



GAMA ENERJİ

2022 SUSTAINABILITY REPORT

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ABOUT THE SUSTAINABILITY REPORT

“

This Sustainability Report provides information about our operations at GAMA Enerji, our approach to the concept of sustainability, our management system, our work in the field of health and safety, our commitment to our employees, and our social responsibility projects and efforts.

”

At GAMA Enerji, we present our activities, the outcomes of the activities, our business strategy, plans and targets for our business processes to our stakeholders in this report. The report covers the outputs of our operational processes for ten generation plants, the company in which we carry out business activities, and the company in which we carry out operati-

on and maintenance activities, between January 1, 2022 and December 31, 2022. The performance information provided in the report meets the requirements of GRI standards published by the Global Reporting Initiative and addresses our sustainability performance from a responsible and transparent perspective.

A large-scale photograph of a wind farm at sunset. The sky is filled with soft, golden clouds, and the sun is low on the horizon, creating a warm glow. Numerous wind turbines are visible, with one in the foreground being particularly prominent, its blades silhouetted against the bright sky. The turbines are distributed across rolling hills in the background.

01 CORPORATE PROFILE

**ABOUT GAMA ENERGY
FIELDS OF ACTIVITY
SHAREHOLDINGS AND MANAGEMENT STRUCTURE
GAMA ENERGY SUBSIDIARIES
AWARDS
MILESTONES FROM FOUNDATION TO TODAY
GENERAL MANAGER MESSAGE
GAMA ENERGY 20TH ANNIVERSARY
VISION, MISSION
2023 TARGETS
SECTORAL ECOSYSTEM**



ABOUT GAMA ENERJİ

“

In 2002, our establishment story as GAMA Enerji A.Ş. began with our services in the fields of energy and water infrastructure on a local and international scale.

”

In 2002, we took our place in the sector as GAMA Enerji A.Ş. with the services offered in the fields of energy and water infrastructure on a local and international scale. With our vision of the world that developed in the process, we first grew domestically with local facilities, then we carried our local know-how to an international scale and made investments in Ireland and Jordan. With our investments, we became the largest Turkish investor in these countries and continued to be a pioneering and innovative actor in the Turkish energy sector. At the point we have reached today, we embrace our success with our 20 years of experience and aim to provide the best supply for the energy and water needs of the age with the contribution of our 210 employees, who are the main stakeholders of this success, and the ten production fa-

cilities in which we operate, the company where we carry out commercial activities and the company where we carry out operation and maintenance activities. In this direction, we grow with water supply and transmission facilities, hydroelectric, wind and natural gas power plants that transcend the local and touch the global, realise energy efficiency policies and continue our activities in contact with our stakeholders with a perspective that respects the world and people. With this perspective, we move forward with the motivation to provide the greatest benefit to nature and humanity by taking our domestic and international investments beyond compliance with legal obligations, and as a business development and investment organisation, we maintain our connection with sustainable financial growth globally and locally.

**10
FACILITIES IN
2
COUNTRIES**

TOTAL INSTALLED
CAPACITY
**1,117.4
MW**

TOTAL WATER
SUPPLY CAPACITY
**100
million m³/year***

**210
Employees**

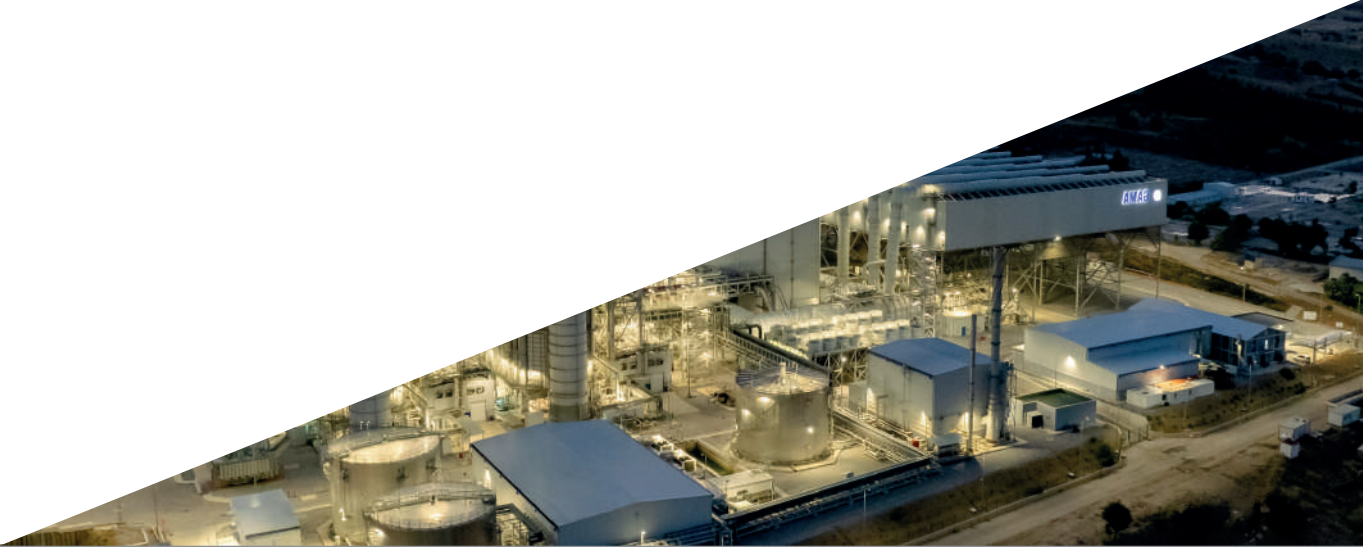
DOMESTIC FACILITIES

- 4 Hydroelectric Power Plants - 129.90 MW**
- 4 Wind Power Plants - 117.50 MW**
- 1 Natural Gas Combined Cycle Power Plant - 870 MW**

OVERSEAS FACILITY

- 1 Water Transmission Facility - 100 m³ on m³/year***

*It is the transmission capacity specified in the contract.



TOTAL INSTALLED CAPACITY:

1,117.4 MW



TOTAL WATER SUPPLY:

**DISI Mudawarra – Amman Water Conveyance
Project Water Supply Capacity 100 million m³/year***

*It is the transmission capacity specified in the contract.

PARTNERSHIPS AND MANAGEMENT STRUCTURE

GAMA HOLDİNG



30%  **GAMA ENERJİ**
GAMA ENERJİ A.Ş.

19.5%

TGT ENERJİ ÜRETİM VE TİC. A.Ş.
(Lamas III & IV HEPP)



ANADOLU ELEKTRİK ÜRETİM TİC. SAN. A.Ş.
(Çakırlar HEPP)



RET ENERJİ ÜRETİM VE TİCARET A.Ş.
(Göres / Karadağ / Kırkağaç / Gökres-2 WPP)



İÇ ANADOLU DOĞAL GAZ ELEKTRİK ÜRETİM ve TİC. A.Ş.
(İçanadolu NGCCPP)



DISI WATER PRIVATE SHAREHOLDING COMPANY LIMITED
(Diwaco)



FREMNA ENERJİ ÜRETİM ve TİC. A.Ş.
(Fremna / Fıracıören I & II HEPP)



GATES ENERJİ TİCARET A.Ş.



GATES ENERJİ TİCARET A.Ş.

GAMA ENERJİ SUBSIDIARIES

GAMA ENERJİ'S DOMESTIC SUBSIDIARIES

İÇANADOLU DOĞAL GAZ ELEKTRİK ÜRETİM ve TİCARET A.Ş.

İçanadolu Doğal Gaz Elektrik Üretim ve Ticaret A.Ş. is a 100% owned subsidiary of GAMA Energy. İçanadolu Natural Gas Combined Cycle Power Plant (NGCCPP), Turkey's first digital natural gas combined cycle power plant, has an installed capacity of 870 MW. The plant can supply approximately 2.5% of the annual electricity consumed in Turkey and approximately 50% of the electricity consumed in Ankara.

GARET ENERJİ ÜRETİM ve TİCARET A.Ş.

Garet Enerji Üretim ve Ticaret A.Ş. is a majority-owned subsidiary of GAMA Enerji (98.79%). After its establishment in March 2006, GARET acquired four generation plants: Sares WPP (27.5 MW), Karadağ WPP (10 MW), Gökres-2 WPP (35 MW) and Kırkağaç WPP (45 MW). The total installed capacity of its WPPs is 117.5 MW.

KREMNA ENERJİ ÜRETİM VE TİCARET A.Ş.

Kremna Enerji Üretim ve Ticaret A.Ş. is a subsidiary that owns Karacaören-1 and Karacaören-2 hydroelectric power plants. Karacaören-1 HEPP was put into operation in 1990 and has an installed capacity of 32 MW, while Karacaören-2 HEPP was put into operation in 1993 and has an installed capacity of 46.4 MW.

TGT ENERJİ ÜRETİM VE TİCARET A.Ş.

