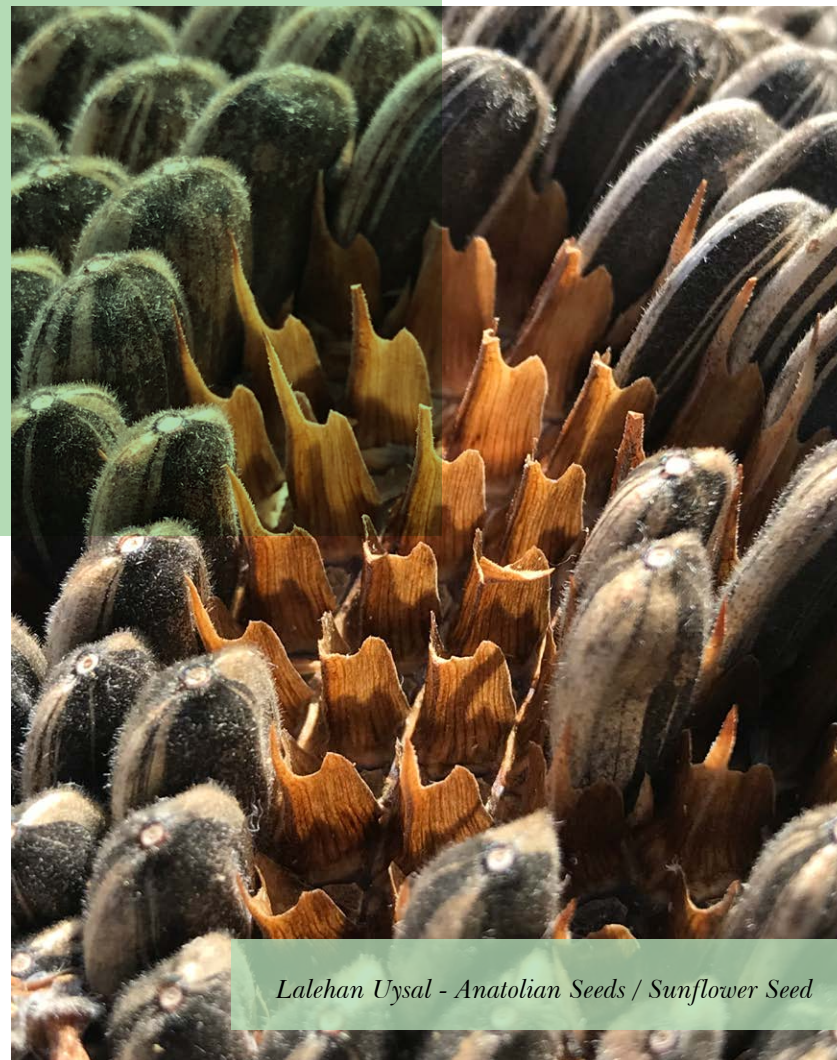
Involved in various journals and books as creative director, author, editor and graphic designer spanning a wide range of concepts, Uysal is among the founders of the Buğday Association for Supporting Ecological Living, and the 100% Ecological Market located in Şişli, İstanbul, which is recognized as Türkiye's first ecological market. Describing herself merely as a "Seed Observer, Uysal is an active supporter of ecological living. Currently involved in the projects of the Buğday Association, she produces and presents an ecological themed podcast series entitled "From Buğday's Warehouse to Wolves, Birds, Food."

She showcased her seed photographs, which she describes as macrographics, for the first time in "Oxford Symposium on Food and Cookery" at Oxford University in 2018. This exhibition consisting of Anatolia seeds was followed by exhibits in various regions of Türkiye. To this day she continues to photograph and exhibit seeds and develop projects to create awareness of seeds, which are the subject of sustainability of life. She dreams to photograph every seed in the world; she knows no limits, just like seeds without borders.

SEEDS KNOW NO LIMITS

“I take photographs of seeds because I cannot display their voices. I want them to be noticed as delicate, brittle, fragile, temperamental sometimes; firm, large, strong at times; and in green, brown, black colors other times. I want to show that each and every seed possesses unique designs and indescribable substantiality. I believe that the seeds in my photographs will take hold on the soil of our souls when they come in contact with our eyes. Every time I release the shutter, I repeat the archaic intent of Anatolian people spreading seeds to their soil that they are planting not just for people, but for all living beings: ‘These seeds are for the wolves, birds, and food...’ And I add to the end: and for the eyes!”

Lalehan Uysal



Lalehan Uysal - Anatolian Seeds / Sunflower Seed



UNIQUE AND ORIGINAL

Watermelon seed (Afyon)

Oyalı (hand-carved) Watermelon Seed is one of our oldest seeds native to Anatolia. It is known as Yazılı (Engraved) Watermelon in certain regions. It is grown in a number of regions in Türkiye including the Aegean and Central Anatolia. The seeds have a few lines on them. When the thin membrane on the seeds is removed, they make contact with the air, and the lines crack and proliferate. Different lines form in the front and back face of the seeds, which are also individually unique. Each and every unique seed is nature's extraordinary art.

Upon deciding to venture into the industry, we first dreamed, reinforced our foundations with a systematic approach, and commenced operations with our unique business model. Understanding the regional differences, expectations and circumstances of our provinces from day one, we have been embroidering them into our services like needlework. Under the "Continued Success" motto, we are working hard to deliver environmentally-friendly, convenient, and economic natural gas to our people.







A close-up photograph of several wheat spikes. The spikes are arranged vertically, with some showing a mix of green and yellowish-brown hues, indicating they are not fully ripe. The texture of the wheat husks is clearly visible.

DESPITE CHALLENGING CONDITIONS

Zerun Wheat (Sivas)

Rumor has it that its long stem portends unripeness while its succulent ear portends ripeness... Zerun wheat loves the soil of Sivas. Wheat loves the lands of Anatolia. It is widely produced in the eastern regions because of its resilience against the cold. It is human- and table-friendly because it endures harsh winters.

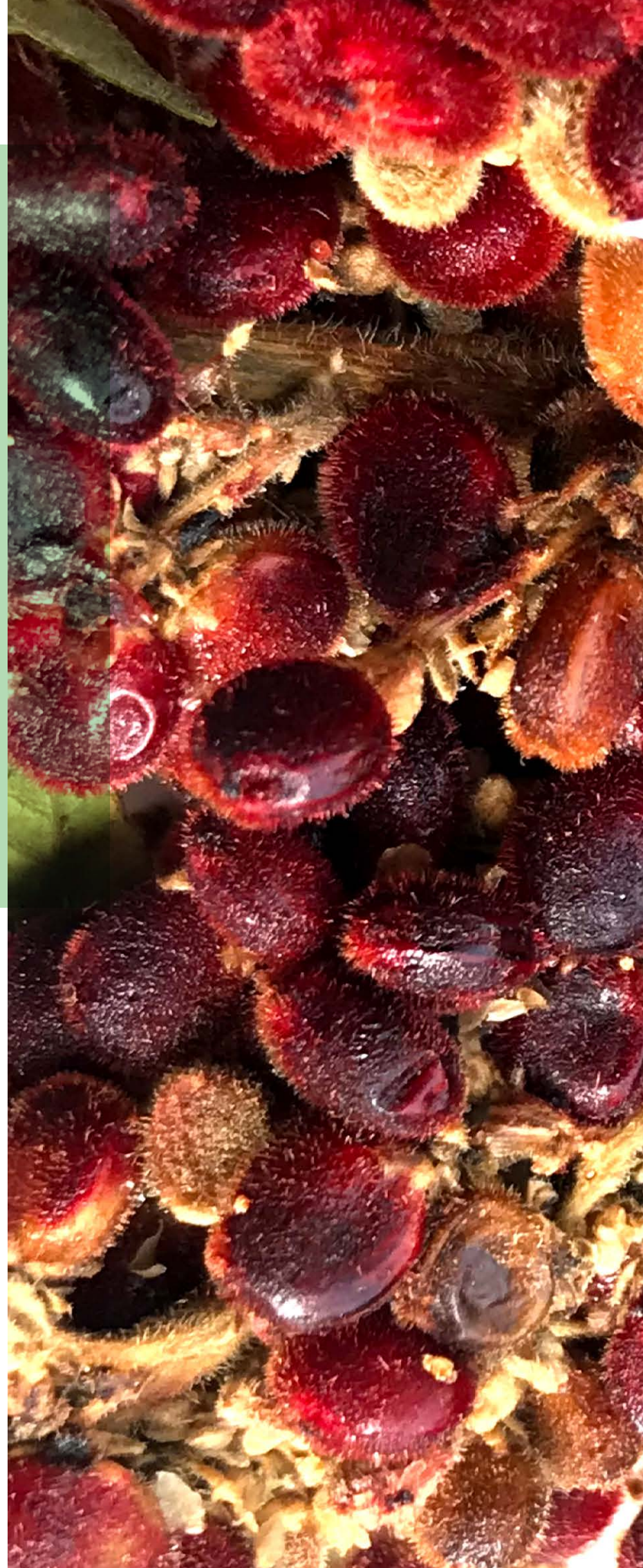
Thanks to our experience of more than 20 years, we have overcome challenging conditions and uncertainties in our industry while getting stronger by the day and registering new accomplishments. Continuing the steady pace of our investments, we broke new ground on the 100th anniversary of our Republic which is worthy of this special year. Constructing 6,000 kilometers of natural gas distribution network in just one year, we increased our total network length to 45,000 kilometers and continued to add value to life.

FROM AIR TO LIFE

Sumac (Mersin)

Sumac, which is generally known as a spice, is actually the fruit of a tree. The Sumac Tree, which comes in tens of varieties, is not picky about soil and it does not need much water. Its fuzzy fruit, which resembles a grape bunch ripens in the autumn and it turns into a spectacular crimson color that is hard to describe. These fruits, which are the essence of the “Sumac Spice,” are picked, dried, grinded, and turned into spice through painstaking labor. It stabilizes the blood sugar level.

We make painstaking efforts to keep the air we breathe clean, enhance its quality, and ensure a sustainable life. As part of our “Low Carbon Solution in Meter Reading” project, parts of our meter reading personnel began using electric bikes instead of automobiles in our distribution regions. As a result of utilizing 30 electric bikes, our carbon emissions were reduced during the year. We were awarded a “Low Carbon Hero” award for this project. We are proud to receive this award for the fourth straight year.









GROWING WITH HEAT

Sesame (Manisa)

Planted in the Aegean, Mediterranean, and Southeast Anatolia regions, sesame is an oil plant that loves the heat. We can observe the cycle of life in the sesame plant. A tiny sesame seed takes root and takes hold within 90 to 120 days of falling into the soil. Leaves and capsules turn yellow, blooming stops. If the capsules under the plant break by hand, that means it is time.

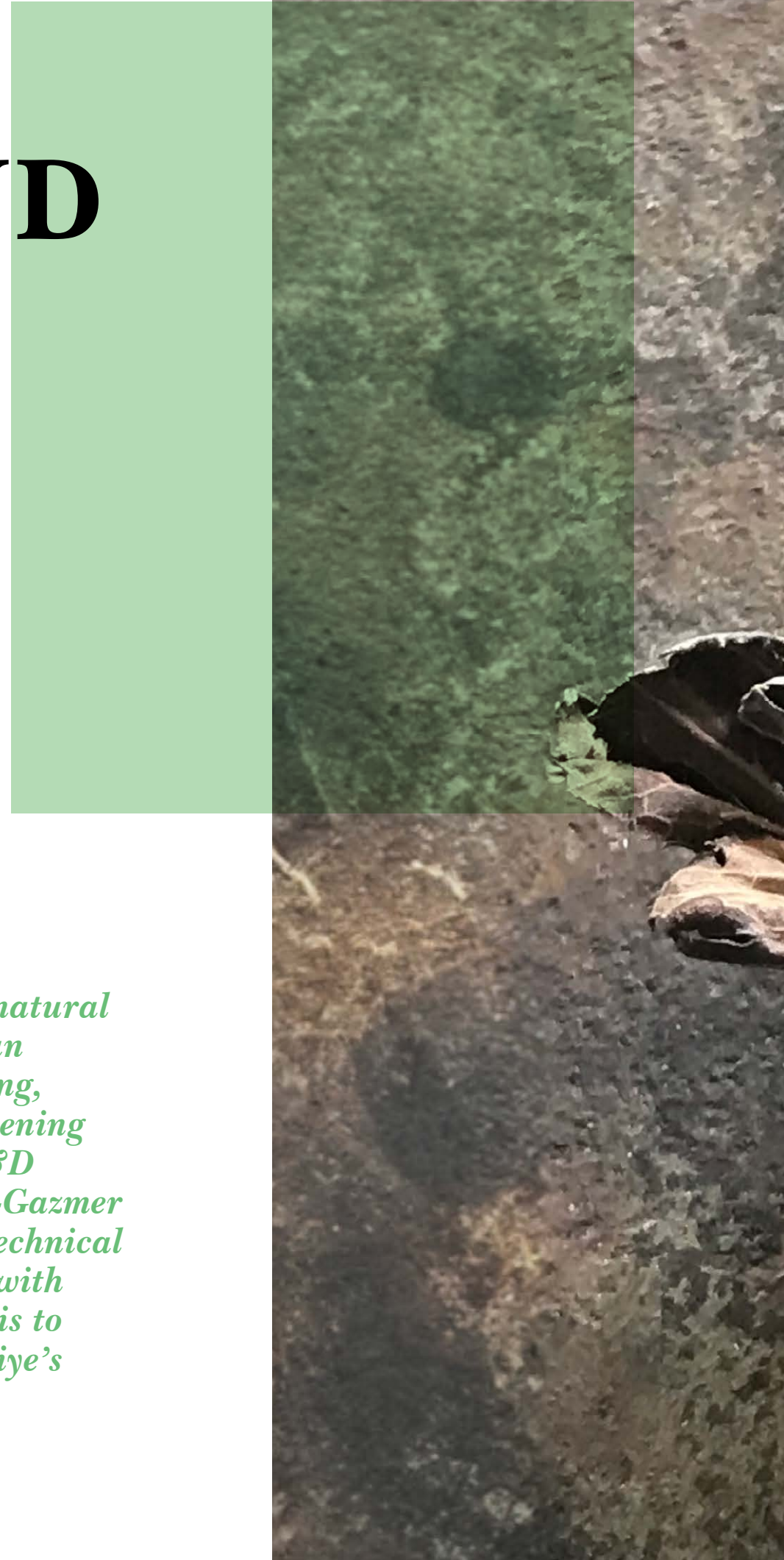
We assume major responsibilities for warm joys and a comfortable life, and we deliver natural gas to nearly 5 million subscribers in 27 provincial centers and 298 districts and towns. We roll out digital transformation initiatives to maintain a high level of customer satisfaction. We conduct surveys to measure all subscriber processes, solicit feedback, and make improvements at all points of contact. We affirmed our success in this area with the “Company that Cares about Consumer Satisfaction” award given by the Ministry of Trade.

ROOT-TO-END EFFICIENCY

Hazelnut (Ordu-Giresun)

Hazelnut loves the Black Sea. It enjoys being next to its tree sibling that also carries countless shades of green, the mist that descends on neighboring flatlands, and the rains that nobody knows when they will start and when they will end with a rainbow. It clings to the soil with its strong roots. Hazelnut, which has a deep-rooted culture in the Black Sea region from its seed to its harvesting, maintains its integrity and freshness thanks to its durable nature.

Watching our environmental impact to reach a natural and clean future is positioned as much more than a preference, both for us and for Kazancı Holding, which constitutes our roots. As part of our “Greening Natural Gas” (Renewable Gas Production”) R&D project which was carried out under the Gazbir-Gazmer corporate umbrella in partnership with Yıldız Technical University, we successfully blended natural gas with 20% green hydrogen. The goal of this initiative is to increase the use of hydrogen and diversify Türkiye’s supply security.









IMPACTFUL RESULTS

Bitter Melon (Bursa)

Bitter melon blossoms into large yellow flowers similar to squash blossoms as if to show that it belongs to the squash family. It keeps spreading and spreading if it has the space to do so. Its jagged and knobby shell is green when it is not ripened but turns orange when it is ripe. Its interior is full of wet-looking, red-brown flat kernels. A great abundance fits into a shell. Every seed is like a piece that was unearthed by an archeological excavation.

We carry out exemplary initiatives to leave behind a more inhabitable world for future generations. The results of these initiatives make us even stronger. As part of the “Carbon Disclosure Project,” we completed the first phase of our effort to calculate and report our greenhouse gas emission rate. Thanks to our subscribers in our service territories who prefer to use natural gas rather than coal, we avoided 10.3 million tons of carbon emissions in just one year.

JOURNEY TO DIFFERENT REGIONS

Siirt Pistachio (Siirt)

A nut that is flavored by a hot and dry climate, Siirt pistachio gets its coloring from the sun. It comes to life on arid lands that are otherwise not fertile. It is human-friendly in this respect as well as for its healthy ingredients. Siirt pistachio is a dynamic economic driver for the region, providing for the local people. It is among our globalizing delicacies with a growing export volume.

We are marching toward more important and grand goals with our domestic growth momentum. We plan to be more active in international investment areas in line with our goals. With comprehensive steps and our deep-rooted experience, we continue to determine the industry's dynamics, represent our country proudly in the international arena, and expand our sphere of influence.





MESSAGE FROM THE CHAIRMAN

*We were recognized with the “Company
that Cares about Consumer Satisfaction”
award at the 26th Consumer Awards
organized by the Ministry of Trade of
Republic of Türkiye.*



In 2023 we accelerated our digitalization initiatives and our investments in technology geared to further enhancing customer satisfaction.

Esteemed Stakeholders,

We had a rather challenging year economically and socially last year, both in our country and in the world. The year 2023 witnessed sobering developments in our country, our region, and globally. We suffered the biggest earthquake disaster in our history as a country. We set an example for the world with our speed, efforts, and solidarity in coming together to heal our wounds. Nevertheless, we felt the pain of the lost lives deep in our hearts as millions of people.

The sorrow and crises resulting from the Russia-Ukraine war continued as this conflict entered its second year. We were driven first to grief and then to despair by the developments which erupted in a region which has immense spiritual importance for us, in addition to humanitarian values. As the year was coming to an end, the Israel-Palestine controversy, which is one of the biggest problems in the region, turned into an all-out war. The destruction, humanitarian tragedy, and losses in Gaza and other parts of Palestine shook us and all conscientious people in the world to the core.

This is a much different picture than during the pandemic when the world had gotten together, albeit not physically, under a common goal. The economic problems experienced by most countries deepened further.

Following the emergence of the polarization between Russia and the Western world, macroeconomic and geopolitical tensions continued to rise due to the growing rivalry between the United States and China in numerous areas. Market dynamics changed even in the most developed countries due to regional geopolitical problems, hyperinflation, recession, energy outages, logistic disruptions, and even supply shortages.

The inflationary pressures and rising cost of living prevailing globally were felt acutely in many countries as well as in Türkiye. We all faced high inflation as well as other economic problems in our daily lives.

However, a new period started in the second half of the year, particularly after the elections-related uncertainty was lifted. Positive results began to be observed in terms of price stability after the new economic management team began implementing its decisions regarding combating inflation and the Central Bank's rational monetary policies aimed at strengthening the Turkish lira took effect.

The determination in the implementation of the steps outlined in the Medium-Term Plan had particularly beneficial repercussions on the corporate sector. Türkiye grew 4.5% according to the Turkish Statistical Institute (TÜİK) and 4.1% according to the OECD for the year. According to TÜİK, Türkiye registered the highest growth rate among the EU countries. Türkiye's gross domestic product (GDP) surpassed USD 1 trillion for the first time in 2023 and reached USD 1,118,593,000,000.

According to the International Energy Agency (IEA), natural gas demand grew 0.5% globally in 2023. In a period of loosening pandemic restrictions and recovering economic activity, China's natural gas demand increased 7% and China reclaimed its position as the world's largest LNG importer. On the flipside, natural gas consumption in Europe declined 7% and reached its lowest level since 1995 as a result of increased dependance on renewable resources driven by supply security concerns and zero emissions goals as well as the re-popularization of nuclear energy.

Türkiye's natural gas demand also declined in 2023 in parallel to the trend in Europe. According to the "Natural Gas Market Industry Report" for December published by the Energy Market Regulatory Agency (EMRA), natural gas imports last year declined by 7.64% to 50,484,000,000 cubic meters. LNG accounted for 28.27% of natural gas imports while the remaining 71.73% was imported via pipeline.