TGT Enerji Üretim ve Ticaret A.Ş. is a subsidiary that owns Lamas III and IV hydroelectric power plants. Lamas III and IV HEPP were put into operation in 2009 and have a total installed capacity of 35.3 MW.

ANADOLU ELEKTRİK ÜRETİM TİCARET SANAYİ A.Ş.

Anadolu Elektrik Üretim Ticaret Sanayi A.Ş. is a subsidiary that started operating in 2009 with the Çakırlar hydroelectric power plant. Çakırlar HEPP has a total installed capacity of 16.2 MW.

GATES ENERJİ TİCARET A.Ş.

GATES Enerji Ticaret A.Ş. started operating in 2007 as an energy supply company engaged in wholesale purchase and sale of electricity for end users. It has expanded its area of activity over the years and currently operates in five areas: Eligible Consumers, Over-the-Counter Markets and Bilateral Agreements, Natural Gas, Portfolio Optimization and Carbon Trading.

GEAŞ İŞLETME VE BAKIM A.Ş.

GEAŞ İşletme ve Bakım A.Ş. was established in 2013 to carry out the operation and maintenance of the power generation facilities in GAMA Enerji's portfolio. GEAŞ is responsible for tasks such as operating the power plants belonging to the subsidiaries, performing planned and unplanned maintenance, supplying spare parts, warehouse management, administrative tasks and ensuring coordination with government officials.

GAMA ENERJİ'S OVERSEAS SUBSIDIARIES

DISI WATER PRIVATE SHAREHOLDING COMPANY LIMITED

DISI is a water supply infrastructure project with an investment value of \$1.1 billion, launched to help resolve the water problem in Jordan's capital Amman and the surrounding settlements. As part of the project, it is envisaged that 100 million m³ of water per year will be delivered to the city of Amman from the DISI-Mudawarra water aquifer with a 25-year purchase guarantee.

OUR AWARDS

2016

8. Golden Voltage Award to GATES at the 8th Turkey Energy Summit



2016

8. Golden Voltage Award to GAMA Enerji at the 8th Turkey Energy Summit



2017

9. Golden Voltage Award at the 9th Turkey Energy Summit



2018

Energy Award in the Natural Gas Category by ICCI



Selected as the Low Carbon Hero of the Year by the Sustainable Production and Consumption Association



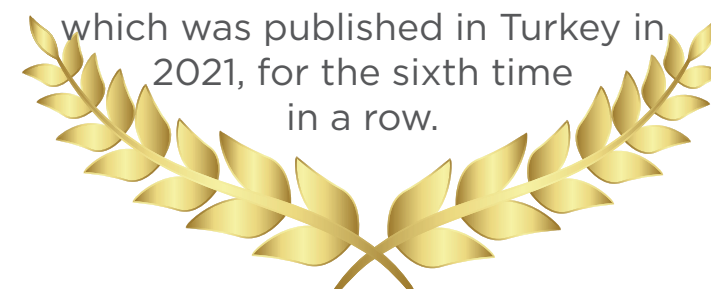
2018

Energy Award in the Natural Gas Category by ICCI



2021

Ranked 131st on the Fortune 500 Turkey list among Turkey's 500 largest companies. We managed to be included in the list, the 15th of which was published in Turkey in 2021, for the sixth time in a row.



2022

Ranked 175th on the "Capital 500" list of Capital Magazine, which list the 500 largest private companies

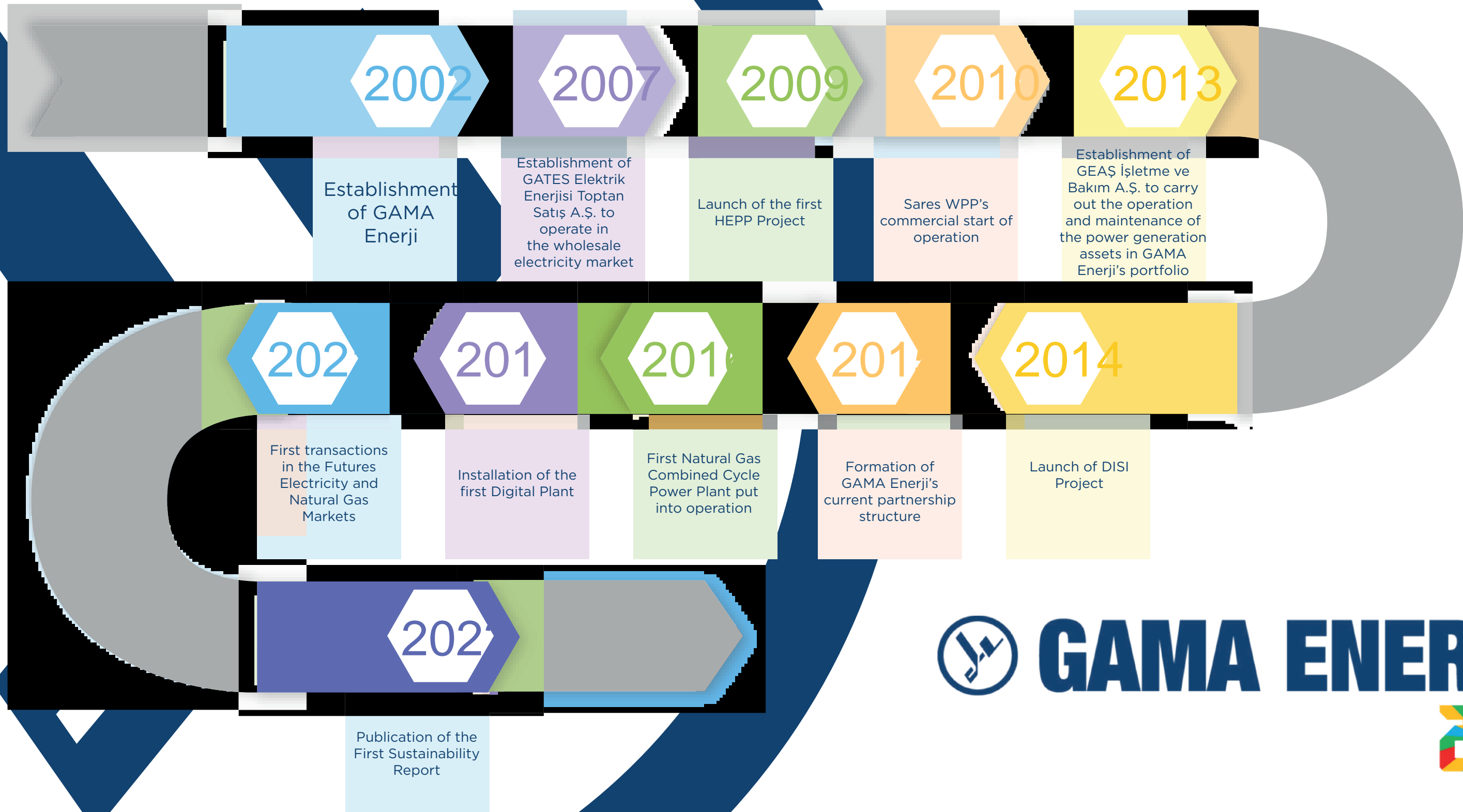


2022

Ranked 80th on the Fortune 500 list.



MILESTONES SINCE THE FOUNDATION TO THE PRESENT



GENERAL MANAGER MESSAGE

According to the report prepared and audited in accordance with Turkish Financial Reporting Standards, we have increased our EBITDA value to \$175.4 M.

in our country due to the accompanying global economic instability.

Thanks to the valuable contributions, successful efforts and high motivation of all Managers of GAMA Enerji, we did not deviate from our goals as a company and successfully completed the refinancing processes by settling the restructured debt of our Kremna company in 2022. As a result of these processes, we not only successfully fulfilled our financial obligations, but also reduced debt balances through early payment. In this context, approximately \$36.7 M was paid in principal repayment, and \$19.7 M and TRY 12.9 M in interest payments for İÇAN Natural Gas Combined Cycle Power Plant, and \$81.0 M in principal repayment and \$41.1 M in interest payment for our overall portfolio, which equals \$122.1 M in total debt repayment. Along with our meticulous approach to loan repayments, we generated a total of 4.87 TWh of electricity in 2022 despite the gas outages, increasing our EBITDA value to \$175.4 M, according to the report prepared and audited in accordance with Turkish Financial Reporting Standards.

I would like to point out that the increased operational efficiency of our power plants has made a significant contribution to the achievement of our goals. The efforts to scale up the capacity of the İÇAN Natural Gas Combined Cycle Power Plant from 853 MW to 870 MW and the Secondary Frequency Control capacity from 450 MW to 460 MW have yielded positive results, and conditional approval has been obtained for the 100 MW auxiliary source capacity that we aim to utilize with the integration of the hybrid solar power plant. The processes of obtaining permits for 18.3 MW additional capacity for our Sares, Gökres-2, Kırkağaç WPPs (6.1 MW each) are underway.

Finally, the electrical room and accommodation building renovations in our water transmission project DIWACO in Jordan have been completed, and we delivered 8.8 million m³/year of water above the agreed transmission capacity in 2022.

2022 also saw our progress in digitalization and sustainability. After important steps taken concerning digitalization in 2021, such as electronic document management, we have started working to implement the GAMA Next project this year. With the completion of Global Reporting Initiative approvals, we published our first Sustainability Report in the history of GAMA Enerji in September. As part of the projects carried out by the Kaino group, which focuses on sustainability in its Do More With Less (DMWL) work, we aimed to change the consumption habits of our employees in a way that protects the environment and nature and to reduce waste generation, and we shared the equipment with our employees in line with this goal. Thus, a significant amount of waste was recycled, and we have adopted an environment-friendly solution with the GAMA Enerji Electronic Document Management System. In addition, we started to make presentations about social and environmental sustainability with our Kaino group in order to raise awareness among students in the regions where our power plants are located, and we plan to continue it in 2023.

In January, we implemented the Flexible and Hybrid working system, the first project of For Us-Human Resources Management Group, one of the volunteer groups established as part of DMWL. In this way, we observed by means of surveys that the goals of increasing employee loyalty, satisfaction, remote communication and management skills had been attained. As a result of the challenges brought by the pandemic, the change in global

order accompanying it, and implementation of the new ways of working, we have created favorable conditions for GAMA Enerji employees to maintain their work-life balance and productivity. We held Department Days to increase the cooperation of the units and employees within the company and the adaptation of our newly recruited Managers. Thus, our functioning and processes have become more transparent and understandable. As part of the Strategic Human Resources Project, which started in the last quarter of 2021 and continued at full speed in 2022, we analyzed the current business model and organizational structure of GAMA Enerji and continued our efforts to improve and develop our Human Resources and Management Systems regarding our emerging organizational development areas throughout 2022. This process will continue with many innovations we will introduce in 2023.

As we enter 2023, the 100th anniversary of our Republic, we know that a year full of challenges and impediments awaits us, as always. However, as I always emphasize, I believe that our future is very clear as we move towards the goals we have set, thanks to the faith, determination, motivation and assiduity of our partners, particularly GAMA Holding, and precious colleagues who have stood behind us.

TAMER ÇALIŞIR
GENERAL MANAGER
BOARD MEMBER




Dear Readers,

As we leave behind 2022, in which we celebrated the 20th anniversary of the establishment of GAMA Enerji, we have completed a period in which we experienced exceptionally important developments, transformations and achievements together with our employees.

As GAMA Enerji, we achieved extraordinary results in 2022, a period in which the pandemic started to disappear from our agenda, but which saw various challenges both around the world and

GAMA ENERJİ 20TH ANNIVERSARY

“GAMA ENERGY IS 20 YEARS OLD
TOGETHER WE BRING OUR ENERGY INTO THE FUTURE”



BREAKING NEW GROUND

- Turkey's first Build-Operate-Transfer projects
- First Digital Plant

DEVELOPING, PRODUCING AND CONTINUING TO GROW

- We account for 1.5% of Turkey's electricity generation.
- We meet 18% of the annual drinking water requirement of the Jordanian people.

RESEARCHING, LEARNING TOGETHER AND CREATING ADDED VALUE

- Do More With Less
- Raising awareness among local people around our plants

CHANGE AND TRANSFORMATION

- Our strategy: people, planet and profit
- Our focus: Digitalization

VISION

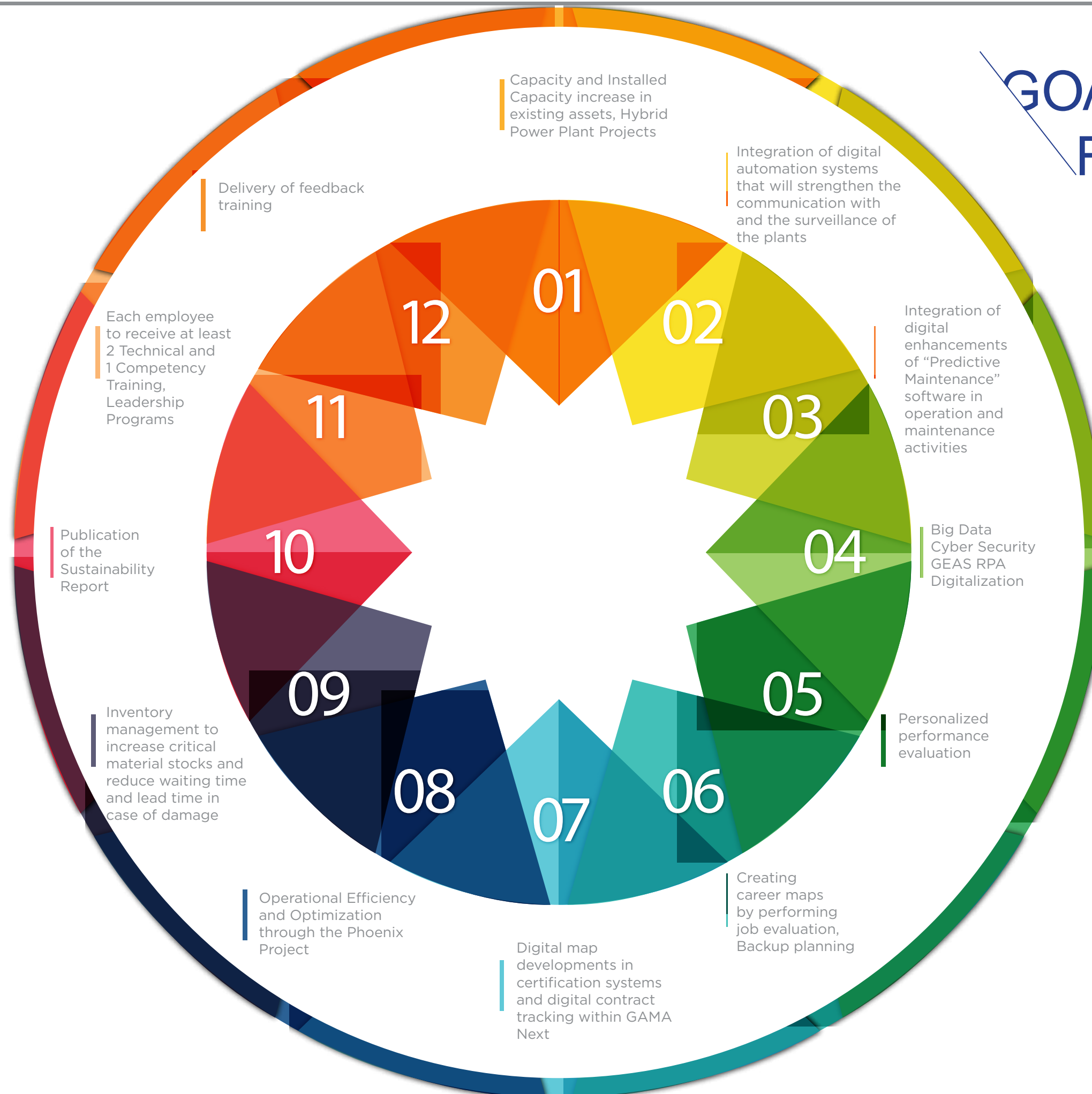
To be a digitalized company that diversifies and grows its investment portfolio in different geographies in accordance with the values and policies of its partners, and in which investors would like to invest.

MISSION

To grow within the framework of the principle of sustainability as an international energy and water infrastructure investment company, respecting the environment, society and employees and aiming to create added value for all its stakeholders.



GOALS FOR 2023





SECTORAL ECOSYSTEM

ENERGY INDUSTRY IN THE WORLD

The Russia-Ukraine War, which started in 2022, created a strong fluctuation in the energy markets with the crisis in natural gas supply. While the disrupted supply and demand equilibrium in the market triggered a spike in energy prices, the prices of coal, oil and natural gas rose dramatically. This price spike was reflected as an additional cost in electricity generation, accounting for up to 90% of the items driving up the cost of in electricity production. As a result of this picture, the increase reflected in electricity prices in 2022 was measured to be approximately 395%, revealing the difficulty of the situation. While this strong shock in the market has resulted in increased number of people who do not have access to electricity, the escalating costs and economic distress have, in a domino effect, led to a return to the use of fossil fuels, which are relatively cheap but have a higher environmental impact. It is predicted that this return will be short-term, and energy markets will see increased energy efficiency, preference for renewable energy sources and electrification in the long term. Indeed, Europe has recorded a great increase in renewable energy investments in the crisis environment due to the Ukraine-Russia War. In this context, it is stated that there has been an increase of 41% in solar and wind energy, 40% in heat pumps and 15% in electric vehicles in Europe.