Last year witnessed a historic development for our country and for our industry. Natural gas extracted from the Black Sea began flowing to our citizens at a ceremony conducted at Zonguldak's Filyos

Port on April 20, 2023, with the participation of our president Honorable Recep Tayyip Erdoğan. The Black Sea natural gas is our country's largest discovery in this area. Ten million cubic meters per day will be injected into the network at the completion of the first phase, and this amount will increase to 40 million cubic meters daily at the completion of the second phase. At this ceremony, President Honorable Recep Tayyip Erdoğan announced free delivery of natural gas countrywide between April 24 and May 31, 2023, as well as fully government subsidized natural gas up to 25 cubic meters per month until May 2024. Natural gas distribution companies complied with this directive in their respective franchised service territories and provided natural gas free of charge for all usage in the April-May 2023 billing period, and for usage up to 25 cubic meters per month for the 11 billing months starting in June 2023. During this one-year period, 1,500 Turkish lira on average per household was provided as a subsidy, for a Türkiye-wide total support of TRY 36.2 billion.

“Company that Cares about Consumer Satisfaction” Award Goes to Aksa Doğalgaz

Our first and foremost priority is to deliver the environmentally-friendly and economic energy source natural gas to all subscribers in an uninterrupted and reliable manner with utmost customer satisfaction. We take pride in our accomplishments in this area. This year we were recognized with the “Company that Cares about Consumer Satisfaction” award at the 26th Consumer Awards organized by the Ministry of Trade of Republic of Türkiye. Our award was handed by our President Honorable Recep Tayyip Erdoğan at the Consumer Awards, which was attended by our President Honorable Recep Tayyip Erdoğan and our Minister of Trade Honorable Professor Ömer Bolat, Ph.D. We were represented at this event by the Members of the Board of Directors of Aksa Doğalgaz. This meaningful award is significant for all of us as an unprecedented indication that we are on the right path.

MESSAGE FROM THE CHAIRMAN

We aim to better assess all of our processes aided by artificial intelligence-based data analytics and render a rich and effective customer experience to our subscribers which meets their expectations.

We strive for excellent customer experience

In this past year we accelerated our digitalization initiatives and our investments in technology geared to further enhancing customer satisfaction. We established a partnership with Alterna CX which enables measurement and continuous improvement of the customer journey thanks to its artificial intelligence-based data analytics. Our goal is to assess all processes end to end and render a rich and effective customer experience to our subscribers which meets their expectations. Feedback from this project will not only shape the subscribers' journey, but it will also support the efficiency of our operational tasks.

Uninterrupted and reliable natural gas supply under all conditions

Our country's biggest earthquake disaster, which struck in February and affected 11 provinces, served as a bitter reminder to all of how far an earthquake's damage can reach. At Aksa Doğalgaz, we furnished our infrastructure from day one with the understanding of the value of being able to continue delivering reliable and uninterrupted service to our subscribers in the face of earthquakes and other natural disasters. We also prepared our emergency action plans accordingly. Owing to our pipeline management experience during earthquakes, we maintained uninterrupted natural gas delivery in all of our provinces during this devastating disaster. Fortunately, we did not experience any problems associated with our natural gas pipeline network. Our major success during this entire period was also noticed by natural gas distribution utilities across the world. We joined forces with Pacific Gas and

Electric Company to conduct joint initiatives related to disaster management, earthquake risk assessment, and continuously ensuring natural gas supply security. Within this scope, we are also in close contact with the Japanese natural gas utility Osaka Gas and France's largest natural gas distribution utility GRDF.

Our industry's largest digital transformation

We broke another new ground by undertaking our industry's largest digital transformation and continued our confident progress in line with our operational excellence goal. Thanks to our integrated system SAP CRM/IS-U and all SAP ERP solutions, we process and analyze data on a real time basis and provide the flow of most up-to-date data to our departments in an attempt to standardize subscriber system applications as well as all other company tasks. As we measure and assess all business processes from inventory management and purchasing to accounting and finance to core maintenance requirements from end to end, we compare field data in real time and transfer up-to-date data to our mobile devices instantaneously.

More than 6,000 kilometers of investment in just one year

While we proudly celebrated the 100th anniversary of the Republic of Türkiye in 2023, as the Aksa Doğalgaz Family we also had the pleasure of recording an accomplishment that is worthy of this year. We achieved a first in our industry both in Türkiye and internationally by building more than 6,000 kilometers of pipelines in just one year.

We achieved a first in our industry both in Türkiye and internationally by building more than 6,000 kilometers of pipelines in just one year.



MESSAGE FROM THE CHAIRMAN

Our Carbon Emissions Determination and Reduction project, which is an important step in our sustainability initiatives, was completed during the year.



Lalehan Uysal – Anatolian Seeds / Paddy

Thanks to this success worthy of our Republic registered under our "Continued Success" motto, we increased the Company's total network length to 45,000 kilometers, and the number of subscribers and the number of districts served to 5 million and 298, respectively. Our network length is now longer than the circumference of the earth.

We continue to rise

We climbed 25 spots on "Türkiye's Top Companies" list of Fortune 500 to 39th place in 2023 and had the pride of sustaining and accelerating our financial and operational performance.

A+ for the third consecutive time

Within the scope of its credit rating process, JCR Eurasia Rating assigned our Company a Long-Term National Rating of "A+ (tr)/ (Stable Outlook)" and a Short-Term National Rating "J1 (tr)/ (Stable Outlook)" for the third consecutive time. These ratings represent an investment-grade rating, which is the highest possible rating. Akso Doğalgaz maintains its very strong position in terms of shareholders' equity and creditworthiness.

We completed the first phase of the carbon emissions determination and reduction project

The first phase of our Carbon Emissions Determination and Reduction project, which was launched as a pilot in our Trabzon-Rize service territory in 2022 as an important step in our sustainability initiatives, was completed during the year. As part of this project, we furnished an infrastructure system to identify the sources of greenhouse gas formation and to control and reduce carbon emissions. Following the completion of efforts in the pilot provinces, we took action to expand this

project to all of our distribution service territories with an eye toward minimizing the environmental impact of our operations and contributing to the protection of the environment. We began working on 2023 data.

We have been recognized as a “Low Carbon Hero” by the Sustainable Production and Consumption Association (SÜT-D) for the last four years thanks to our sustainability activities to reduce our carbon footprint. We reduced fossil fuel consumption in meter reading operations in our distribution service territories with our “Low Carbon Solution for Meter Reading” project. Less carbon was emitted to the atmosphere as a result of the use of electric bikes. We aim to expand the implementation of this project to other regions and processes.

We are focused on green transition

As we all know, natural gas is the most widely used source of clean energy in the world. We aim to deliver this environmentally-friendly, efficient, and convenient fuel to our subscribers reliably. We believe in the importance of alternative fuels and energy sources in the fight against climate change and we conduct research and development activities which will make a difference in this regard. Our R&D initiatives for sustainability, which has been our most important priority since our inception alongside consumer satisfaction, focus on making natural gas a more environmental and sustainable fuel.

As part of our Renewable Gas Production project which was carried out under the Gazbir-Gazmer corporate umbrella in partnership with Yıldız Technical University, we successfully blended natural gas with 20% hydrogen. The goal of this initiative is to increase the use of blending of green hydrogen with natural gas and diversify Türkiye’s energy supply security. In another R&D project we have been carrying out in conjunction with Gazmer, we assessed the economic sustainability and energy efficiency effects of the use of gas derived from blending biomethane produced from organic waste with natural gas. We see the green transition as an indispensable element of our future goals and processes.

Our strategy is based on sustainable growth

Within the scope of our 2030 Strategy Plan, which we prepared by focusing on our principles of high customer satisfaction, creating added value for the national economy, and respect for people, nature and social life, with an additional investment of USD 1.5 billion at home and abroad, we aim to increase our network length by 57%, from 44,690 km to 70,000 km, the number of our subscribers by 66% from 4.9 million to 8.2 million, and our natural gas distribution volume by 78% from 9.7 billion cubic meters to 17.2 billion cubic meters. These physical volumes will also trigger an acceleration in our financial indicators. Our EBITDA will grow annually by 14% on average, from USD 158 million at end-2023 to USD 382 million, while our turnover will soar from USD 1.7 billion to USD 3.1 billion. Thanks to our strategy of relying upon increased productivity to drive sustainable growth, we aim to increase our personnel count merely by 23% while reaching these magnitudes.

We were able to attain our year-end targets even during the challenging year 2023 thanks to these steps. Our market share reached 20.7%. We invested TRY 5.7 billion across our service territories. Our annual turnover reached to TRY 49.8 billion. Our shareholders’ equity jumped 17.2% to reach TRY 11.01 billion. We began delivering natural gas to 38 new districts as our subscriber base reached 5 million. As a result, we now deliver natural gas to citizens in 298 districts out of a total of 973 districts, including 51 central districts, in our country.

As you also know, consumption of natural gas is growing and diversifying to new areas both in our country and in the world. In addition to its use in heating and daily life, this environmentally-friendly source of energy is being used in industry more and more with each passing day. This results in cleaner air in our cities while making it possible for our country to reach its sustainability goals and reduce its environmental impact sooner. Last year alone 10.3 million tons of carbon emissions were avoided in just one year as a result of use of natural gas in our service territories. This is an exciting accomplishment as it is equivalent to the amount of carbon which would be neutralized by a forest made up of 434 million trees.

Our priority in the upcoming period will be rolling out our digitalization and artificial intelligence-based solutions and improving our customer journey. As we continue to grow in the domestic market and introduce new standards to our industry as part of Kazancı Holding’s growth strategy, we aim to expand our operations to overseas markets in accordance with the globalization journey of our Holding. Success grows and increases when it is shared. We will continue to share our 21 years of achievements with investors; record new accomplishments with their support under the “Continued Success” motto; integrate advancing technology into our systems; and meet the demands and expectations of our subscribers expeditiously before they even arise thanks to our agile organization.

We are proud of the increasing savings we generate for our national economy and the employment we create directly and indirectly with each passing year. We owe our entire success to more than 4,000 colleagues in 175 offices which serve our distribution service territories. We are pleased to touch nearly every aspect of life every hour of every day and to add value to the lives of our citizens.

We are grateful to all stakeholders for their support in every subject.

Best regards,

Yaşar Arslan
Chairman of the Board of Directors





ABOUT KAZANCI HOLDING

We continue our journey as a global force with production facilities on 4 continents, more than 10 thousand employees and operations in 24 countries and exports to 178 countries around the world.



Our foundations were laid in the 1950s and since then, Kazancı Holding has been continue its journey at full speed as one of the leading companies in the energy industry. As one of the exemplary and leading companies in our industry, we have always focused on customer satisfaction and trust in our 50-year journey. Embracing these principles with a visionary and innovative mindset, we continue to invest in our country and all over the world.

We started our journey, which laid the foundation for our Group Companies, with Watt Electric Motor Factory in 1968. We commenced generator manufacturing in the 1980s, power plant construction and electricity generation in the 1990s, natural gas distribution in the early 2000s, and electricity distribution and sales in 2010. Building a vertical and horizontal structure, we are proud to have reached a unique position in the energy industry.

Positioned ahead of our competitors, thanks to our expertise and integrated service competence in the energy industry, we aim to grow within the sector through a long-term strategic focus and retain our leading position. We continuously increase the lasting added value we create for the Turkish economy with our investments in agriculture and tourism sectors in addition to energy, as well as foreign currency cash flow and employment opportunities we create.

At Kazancı Holding, we continue our journey as a global force with production facilities on 4 continents, more than 10 thousand employees and operations in 24 countries and exports to 178 countries around the world.

The subsidiaries of our Holding are among the leading companies in their respective fields due to their achievements.

Of the companies operating under the brand Aksa;

Aksa Doğalgaz provides natural gas distribution services to a population of about 17.4 million and 5 million subscribers. The Company safely operates a 44,690 km network infrastructure in 27 provincial centers, 298 districts and towns with 175 offices and under 21 distribution licenses. Serving Türkiye's widest geographical distribution area, Aksa Doğalgaz is the country's largest private natural gas distribution company, distributing 9.7 billion m³ of natural gas and boasting a 20.7% market share.



Lalehan Uysal - Anatolian Seeds/ Rosehips

Another successful company as Türkiye's largest publicly traded independent electricity producer with power plants established and operated in Türkiye and abroad, Aksa Energy has taken important steps in line with its globalization strategy since 2015. Aksa Energy operates in seven countries with an installed capacity of more than 2,700 MW with power facilities in Türkiye, TRNC, Ghana, Madagascar, Mali, Republic of Congo, and Uzbekistan. Aksa Energy shares, which started trading on Borsa Istanbul in 2010 with the ticker AKSEN, are listed in the BIST 100, BIST Electricity, BIST Participation, BIST Sustainability, and BIST Corporate Governance Indices.

10,000+
employees

Operations in
24 countries

Sales to
178 countries

ABOUT KAZANCI HOLDİNG

Our Group's goal is to grow with a long-term strategic focus and maintain our leading position in all sectors in which we operate.



While maintaining its leading position in the Turkish generator market, Aksa Power Generation also continues its operations as one of Türkiye's largest exporters. In addition to 19 sales offices in Türkiye, Aksa Power Generation has 23 overseas offices in Asia, Europe, Africa, and the Americas, and ranks among the world's top five generator manufacturers.

Offering electricity sales services across 81 provinces, Aksa Electricity is one of the leading players in the Turkish electricity market with its innovative stance, people-focused business model, and sustainable and alternative energy solutions. Providing electricity supply services in nine provinces within the scope of their operations as authorized supply companies, Aksa Çoruh and Aksa Fırat Retail Sales Companies are at the leading position in the sectoral competition thanks to their strong financial structures, efficiency-oriented strategies, expert staff, Group Companies, and integrations. The service network of the companies includes Artvin, Giresun, Gümüşhane, Rize, and Trabzon in the Çoruh region, and Elazığ, Bingöl, Malatya and Tunceli in the Fırat region, with a population of approximately 4 million and 2.6 million subscribers. Aksa Electricity is an integrated retail company that is committed to delivering its customers innovative, environmentally-friendly and alternative energy solutions.

Çoruh and Fırat Electricity Distribution Companies, which continuously increase customer satisfaction with an uninterrupted distribution approach without compromising quality standards, distribute 6.8 billion kWh of energy annually, meeting the electricity needs of approximately 4 million people in their service regions.



Lalehan Uysal - Anatolian Seeds/ Grape

In order to convey our longstanding corporate experience to the agriculture industry, we rented İnanlı and Gelemen agricultural enterprises for 30 years, after they were opened for lease by the General Directorate of Agricultural Enterprises in 2005. Two farms run by Aksa Agriculture on a total area of 25 thousand decares in line with the EU standards contribute to the development of agriculture and livestock industry in Türkiye through a sustainable perspective. Aksa Agriculture is among the top 10 farmers in meat and dairy production in Türkiye with a capacity of 15 thousand cattle in total. Alongside dairy and livestock farming, Aksa Agriculture's value-driven operations include fruit gardening, grain farming, silage corn production, sunflower, sugar beet, paddy (rice) cultivation.

Aksa Tourism established the Mirada Hotels & Resorts brand in 2005 with the vision of being at the leading position in the sector. The Company has a total of 4 hotels in its portfolio; Mirada Del Mar in Antalya, Mirada Del Lago and Mirada Del Monte in Erciyes, and Mirada Exclusive Bodrum in Bodrum. Mirada Hotels & Resorts has an important position in summer and congress tourism with the 5-star Mirada Del Mar Hotel in Göynük, Antalya, while the Mirada Del Lago Hotel on Mount Erciyes is making successful strides in winter tourism. Upgraded from a 4-star to a 5-star rating in 2021, Mirada Del Lago Hotel stands as a testament to our commitment to first-class accommodation. In addition, the 3-star Mirada Del Monte Hotel in Erciyes strengthens our presence in this market. Mirada Exclusive Bodrum, which brought a new dimension to the Mirada Hotels & Resorts chain, brought a new perspective to the sector with its innovative concept in 2022. With this new facility, Aksa Tourism aims to expand its operations and offer its customers a wider and more diverse accommodation experience.

*We continue to invest
in our country and all
over the world.*

ABOUT KAZANCI HOLDİNG

Energy Companies

Aksa Doğalgaz



4.9 million
Subscribers

20.8 million
Number of Subscribers
in Türkiye

Region of Operation

- Natural gas distribution in 27 provincial centers and 298 districts and towns across Türkiye

Competitive Advantages

- Türkiye's largest private natural gas distribution company
- Türkiye's largest natural gas distribution region
- Distribution operations in 21 license regions out of a total of 75 in Türkiye
- 20.7% market share

Aksa Energy



30+
Power Plants

2,700+ MW
Installed Capacity

Region of Operation

- Power plant investments in Türkiye, TRNC, Uzbekistan, Ghana, Madagascar, Mali, Congo, Kazakhstan, and Senegal

Competitive Advantages

- Extensive experience in the energy sector
- Geographically diversified portfolio
- Robust business model
- Strong balance sheet and low level of indebtedness
- Fast, flexible and sustainable power generation solutions
- Over 25 years of experience in power plant installation, operation and relocation

Aksa Electricity



9.9 TWh
Total Electricity Sales Volume

6.21 Billion KWh
Electricity Distribution

Region of Operation

- Electricity sales across Türkiye, electricity distribution and supply in 9 provinces in Çoruh and Fırat regions

Competitive Advantages

- Electricity sales and consultancy service in 81 provinces
- Electricity distribution and supply in 9 provinces
- License regions with lower loss/theft ratios than the targets set by EMRA
- 91 Customer Service Centers
- A broad service network across Türkiye
- Innovative, environmentally-friendly and alternative energy solutions

Aksa Power Generation



6 Countries
Countries of Production

Region of Operation

- 4 Production Facilities (Türkiye, China, USA, Spain)
- 2 Trade Centers (UEA, The Netherlands)

Competitive Advantages

- Power generator manufacturing facility with the world's largest production capacity
- Leader of the Turkish generator market and among the world's top 5 power generation companies
- The first Turkish generator company to manufacture in the USA
- The only generator company with the accolade of the Turquality brand
- Türkiye's first generator manufacturer with sales on its own e-commerce website
- Generator sets suitable for data center use approved by the Uptime Institute
- Increasing market share and field of activity in Europe with Dagartech majority share acquisition
- Aksa Power Generation Çerkezköy Plant received "Zero Waste Certificate" from the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye

Other Group Companies

Aksa Tourism



1,982 Beds
Total Bed Capacity

Region of Operation

- Antalya, Kayseri and Bodrum

Competitive Advantages

- A wide seasonal presence with summer, winter and congress tourism
- Serving a broad customer base with five and three-star hotels
- High number of overnight stays with a capacity of 1,982 beds

Aksa Agriculture



15,000
Cattle Capacity

Region of Operation

- Tekirdağ and Samsun

Competitive Advantages

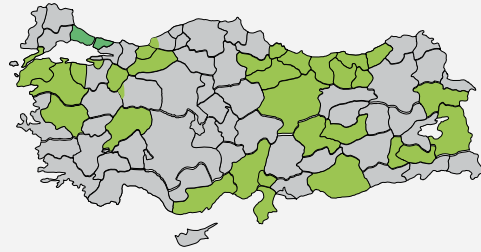
- One of the top 10 farms in meat and milk production in Türkiye
- EU-compliant production

ABOUT KAZANCI HOLDİNG

Aksa Doğalgaz

4.9 million
subscribers

9.7 billion m³
gas distribution



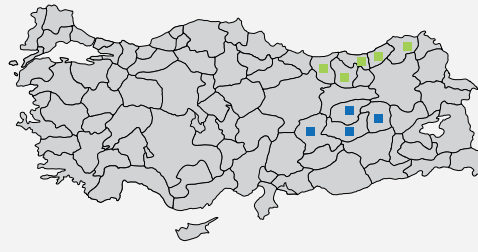
■ Aksa Doğalgaz Head Office
■ Aksa Doğalgaz Distribution Regions

www.aksadogalgaz.com.tr

Aksa Electricity

Electricity sales of approximately 9.9 TWh across Türkiye and electricity supply in 9 cities in the Çoruh and Fırat regions

Distribution of 6.21 billion KWh of electricity to a population of 4 million through Çoruh and Fırat electricity distribution companies



■ Aksa Çoruh Elektrik Perakende Satış A.Ş. Distribution Regions/ Aksa Çoruh Elektrik Perakende Satış A.Ş. Sales Regions
■ Aksa Fırat Elektrik Perakende Satış A.Ş. Distribution Regions/ Aksa Fırat Elektrik Perakende Satış A.Ş. Retail Sales Regions
□ Aksa Electricity Sales Regions

www.aksaelektrik.com.tr
www.aksacoruh.com
www.aksafirat.com

Aksa Energy

7 countries
11 power plant investments
2,700+ installed capacity



■ Aksa Energy Production Facilities

www.aksaenerji.com.tr

Aksa Power Generation

One of the world's top 5 generator manufacturers

23 overseas
sales points



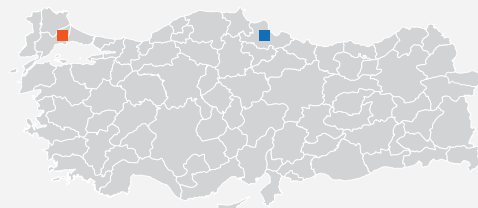
■ Aksa Power Generation Sales Offices
■ Aksa Power Generation Production Facilities and Sales Offices
■ Representation Offices

www.aksa.com.tr

Aksa Agriculture

In the fields of operation located in Tekirdağ and Samsun, which have the most fertile agricultural lands of Türkiye

23,680 tons milk production
2,239 tons rice production



■ Tekirdağ - İnanlı Agricultural Enterprise
■ Samsun - Gelemen Agricultural Enterprise

www.aksatarim.com

Aksa Tourism

In 3 major cities of Türkiye

902 room capacity
4 hotel



■ Antalya - Mirada Del Mar Hotel
■ Kayseri - Mirada Del Lago Hotel and Mirada Del Monte Hotel
■ Bodrum - Mirada Exclusive

www.miradahotels.com

AKSA DOĞALGAZ'S EXPERIENCE OF MORE THAN 20 YEARS

Without compromising our commitment to leave behind a livable world and a breathable atmosphere to future generations, we continue our journey focused on growth.