Undoubtedly, the climate crisis and the commitments made to manage it also have a supporting effect on the transition to green energy. To remember what we are faced with, extreme weather events such as drought, extreme heat and hurricanes caused by the climate crisis are frequently observed in different geographies, adversely affecting power generation plants on a global scale. The interruption of power generation in hydroelectric power plants due to low rainfall, the intense stress experienced by power plants due to the rising demand for energy because of extreme temperatures, and the adverse impact of this stress on plant efficiency, or the damage that may occur in energy infrastructure systems due to severe storms also negatively affect renewable energy sources. This makes it necessary for organizations to introduce a management plan related to the climate crisis, highlighting clean energy investments. Parallel to this situation, the rising awareness of the climate crisis worldwide promotes renewable energy consumption on a global scale. It is expected that this trend will become more widespread in the coming years and the increasing green energy investments to meet the rising demand for renewable energy will create a growing market. On the other hand, the conditions we are faced with today show that the rise of natural gas as a transition gas will continue in the short and medium term.

SECTORAL ECOSYSTEM

The distribution of the installed capacity of the power plants in Turkey by sources is as follows.

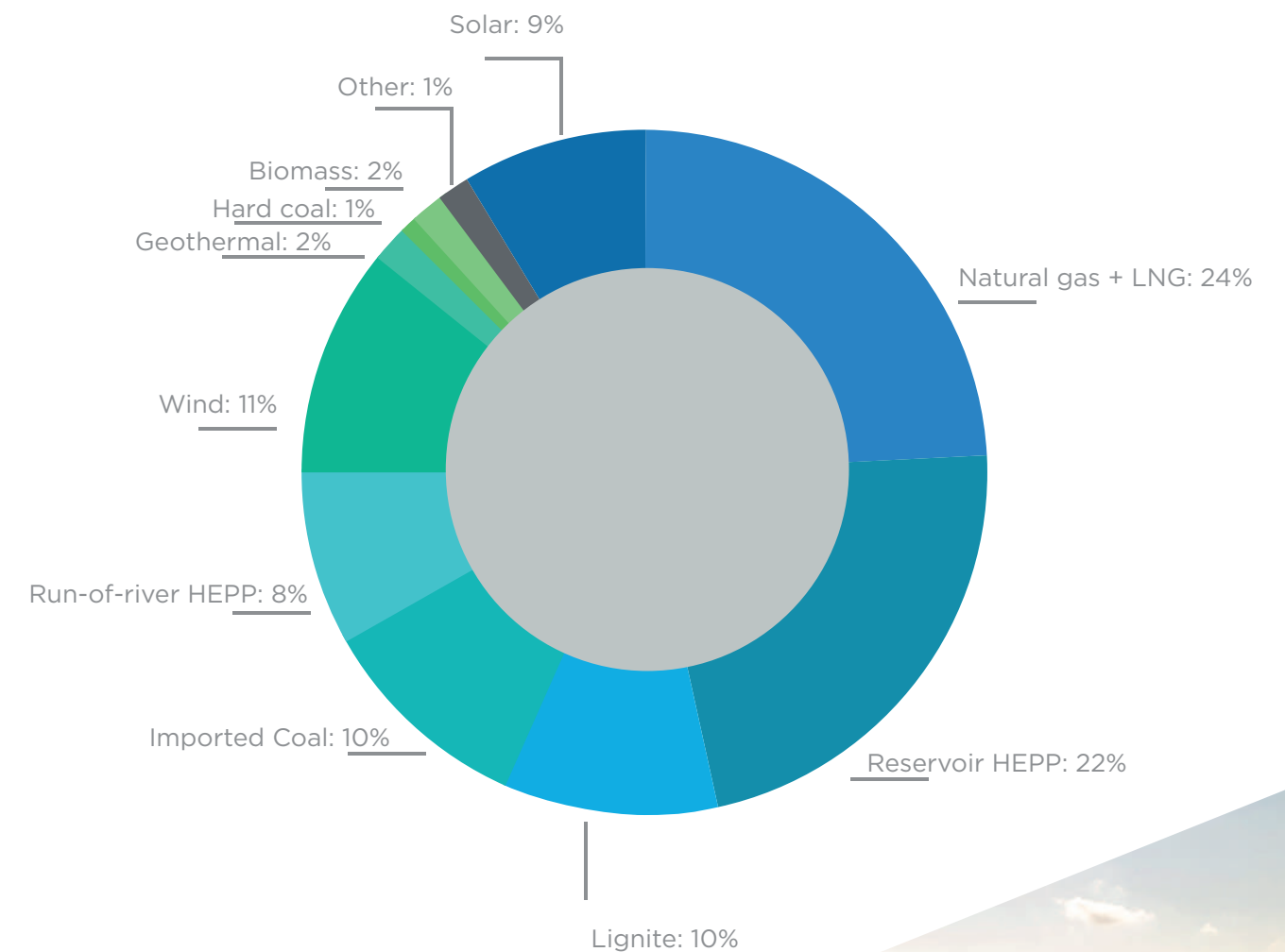
ENERGY INDUSTRY IN TURKEY

In 2022

Turkey's total electricity demand is 326 TWh.	The total electricity generation installed capacity is 103.8 GW.
The share of renewable energy sources in total installed power is 54.3%.	Installed capacity of solar power plants increased by 1.69 GW.
Installed capacity of imported coal-based power plants increased by 1.38 GW.	Installed capacity of wind power plants increased by 795 MW.

Installed capacity of hyroelectric power plants increased by **80 MW.**

December 2022 Installed Capacity by Source



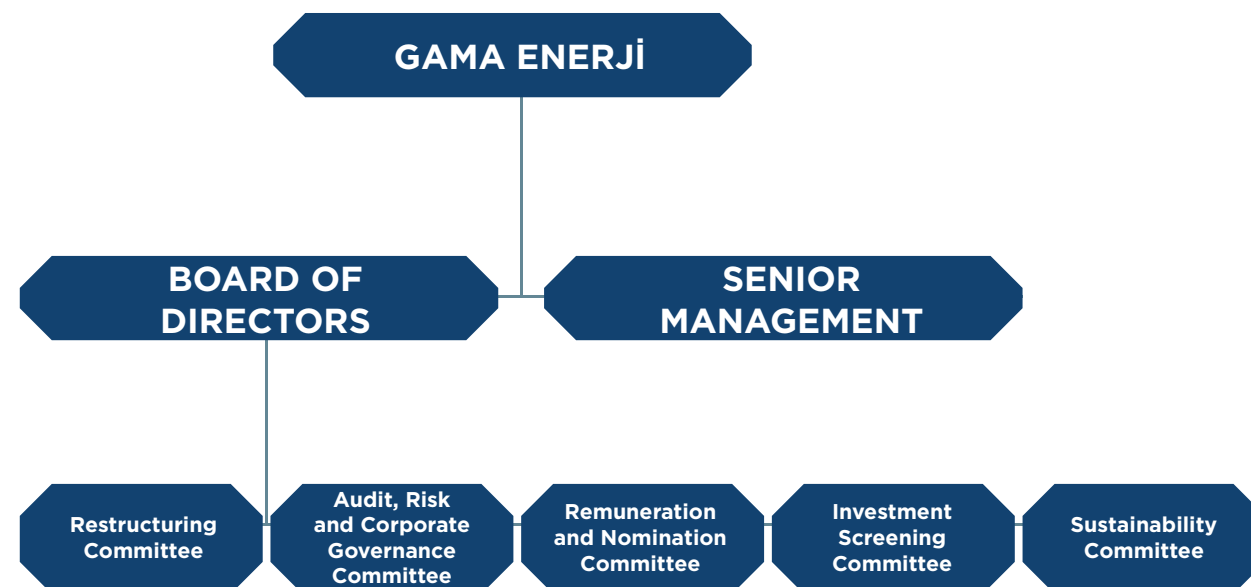


02 GOVERNANCE

CORPORATE GOVERNANCE STRUCTURE
BOARD OF DIRECTORS
SENIOR MANAGEMENT
ORGANIZATION CHART
COMMITTEES DIRECTLY REPORTING TO THE BOARD OF DIRECTORS
SUSTAINABILITY MANAGEMENT
SUSTAINABILITY COMMITTEE
BUSINESS ETHICS, LEGAL COMPLIANCE AND HUMAN RIGHTS
CERTIFICATION AND EVALUATION