Since its foundation in 2002, as Aksa Doğalgaz, we have been providing uninterrupted and high-quality services to our almost 5 million subscribers in 27 provincial centers, 298 districts and towns, with a network length of 45 thousand kilometers.

As a pioneering brand in the natural gas distribution sector, we continue working hard to increase our contribution to the national economy each year, with the goal of doing our best to improve and make our services more sustainable every day.

We are a natural gas distribution company serving the widest geography in Türkiye. 20 years ago, we started operating in this sector. Ever since we have been breaking new ground in the sector and act with the responsibility of operating 22.1% of the total natural gas network in our country.

For more than 20 years, we have grown with the investments we have made all over Türkiye. In line with our sustainability vision, we are taking firm steps forward on our path by focusing on growth without compromising our aim to leave a livable world, a clean and breathable airspace for future generations.

Every year, the demand for natural gas, which is an environmentally-friendly energy, is increasing. This contributes to decreasing carbon emissions significantly.

As Aksa Doğalgaz, we are happy to have improved our digital infrastructure to a very high level. As a result of our superior service approach in all locations reporting to our regions, we have put into practice the activities related to our SAP S4/H transformation.

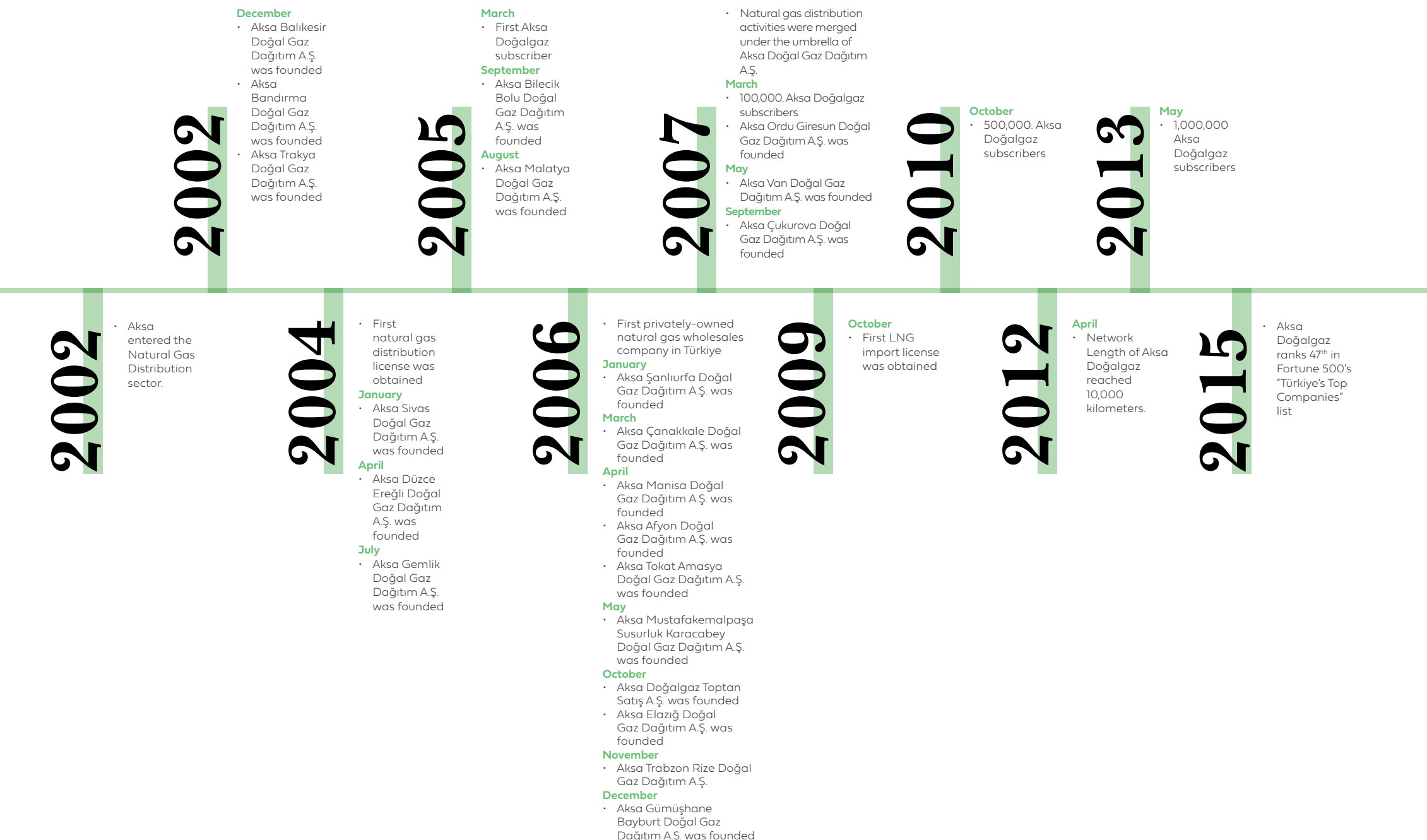
Our update and development projects will continue. With this important development, we combined all our operational applications under one structure. Thus, our customer processes became 360 degrees manageable. With customer processes and satisfaction, Aksa Doğalgaz will continue to break new ground in its sector.

As we continue to provide high-quality and uninterrupted services to our customers for more than 20 years, we grow consistently with investments by taking firm steps into the future.





MILESTONES OF AKSA DOĞALGAZ



As Aksa Doğalgaz, we have continued our journey since 2002, consistently increasing our success day by day.

2016

- Golden Valve award at the Türkiye Energy Summit for the Companion Project, which is a first in the sector
- Aksa Doğalgaz ranks 49th in Fortune 500's "Türkiye's Top Companies" list in EBITDA ranking.

July

- The Natural Gas Distribution Network owned by Aksa Trakya Doğal Gaz Dağıtım A.Ş. was transferred to İGDAŞ

September

- 2,000,000. Aksa Doğalgaz subscribers
- Network length of Aksa Doğalgaz reached 20,000 kilometers.

December

- Aksa Doğalgaz won the EMRA's first TRY-denominated energy tender, which covers natural gas distribution in Ağrı city center and Doğubayazıt district.

2018

- Natural gas services for 36 new districts and towns. Thus, Aksa Doğalgaz expanded its network to 180 districts and towns.
- One out of every 4 natural gas subscribers in Türkiye is an Aksa Doğalgaz subscriber.

2020

January

- Network length of Aksa Doğalgaz reached 30,000 kilometers.
- Aksa Doğalgaz ranked 56th in Fortune 500 "Türkiye's Top Companies 2019" list in terms of net sales.

2022

January

- 4,000,000 Aksa Doğalgaz Subscribers
- 47 more districts and towns were supplied with natural gas.

July

- Aksa Doğalgaz ranked 64th in terms of Net Sales in Türkiye's Fortune 500 Top Companies list.
- Aksa Doğalgaz is 20 years old.

2017

- Aksa Doğalgaz ranks 3rd in Fortune 500's "Türkiye's Top Companies" list in terms of return on equity.

March

- Aksa Ağrı Doğal Gaz Dağıtım A.Ş. was founded

July

- Siirt Batman Doğalgaz Dağıtım A.Ş. joined Aksa Doğalgaz.

2019

July

- 3,000,000 Aksa Doğalgaz subscribers

2021

July

- 33 more districts and towns were supplied with natural gas.
- Aksa Doğalgaz ranked 51st in Fortune 500 "Türkiye's Top Companies 2020" list in terms of net sales.

2023

May

- Reaching 40 thousand kilometers in length, our grid can make one full circle around the world.

July

- Ranked 39th in the Fortune 500 "Türkiye's Largest Companies" list.

October

- Aksa Doğalgaz received the "Award for the Company Adopting Consumer Satisfaction as a Principle" granted by the Ministry of Trade.

December

- A first in Türkiye and the world in the 100th anniversary of the Republic; 38 new districts and towns reached natural gas with more than 6 thousand kilometers of natural gas line in just one year.

AKSA DOĞALGAZ OPERATIONS MAP

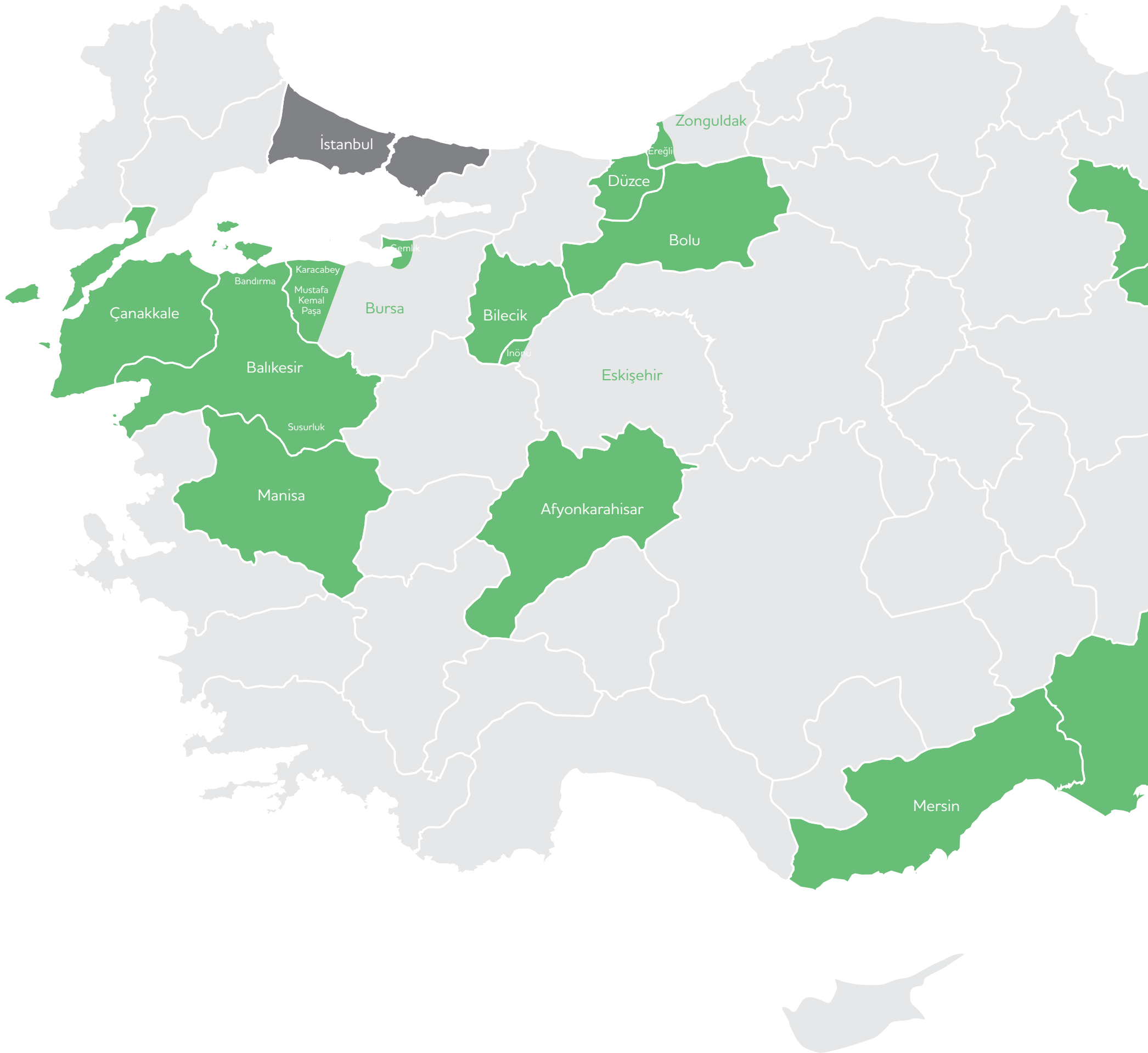
As of the end of 2023, we provide services to nearly 5 million subscribers in 27 provincial centers, 298 districts and towns in Türkiye.



As Aksa Doğalgaz, we first started our operations in the Balıkesir region. As of December 31, 2023, we provide services to nearly 5 million subscribers in 27 provincial centers, 298 districts and towns in Türkiye. With the natural gas supply to new districts in 2023, our Company continued to introduce our citizens to natural gas, which is an environmentally-friendly, secure and clean energy resource.

31
Number of Cities We Operate

5 million
Number of Subscribers



İstanbul

Zonguldak

Ereğli

Düzce

Bolu

Gemlik

Çanakkale

Bandırma

Karacabey
Mustafa Kemal
Paşa

Bursa

Bilecik

İnönü

Eskişehir

Balıkesir

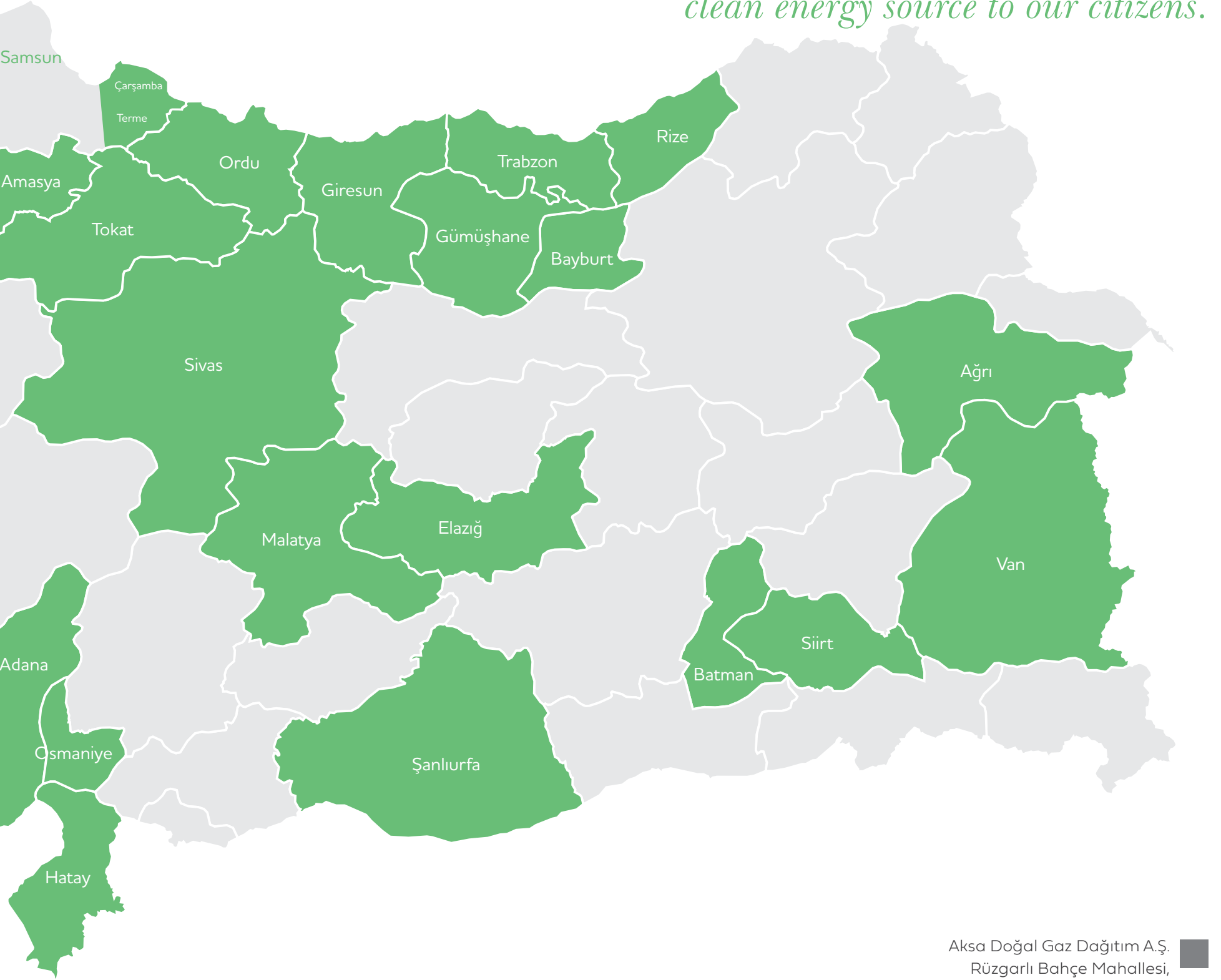
Susurluk

Manisa

Afyonkarahisar

Mersin

*In 2023, we continued to
introduce natural gas, an
environmentally-friendly, safe and
clean energy source to our citizens.*



Aksa Doğal Gaz Dağıtım A.Ş. ■
Rüzgarlı Bahçe Mahallesi,
Özalp Sokağı No: 10
Kavacak Beykoz - İSTANBUL
T: +90 216 681 00 00

Provinces and Districts Served as of December 31, 2023

Aksa Afyon Doğalgaz Dağıtım A.Ş.

- Afyonkarahisar
- Bolvadin
- Çay
- Dinar
- Şuhut
- Sandıklı
- İscehisar
- Emirdağ
- Erkmen
- Çobanlar
- Evciler
- Susuz
- Dazkırı
- Başmakçı
- Salar
- Sinanpaşa
- Sultandağı
- İhsaniye
- Hocalar
- Kızılören
- Bayat
- Yaylabağı

Aksa Ağrı Doğalgaz Dağıtım A.Ş.

- Ağrı
- Doğubayazıt
- Patnos
- Taşlıçay
- Eleşkirt
- Diyadin
- Tutak
- Hamur

Aksa Balıkesir Doğalgaz Dağıtım A.Ş.

- Balıkesir
- Altieylül
- Karesi
- İvrindi
- Havran
- Edremit
- Burhaniye
- Kepsut
- Bigadiç
- Ayvalık
- Gömeç
- Dursunbey
- Savaştepe
- Sındırgı

Aksa Bandırma Doğalgaz Dağıtım A.Ş.

- Bandırma
- Erdek

Aksa Bilecik Bolu Doğalgaz Dağıtım A.Ş.

- Bilecik
- Bolu
- Bozüyük
- Söğüt
- Pazaryeri
- İnönü
- Osmaneli
- Vezirhan
- Bayırköy
- Gölpazarı
- Yeniçağa
- Dörtdivan
- Karacasu
- Dodurga
- Yenipazar
- İnhisar
- Mengen
- Mudurnu
- Göynük
- Seben

Aksa Çanakkale Doğalgaz Dağıtım A.Ş.