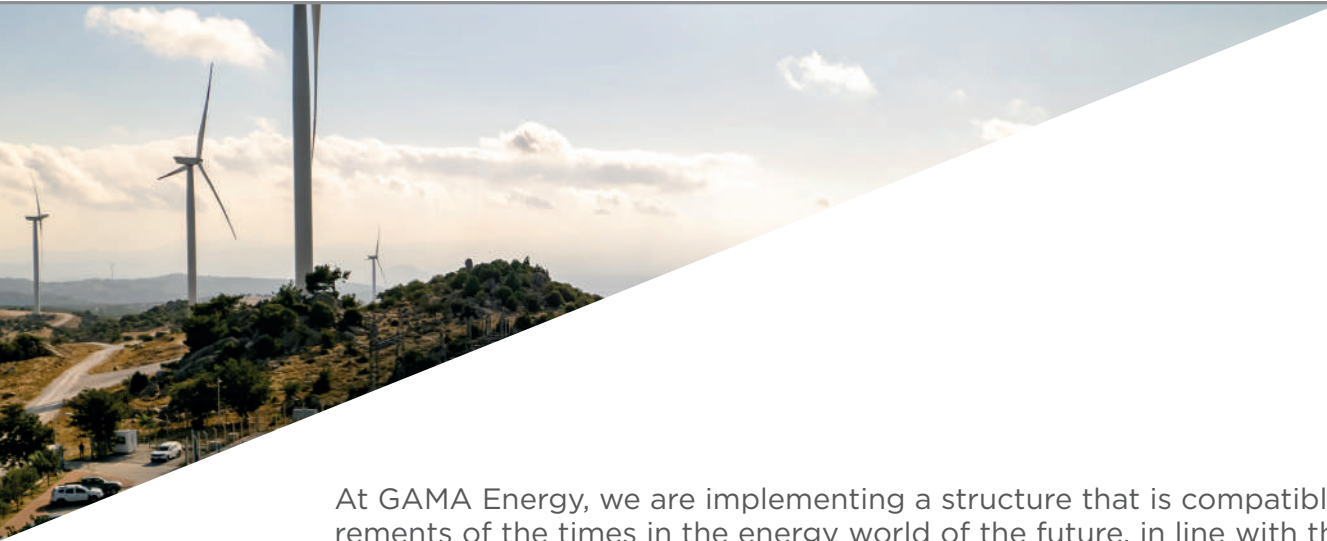
GAMA ENERJİ'S CORPORATE MANAGEMENT STRUCTURE



GAMA Enerji's corporate culture relies on an ethical approach based on respect, transparency, responsibility, trust and accountability, and we carry out our operations based on this approach and a strong governance foundation. In this context, we act upon the effective governance mechanisms we have established under the leadership of our Board of Directors and within the framework of a business model

that is open to the participation of all our stakeholders, where our corporate risks and opportunities are correctly identified and managed and sustainable financial growth is adopted, while placing compliance with Corporate Governance Principles at the heart of our actions and strengthening our management structure based on these principles.





BOARD OF DIRECTORS

At GAMA Energy, we are implementing a structure that is compatible with the requirements of the times in the energy world of the future, in line with the strategies formulated and the targets set by our Board of Directors and Senior Management. GAMA Energy Board of Directors, our guide as we proceed on this route, constitutes our highest governance body. The Board of Directors evaluates the performance of our organization and all our subsidiaries in the fields of environment, social, governance and finance, audits the compliance of the activities carried out with internal and external legislation in legal and ethical contexts, and formulates the strategies required

for effective communication among our organization, subsidiaries and stakeholders. The Board of Directors includes 2 directors nominated by one of our partners, Tenaga Nasional Berhad - Global Power, 1 director nominated by IFC and GIF, and 4 directors nominated by GAMA Holding, and currently consists of 7 members (6 male and 1 female) who are expert and competent in their fields. Our organization has 5 committees reporting to the Board of Directors. While each committee carries out activities in the designated areas, it periodically reports the output of its work to the Board of Directors and informs the Board of Directors about the progress.



Ahmet Hakan ÖZMAN
Chairman of the Board of Directors



İsmail Ömer TUNÇATA
Vice Chairman of the Board of Directors



Tamer ÇALIŞIR
Board Member and General Manager



İrem BAYSAL
Board Member



Mohd Zarihi Bin Mohd HASHIM
Board Member



Bruno Francois Xavier NAVARRO
Board Member



Nazmi Bin OTHMAN
Board Member

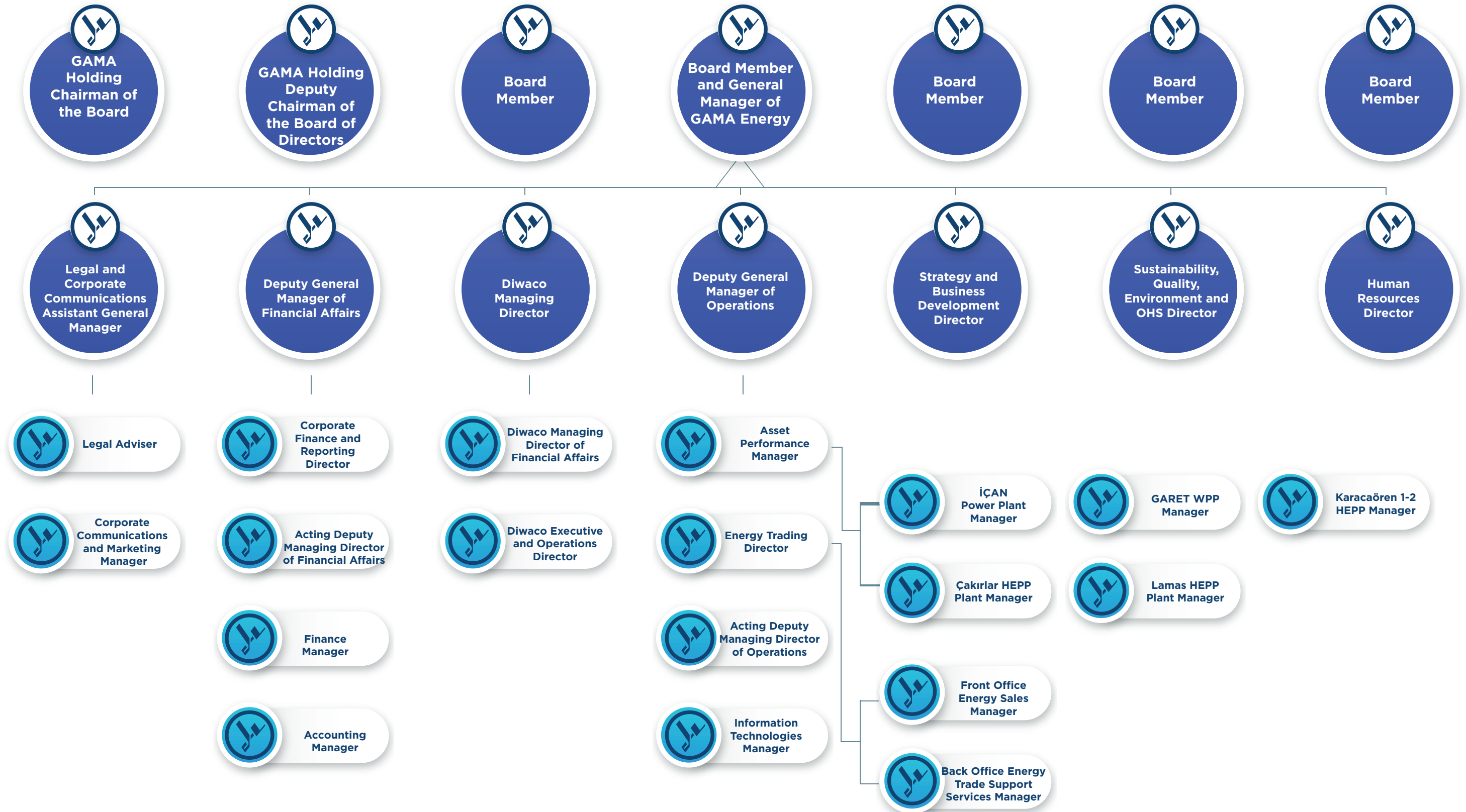
SENIOR MANAGEMENT

In our organization, Deputy Managing Directors (DMD) handle legal, financial and operational issues under the guidance of the Managing Director (MD). Department managers, on the other hand, ensure that the duties and responsibilities of their units are carried out in accordance with the workflow and the corporate strategy, in the light of the directives of the MD and DMD. The governance approach embraced by our Senior Management staff is based on a set of ethical, fair, respectful, transparent and sustainability-focused behavior that covers all actors in our value chain. While each of our departments progresses towards the targets set by the Senior Management, it engages in efforts to ensure that the value created spreads to all links that are in contact and to grow it in all links with a joint effort.