- Çanakkale
- Biga
- Çan
- Kepez
- Gönen
- Ezine
- Bayramiç
- Lapseki
- Yenice
- Gümüşçay
- Geyikli
- Karabiga
- Çardak
- Gelibolu
- Ayvacık

Aksa Çukurova Doğalgaz Dağıtım A.Ş.

- Adana
- Mersin
- Hatay
- Osmaniye
- Çukurova
- Sarıçam
- Seyhan
- Yüreğir
- Karaisali
- Akdeniz
- Mezitli
- Toroslar
- Yenişehir
- Antakya
- İskenderun
- Tarsus
- Ceyhan
- Dört Yol
- Toprakkale
- Payas
- Belen
- Kadirli
- Yumurtalık
- Defne
- Kırıkhan
- Bahçe
- Erzin
- Arsuz
- Düziçi
- Kozan
- İmamoğlu
- Hassa
- Reyhanlı
- Mut
- Erdemli
- Silifke
- Pozantı
- Anamur
- Bozyazı
- Kumlu
- Aladağ
- Feke
- Saimbeyli
- Tufanbeyli
- Karataş
- Gülнар
- Aydıncık
- Yayladağı
- Altınözü

Aksa Düzce Ereğli Doğalgaz Dağıtım A.Ş.

- Düzce
- Ereğli
- Gülüş
- Kaynaşlı
- Alaplı

- Cumayeri
- Gümüřova
- Beyköy
- Çilimli
- Akçakoca
- Gölyaka
- Boğaziçi
- Yığılca
- Kandilli

Aksa Elazığ Doğalgaz Dağıtım A.Ş.

- Elazığ
- Yazıkonak
- Yurtbaşı
- Hankendi
- Karakoçan
- Sarıcan
- Akçakiraz
- Kovancılar
- Palu
- Sivrice
- Baskil
- Keban

Aksa Gemlik Doğalgaz Dağıtım A.Ş

- Gemlik

Aksa Gümüşhane Bayburt Doğalgaz Dağıtım A.Ş.

- Gümüşhane
- Bayburt
- Kelkit
- Şiran
- Aydıntepe
- Demirözü
- Arzularkabaköy
- Köse
- Kürtün
- Torul

Aksa Karadeniz Doğalgaz Dağıtım A.Ş.

- Rize
- Trabzon
- Ortahisar
- Of
- Güneysu
- Araklı
- Arsin
- Sürmene
- Hayrat
- Maçka
- Vakfikebir
- Beşikdüzü
- Yomra
- Akçaabat
- Ardeşen
- Çayeli
- Pazar
- Fındıklı
- İyidere
- Derepazarı
- Kalkandere
- Kendirli
- Salarha
- İkizdere
- Muradiye

Aksa Malatya Doğalgaz Dağıtım A.Ş.

- Malatya
- Yeşilyurt
- Battalgazi
- Doğanaşehir
- Akçadağ
- Darende
- Yazıhan
- Hekimhan
- Kuluncak
- Arapgir

Aksa Manisa Doğalgaz Dağıtım A.Ş.

- Manisa
- Yunusemre
- Şehzadeler
- Turgutlu
- Akhisar
- Gördes
- Gölmarmara
- Salihli
- Alaşehir
- Kula
- Ahmetli
- Saruhanlı
- Kırkağaç
- Soma
- Demirci
- Sarıgöl
- Selendi

Aksa Mustafakemalpaşa Susurluk Karacabey Doğalgaz Dağıtım A.Ş.

- Karacabey
- Mustafakemalpaşa
- Susurluk

Aksa Ordu Giresun Doğalgaz Dağıtım A.Ş.

- Ordu
- Giresun
- Altınordu
- Çarşamba
- Ünye
- Fatsa
- Terme
- Bulancak
- Espiye
- Keşap
- Piraziz
- Dereeli
- Doğankent
- Görele
- Tirebolu
- Yağlıdere
- Güce
- Gülyalı
- Perşembe
- Gürgentepe
- Aybastı
- Kumru
- Korgan
- Şebinkarahisar
- Kabadüz
- Gölköy
- Alucra
- Çamoluk
- Salıpazarı

Aksa Siirt Batman Doğalgaz Dağıtım A.Ş.

- Siirt
- Batman
- Kurtalan
- Tillo
- Kozluk
- Beşiri
- Kayabağlar
- Veytselkarani
- Baykan
- Gökçebağ

Aksa Sivas Doğalgaz Dağıtım A.Ş.

- Sivas
- Şarkışla
- Suşehir
- Cemel
- Divriği
- Gemerek
- Gürün

- Kangal
- Zara
- Gürçayır
- Yıldızeli
- Akıncılar
- Altınyayla
- Ulaş
- İmranlı
- Hafik
- Koyulhisar

Aksa Şanlıurfa Doğalgaz Dağıtım A.Ş.

- Şanlıurfa
- Siverek
- Suruç
- Haliliye
- Eyübiye
- Karaköprü
- Birecik
- Viranşehir
- Hilvan
- Akçakale
- Ceylanpınar
- Halfeti
- Harran
- Bozova

Aksa Tokat Amasya Doğalgaz Dağıtım A.Ş.

- Amasya
- Tokat
- Merzifon
- Suluova
- Turhal
- Niksar
- Zile
- Erbaa
- Ziyaret
- Taşova
- Gümüşhacıköy
- Reşadiye
- Başçiftlik
- Pazar
- Almus
- Artova
- Hamamözü
- Sulusaray
- Yeşilyurt
- Göynücek
- Üzümören
- Karayaka
- Şenyurt

Aksa Van Doğalgaz Dağıtım A.Ş.

- Van
- Tuşba
- İpekyolu
- Edremit
- Erciş
- Çaldıran
- Muradiye
- Gevaş
- Gürpınar
- Özalp





AKSA DOĞALGAZ DISTRIBUTION

We continue on our way by always taking the principle of “customer satisfaction and trust” at the focal point of our business conduct methods.

It has been determined as a national policy to popularize the safe and clean fuel natural gas in our country, through the private sector, as an economical alternative to the increasing air pollution due to urbanization. In this regard, we continue our natural gas distribution activities, which first started in the Balıkesir region, in a total of 21 regions where we have acquired and taken over licenses from the Energy Market Regulatory Authority (EMRA) as of the end of 2023, and we carry the flag of our sector forward with our operational practices united on a single system.

We continue to operate as the sector leader since the day we were founded. Driven by the responsibility of being the sector leader, we not only contribute to the national economy but also offer opportunities to our subscribers.

Award for Company Adopting Consumer Satisfaction as a Principle

We continue on our way by always taking the principle of “customer satisfaction and trust” at the focal point of our business conduct methods and we implement a high quality process organization that will ensure excellent customer experience. This year, as a result of our efforts in line with this principle, we were deemed worthy of the Award for the Company Adopting Consumer Satisfaction as a Principle at the 26th Consumer Awards organized by the Ministry of Trade of the Republic of Türkiye. These and many other achievements motivate us at Aksa Doğalgaz to always do better. In addition to this award, we rose 25 steps and ranked 39th in the Fortune 500 “Türkiye’s Largest Companies” list.

Largest private natural gas distribution company

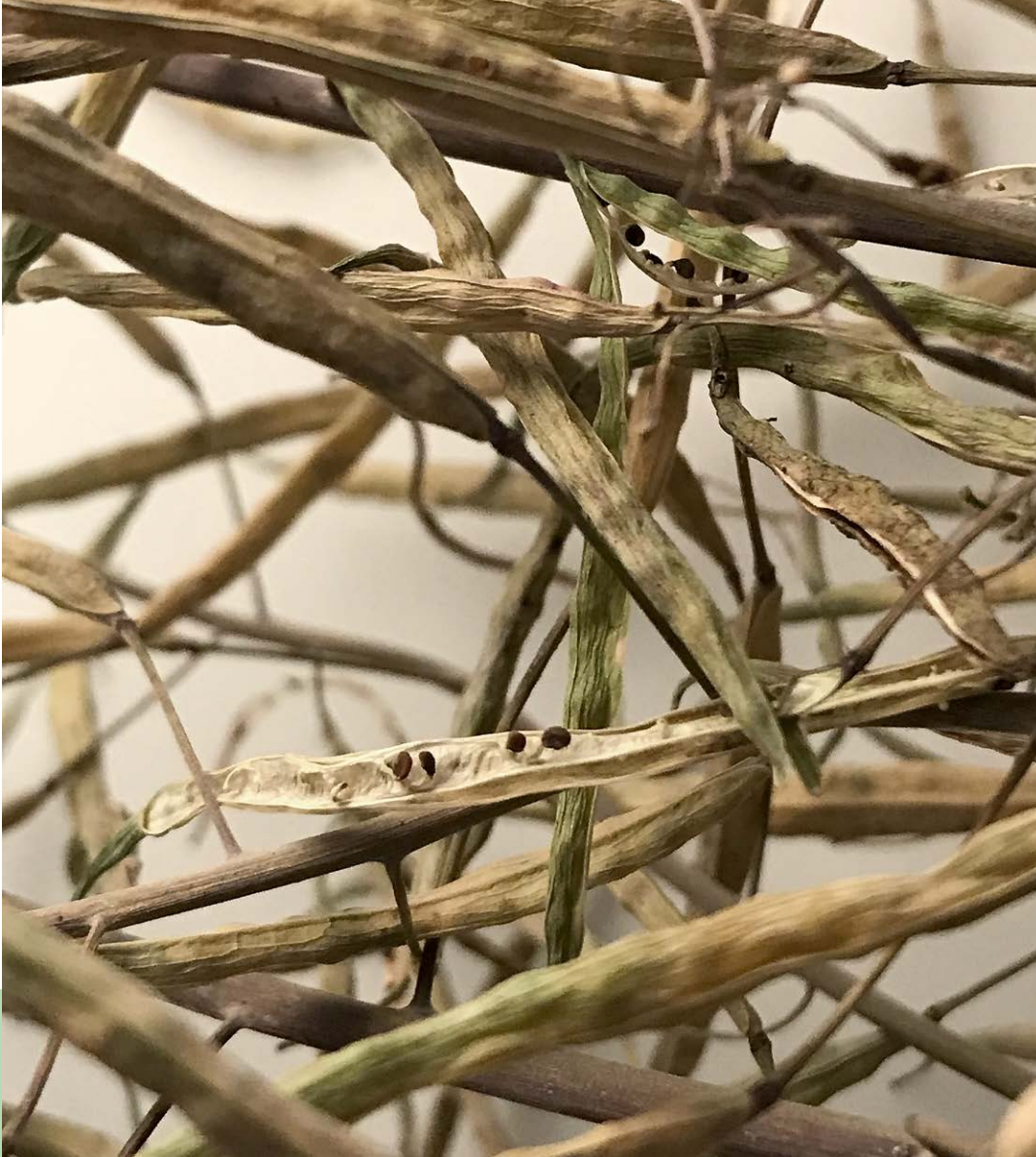
Serving 27 provincial centers and 298 districts and towns; we are the largest private natural gas distribution company in Türkiye that boasts the widest aggregate geographic distribution area in the sector with nearly 5 million subscribers, 9.7 billion m³ of gas distributed, 44,690 km network length and 20.7% market share. We serve a population of 17.4 million and 6.8 million potential subscribers in our distribution regions. Our subscriber number, which was 1.46 million in 2013, approached 5 million by the end of 2023, and our Company’s total natural gas distribution, which was 5.5 billion m³ in 2013, reached 9.7 billion m³ by the end of the year.



We increased our total network length to 45 thousand kilometers with an investment of TRY 5.7 billion in the reporting period.

AKSA DOĞALGAZ DISTRIBUTION

*We respond to subscribers' demands 24/7 via
our 187 Natural Gas Emergency Line and
444 4 187 Solution Center.*



Lalehan Uysal - Anatolian Seeds/ Kale

We increased our total investments to TRY 40 billion

With an investment amount of 5.7 billion, our total investments rose to TRY 40 billion. Our total network length, which was 13,859 km in 2013, reached 44,690 km by the end of 2023. This size shows us that our line has reached a length that can make a full circle around the world.

One step ahead with its expert staff

Our total number of employees, which was 1,033 in 2013, reached 4,356 by the end of the year. We are proud of breaking new ground in our industry with our expert staff.

High-quality service approach

We design our activities around the principle of high-quality service. We rapidly implement our investments in every region where we distribute natural gas. We procure the materials that have gone through an all-around control procedure and we bring them to our network with a high-quality understanding after testing them at all investment stages. Thanks to this approach, we have delivered natural gas to our subscribers in a safe and seamless manner since the first day of our operations.



24/7 Solution Center

We are committed to keeping customer satisfaction at the highest level and improving our service quality continuously. In line with this vision, we respond to subscribers' demands around the clock via our 187 Natural Gas Emergency Line and 444 4 187 Solution Center.

In 2023, 96% of the 977,962 calls received by our 444 4 187 Solution Center were responded to, while 97% of the 919,770 calls received by our 187 Natural Gas Emergency Line were answered. 80% of the calls received from both channels were resolved. With its experienced staff in the energy sector and distribution services, internationally accepted technical and software infrastructure, modern and comfortable physical space, and service quality, the Aksa Solution Center stands out as a pioneer in the sector and a model unit.

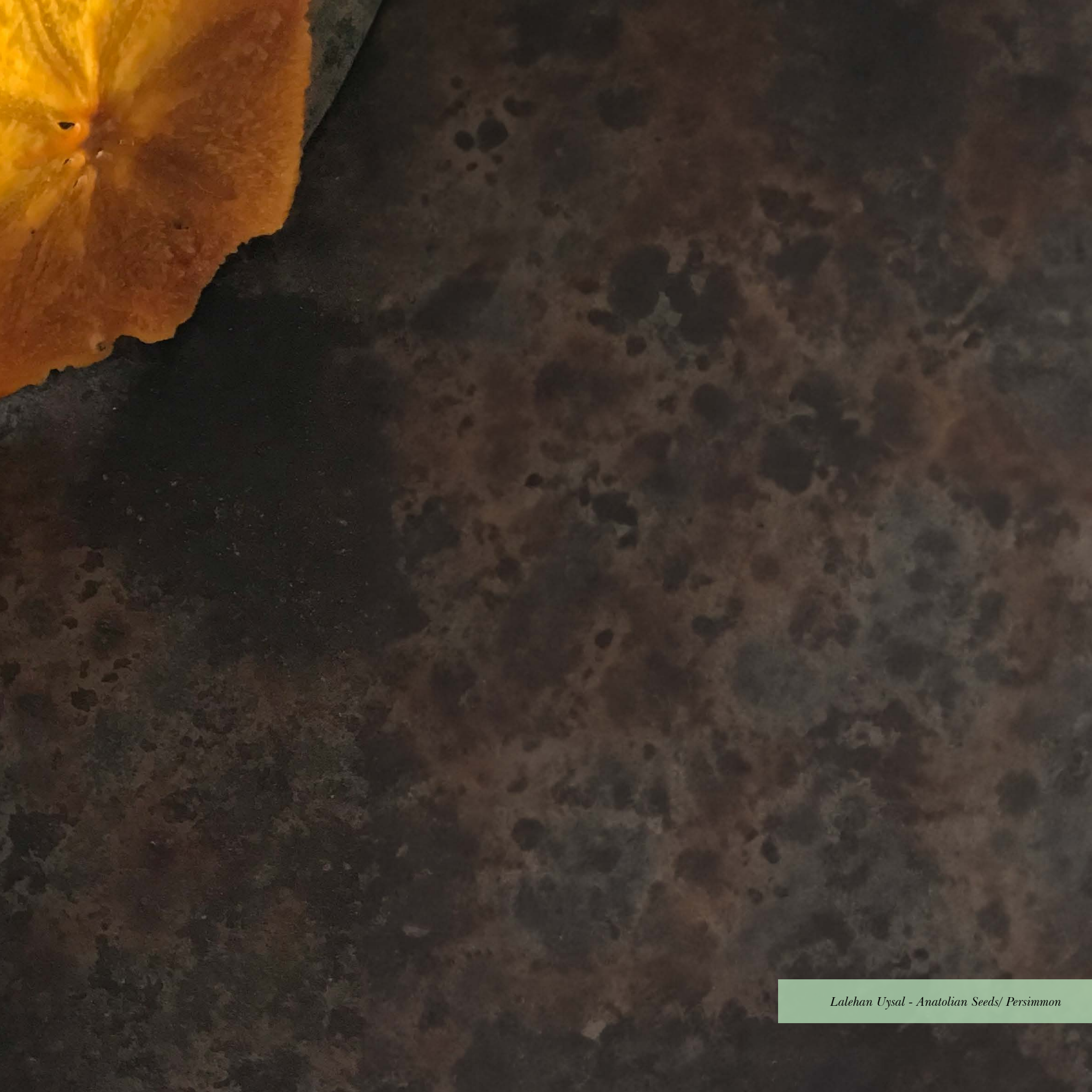
By using the appointment system in our Online Transactions channel on aksadogalgaz.com.tr, our subscribers do not have to wait in line at our offices and can perform many subscription transactions online 24/7 from the comfort of their homes.

For a more livable world

We design our activities with the mission to leave a more livable world for future generations by bringing environmentally-friendly natural gas to millions of people. At Aksa Doğalgaz, our priority is to deliver natural gas supply safely and seamlessly, focusing on a responsible and sustainable approach. By improving the quality of life in all regions where we deliver natural gas, we contribute to millions of people starting each new day under a bluer sky. We are determined to leave future generations an atmosphere where they can breathe safely.

We carry out our activities with the mission of leaving a more livable world for future generations.





AKSA DOĞALGAZ
DISTRIBUTION

Key Indicators of Distribution Companies

Distribution Company	Number of Subscribers (BBS)	Number of Subscribers	Net Sales (TRY Million)	Consumption (Sm ³)	Number of Personnel	Network Length (m)
Aksa Afyon Doğal Gaz Dağıtım A.Ş.	180,126	156,343	1,559	171,332,556	155	2,352,062
Aksa Ağrı Doğal Gaz Dağıtım A.Ş.	60,409	50,971	690	74,942,517	86	1,005,513
Aksa Çukurova Doğal Gaz Dağıtım A.Ş.	859,256	748,078	8,361	2,472,866,636	542	8,028,234
Aksa Bandırma Doğal Gaz Dağıtım A.Ş.	86,551	78,958	1,141	1,111,435,421	62	594,820
Aksa Balıkesir Doğal Gaz Dağıtım A.Ş.	264,281	229,717	2,567	253,111,095	192	2,317,760
Aksa Bilecik Bolu Doğal Gaz Dağıtım A.Ş.	213,571	177,913	8,955	856,959,482	201	2,211,161
Aksa Çanakkale Doğal Gaz Dağıtım A.Ş.	220,152	196,583	1,275	251,075,977	176	1,852,529
Aksa Gümüşhane Bayburt Doğal Gaz Dağıtım A.Ş.	63,451	48,647	546	61,109,700	95	730,663
Aksa Düzce Ereğli Doğal Gaz Dağıtım A.Ş.	210,280	191,243	3,387	746,138,537	116	2,842,952
Aksa Elazığ Doğal Gaz Dağıtım A.Ş.	238,522	207,014	1,788	227,221,197	118	1,757,360
Aksa Ordu Giresun Doğal Gaz Dağıtım A.Ş.	333,568	294,655	2,542	979,889,594	246	2,272,810
Aksa Gemlik Doğal Gaz Dağıtım A.Ş.	59,919	52,688	1,015	202,663,223	39	443,088
Aksa Karadeniz Doğal Gaz Dağıtım A.Ş.	311,491	264,177	2,297	273,780,563	243	2,094,478
Aksa Malatya Doğal Gaz Dağıtım A.Ş.	289,397	238,525	2,209	247,291,773	148	2,369,286
Aksa Manisa Doğal Gaz Dağıtım A.Ş.	310,977	274,462	2,190	540,099,205	217	2,410,301
Aksa Mustafakemalpaşa Susurluk Karacabey Doğal Gaz Dağıtım A.Ş.	70,049	64,679	1,142	122,892,790	59	750,411
Aksa Siirt-Batman Doğal Gaz Dağıtım A.Ş.	169,920	151,316	1,004	139,480,871	121	1,416,476
Aksa Sivas Doğal Gaz Dağıtım A.Ş.	225,783	183,223	1,697	233,968,061	160	2,199,390
Aksa Tokat, Amasya Doğal Gaz Dağıtım A.Ş.	296,538	247,471	2,174	291,403,127	201	2,914,953
Aksa Şanlıurfa Doğal Gaz Dağıtım A.Ş.	246,944	202,464	1,484	226,843,213	171	1,844,140
Aksa Van Doğal Gaz Dağıtım A.Ş.	203,168	169,248	1,778	210,972,976	131	2,282,041
TOTAL	4,914,353	4,228,375	49,799	9,695,478,514	3,479	44,690,429

BOARD OF DIRECTORS



Yaşar Arslan **Chairman**

Yaşar Arslan graduated from Istanbul Technical University Faculty of Chemical Metallurgical Engineering and worked as Operations Manager at EMAŞ A.Ş. for three years between 1985-1987. Subsequently, he held managerial positions at Al-Fahd Company, Saudi Arabia, for five years and held various managerial positions at the Istanbul Natural Gas Project at İGDAŞ for five years. He began working as a Project Manager at Vinsan in 1996 and took part in İzmit Natural Gas Project, İzmit Environment Integration Project and Marmaris Environment Integration Project. Following these positions, he began working as General Coordinator and Vice-Chairman at Akso Doğalgaz in 2004 and was appointed as the Head of Akso Doğalgaz Distribution and Trade Group in 2010. Mr. Arslan currently serves as Chairman of 21 natural gas distributors and natural gas wholesalers operating under the roof of Kazancı Holding. In addition, he is the Vice-Chairman of two electricity distribution companies. Mr. Arslan is one of the founders of the Natural Gas Distributors' Association of Türkiye (GAZBİR), where he also served as Secretary-General for three terms and as Chairman for four terms. As well, Mr. Arslan serves as Vice-Chairman at the Turkish Union of Chambers and Stock Exchanges (TOBB) and Deputy Chairman at the Association for Energy Efficiency.