SENIOR MANAGEMENT

BOARD OF DIRECTORS



COMMITTEES DIRECTLY REPORTING TO THE BOARD OF DIRECTORS

	RESTRUCTURING COMMITTEE	AUDIT, RISK AND CORPORATE GOVERNANCE COMMITTEE	REMUNERATION AND NOMINATION COMMITTEE	INVESTMENT SCREENING COMMITTEE	SUSTAINABILITY COMMITTEE
ROLES AND RESPONSIBILITIES	<ul style="list-style-type: none"> Decide on the outcome of the Evaluation Phase 3 activities carried out by the Strategy and Business Development department following the Investment Screening Committee's approval of the Evaluation Phase 2 directly or indirectly by GEAŞ; pre- documents, Supporting GEAŞ management in the execution of non-binding documents related to the sale or liquidation of existing assets owned approving the signature of any binding documents, To review and decide on the requests of the Strategy and Business Development department for business development expenditures exceeding the budgeted amount or USD 75 thousand for unbudgeted business development items, Assisting GEAŞ management with growth and development strategies and projects, including identifying resource financing, conducting thorough due diligence, developing a detailed financial model, conducting sensitivity analyses, securing project financing, and preparing debt sizing documents. Providing assistance to GEA management with transitions and analogous financial procedures 	<ul style="list-style-type: none"> Assuring the efficient operation of the Board of Directors while determining its size and composition To establish the main principles regarding corporate governance and to implement them, Ensuring the accuracy of financial statements, Ensure compliance with legal and regulatory requirements, To ensure effective and independent execution of internal and external audits, To make risk management procedures and processes effective and efficient. 	<ul style="list-style-type: none"> To determine candidates based on employee needs, taking into account the organizational structure of the organization, Determining the salaries and benefits of candidates, To support the formation of an appropriate management structure by assisting the Human Resources Department in determining the Senior Management teams, To contribute to the performance evaluation processes of Senior Management teams and key employees in support of the Board of Directors. 	<ul style="list-style-type: none"> Developing strategies, targets and policies regarding the investments to be made by the organization, To evaluate privatization, procurement, project development and investment opportunities by considering the entire value chain, To carry out annual performance evaluations of existing investments and assets, Initiating disposal processes according to performance evaluation results. 	<ul style="list-style-type: none"> Incorporating the Sustainable Development Goals determined by the United Nations into domestic policies, Conducting studies on workforce, health, safety, operational security, environment, human rights, climate change, water security and corporate governance, To develop, implement and monitor sustainability policies, Creating Sustainability Working Groups and monitoring the activities of these groups and providing feedback on their activities
REPORTING	<ul style="list-style-type: none"> The Committee submits its annual report prepared for all stakeholders to the Board of Directors. 	<ul style="list-style-type: none"> The Committee submits its annual report prepared for all stakeholders to the Board of Directors. 	<ul style="list-style-type: none"> The Committee holds annual meetings with the Human Resources Department and the Board of Directors, sharing the output of its work and its opinions with the relevant units. 	<ul style="list-style-type: none"> The Committee submits its annual report prepared for all stakeholders to the Board of Directors. 	<ul style="list-style-type: none"> The Committee conveys the output of the work carried out in the field of sustainability to the Board of Directors by means of 4 reports presented on a quarterly basis.



SUSTAINABILITY MANAGEMENT

At GAMA Enerji, the risks and opportunities that may be encountered in environmental, social and governance issues defined by the Department Risk Officers are reported to the Sustainability Committee by means of monthly reports. The Sustainability Committee shares these monthly reports with the Audit, Risk and Corporate Governance Committee (ARCGC), which determines the steps to be taken to manage the risks and opportunities, the potential financial impact of the climate crisis, the cost of the action to be taken to eliminate the risk, the strategy required to take advantage of an opportunity in the market and the forecast regarding the investment that needs to be made in this context. Then, the Audit, Risk and Corporate Governance Committee presents this forecast to the Investment Evaluation Committee for evaluation, and the Investment Evaluation Committee reports the investment plans required for large and very large risks to the Managing Director and the Strategy and Business Development Director. Action and investment plans that are reviewed by the Managing Director and the Strategy and Business Development Director are presented to the Board of Directors. The Board of Directors provides guidance as the final decision maker on how to implement the conveyed sustainability policies, strategies and goals, prepares the budget for the investments it deems appropriate and includes them in the sustainability processes.

The Sustainability Committee is responsible for ensuring that sustainability policies are embraced by all departments in our organization. In order to make this workflow more effective and reflect our inclusive approach, the committee consists of 3 directors and 1 manager working in different departments. At GAMA Enerji, sustainability is embraced by our senior management staff as a corporate policy and is positioned not only as an organizational goal but also as an individual goal of each of our employees. In this context, our organization is also working to reflect sustainability in our performance and bonus systems in order to support the corporate dissemination and internalization of this goal.



SUSTAINABILITY COMMITTEE

- Committee Chairman: Deputy Managing Director of Operations
- Committee Vice Chairman: Director of Sustainability and Quality, Environment, Occupational Health and Safety
- Committee Secretary: Permit and Compliance Manager
- Committee Members: Corporate Finance and Reporting Director

Under the leadership of our Sustainability Committee in 2022:

- We monitored our environmental impact by carbon footprint and water footprint calculations and verifications in accordance with international standards.
- In connection with the WPPs, we sold a total of 242,516 tons of carbon credits and a total of 663,801 I-RECs.
- We developed projects to support gender equality and increase women’s employment in our organization and included them in the next term program.
- As part of our responsible purchasing and sustainable value chain approach, we designed a project to improve the Supply Chain Assessment processes and included it in the next term program.



SUSTAINABILITY WORKING GROUPS

There are four Working Groups in our organization that report to the Sustainability Committee. Working Groups engage in tasks related to sustainability in the selected focus areas and submit their work output to the Sustainability Committee by means of quarterly reports. The Committee monitors the sustainability performance of our organization based on the information received from the Working Groups and demonstrates an effective governance performance by sharing the results with the Audit, Risk and Corporate Governance Committee.

- Our Working Groups:
- GAMA Enerji Head Office Energy Management System Team Working Group
 - Sustainability Working Group
 - Greenhouse Gas Inventory Working Group
 - Do More With Less Working Group

BUSINESS ETHICS, LEGAL COMPLIANCE AND HUMAN RIGHTS

At GAMA Enerji, we expect all our employees to exhibit constructive behavior that is responsible, respects human rights and is based on a fair and honest approach, within the framework of the Ethics Management Policy. In this context, limits, responsibilities and illegitimate actions for our employees are defined within the framework of our policies formulated under the guidance of the Human Resources Department. In accordance with our ethical management approach and our Human Rights Policy that we have implemented based on it, practices such as informal employment or forced and child labor can never be allowed in our organization. No discrimination or favoritism can be committed among our employees based on language, religion, race, nationality, gender, sexual orientation, age, status or any other difference. Our employees are always evaluated from an equal and fair perspective, and based on this evaluation, our organization implements fair remuneration, equal opportunity and a balanced performance measurement system based on personal skills, competence and workload. In this regard, in accordance with our ethical principles, upon which we act in full compliance with the principles of the Universal Declaration of Human Rights, it is essential to respect the nature and humans under all circumstances and to protect the equality, inclusiveness and diversity that are at the core of our corporate culture within our sphere of influence.

We aim to ensure that the trust relationship we have established with our employees in our organization reaches nature by touching our entire value chain. As one of the stakeholders in establishing this trust, we act with environmental ethics awareness and engage in efforts to minimize our environmental impact. While prioritizing the safety of nature and our employees, we aim to go beyond legal standards in occupational health and safety, implementing a business model that integrates sustainability into all environmental, social and governance areas. In this context, we expect full support from our employees concerning compliance with the law and anti-bribery and corruption as a condition of relational sustainability. It is forbidden to violate the Anti-Bribery and Anti-Corruption Policy and laws in our organization. In case of any violation, the process is carried out meticulously by initiating the necessary legal proceedings and investigations against the person responsible for the violation. Full loyalty and honesty are expected from our employees in all processes carried out in relation to a violation, and if they witness or suspect any ethical, legal violation or financial benefit-seeking behavior, they are expected to notify the authorized units. Violation notifications are reviewed according to objective criteria and necessary action is taken, paying attention to privacy.

Our employees can:

- Report any instance of corruption and bribery seffaf@gamaenergy.com,
- Report any instance of harassment or abuse to paylas@gamaenergy.com,
- Submit complaints, opinions and suggestions about any issue regarding our organization anonymously at bildir@gamaenergy.com.

According to the human rights and ethical principle evaluations we carried out in 2022, no violations were found in our existing and new suppliers.

CERTIFICATION AND EVALUATION

ISO 9001:2015 QUALITY M.S.	ISO 14001:2015 ENVIRONMENT M.S.	ISO 50001:2018 ENERGY M.S.	ISO 45001:2018 OHS	ISO 14064-1:2018 MS	ISO 55001 ASSET M.S.	ISO 27001:2013 INFORMATION SECURITY M.S.
GAMA ENERJİ*	GAMA ENERJİ*	GAMA ENERJİ*	GAMA ENERJİ*	GAMA ENERJİ*	DISI DAOM	GAMA ENERJİ*
HEPP CAKIRLAR HEPP LAMAS HEPP KARACAÖREN I HEPP KARACAÖREN II HEPP	HEPP CAKIRLAR HEPP LAMAS HEPP KARACAÖREN I HEPP KARACAÖREN II HEPP	HEPP CAKIRLAR HEPP LAMAS HEPP KARACAÖREN I HEPP KARACAÖREN II HEPP	HEPP CAKIRLAR HEPP LAMAS HEPP KARACAÖREN I HEPP KARACAÖREN II HEPP	HEPP CAKIRLAR HEPP LAMAS HEPP KARACAÖREN I HEPP KARACAÖREN II HEPP		NGCCPP İÇAN
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DISI DIWACO DAOM	DISI DAOM	NGCCPP İÇAN	DISI DAOM	DISI DIWACO DAOM		
Energy Trading Company GATES	Energy Trading Company GATES		Energy Trading Company GATES	Energy Trading Company GATES		
Operation and Maintenance Company GEAŞ O&M	Operation and Maintenance Company GEAŞ O&M		Operation and Maintenance Company GEAŞ O&M	Operation and Maintenance Company GEAŞ O&M		
NGCCPP İÇAN	NGCCPP İÇAN		NGCCPP İÇAN	NGCCPP İÇAN		

* GAMA Enerji represents the head offices.