Naci Ağbal **Vice Chairman**

Naci Ağbal was born on January 1, 1968 in Bayburt. He graduated from Istanbul University, Department of Public Administration of the Faculty of Political Sciences and completed the Business Administration Program (MBA) at the University of Exeter in the UK. Naci Ağbal worked at the Ministry of Finance as an inspector, as the Vice-Chairman of the Inspection Board, as the Head of the Department of the General Directorate of Revenues and Advisor to the Minister. Mr. Ağbal served as the General Director of Budget and Fiscal Control between 2006-2009 and the Undersecretary of the Ministry of Finance between 2009-2015. Mr. Ağbal served as a Member of the Board of Directors at TÜPRAŞ between 2004-2006 and as a Member of the Board of Directors at PETKİM A.Ş. in 2006. Between 2006-2015, Naci Ağbal worked as a Member of the Board of Directors at Turkish Airlines (THY). Naci Ağbal was the Board Member at Vakıf Participation Bank between 2018-2021. Naci Ağbal also worked as a Member of the Council of Higher Education between 2008-2015 and 2018-2020. Mr. Ağbal was a Member of the Board of Trustees at International Ahmed Yesevi University between 2008-2015 and was member of the Turkish-Japanese Science and Technology University Council between 2019-2020. Mr. Ağbal served as a Member of Parliament during the 25th and 26th terms at The Grand National Assembly of Türkiye as well as undertook the Minister of Finance role at the 64th and 65th Governments. Naci Ağbal was the Head of the Strategy and Budget Department of the Presidency between 2018-2020 and Mr. Ağbal was appointed as the Governor of the Central Bank of the Republic of Türkiye between November 2020 and March 2021. Naci Ağbal has been serving as Vice Chairman of the Board of Directors at Kazancı Holding and its subsidiary Akso Energy since July 2022, and since May 2023 he is serving as the Vice Chairman of the Board of Directors at Akso Doğalgaz.



Ömer Muzaffer Baktır **Board Member**

Ömer Muzaffer Baktır graduated from Istanbul Technical University, Department of Mining Engineering in 1986. He started his professional career at Pamukbank. He went on to serve in various management roles in the banking sector, including Assistant General Manager in charge of Credits and Marketing at Halkbank; CFO and Executive Board Member of Electricity Distribution Companies at Cengiz Holding; and Assistant General Manager in charge of Marketing and Transformation at Ziraat Bank, also he served on the board of supervisory and board of directors of various foreign companies of the same institution. Subsequently, he served as the Chairman of the Board of Directors at Erdemir Group between 2017 and 2018. Mr. Baktır, who has been serving as the Vice-Chairman of the Board of Directors of Kazancı Holding since February 5, 2018, also serves as the Executive Board Chairman at Akso Power Generation, Board Member at Akso Energy, Board Member at Akso Doğalgaz, and Executive Board Member at Akso Energy and Kazancı Holding.

OUR VISION, MISSION AND VALUES

Our Vision

To be a global company that leads the green transformation in its sector and develops new generation energy solutions with the goal of a sustainable future.

Our Mission

To provide natural gas, which is an environmentally-friendly, economical energy source, in a safe, uninterrupted and sustainable manner by adopting customer satisfaction as a principle.

Our Values

Our Priority Is Respect and Trust

We value all earthly beings and respect nature, society, and individuals, sincerely and unconditionally. We establish open and transparent communication by adopting mutual trust and a fair approach in all our relationships.

We Exist Together

We aim to achieve the highest value together with all our stakeholders to create a better future. Because we exist together.

We Are Accessible and Solution-Oriented

We always aim for common benefit by considering the expectations and needs of all our stakeholders and the natural environment, and we produce fast and creative solutions.

Science-Based Continuous Improvement

We closely follow all kinds of technological innovations placing science and humans at their heart, and implement them in line with our requirements. We consider continuous improvement an integral part of our business.

We Aim for Perfection

We develop state-of-the-art solutions and work in a fast, agile and precise manner to continuously improve the quality of life and satisfaction of our customers by providing a high quality and reliable service.

We Adopt a Responsible and Sustainable Approach

We observe an inclusive balance in all our activities for a more livable world; we aim for sustainable success by adhering to ethical rules. We carry out our investments with the awareness of our responsibilities towards nature, historical texture, people, and all dynamics of social life.



Lalehan Uysal - Anatolian Seeds/ Red switch grass

SENIOR MANAGEMENT



Alper Konyalı
Vice President/1st Group

Alper Konyalı graduated from Istanbul Technical University, Faculty of Electrical and Electronic Engineering, Department of Energy. He started his professional career in 1986 at VM Engineering as a Worksite Manager. In 1989, he joined İGDAŞ Istanbul Gas Distribution Company as Construction Control Manager, later serving as Head of Construction Control, and Advisor to the General Manager at the same company. At İGDAŞ, Mr. Konyalı's work focused mainly on improving and reorganizing investment processes, preparing corporate strategic plans, and establishing the materials management system. In 2007, Mr. Konyalı joined Aksa Doğalgaz as General Manager. He chaired the GAZBİR Occupational Standard Designation Commissions under the Occupational Proficiency Agency. Mr. Konyalı currently serves as Vice President at Aksa Doğalgaz, Group General Manager of the 17 natural gas distribution companies that report to him, as well as Member of the Board of Directors and Executive Board.



Yücel Yazıcı
Vice President
Technical Operations

Graduating from Istanbul Technical University, Faculty of Mechanical Engineering, Yücel Yazıcı received his Master's degree in Energy from the same university. He started his professional career in 1990 at İGDAŞ as a Worksite Manager. Later, he worked as Worksite Director at the İzmit Natural Gas Distribution project from 1996 to 2000, as Budget and Planning Officer at Alsim Alarko from 2000 to 2002, and as Investments Manager at İZGAZ from 2002 to 2004. In 2004, Mr. Yazıcı joined Aksa Doğalgaz as General Manager. He currently serves as Vice President of the Technical Operations, Member of the Board of Directors and Executive Board of Aksa Doğalgaz.



Şinasi Gölbaşı
Vice President
Retail Trade and Customer Operations

Obtaining his Master's degree at Istanbul Technical University, Department of Chemical Engineering, Şinasi Gölbaşı started his professional career in 2004 as a Measurement Engineer at Aksa Doğalgaz. Later serving as Gas Control Manager and Operations Director, Gölbaşı carried out the Natural Gas Wholesale business line from 2007, when wholesale was liberalized in Türkiye, until 2020. In 2016 he started to serve as Gas Dispatch and Trade Director, with responsibilities including supply and retail sales; customer operations; measurements, automation and dispatch control operations. In 2023, Gölbaşı was appointed as a member of the Executive Committee of Aksa Doğalgaz, and in 2024, he became the Vice President of Retail Trade and Customer Operations at Aksa Doğalgaz.



Seçkin Odabaşı
Vice President
Planning and Investment Operations

Seçkin Odabaşı graduated from Selçuk University, Department of Geodesy and Photogrammetry Engineering and completed his master's degree in Business Management at FMV Işık University. In 2004, Odabaşı started working in the natural gas distribution sector at Enerya Gaz Dağıtım A.Ş. and then, he became Strategic Planning and Tariffs Manager at Aksa Doğalgaz Distribution Group in 2010. As Distribution Tariffs and Planning Director between 2016 and 2024, he managed project design, planning, inventory, investment, geographical information systems, tariff, financial control, budget, and reporting operations. Mr. Odabaşı was appointed as Vice President of Planning and Investment Operations in 2024. He continues to serve as a member of the Executive Committee of Aksa Doğalgaz Distribution Group and as a member of the Board of Directors of group companies. In addition to his responsibilities in the Company, he has been the Chairman of the Tariffs Commission of the Association of Natural Gas Distributors of Türkiye (GAZBİR) since 2014 and a member of the Audit Board of the Association since 2022.



Sertaç Uraz
Vice President/2nd Group

Graduating from Mustafa Kemal University, Department of Mechanical Engineering, Sertaç Uraz started his career in the natural gas distribution sector in 2004 as Project Design Chief at Kent Doğalgaz Engineering company. In 2006, Uraz established his own company and joined Aksa Doğalgaz Distribution Group in 2010. Mr. Uraz served as Aksa Malatya Natural Gas Company Manager between 2012 and 2019 and was appointed as Aksa Doğalgaz Çukurova Group Director in 2019. He was appointed as a member of the Executive Committee of Aksa Doğalgaz Distribution Group in 2023 and as the Vice President of the 2nd Group in 2024. In addition to Adana, Mersin, Hatay and Osmaniye regions, Uraz assumes the management of Siirt, Batman, Şanlıurfa, Düzce, and Karadeniz Ereğli natural gas distribution regions.



Banu Gürel
Financial Director

Banu Gürel graduated from Marmara University, Faculty of Economics and started her professional career in 1989 in the banking sector, working as Assistant Manager at Akbank Foreign Exchange Fund Management and, subsequently, at Tekfenbank Fund Management and Securities. In 1996, she transitioned from finance to the real economy, serving as Finance Manager at Merko Food Industry and Trade. In 2004, she joined Aksa Doğalgaz as Financial Director.



Çağrı Ata
Digital Transformation
Director

Following his graduation from Süleyman Demirel University, Computer Programming Department and Anadolu University, Labor Economics and Industrial Relations Department, Çağrı Ata started his career in the software sector. After joining Aksa Doğalgaz in 2005, he worked as a System Support Officer, Chief of Customer Operations, Chief of Subscriber Information Management and the Head of Subscriber Management. Serving as a Sector Leader in the SAP CRM/IS-U project and taking part in the end-to-end transfer of all subscriber and field processes in natural gas distribution areas to the SAP environment, Çağrı Ata contributed significantly to the first meter reading project via GPS and the integration of the subscriber system to SAP Finance, Inventory, E-Government and UYAP platforms. He has been serving at Aksa Doğalgaz as Digital Transformation Director.



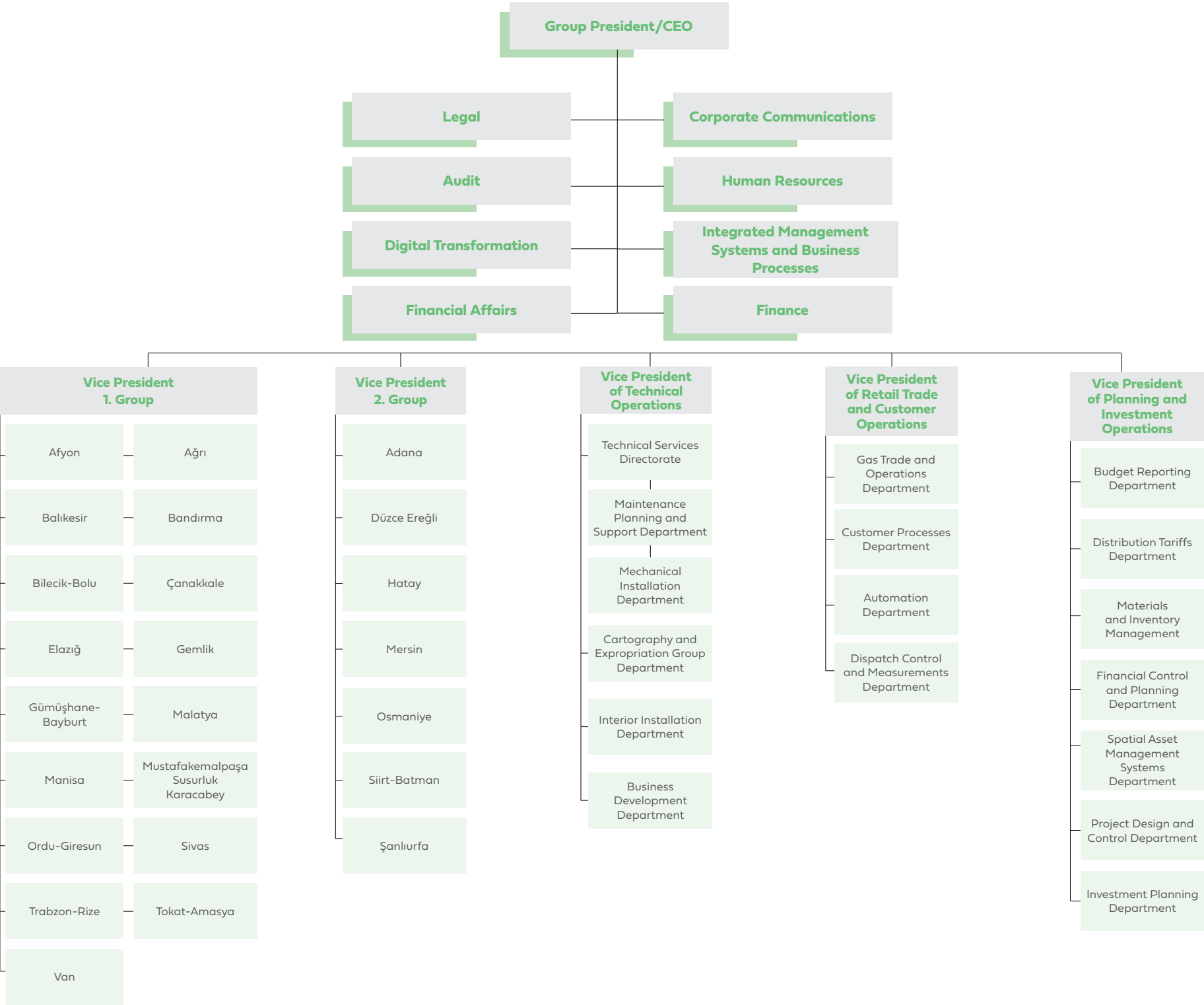
Rıza Aktepe
Technical Services Director

Rıza Aktepe graduated from Istanbul Technical University, Faculty of Civil Engineering, Department of Geodesy and Photogrammetry Engineering and the Business Administration Department of Istanbul University AUZEF and started his professional career in 1990 at İGDAŞ (Istanbul Natural Gas Project). Later, he worked at SAE-VİNSAN (İzmit Natural Gas Project) as Steel Line Officer, at VİNSAN (Environment Integration and Dam Project) as a Deep Sea Discharge Construction Manager under the title of İZGAZ Investments Manager, at AGDAŞ (Adapazarı Natural Gas Project) as Operations Manager and TERRA Project Control Project Manager at ENVY companies. Mr. Aktepe is serving Aksa Doğalgaz Dağıtım A.Ş. since 2005 as the Technical Services Director.



Lalehan Uysal - Anatolian Seeds/ Bitter Melon

ORGANIZATIONAL CHART





DISTRICT MANAGERS



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Ender Onur
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Serdar Delibalta
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Karacabey Doğalgaz Dağıtım A.Ş.
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HEAD OFFICE DEPARTMENT MANAGERS



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DEVELOPMENTS IN 2023

Our natural gas distribution network, which was 38,700 km at the end of 2022, grew to 44,690 km as of 31 December 2023.

We are proud to have accomplished many important works in 2023. At the forefront of these developments is the fact that we were deemed worthy of the Award for the Company Adopting Consumer Satisfaction as a Principle at the 26th Consumer Awards organized by the Ministry of Trade of the Republic of Türkiye this year. At the award ceremony attended by President Recep Tayyip Erdoğan, Minister of Trade Prof. Dr. Ömer Bolat, and members of Aksa's Board of Directors, Yaşar Arslan, Chairman of the Board of Directors of Aksa Doğalgaz, was presented the Award for the Company Adopting Consumer Satisfaction as a Principle by President Recep Tayyip Erdoğan. This meaningful award has been an effective source of motivation for us to always do better.

Since our establishment, we have been providing natural gas supply to our subscribers in the safest way thanks to our work we offer by acting with the principle of Customer Satisfaction. While focusing on digital transformation efforts to continuously improve our service quality, we will provide our subscribers with a richer customer experience by continuously measuring the customer experience journey at all our touch points to ensure excellent customer experience with the artificial intelligence-based solutions we will deploy. At Aksa Doğalgaz, we will continue to work responsibly and passionately for our business, country, people, and nature.

- Our natural gas distribution network, which was 38,700 km at the end of 2022, grew to 44,690 km as of 31 December 2023.
- In 2023, the Company distributed 9.7 billion m³ of gas.

- Our number of subscribers reached nearly 5 million.
- With our investments to date, we created a natural gas conversion market of TRY 173 billion, TRY 129 billion of which has been physically completed.
- Since the day we were founded, the savings we have provided to our country's economy and our subscribers in the field of energy reached TRY 1,086 billion by the end of 2023.
- Within the scope of our "Life Companion" project, developed in 2015 to ease processes for subscribers with disabilities, the number of registered subscribers rose to 5,513 as of the end of 2023. In 2023, 2,484 calls were answered, with an average response time of 3 seconds; solutions were provided for issues experienced by 170 disabled subscribers in collaboration with emergency teams.

Rise in Fortune and Capital Lists

In the Fortune 500 list, which is Türkiye's Largest Company ranking, we ranked 39th this year, climbing 25 steps compared to the previous year. In addition, we are happy to be ranked 46th in Capital 500's "Türkiye's Largest Companies" list.

We continue working on the 2030 Global AKSA Strategy

Our story, which started with the aim of safely delivering natural gas to the four corners of our country, continues steadily towards becoming a global brand in line with Kazancı Holding's 2030

Global AKSA Strategy. Our integrated strategy, which we have designed to become a player that grows domestically, expands abroad and develops technology by adopting sustainable policies in its activities in all areas of the distribution sector with the increasing number of subscribers, guides our activities.

Within the scope of our 2030 Strategy Plan, which we have prepared by focusing on our principles of high customer satisfaction, creating added value for the national economy, and respect for people, nature and social life, we aim to increase our network length by 57% from 44,690 km to 70,000 km, our subscriber number from 5 million to more than 8 million, and our natural gas distribution volume from 9.7 billion cubic meters to 17 billion cubic meters by increasing it by 78% with an additional investment of USD 1.5 billion and 25,000 km of network construction in Türkiye and abroad. We plan to increase the number of districts and towns from 298 to 370 by the end of 2030.

A+ for the third time in a row

We continue to be in a very strong position in terms of equity and creditworthiness. Within the scope of the credit rating process carried out by JCR Eurasia Rating, for the third time in a row, our Company's Long Term National Rating was determined as "A+ (tr)/(Stable Outlook)" and Short Term National Rating was determined as "J1 (tr)/(Stable Outlook)" at investment grade, which is the highest rating.

The biggest digital transformation of our industry

We have achieved another first by carrying out the biggest digital transformation in our sector, thus taking firm steps forward in line with our goal of operational excellence. With our integrated system SAP CRM/IS-U and all SAP ERP solutions, we process and analyze data in real time to create standardization in all our steps, especially in our subscription system applications, and provide the most up-to-date information flow to our units. While measuring and evaluating all our business processes from stock management to procurement, from accounting to finance and basic maintenance requirements, we compare data from the field in real time and instantly transfer up-to-date data to our mobile devices.

A record investment of 6 thousand kilometers in just one year

Aksa Doğalgaz, one of the top 10 companies investing in natural gas in Europe, broke new ground in Türkiye and the international arena with the installation of a network of 6,000 kilometers in 2023. We are proud of this investment, which we have achieved on the 100th anniversary of our Republic

by working day and night in a manner befitting our Republic. While safely delivering natural gas, a comfortable and eco-friendly fuel, to our citizens through the steel networks that we have woven across our country, we bring together the people and cultures of our region under a bluer sky and contribute to the development of the national economy.

Excellent customer experience with artificial intelligence-supported strategies

While providing natural gas supply to our subscribers in the safest way, we are focusing on our digital transformation efforts to further improve customer satisfaction and increase operational efficiency. In this context, towards the end of the year, we reached an agreement with Alterna CX, which enables the improvement of the customer experience journey with its artificial intelligence-based solutions. With artificial intelligence-based solutions, we will continuously measure and improve the customer experience journey at all our touch points. The feedback we will receive will also make a great contribution to the efficiency of our operational work.

With artificial intelligence-based solutions to be commissioned, we aim to continuously measure and improve the customer experience journey at all our touch points.



Lalehan Uysal - Anatolian Seeds/ Peach

DEVELOPMENTS IN 2023

We achieved another first for our sector in Türkiye and the international arena with the installation of 6 thousand kilometers of network in 2023.



Lalehan Uysal - Anatolian Seeds/ Chestnut Squash

Case Sheet Approval Cockpit Taken Live

The test processes of our Case Sheet Approval Cockpit application fed by SAP's FI-FICA module, which enables our business processes to be managed in a 360-degree controlled manner, were successfully completed in our Ağrı, Bandırma, and Şanlıurfa regions. With the Case Sheet Approval Cockpit application, which started to be used in 21 regions as of June, Accounting Records (FI) and Subscriber Records (FICA) were combined to create automatic case data. Case efficiency was achieved thanks to the application where cash limits were automatically monitored and cash flow was disciplined. One of the most powerful aspects of the cockpit is that it works without user data input, thus saving time and protecting data security. In addition, approval and control flows, followed based on physical signatures before the cockpit, were converted to mobile approval. With the dynamic reporting structure and authorization processes, case activities gained transparency.

The Case Sheet Approval Cockpit application, which contributes to resource efficiency, not only reduces the workload thanks to the full digitalization of the checking processes at the end of the day but also saves energy for similar processes such as printing and scanning. This contributes to our sustainable environmental impact activities.

The first phase of the Carbon Emission Accounting and Reduction project was completed

We have successfully completed the Carbon Emission Calculation and Reduction Project in Trabzon-Rize region, which we implemented in order to identify greenhouse gas sources, control and reduce carbon emissions. As an important step of our sustainability efforts, an infrastructure system was established to ensure that the emission calculation provides measurable, reportable, and verifiable results in the first phase of the project, which we initiated in the pilot region in 2022 and

where feasibility studies were concluded. Scope 1-2-3 emissions for 2023 were calculated in six categories according to ISO 14064 Corporate Greenhouse Gas Emissions Calculation and Reporting standard.

Embarking on its journey with the aim of leaving a more livable world for future generations, Aksa Doğalgaz took action to expand the Carbon Emission Calculation and Reduction project to all of its distribution regions following the completion of the work in the Trabzon-Rize pilot region and started working for 2023. In order to minimize the environmental impacts caused by our activities and contribute to the protection of the environment, we are committed to disclosing all our reports to the public transparently in the future.

Biomethane is blended with natural gas

In another R&D project we conducted with Gazmer, we evaluated the economic sustainability of the use of the gas produced by blending biomethane from organic wastes with natural gas and its effects on energy efficiency. We believe in the importance of alternative fuels and energy sources in combating climate change, and we carry out R&D activities that will make a difference in this field.

CBS - NVI Address Integration and Mapping Efforts

With the aim to keep the address layers of our Geographic Information Systems (GIS), which we have been using and developing since our establishment, up to date, we continue our integration efforts with the Spatial Address Registration System (MAKS) provided by the Directorate of Registration and Citizenship Affairs (NVI). Within the scope of the work, we are matching all road, boulevard, neighborhood, square, avenue, and street numbering, and building identification numbers with the inventory in our current system. Later, we automatically update our addresses, especially our SAP subscription systems by completing the integration.

Collaboration with international companies on earthquake

As part of our preparatory efforts to provide safer and uninterrupted service to our subscribers under all circumstances in the event of an earthquake, we came together with Pacific Gas and Electric Company to carry out joint work on disaster management, earthquake risk assessment, and ensuring the continuity of natural gas supply security. In addition, our negotiations with the Japanese gas company Osaka Gas and France's largest natural gas distribution company GRDF are ongoing.

We stood by our citizens during the earthquake

We activated the emergency action plan in our distribution regions Adana, Elazığ, Malatya, Osmaniye, Hatay, Batman, Şanlıurfa, and Gürün district of Sivas, which were affected by the earthquakes. We stopped the natural gas supply to the damaged or demolished buildings as a precautionary measure, while we continued uninterrupted natural gas supply to the non-damaged buildings. While trying to heal the wounds together with the people of the region, we acted with the awareness that natural gas is very important for life to proceed in its normal flow, and we continued our investment and expansion efforts to ensure that there are no districts, neighborhoods or streets without natural gas in the earthquake provinces, and that citizens can easily meet their needs with the comfort of natural gas.

In addition;

- ✓ Within the scope of the State of Emergency declared by Presidential Decrees, we did not carry out meter reading and billing transactions in residences and commercial enterprises of less than 100 thousand cubic meters.
- ✓ Since the 30-day portion of the first invoices to be issued after June, 1 2023 is subject to complimentary natural gas application, we did not charge any fee for 1 month consumption in the first invoice.
- ✓ We provided the opportunity of 6 installments for the invoiced amounts.
- ✓ We transferred the security deposits of the residences damaged moderately and above to the accounts of our subscribers without any deduction.
- ✓ Pursuant to the Presidential Decree, we canceled the outstanding consumption fees related to the periods before February 6 of our natural gas subscribers, whose houses and workplaces were destroyed, heavily or moderately damaged, or deemed in need of immediate demolition.
- ✓ We rapidly completed the construction of three container camps in Antakya, İskenderun, and Kırkhan districts of Hatay province and met the accommodation needs of dozens of our employees in these cities.

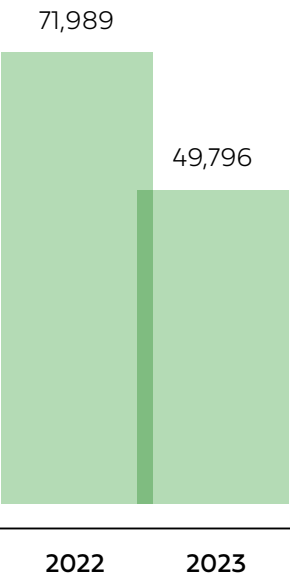


FINANCIAL AND OPERATIONAL INDICATORS

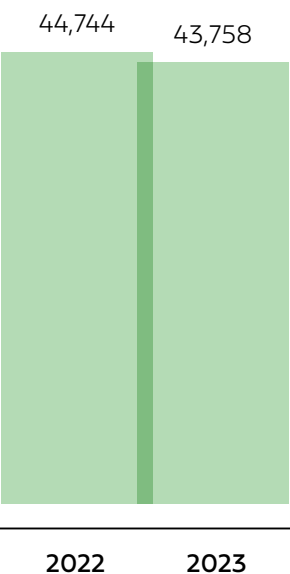
Financial Indicators

Financial Indicators (TRY Million)	2022	2023	Change (%)
Net Sales	71,989	49,796	-30.8%
Total Assets	44,744	43,758	-2.2%
Total Equity	9,396	11,013	17.2%
Total Investment Amount	4,125	5,773	40.0%
Gross Profit for the Period	3,041	3,256	7.1%
Operating Costs	2,672	2,763	3.4%
EBITDA	4,239	4,660	9.9%
Net Profit for the Period	1,341	1,785	33.1%

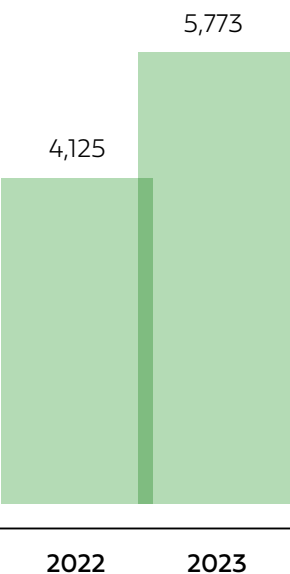
Net Sales
(TRY Million)



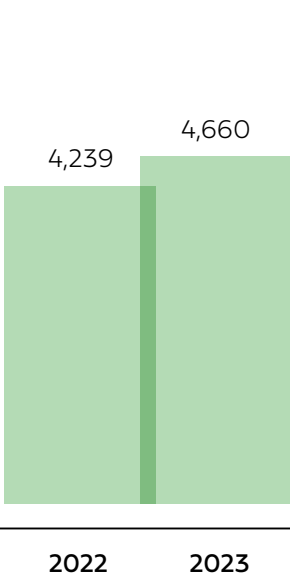
Total Assets
(TRY Million)



Total Investment Amount
(TRY Million)



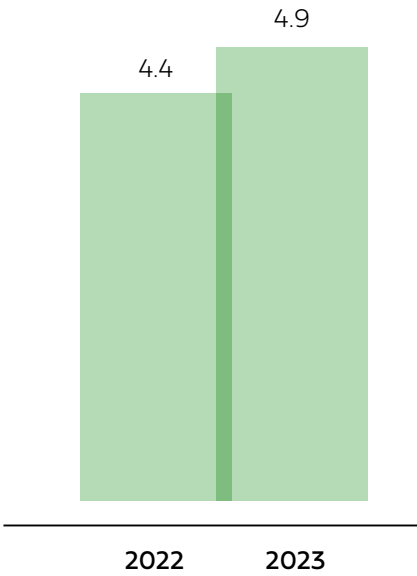
EBITDA
(TRY Million)



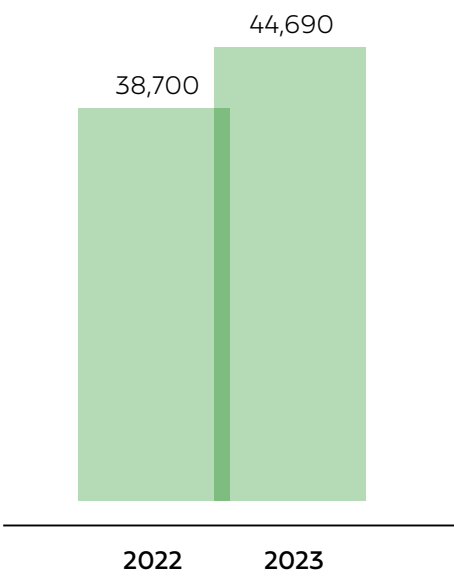
Operational Indicators

Operational Indicators	2022	2023	Change (%)
Number of Natural Gas Distribution Licenses	21	21	0.0%
Total Number of Subscribers (BBS)	4,416,857	4,914,353	11.3%
Total Number of Subscribers	3,750,448	4,228,375	12.7%
Number of Potential Residential Subscribers	6,201,381	6,817,536	9.9%
Network Length (Km)	38,700	44,690	15.5%
Total Consumption Volume (Sm ³)	10,515,080,158	9,695,478,514	-7.8%

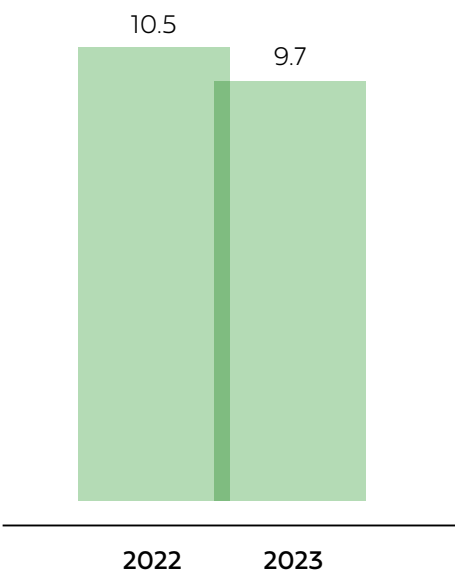
Total Number of Subscribers
(BBS) (Million)



Network Length
(Km)



Total Consumption Volume
(Sm³) (Billion)



CAPITAL AND SHAREHOLDING STRUCTURE

	Trade Name	Capital	Kazancı Holding A.Ş.	Aksa Doğal Gaz Dağıtım A.Ş.	Municipalities	Kazancı Family and Others
1	AKSA DOĞAL GAZ DAĞITIM A.Ş.	186,524,750	99.96%			0.04%
2	AKSA ÇUKUROVA DOĞAL GAZ DAĞITIM A.Ş.	160,000,000		89.44%	9.91%	0.65%
3	AKSA AFYON DOĞAL GAZ DAĞITIM A.Ş.	45,000,000		86.97%	10.00%	3.03%
4	AKSA DÜZCE EREĞLİ DOĞAL GAZ DAĞITIM A.Ş.	26,000,000		89.20%	10.00%	0.80%
5	AKSA BALIKESİR DOĞAL GAZ DAĞITIM A.Ş.	21,000,000		89.20%	10.00%	0.80%
6	AKSA ÇANAKKALE DOĞAL GAZ DAĞITIM A.Ş.	21,000,000		89.20%	10.00%	0.80%
7	AKSA BİLECİK BOLU DOĞAL GAZ DAĞITIM A.Ş.	18,000,000		89.20%	10.00%	0.80%
8	AKSA MANİSA DOĞAL GAZ DAĞITIM A.Ş.	15,000,000		89.20%	10.00%	0.80%
9	AKSA ELAZIĞ DOĞAL GAZ DAĞITIM A.Ş.	5,500,000		87.00%	10.00%	3.00%
10	AKSA ŞANLIURFA DOĞAL GAZ DAĞITIM A.Ş.	5,000,000		75.00%	10.00%	15.00%
11	AKSA M.KEMALPAŞA SUS. KAR. DOĞAL GAZ DAĞITIM A.Ş.	2,000,000		86.97%	10.00%	3.03%
12	AKSA BANDIRMA DOĞAL GAZ DAĞ. A.Ş.	1,000,000		86.97%	10.00%	3.03%
13	AKSA SİVAS DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		86.97%	10.00%	3.03%
14	AKSA GEMLİK DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		86.97%	10.00%	3.03%
15	AKSA MALATYA DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		89.78%	10.00%	0.22%
16	AKSA GÜMÜŞHANE BAYBURT DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		86.97%	10.00%	3.03%
17	AKSA ORDU GİRESUN DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		89.20%	10.00%	0.80%
18	AKSA KARADENİZ DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		89.20%	10.00%	0.80%
19	AKSA TOKAT AMASYA DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		86.97%	10.00%	3.03%
20	AKSA VAN DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		89.20%	10.00%	0.80%
21	AKSA AĞRI DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		90.00%	10.00%	0.00%
22	AKSA SİİRT BATMAN DOĞAL GAZ DAĞITIM A.Ş.	1,000,000		97.00%		3.00%
23	KONİ TEKNİK MÜHENDİSLİK A.Ş.	14,900,000		94.50%		5.50%



Lalehan Uysal - Anatolian Seeds/ Rye

CHANGES OCCURRING FROM THE PERIOD-END TO THE ISSUANCE OF THE REPORT

In the first phase of our Perfect Customer Experience project, which we launched with Alterna CX in order to provide our subscribers with a richer and more effective customer experience, we started sending surveys regarding our processes at physical touch points

In the first phase of our project, we started to analyze our survey submissions and the feedback we received in a series of processes through which we provide services, from connection agreement to gas switching at physical touch points, using artificial intelligence-based data analytics. We are proud to have successfully implemented another first in our sector and continue our efforts to expand the scope of our project. We cannot wait to receive feedback from our subscribers in all our end-to-end processes and to ensure excellent customer experience by continuously improving our processes.

Five out of Five: We are Low Carbon Heroes

We make environmental impact assessments in all our business conduct methods and operational activities and take our steps motivated by a sustainable future with our understanding of respect for people, nature, and life. For this cause, we attended the 9th Istanbul Carbon Summit, organized by the Sustainable Production and Consumption Association with the main sponsorship of the Ministry of Environment, Urbanization and Climate Change and Istanbul Technical University. At the summit, we received the SÜT-D 2023 Low Carbon Heroes Award, which is given to organizations that set an example in the effective combat against climate change by reducing greenhouse gas emissions, with our "Natural Gas is Greening" (Renewable Gas Production) R&D project, for the fifth time in a row. In our "Greening Natural Gas" R&D project, 20% green hydrogen is blended into natural gas. In our project, which we realized in a laboratory environment, where research, development, and feasibility studies have been completed in the laboratory environment, hydrogen undertakes the task of reducing carbon intensity, and can also be used as a means of storing and transferring renewable

energy in case of excess supply. We aim to increase the use of green hydrogen and diversify the energy supply security of our country with our project implemented within Gazbir-Gazmer and carried out in cooperation with Yıldız Technical University.

Our natural gas network is always safe with 11 fully equipped vehicles

With SAP S4 HANA, we record our natural gas network, which grows every year, and create 5-year maintenance plans. In 2023, we carried out our leak scanning activities with 11 fully equipped vehicles to ensure uninterrupted and safe gas supply to our subscribers. In addition, we actively used devices equipped with the state-of-the-art laser technology and capable of remote gas leak detection in the aftermath of the February 6 Kahramanmaraş earthquakes that shocked Türkiye deeply. With these devices, we have carried out our work by taking the necessary safety precautions without putting our lives at risk during an earthquake. As in every period, we continue to expand our inventory by investing in these devices in 2024.

We are among the most reputable brands in Türkiye

According to the results of the 13th Türkiye Reputation Index Survey conducted by the Türkiye Reputation Academy, we ranked among Türkiye 's most reputable brands in the field of energy. We would like to thank our citizens who ranked Akso Doğalgaz among the most reputable brands in this comprehensive survey, where 40 different sectors were evaluated.

Integration of CBS and NVI

In 2024, we will have integrated our Geographical Information Systems (GIS) and the Spatial Address Registration System of the Directorate General of Civil Registration and Citizenship Affairs. Through this ongoing work, all road, boulevard, neighborhood, square, avenue, and street numbering and building identification numbers will be matched with our inventory. Thus, we aim to ensure fully compatible data exchange with the national address system.

Sustainability Report

We manage our processes with the awareness of how important and necessary it is to leave a livable world to future generations. In this context, we attach utmost importance to sustainability and carry out all our investments, projects, and activities with a sustainable focus. We aim to publish our first sustainability report to explain all our sustainability efforts at the end of 2024. Our report will also include the details of our Carbon Emission Calculation and Reduction project, an important step in our sustainability efforts, that was initiated last year in Trabzon and Rize provinces as a pilot area. We have established an infrastructure system through this completed project in order to identify the sources that cause greenhouse gas formation and to control and reduce carbon emissions. In order to minimize the environmental impacts caused by our operations and contribute to the protection of the environment, we expanded our project to all of our distribution regions and started working on data for 2023.



Lalehan Uysal - Anatolian Seeds/ Garlic

TECHNOLOGY MANAGEMENT AND INVESTMENTS

As part of the Aksa 2030 Global Strategy, we broke new ground by carrying out the biggest digital transformation in our sector.



In line with the Aksa 2030 Global Strategy, we focus on advanced technologies, aim for an excellent customer experience by further improving the service quality we offer to our subscribers within the framework of our consumer orientation principle, and grow steadily. In addition to making a difference in our sector with innovative products, our goal is to set standards in our field of activity and advance the Aksa Doğalgaz brand in line with our Holding's global goals. In this context, we have achieved another first by carrying out the largest digital transformation in our sector.