03 RISK MANAGEMENT

GENERAL RISK MANAGEMENT PROCEDURE
RISK DEFINITIONS AND ACTIONS





GAMA ENERJİ GENERAL RISK MANAGEMENT PROCEDURE

GAMA Enerji has a structure that adopts risk management at all levels. Department Risk Officers, Strategy and Business Development (SBD) Department, Sustainability, Quality, Environment and HSE (SQHSE) Department, Assistant General Managers and General Manager play an active role in our corporate risk management process. In addition, all our employees are requested to report any risky situations and potential risks to the authorities and contribute to risk management. A Risk Officer designated for each department and asset is responsible for identifying and analysing risks related to their work, determining and implementing actions and action plans, reviewing and updating risks according to changing conditions, monitoring and managing risks, preparing risk reports and submitting them to the SBD Department. Our SBD department is the unit responsible for executing the corporate risk management strategy within GAMA Enerji. In this context, it coordinates our corporate risk management process and monitors the process for its systematic operation. Our SQHSE department follows the risk assessment studies carried out within the scope of the management system and manages the certification processes. SBD prepares a monthly risk status report based on risk reports. The risk management process starts with the evaluation of projects and continues until the operational phase. Risk assessments are conducted periodically and reports are reviewed by SBD.

In addition, GAMA Enerji Risk Committee evaluates the risks every quarter and takes actions if necessary. Within the scope of sustainability, environmental, social and governance issues are included in our risk management processes. We calculate climate change impacts in terms of environmental sustainability and report potential conflict situations within the scope of social sustainability. Climate change impacts are analysed and action plans are prepared accordingly. In the risk/opportunity assessment phase, probability and impact ratings are made for each risk and opportunity item, and the criticality of the risk or opportunity is calculated and ranked as a result of the ratings. The Information Technologies Department, in cooperation with the SBD, carries out joint studies on technology-based risks such as cyber-attacks and improving the company infrastructure and reviews this process on a monthly basis. In addition to these, we monitor all emissions emitted by our İcanadolu Natural Gas Combined Cycle Power Plant as a result of production in line with the relevant legislation obligations and report them to the relevant authorities. Annual carbon footprint reports are prepared within the scope of GAMA Enerji and all our subsidiaries, and based on the outputs, Enerji efficiency steps that can be taken to reduce emissions are implemented in line with both the relevant legislation and the relevant standards.

GAMA ENERJİ RISK DEFINITIONS AND ACTIONS

	FINANCIAL RISKS	OPERATIONAL RISKS	HUMAN RESOURCES RISKS
DEFINITION OF RISK	<ul style="list-style-type: none">Unpredictability in the market due to fluctuations in the economy, changes in exchange rate, and investments made in foreign currencyRising production costs due to problems in natural gas supply associated with Russia-Ukraine warIncreased need for capital	<ul style="list-style-type: none">Deviations in production forecasts due to weather conditions not being forecast correctlyFailure to achieve optimization in customer satisfaction and failure to receive effective feedbackESG principles not being adopted throughout the supply chain, potential violations and non-complianceConsumption of natural resources due to high use of printed documents	<ul style="list-style-type: none">Potential fluctuations in employee satisfaction, inability to achieve work-life balanceDepartments' failure to fully embrace the principles of equality, diversity and inclusionInability to increase employee performance to the desired level, employees not being able to realize their potential
ACTIONS TAKEN FOR RISK MANAGEMENT	<ul style="list-style-type: none">Implementation of effective cash flow and money management policiesMonitoring money markets along with energy marketsBalanced portfolio and investment management	<ul style="list-style-type: none">Following a proper production budgeting policy with effective and accurate weather forecastsRegularly monitoring feedback received from customers through customer satisfaction surveysValue chain management through supplier tracking systemEstablishment of electronic communication and tracking systems in processes through digitalization efforts	<ul style="list-style-type: none">Monitoring of employee satisfaction through surveysAnnual monitoring of the targets set for women's employmentPractices encouraging participatory cultureCompetence-enhancing technical training for employeesContributing to work-life balance through socialization events and workshops for employeesIntroduction of the Performance Evaluation System

SUSTAINABILITY RISKS

RISK TYPE	RISK DEFINITION	RISK DEGREE	ACTION
APPLICABLE REGULATIONS	Financial costs that may be incurred in case of non-compliance with the Electricity Markets Licensing Regulation Carbon costs and related liabilities	LOW	Applicable regulations are regularly followed and the principle of full compliance with statutory obligations is observed.
POTENTIAL REGULATIONS TO EMERGE	Increasing electricity and natural gas costs due to carbon tax, unpredictability of electricity demand and price in the long and medium term created by uncertainties regarding energy policies	HIGH	Savings through efficiency optimization efforts Conducting regular research and interviews on potential regulations, maintaining close relations with the authorities
TECHNOLOGY	Cyber attacks on the computer system and potential security vulnerabilities Technological inadequacies	LOW	Taking high security measures using computer technologies Strengthening the infrastructure through digitalization Establishing the technological infrastructure required for the transition to a low carbon economy
LEGAL	The impact of climate-related statutory regulations on operations Emergence of situations involving tension with the local people in the operation area to the extent of legal proceedings	LOW	Ensuring coordination with the necessary institutions and organizations in the field of activity Following climate-related global statutory regulations
MARKET	Inadequacy of GAMA Enerji's renewable energy electricity generation capacity in the face of increasing demand for electricity generated from renewable energy.	HIGH	Realizing renewable energy investments
REPUTATION	Harmful effects on the environment and human health due to leaks that may occur in the electricity supply	HIGH	Carrying out high inspections Introducing environment-friendly practices
ACUTE PHYSICAL RISKS	Failure to ensure flammable material safety The emergence of unsuitable conditions for life due to the collapse of the ventilation, heating and cooling systems Interruption of electricity generation due to physical damage in the production site	HIGH	Controlling gas emissions by means of detectors Managing potential damage costs through insurance Introducing climate-resistant green building projects Purchasing climate-resilient equipment/assets
CHRONIC PHYSICAL RISKS	Halt of generation in hydroelectric power plants due to drought Damage to wind turbines due to strong wind Facilities affected by forest fires	HIGH	Carrying out water use optimization studies Creating a climate-related emergency action plan Taking necessary precautions based on climate scenario forecasts Energy and water management improvement projects

04 BUSINESS STRATEGY AND BUSINESS MODEL

STRATEGY
BUSINESS MODEL
STRATEGY AND BUSINESS MODEL AT A GLANCE
PRIORITIZATION ANALYSIS
STAKEHOLDER RELATIONS AND COMMUNICATION
CORPORATE MEMBERSHIPS AND SUPPORTED
ORGANIZATIONS
SUSTAINABILITY GOALS
CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



STRATEGY

PILLAR OF OUR STRATEGY

Taking ownership of the future,

Aiming to contribute to the development and welfare of countries through our activities,

Prioritizing occupational safety, quality and employee health along with financial profitability,

Ability to effectively measure and monitor risks and opportunities and to develop permanent action plans,

Prioritizing the satisfaction of our stakeholders,

Adopting a transparent and accountable corporate governance approach that adheres to ethical values,

A sensitive and holistic view of economic and social developments and environmental interactions,

Supporting education and solidarity projects,

Adopting and implementing global standards and policies, Focusing on efficiency in business processes.

“

In our organization, our business strategy and sustainability strategy are treated as a monolithic structure. In this context, we define our strategy as generation of innovative solutions focusing on sustainability in energy supply, ensuring security and continuity of energy supply, and working up to an integrated transformation in our fields of activity by involving our stakeholders in this process.”

At GAMA Enerji, we act with the motivation of being a leading actor in the energy industry. In this context, we put sustainability at the core of our business strategy, address our risks and opportunities based on an effective governance model with awareness of the requirements of global and domestic markets, and strengthen our position in our markets through accurate forecasts. Our ultimate goal within our strategy is to ensure a sustainable ecosystem for all the actors we come into contact with and to create a cycle that internalizes sustainability principles throughout our value chain.

In this process, we treat our stakeholders as our companions under the guidance

of GAMA Holding, and achieve financial profitability with their active participation, while taking steps to create sustainable growth and value-adding collaborations. As part of our activities aimed at prioritizing the transition to a low-carbon economy, investing in renewable energy sources and infrastructure work for a sustainable future, and adapting to the requirements of the times through digitalization, we carry out efficiency projects that will match our strategy with our sustainability goals, speed up R&D studies with an innovative perspective and closely follow sectoral trends.