For us, the most important development in 2023 was process improvement, development, and performance evaluation in its entirety. Thus, we achieved our goal of operational excellence. With our integrated system SAP CRM/IS-U and all SAP ERP solutions, we process and analyze data in real time and provide the most up-to-date information flow to our units in order to create standardization in all our steps, especially in our subscription system applications. We measure and evaluate all our business processes end-to-end, from inventory management to purchasing, accounting to finance and basic maintenance requirements. Whilst doing all these, we instantly transfer up-to-date data to mobile devices by comparing the data from the field in real time.

During the Kahramanmaraş earthquake that struck on February 6 and deeply affected all the country and the aftershocks that followed, we continued our operations by eliminating the risk factors in network supply security thanks to our state-of-the-art technology applications. In the following period, we have adapted our processes as required by making the necessary efforts and updates in our information systems since the first day of the application start date for the complimentary one-month natural gas and monthly natural gas support of 25 m³ until 2024 May, which was introduced by Presidential decrees and offered to natural gas subscribers.

Dispatch Control Center: Always Up-to-Date

We always stand by uninterrupted and secure technology. We put in place up-to-date practices in terms of continuity and analysis, and keep our quality approach at the highest level. In our Dispatch Control Centre, we offer uninterrupted natural gas supply thanks to our SCADA system, which we have adapted to Iconics Genesis64 infrastructure and developed entirely with our own internal resources in a series of processes, from the installation phase to keeping it up-to-date, maintenance to continuous improvements. With these services that ensure accurate and seamless data flow, we scan critical network elements in real-time and manage the processes smoothly thanks to our early warning systems. In our SCADA system, which transfers more than 170 thousand data units in real-time from the field, the collected data are easily analyzed thanks to user-friendly interfaces, and problems that may occur in the measurement systems and unusual increases/decreases in consumption or pressures are detected instantly. With the alarm system, the data received from the measurement points are constantly checked, and in case of critical data exceeding the specified limits, automatic alarms and work orders are generated. Furthermore, while current consumption values can be monitored even on mobile systems in real time, alarms and all indicators focusing on critical data that will form the basis of network security can be monitored through the same platforms and systems. All these systems work with SAP integration. Immediately after the Kahramanmaraş earthquakes, we carried out all our instant and regional activities through our SCADA Center at the crisis desk we quickly established at our head office, and we maintained 100% network supply security by making urgent improvements for possible problems.



While we perform invoice-based consumption controls for our subscribers with our Celko Measurement Control System, which was specially designed for our processes and fully commissioned two years ago, we also send data to BOTAŞ EBT, CBS and SAP-ISU systems.

We focus on the correct identification of technology needs and the production of suitable solutions. All systems we implemented regarding product selection, design and data security are integrated. We employ SAP in our basic enterprise resource planning (ERP) systems, which include accounting, finance, maintenance, stock management and procurement. With the ever-increasing number of mobile devices, data on field operations is recorded in data systems in real time. With our Fiori project, launched three years ago, we are able to conduct maintenance management and reporting process in a more effective and efficient manner.

In our IMS and Business Processes unit, we are using process and approval matrix-based modules we have developed on the PaperWork platform with the aim to accelerate the workflow. This software offers the transactions carried out on a main- or sub-process together, in a way to include all parameters. With our OHS software, a digital platform we developed exclusively for Aksa Doğalgaz with our internal resources, we monitor all data regarding the occupational health and safety of our employees and measure the occupational health and safety performances of our 21 distribution companies.

With our QDMS program, in parallel with the monitoring of documentation processes, we follow up the entire documentation structure under IMS, especially our procedures, instructions and active/passive forms. Furthermore, we keep the installation of our current workflow maps and process change management under control with ENSEMBLE.

Regarding our inventory management process, we currently have an end-to-end fully integrated structure with our transition from the SAPR3 module to S/4Hana. We raised our efficiency in our planning and inventory management to a higher level.

We manage all our networks and assets integrated with spatial and other systems thanks to our desktop web applications developed on ESRI, one of the world's leading geographic information system platforms.

In addition to establishing a dynamic reporting structure, we use IBM Cognos TM1 to manage budget models under a parametric and systematic structure. Thanks to the budgeting module created by combining the experiences of our internal resources, we are able to make sensitivity analyses for numerous parameters in a very short time.

We accelerated our efforts with the web platform and our consolidation speed also increased with the integrations carried out. With this system; our assessment, decision-making and budgeting processes gained momentum.

EFFECT OF NATURAL GAS ON REDUCING CARBON EMISSION

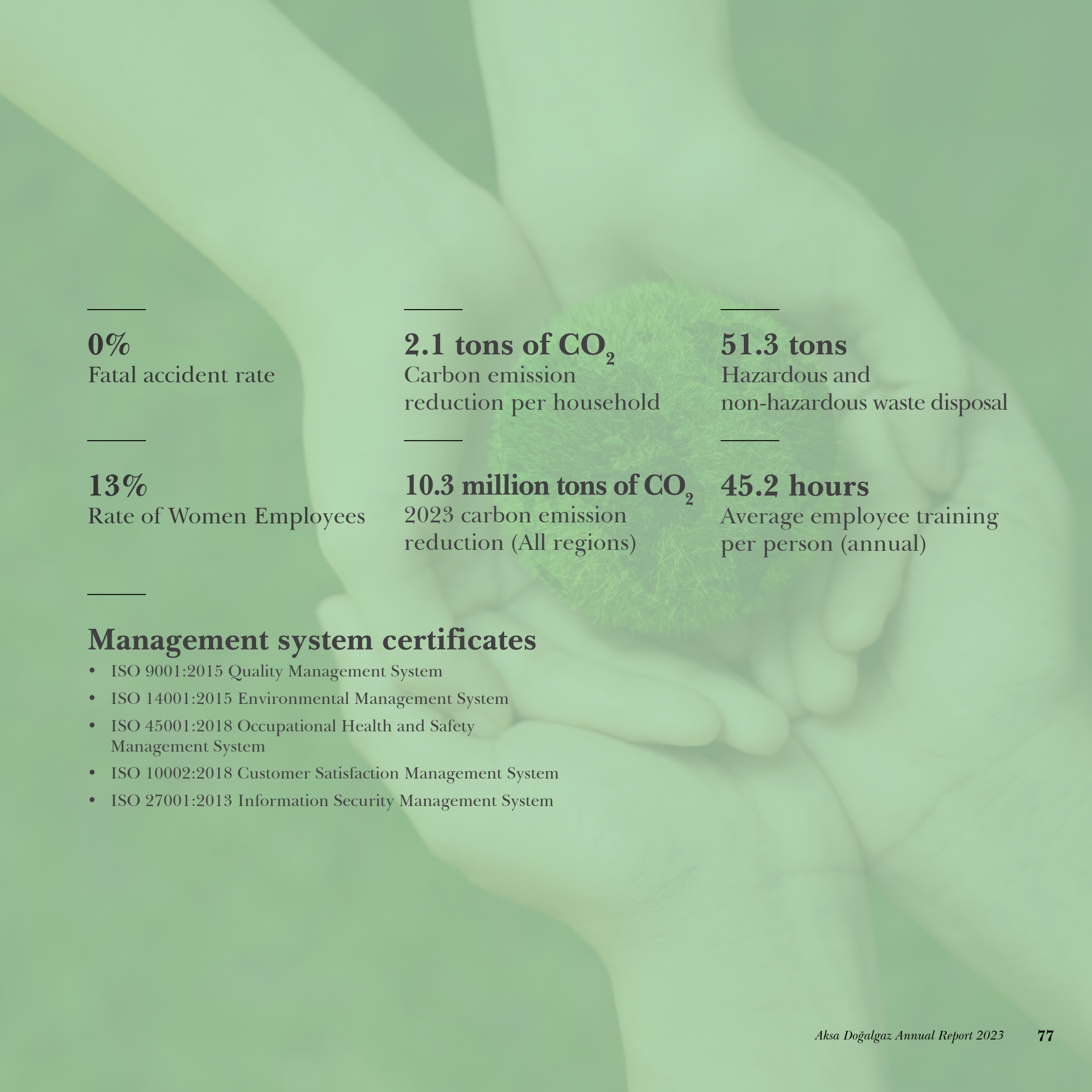
At Aksa Doğalgaz, we work to popularize environmentally-friendly natural gas, and implement practices and projects that minimize carbon emissions.

**10.3 million
tons of CO₂**
2023 Carbon Emission
Reduction Compared to
Coal Consumption
(All Regions)

Preventing environmental issues is vital to leave a more habitable world for future generations. As a result of uncontrolled growth of population, use of fossil fuel, industrialization, increase in global energy demand, increasing urbanization needs, decrease in green areas and uncontrolled release of greenhouse gases into nature, carbon emissions are increasing gradually and bringing about climate change.

In recent years, we are experiencing the effects of climate change even more and more and the entire world realized that environmental damage should be reduced. At Aksa Doğalgaz, we work to popularize environmentally-friendly natural gas and raise awareness on this issue, and in this respect, we carry out practices and projects that minimize carbon emissions.

There are hardly any sulfur and organic sulfur compounds in natural gas, which is cleaner than other types of fossil fuel. For this reason, it does not pollute the atmosphere like other types of fossil fuel. Due to its low carbon content, its carbon emission, which creates a greenhouse effect in the atmosphere and is toxic to human health, is a rate of 1/2 compared to coal. In other words, using natural gas reduces carbon emissions significantly compared to other fuels.



<hr/> 0% Fatal accident rate	<hr/> 2.1 tons of CO₂ Carbon emission reduction per household	<hr/> 51.3 tons Hazardous and non-hazardous waste disposal
<hr/> 13% Rate of Women Employees	<hr/> 10.3 million tons of CO₂ 2023 carbon emission reduction (All regions)	<hr/> 45.2 hours Average employee training per person (annual)

Management system certificates

- ISO 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 10002:2018 Customer Satisfaction Management System
- ISO 27001:2013 Information Security Management System

EFFORTS ON CORPORATE CARBON FOOTPRINT

Distribution Company	Number of Subscribers (BBS)	Carbon Emission Savings in 2023 (tons)
Aksa Afyon Doğal Gaz Dağıtım A.Ş.	180,126	378,265
Aksa Ağrı Doğal Gaz Dağıtım A.Ş.	60,409	126,859
Aksa Çukurova Doğal Gaz Dağıtım A.Ş.	859,256	1,804,438
Aksa Bandırma Doğal Gaz Dağıtım A.Ş.	86,551	181,757
Aksa Balıkesir Doğal Gaz Dağıtım A.Ş.	264,281	554,990
Aksa Bilecik Bolu Doğal Gaz Dağıtım A.Ş.	213,571	448,499
Aksa Çanakkale Doğal Gaz Dağıtım A.Ş.	220,152	462,319
Aksa Gümüşhane Bayburt Doğal Gaz Dağıtım A.Ş.	63,451	133,247
Aksa Düzce Ereğli Doğal Gaz Dağıtım A.Ş.	210,280	441,588
Aksa Elazığ Doğal Gaz Dağıtım A.Ş.	238,522	500,896
Aksa Ordu Giresun Doğal Gaz Dağıtım A.Ş.	333,568	700,493
Aksa Gemlik Doğal Gaz Dağıtım A.Ş.	59,919	125,830
Aksa Karadeniz Doğal Gaz Dağıtım A.Ş.	311,491	654,131
Aksa Malatya Doğal Gaz Dağıtım A.Ş.	289,397	607,734
Aksa Manisa Doğal Gaz Dağıtım A.Ş.	310,977	653,052
Aksa Mustafakemalpaşa Susurluk Karacabey Doğal Gaz Dağıtım A.Ş.	70,049	147,103
Aksa Siirt-Batman Doğal Gaz Dağıtım A.Ş.	169,920	356,832
Aksa Sivas Doğal Gaz Dağıtım A.Ş.	225,783	474,144
Aksa Tokat, Amasya Doğal Gaz Dağıtım A.Ş.	296,538	622,730
Aksa Şanlıurfa Doğal Gaz Dağıtım A.Ş.	246,944	518,582
Aksa Van Doğal Gaz Dağıtım A.Ş.	203,168	426,653
TOTAL	4,914,353	10,320,141

In 2023, the carbon emission reduction of our environmentally-friendly subscribers, who preferred to use natural gas instead of coal for heating was calculated approximately.

Natural gas distribution services are provided in Mustafakemalpaşa and Karacabey districts of Bursa, Susurluk district of Balıkesir, Ereğli district of Zonguldak, İnönü district of Eskişehir, and Çarşamba and Terme districts of Samsun.

In 2023, Kandilli town and Aşağıdoğancılar neighborhood in Zonguldak, Tepecik, Yeşilova and Taşlık neighborhoods in Bursa, Oklubalı neighborhood in Eskişehir and Salıpazarı district in Samsun were added to our license.

Aksa Doğalgaz Carbon Emission Calculation and Reduction Project

In 2023, we launched the Carbon Emission Calculation and Reduction Project in Trabzon-Rize provinces, which we selected as a pilot region, in order to identify the sources that cause greenhouse gas formation and to control and reduce carbon emissions in 27 provincial centers and 298 districts and towns where we operate.

In the first phase of the project, which we consider an important step in our sustainability efforts, we established the infrastructure system necessary for the emission calculation to provide measurable, reportable, and verifiable results. First, we calculated the scope 1-2-3 emissions of the Trabzon-Rize region for 2022 under six categories according to the ISO 14064 Corporate Greenhouse Gas Emissions Calculation and Reporting standard. In this context, we calculated the direct emissions arising from the sources owned and controlled by our company in Scope 1, indirect emissions arising from our purchased electricity consumption in Scope 2, indirect greenhouse

gas emissions arising from transportation and purchased products/services and the use of products/services in Scope 3 and took action to reduce them in these scopes.

With the goal of leaving a more livable world for future generations, we will continue to work in 2024 to expand the Carbon Emission Calculation and Reduction project to all of our distribution regions following the completion of the ongoing activities that we started in the Trabzon-Rize pilot region. In order to minimize the environmental impacts caused by our activities and contribute to the protection of the environment, we are committed to disclosing all our reports to the public transparently in the coming period.

On the other hand, we conduct R&D activities for more eco-friendly alternatives to meet energy needs. In parallel with Europe, we have successfully completed the process of mixing 20% hydrogen into natural gas with the Renewable Gas Production R&D Project, which we have implemented within Gazbir-Gazmer in cooperation with Yıldız Technical University.

Within the scope of the project, we aim to increase the use of zero-emission hydrogen and diversify Türkiye's energy supply security.

Believing in the importance of alternative fuels and energy sources in combating the effects of climate change, as Aksa Doğalgaz, we intensified our efforts in this field. In another successfully completed R&D project we conducted with Gazmer, we evaluated the economic sustainability and energy efficiency effects of the use of gas obtained by blending biomethane generated from organic waste with natural gas. We believe in the importance of alternative fuels and energy sources in combating climate change, and we carry out R&D activities that will make a difference in this field.

Aksa Doğalgaz becomes Low Carbon Hero for the fourth time in a row!

Emphasizing the importance of a clean and healthy atmosphere, we continue to implement our practices that are sensitive to the environment. In this context, we participated in the 8th Istanbul Carbon Summit organized with the main sponsorship of the Ministry of Environment, Urbanization and Climate Change and Istanbul Technical University. With our Low Carbon Solution in Meter Reading project, we received the SÜT-D 2023 Low Carbon Heroes Award, which is given to organizations that set an example in the effective combat against climate change by reducing greenhouse gas emissions.

As part of our award-winning project, some of our meter reading teams used electric bicycles instead of cars, resulting in less carbon emissions into the atmosphere. We aim to generalize the practice across all our regions by expanding it further. We will continue our efforts to continuously improve and develop our eco-friendly approach.

We neutralized our carbon footprint at Aksa Doğalgaz Head Office

By obtaining the YEK-G (Renewable Energy Source Guarantee System) Certificate for our Aksa Doğalgaz head office building, we neutralized our carbon footprint arising from our electricity consumption in 2023.



DISTRIBUTION OF CARBON REDUCTION BY PROVINCES



Number of Subscribers in 2023 (BBS)



Carbon Emission Savings in 2023 (Tons CO₂)

In 2023, the carbon emission reduction of our environmentally-friendly subscribers, who preferred to use natural gas instead of coal for heating were calculated approximately.

*We are determined to leave a clean and
breathable atmosphere for future generations.
Our sustainability efforts are at the heart of
our business processes.*



* Natural gas distribution services are provided in Mustafakemalpaşa, Karacabey, and Susurluk districts of Bursa, Karadeniz Ereğli district of Zonguldak, İnönü district of Eskişehir, and Çarşamba and Terme districts of Samsun.

HUMAN RESOURCES

We act with the awareness that our greatest strength is our highly qualified human resources. This understanding shapes our Human Resources policy with the approach that “our most valuable capital is our human resources.”

Our main objectives in human resources are:

- To be “one of the best examples” among HR practices in our sector.
- To manage all HR-related processes effectively, providing a competitive advantage.
- To increase company efficiency by implementing practices that enhance the performance and development of our human resources.

We place great importance on maintaining a sustainable human resources structure to achieve our long-term goals. Our HR policies, designed to continuously develop human resource competencies, are aligned with our long-term company objectives.

Our human resources perspective values:

- Respect for people
- Belonging
- The right person for the right job
- Management of differences
- Equal opportunity
- Personal and professional development

Selection and Placement

We act with the aim of attracting the potential candidates we need to our company in line with strategic planning and long-term goals. We conduct the selection process in line with the principles of equal opportunity and non-discrimination.

Our purpose is to place those who are suitable for the experience and competencies required by the position and to develop those individuals within a system in a professional manner.

All applications are reviewed in detail according to competences by our Human Resources Department. We hold competency-based interviews with our candidates and look for managerial competencies such as leadership, management by objectives, openness to change and innovation, and strategic planning in addition to core competencies such as self-development, relationship management, cooperation, process orientation and result orientation. In addition to competency-based interviews, we make use of various assessment center inventories during the recruitment process.

In the second stage, the relevant department managers evaluate their technical proficiency. Selection is made among those candidates who are customer-oriented; open to learning and change, adaptable to multicultural environments, in step with technology and innovations, and who embrace teamwork. In addition to the list of documents, candidates whose recruitment process was clarified are presented with information and documents that will facilitate the orientation process about our company. We aim to carry out the job adaptation process of the candidate in a healthy way before starting work.

Training and Development

As required by its corporate vision, Aksa Doğalgaz competently equips its personnel with the knowledge and experience required by the times, aims for them to acquire an infrastructure prepared for the future by creating values that go beyond the current age; and accordingly, supports its employees with training programs designed to help them adapt proactively to change and developments so as to contribute both to their own personal development as well as to their companies. We aim to continuously improve its organization, and ensure that everyone embraces the culture of learning. To these ends, the Company provides the staff with various training and development opportunities in keeping with their professional and personal development needs.



Aksa Doğalgaz supports each employee with planned and continuous work from the first day. The training process starts with an Orientation program, so that employees can adapt to the Company and their job, and receive all the information they need.

In the Orientation Program, we introduce our company's policies, vision, mission, and values, and provide information about human resources practices and the departments. Throughout their tenure at the Company, employees are offered training programs to help them develop the individual competence demanded by their post in line with their overall career plans.

Aksa Doğalgaz training activities include:

- On-the-Job training,
- In-House career training,
- Training outside the company,
- Trainings received through Aksa Academy

Non-Stop Training at Aksa Academy

Our online training platform Aksa Academy was launched in 2020 and is accessible to all our employees at any time of the day, anywhere. In addition, at Aksa Academy, our employees can gain information on various subjects with every training they participate in and every article they read. In 2023, 18 training activities were organized through the Aksa Academy platform, including Excel Training, Finance Training, Cross-Generational Training, Stress Management Training, and Water Footprint Training. These training activities lasted 545 hours in total, while 465 hours of 7 Aksa Talks Seminars were organized.

Performance Management

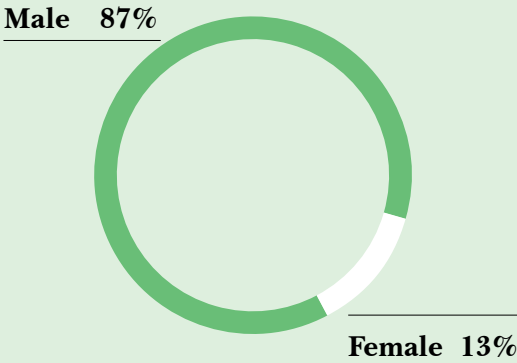
To ensure that all our companies achieve the corporate strategies and high-quality standards, both corporate and individual efforts and success are monitored and measured with the "Performance Management" system. We conduct performance evaluations annually.

We conduct our performance evaluation process based on goals and competencies determined at the beginning of the year and we arrange face-to-face meetings for semester assessment and revise our targets if necessary, at the end of the first 6 months. In 2023, we included 523 employees in the performance system, including specialist and higher positions. In addition, we have launched infrastructure works to ensure that our performance system has a leaner and more agile organization, aiming to manage the process with a different portal in 2024.

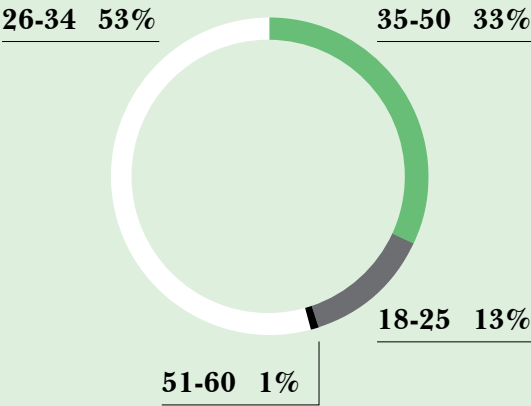
Remuneration Policy

In shaping its remuneration policy, Aksa Doğalgaz Group takes into account the national economic conditions, striving to be fair within the Group and competitive within the sector. The Human Resources Department's market surveys, performance assessment results and business analysis methodology are used to determine the salary scale and pay rises. We reward our employees according to their performance to strive to keep their motivation at a high level.

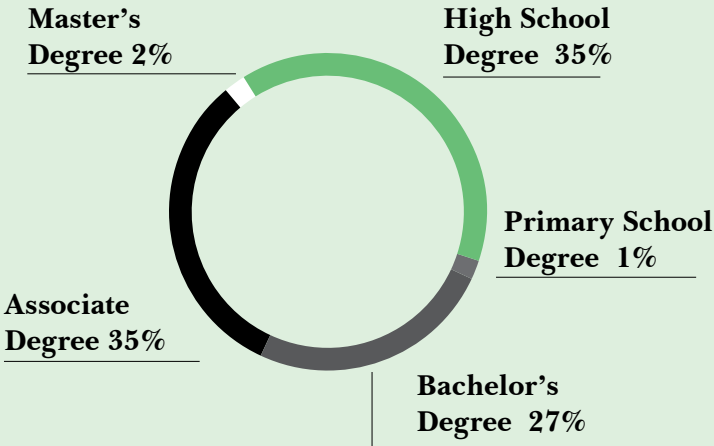
Gender Breakdown of Employees



Age Breakdown of Employees



Education Breakdown of Employees



OCCUPATIONAL HEALTH AND SAFETY

*At Aksa Doğalgaz we take the
“zero occupational accidents” approach
and “people first” motto as a guide in our
operations.*

167,298
person x hours
Occupational Health and
Safety Training



To ensure that each of our employees returns home safe and sound every night, we focus on making occupational health and safety activities become a part of the job.

In every province and district where we hold the license; we aim for uninterrupted natural gas distribution, and we fully implement the conditions for occupational health and safety practices for all our employees and stakeholders within the scope of the Occupational Health and Safety Law No. 6331.

The “ISO 45001:2018 Occupational Health and Safety Management System” certificate held by our 21 distribution companies guides us in our important activities on occupational health and safety. With a view to establishing the continuity of the Occupational Health and Safety Management System, we continue our Central Occupational Health and Safety project across Türkiye, featuring the country’s top doctors and specialists.

The basis of our occupational health and safety efforts, which is one of the most important activities we carry out, is the “AKSA OHS Software,” which was prepared specifically for our corporate needs. With AKSA OHS software prepared within the framework of the Occupational Health

and Safety Law No. 6331 and ISO 45001:2018 Management System, we dynamically monitor and control all activities carried out by 4299 personnel in our 21 distribution companies. AKSA's OHS software centrally controls and reports all occupational health and safety activities related to an employee from the moment of recruitment onwards. The software also measures the occupational health and safety performance of the 21 distribution companies.

With the cross-check audit module, which is one of the software development activities carried out as part of continuous development, the findings obtained in field audits carried out by OHS Specialists can be reported instantly with documents, such as audio, video, and photographs, and added to the performance tracking system. Monitoring of hazardous and non-hazardous wastes, which we also carry out within the scope of the Environmental Management System, can be monitored monthly with the Environmental Management Module added to the software. In 2023, the QDMS Document Management Module was commissioned and additional module development activities were initiated to monitor corrective actions through the platform.

To identify and prevent any external hazard, annual risk assessments are conducted in all distribution companies; the findings of these studies are eradicated in the most expeditious manner with the participation of employees. Disabled, pregnant and breastfeeding staff members are given priority in risk assessments.

We adopt the "Zero Occupational Accidents" approach and the "People First" motto, which is one of our indispensable goals with continuous training and awareness-raising, as a guide in our work. With this goal, it takes firm steps to become the "most reliable organization" in the industry.

Throughout the year, Aksa Doğalgaz diligently carried out all the activities required by the Occupational Health and Safety Law No. 6331, provided a total of 167,298.5 person*hours of occupational safety training, and ensured that our employees received 22,218 person*hours of vocational qualification certificate training from authorized institutions.



Furthermore, the following efforts were undertaken during the year:

- Annual study and annual evaluation reports,
- Employee representative meetings,
- Planned OHS training programs,
- OHS training for new employees,
- Planned-Periodic health screenings,
- Health examinations for new employees,
- Field OHS audits,
- Maintenance and checking of equipment that requires periodic controls,
- Grounding measurements, electrical installation checks,
- Environment measurements (noise, dust, hygiene) for new locations,
- Lightning rod measurements and checks,
- Emergency team training,
- Emergency evacuation drills,
- First aid training.

To pro-actively reduce any possible damage from work accidents or occupational diseases, we have been allocated special occupational health and safety funds within the budgets of our distribution companies. Positive outcomes have been obtained in root cause analyses which we have been monitoring since 2016.

The basis of our occupational health and safety efforts are based on the “AKSA OHS Software” specially designed for us in line with corporate requirements.

ENVIRONMENT

We direct our efforts to reduce the environmental impacts of our activities and contribute to environmental protection.

Now everyone knows the importance of turning to clean energy sources for a cleaner future. Every day we introduce more of our subscribers to the comfort and safety of natural gas with the aim to contribute directly to the protection of the environment. Aiming to leave a livable environment for future generations, we act with the awareness that sustainable growth can be possible with the protection of the environment.

Environmental Policy

We regard the protection of nature as critical to achieving sustainable growth and shape our business operations around minimizing the environmental footprint. Working toward the goal of leaving a healthy environment for future generations while abiding by all legal and regulatory requirements is among our priority targets since day one.

In line with this vision, our Environmental Policy is as follows:

- Safely minimizing the environmental footprint of the Company's operations in harmony with all its stakeholders and leaving a healthy environment for future generations,
- Adding value to the environment and quality of life by ensuring continuous improvement in compliance with applicable environmental legislation, under the scope of ISO 14001:2015 Environmental Management System,
- Using natural resources in an efficient manner to minimize waste and prevent pollution at the source,
- Keeping under control the possible environmental impact of subcontracted companies,
- Supporting all stakeholders deemed relevant in terms of environmental training and practices to actively promote environmental sustainability and development.



51.3 tons
Amount of Waste Disposal
in 2023



Environmental Risk Management

All our operations are designed to fulfill all requirements of environmental regulations. To ensure the sustainability of our operations, we meticulously identify the environmental impact and other related factors and regularly update the inputs and outputs of all business processes. At each company in licensed regions, we review the environmental risks identified by the Environmental Committee on a yearly basis and keep them under control through a proactive approach. We sort such identified risks according to their severity:

- Eliminating risks at the source,
- Replacing high hazards with lesser hazards,
- Implementing engineering measures,
- Making use of ergonomic approaches.

With ISO 14001:2015 Environmental Management System, we aligned our strategic approach with the environmental management system, while also improving the organization's environmental performance. The continuity of the system is confirmed with annual audits performed by accredited firms. We transfer the requirements of the Environmental Management System to all our business operations. We are audited by relevant accredited organizations on a yearly basis to maintain our system certification and validate our compliance with the system.

Waste Management

Waste management and environmental permits are the key components of our environmental management approach. To reduce the waste produced by distribution companies, methods such as reuse, recycling and elimination are used, and we comply with all legal and regulatory requirements. Different types of waste are sorted accurately and kept in storage areas under appropriate conditions. Waste is prevented from contaminating the soil and water during storage. All waste is then delivered to disposal firms that are licensed by the Ministry of Environment, Urbanization and Climate Change within the time frames set out by the Waste Management Regulation. With this method, more than 51,3 tons of hazardous and non-hazardous wastes were disposed of in 2023. We organize trainings on waste management and environmental drills annually for all company personnel, especially our teams responsible for waste management. By determining the duties of each of our personnel, we create the awareness that wastes should be collected according to their types.

To ensure the sustainability of our operations, we meticulously identify the environmental impact and other related factors and regularly update the inputs and outputs of all business processes.

ENVIRONMENT

To reduce the waste produced by distribution companies, methods such as recycling and elimination are used, and we comply with all legal and regulatory requirements.



Lalehan Uysal - Anatolian Seeds/ Apricot

Natural Resource Management

Understanding that the biggest threat facing natural resources today is uncontrolled consumption, we are committed to the efficient use of natural resources in all our distribution companies. Under the “Zero Waste” project launched by the Presidency of the Republic of Türkiye in 2019 and supervised by the Ministry of Environment, Urbanization and Climate Change, we continued our efforts at 21 directorates in 2023. Thanks to the Zero Waste Management System, we fulfilled our corporate responsibility in sustainable resource management and the protection of natural resources. Natural resource consumption levels are monitored on a monthly basis and duly minimized. As part of the paper-free office project, applications were transferred onto digital platforms; the business processes were rendered swift and measurable; paper, energy and cartridge consumptions were reduced.

A Cleaner Future with Natural Gas

Natural gas stands out as a highly important and widely available source of energy that is high quality, safe and clean, with the advantages it provides. Natural gas accessibility reached all of Türkiye’s 81 provinces in 2018 thanks to various distribution expansion efforts.

As Aksa Doğalgaz, we pay attention to the sustainability of energy resources in combating climate change. We continue our R&D activities to bring natural gas to the forefront as a more eco-friendly and sustainable fuel. We will always prioritize implementing our development practices that will make a difference in this field from the green transformation perspective. We will continue to contribute to the reduction of carbon emissions through our activities. Calculations based on the assumption that coal and other fuels are used in households without natural gas indicate that, in 2023, 4.9 million subscribers achieved a reduction of 10.3 million tons in carbon emissions by using natural gas. In 2023, the average carbon emission value of a household using natural gas was 2.1 tons.

For a Cleaner Air

During our 20 years of activity in the natural gas distribution sector, we introduced a growing number of people to the comfort and convenience of natural gas by extending our

license regions and expanding our subscriber base. Moreover, we monitor our environmental footprint in order to leave a more livable planet for future generations. We engage in ongoing efforts to make natural gas use widespread across Türkiye and to raise awareness about the environmental impacts of carbon-rich fuels such as coal. With these efforts, we play an active role in reducing air pollution in the cities where we operate. We operate in 27 provincial centers and 298 districts and towns. In Türkiye alone, each year, 42,000 people die due to reasons associated with environmental pollution, while 45,000 people die due to reasons associated with air pollution. The number of deaths associated with air pollution is 7 times higher than the number of people dying in road accidents. Reducing air pollution can provide a significant improvement to public health as health issues connected with air pollution are estimated to reduce the life expectancy of infants born today by 20 months, i.e., almost two years.

**10.3 million
tons of CO₂**

**Carbon Emission
Reduction in Distribution
Regions (Based on coal
consumption)**

**2.1 tons of CO₂/
subscriber**

**Carbon Emission
Reduction of Households
Using Natural Gas
Compared to Households
Using Coal**



CORPORATE COMMUNICATION ACTIVITIES

In 2023, Aksa Doğalgaz continued to implement projects that contribute to society.

We shape our business operations in awareness of our immense responsibilities towards the society, which is the actual source of our power.

We Determined Our Future Goals in Our 2023 Strategic Assessment Meeting

We evaluated our success story and future vision at the 2023 Strategic Evaluation Meeting, where we came together by saying “Continue to Succeed” with our valuable managers, who are the major stakeholders of this success. At the meeting where we made strategic decisions while discussing the details of our road map for the next 5 years, we analyzed our effective activities we have carried

out in 21 years and listed our new operational steps. At the meeting where strategic decisions were made, we determined our road map with a focus on systematic operational steps, projects to be implemented, constructive practices and achievements guiding the sector.



A First in Türkiye and the World on the
100TH ANNIVERSARY OF THE REPUBLIC!

OVER

6 THOUSAND
kilometers of

NATURAL GAS LINE IN JUST ONE YEAR

**Our “6 Thousand Kilometers”
promotional film is now broadcast**

Our promotional film, which begins with the words “Our story, which started with the goal of bringing natural gas to all areas of life, continues with pride in the 100th anniversary of our Republic. With more than 6 thousand kilometers of lines that we have built in just one year, our total network length has reached approximately 45 thousand kilometers, breaking new ground in Türkiye and worldwide,” was received with great interest by the public. In our promotional film, while touching every aspect of life with our warm energy, we state that we are working today relentlessly to leave a more livable world for future generations as we have done in the past, and we draw attention to the fact that we carry out our activities by working day and night in a manner befitting our Republic and by saying “Continuing to Succeed” without slowing down.



Scan the QR code
to watch our movie.

CORPORATE COMMUNICATION ACTIVITIES

Thanks to our cooperation, reforestation and biodiversity efforts will be supported by leaving seed balls in hard-to-reach areas in our country.

Collaboration with Alterna CX Focusing on Excellent Customer Experience

Aksa Doğalgaz has entered into an important cooperation with Alterna CX, which enables continuous improvement by measuring the customer journey through artificial intelligence-based data analytics. As part of this cooperation, we will continuously measure all processes covering natural gas subscription, from connection agreement to installation control, and gas switching-on to contract termination, with surveys that we will send to Alterna CX at certain periods. With the improvements we will make based on the feedback from the surveys, we aim to provide our subscribers with an effective customer experience at all touch points.

We continue our corporate communication activity, which is one of the most important play-makers of our sustainable success, without interruption. In line with our corporate communication activities conducted in every department, we focus on uninterrupted communication with all our stakeholders, especially our subscribers.

By launching our Online Transactions channel in 2018, we further strengthened the communication with our subscribers. We finalized integration with the e-Government portal in 2019 and completed integration of the Online Transactions channel as part of the transition to SAP. We integrated our online assets into the SAP system to achieve more effective management of in-house data exchange and operations and offer our subscribers the opportunity to perform many transactions through a single channel.

Seed balls will meet the nature

We say "It is inherent to our nature" to leave future generations an atmosphere where they can breathe safely. For this reason, we came together to reach an agreement with Ecoding, a social enterprise that develops sustainable, innovative, and technological solutions against global climate change. As part of our cooperation to be implemented, seed balls will be dropped in hard-to-reach areas in our country with ecoDrones for our subscribers at the end of 2024 and in the first quarter of 2025. This will

contribute to reforestation and biodiversity efforts. We will green our planet by planting seed balls on behalf of our subscribers.

Corporate Social Responsibility

We shape our business operations in awareness of our immense responsibility towards the society, which is the actual source of our power. We strive to ensure that our social responsibility activities deliver concrete, ongoing contributions to society at large.

Since our founding, the Company has monitored the social and environmental impacts of its activities in the regions where it operates, while guided by the social and environmental values of the Kazancı Group. In addition, Aksa Doğalgaz creates projects to resolve local problems and raise the living standards of local residents. To become an integral member of each community where it operates, the Company engages in open dialogue with the resident population. Similarly, the Company invites all its stakeholders to share the core values of its corporate culture.

We attach great importance to the tangible and sustainable contribution of our social responsibility efforts to society. Instead of investing in short-lived projects, our Company aims for long-term projects that have the capacity to produce itself.

Life Companion

Providing uninterrupted and safe natural gas to nearly 5 million subscribers in 27 provincial centers and 298 districts and towns in Türkiye, Aksa Doğalgaz believes that equal opportunities across every segment of society can help ensure the economic and social development of our country. In this spirit, the Company closely monitors the challenges experienced daily by approx. 9 million disabled citizens in Türkiye. Aksa Doğalgaz developed the Life Companion project in 2015 to address these issues and make life safer for its disabled subscribers by delivering rapid services in emergency situations. Since 2015, we closely monitor this project.





Lalehan Uysal - Anatolian Seeds/ Okra

CORPORATE COMMUNICATION ACTIVITIES

With 5,513 disabled subscribers registered in the Life Companion system, we responded to 2,482 calls to date in scope of this project.



Through the project, when subscribers with disabilities who are registered in our subscription system call the Natural Gas Emergency Line 187 or the 444 4 187 Solution Center, they are connected to an agent within 3 seconds on average. As well, emergency teams are dispatched immediately to the location of the disabled subscriber, without the need for the subscriber to explain the situation in detail. Akso Doğalgaz aims to make the lives of subscribers with disabilities easier by delivering emergency services to subscribers who are alone in a hazardous situation. The Company also gives priority to subscribers with disabilities when they connect to an agent and respond to their queries immediately.

With 5,513 disabled subscribers registered in the Life Companion system, we responded to 2,482 calls to date in scope of this project. We ensured the on-site resolution of requests of 170 subscribers with the help of emergency teams.

Citizens with disabilities may register with the Life Companion service by completing the Disability Form and presenting their documents at the Company's offices or via the Online Procedures menu on www.aksadogalgaz.com.tr.

Number of Incoming Calls	2,482
Average Connection Time Through 187 Hotline	3 sec.

In-House Communication Activities

Our Company ranks among the most youthful companies in the industry, with an average employee age of 33. The Company believes in the importance of establishing solid relations with the younger generation as they enter the workforce and strive to provide a peaceful work environment for our employees. In this direction, we prioritize internal communication efforts, organize various events during the year and hold celebrations to mark special occasions. Our internal communication efforts position the Company as the "employer of choice" in the sector for both current and also potential employees.

AWARDS

Award for Company Adopting Consumer Satisfaction as a Principle

As Akso Doğalgaz, we serve nearly 5 million subscribers in 27 provincial centers and 298 districts and towns without slowing down. As a result of these services, we, as Türkiye's largest private natural gas distribution company, are rightfully proud to have received the Award for the Company Adopting Consumer Satisfaction as a Principle at the 26th Consumer Awards organized by the Ministry of Trade.

Low Carbon Hero Award

At the 8th Istanbul Carbon Summit, organized by the Sustainable Production and Consumption Association with the main sponsorship of the Ministry of Environment, Urbanization and Climate Change and Istanbul Technical University, Akso Doğalgaz received the Low Carbon Hero Award with our "Low Carbon Solution in Meter Reading" project.

“Company that Cares about Consumer Satisfaction” Award Goes to Aksa Doğalgaz

We were recognized with the “Company that Cares about Consumer Satisfaction” award at the 26th Consumer Awards organized by the Ministry of Trade of Republic of Türkiye.



At the award ceremony attended by President Recep Tayyip Erdoğan, Minister of Trade Prof. Dr. Ömer Bolat, and members of Aksa’s Board of Directors, Yaşar Arslan, Chairman of the Board of Directors of Aksa Doğalgaz, was presented the “Company that Cares about Consumer Satisfaction” award by President Recep Tayyip Erdoğan.

We sincerely thank all our managers and colleagues who contributed to this success.



444 4 187 | aksadogalgaz.com.tr



Lalehan Uysal - Anatolian Seeds / Paddy



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Lalehan Uysal - Anatolian Seeds/ Corn