BUSINESS MODEL

At GAMA Enerji, we carry out our business operations by contacting various actors, including our colleagues, shareholders, customers and suppliers, whom we regard as our main stakeholders, as well as local people we meet in our operational areas and public institutions and agencies in order to create value-adding collaborations. In this activity cycle, we consider our business model focusing on sustainability and create sustainable growth for our business lines with an approach that correctly identifies the sectoral risks and opportunities, integrates the opportunities presented by the increasing energy demand into the business processes, adopts new technologies and prioritizes digitalization.

As an organization, we define sustainable growth as prioritization of production methods that protect people and the environment, with the aim of creating a cleaner world and nature for the future. In this regard, while fulfilling the requirements of economic growth and increasing our profitability, we simultaneously focus on employee, customer and supplier satisfaction, fulfill the requirements of our reputation aiming to reflect the corporate cultural heritage we inherited from the GAMA Holding in the best way, and improve our environmental performance along with our operational performance. Thus, in our efforts to develop our areas of activity, we support the transition to green energy required by the impending green age through technological infrastructure transformations and build an identity compatible with the energy supply of the future.

STRATEGY AND BUSINESS MODEL AT A GLANCE

DRIVING FACTORS

Financial sustainability after debt restructuring
Turn of the tide with cyclical market characteristics
Tenable competitive advantage in the short and medium term
The momentum of renewable energy investments
Technological developments
Synergies offered by a broad asset portfolio

3 KEY FOCUSES

CAPACITY INCREASE:

Projects that strengthen cash flow and increase asset value in our highly profitable business models

HYBRID POWER PLANT PROJECTS:

Integration of new business models with high return on investment into existing assets through synergies

RENEWABLE ENERGY INVESTMENTS:

Investing in new geographies and technologies that will balance portfolio risk

RISKS

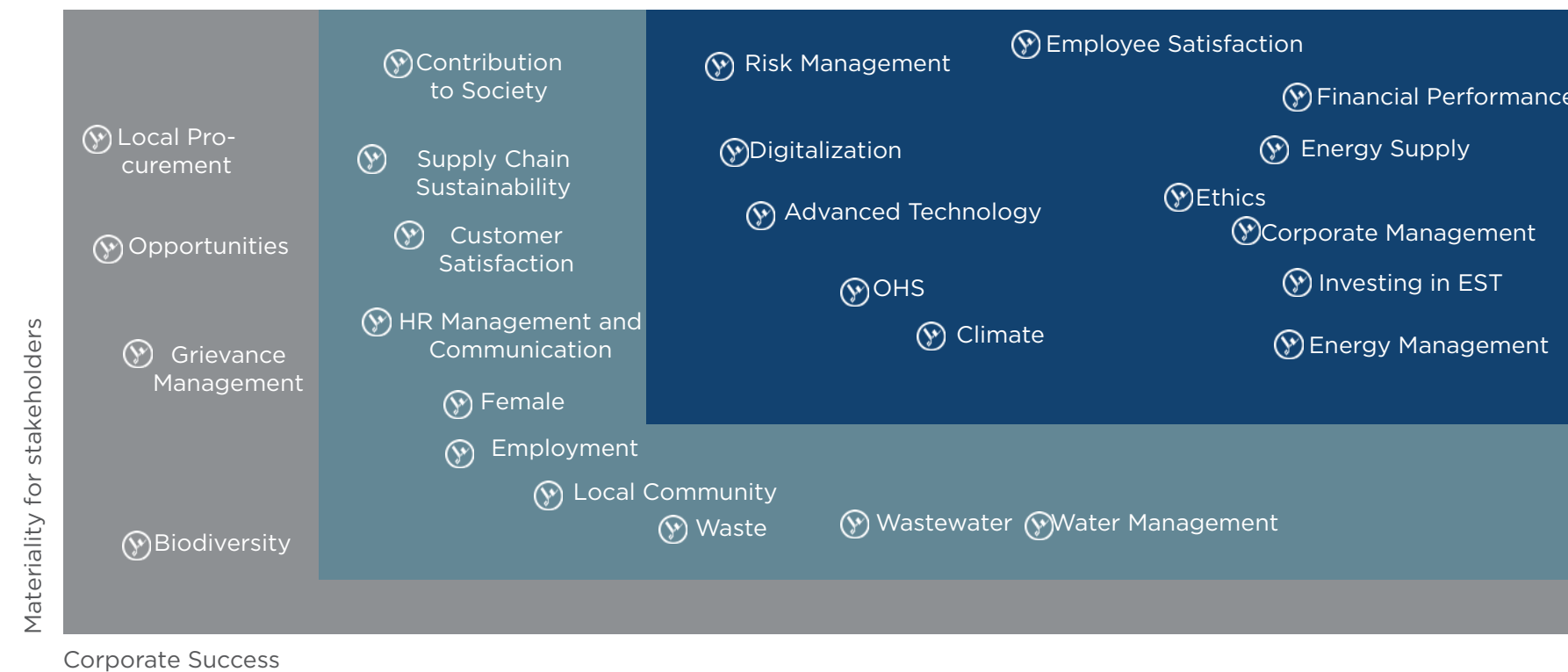
Difficulty accessing finance
Macroeconomic uncertainties
Supply chain and costs
Regulatory changes
Market price fluctuations

MATERIALITY ANALYSIS

As part of our materiality analysis, we conducted customer and supplier surveys and simultaneously held interviews with our managers and employees. In this process, where we addressed the issues that are of the highest importance for our internal and external stakeholders from a sustainability perspective, we integrated the opinions of our stakeholders with the results of our research on energy sector dynamics, global trends and literature. Then, we identified the issues that have the highest impact and value creation potential for our organization and stakeholders, taking into account the criterion of compatibility with our strategy. Thus, we identified the pillars of our organization's business model and strategy based on the issues we placed in the materiality matrix.

According to the materiality analysis, the primary issues for our organization are financial performance, risk management, energy supply security, use of advanced technology, ethical principles and practices, energy efficiency management, environmental and social impacts of investments, corporate management, occupational health and safety, climate change and greenhouse gas management, digitalization and employee satisfaction.

GAMA ENERJİ MATERIALITY MATRIX 2022





STAKEHOLDER RELATIONSHIPS AND COMMUNICATION

We carry out our operations by interacting with a broad profile of stakeholders in our organization. As a manifestation of our strong position in our industry, we take care to have a transparent and open communication with our stakeholders in every step we take, and we inform our stakeholders about our actions through various channels. We reflect the feedback we receive from our stakeholders into our processes, prioritize generation of the solutions that best suit expectations, and engage in efforts to identify the stakeholder groups that are most affected by our activities. In this context, a stakeholder classification was made in our organization and our priority stakeholders were divided into three groups. These three groups, determined according to the degree to which they are affected by our corporate operations and affect our corporate success, are defined based on the nature of the collaborations and have the potential to vary based on the changes that may occur in the collaborations over time.



Stakeholder Type	Subject of Communication	Communication Tools	Communication Frequency/Time	Communication Executive
CUSTOMERS (EXTERNAL COMMUNICATION)	<ul style="list-style-type: none"> The necessity to make retrospective corrections in case of problems in the invoices issued for the sales made Termination of the customer's contract in case of non-payment Market conditions make it difficult to continue the existing contract Changes in legal regulations Updates to customer information Customer complaints/requests 	<ul style="list-style-type: none"> Telephone Fax E-mail Official correspondence 	Throughout the Contract Term	<ul style="list-style-type: none"> Deputy Managing Director of Operations Energy Trading Director Energy Trade Support Services Manager Corporate Communications and Marketing Manager Energy Trading Expert Corporate Communications and Marketing Specialist Company Manager (O&M)
COMMUNICATION WITH AFFILIATED PUBLIC INSTITUTIONS (MINISTRY OF ENERGY AND NATURAL RESOURCES, TEİAŞ, EMRA, MINISTRY OF ENVIRONMENT, URBANIZATION AND CLIMATE CHANGE, MINISTRY OF AGRICULTURE AND FORESTRY, MINISTRY OF LABOR AND SOCIAL SECURITY, ETC.)	<ul style="list-style-type: none"> Within the framework of the laws and regulations, obtaining legal permissions from the relevant public institutions, notifications and necessary correspondence within the scope of the procedures in force 	<ul style="list-style-type: none"> License Application/Amendment EIA Application/Opinion letter Connection Agreement Request System Utilization Agreement correspondence Project Approval Letter Acceptance Letter Correspondence about permits OHS IMS records OHS clerk records IEIS (EÇBS) records, etc. 	Taking into account the Permit/License/Official Opinion validity periods and changes	<ul style="list-style-type: none"> Deputy Managing Director of Operations Asset Performance Manager Energy Trading Manager Energy Trade Support Services Manager Asset Performance Manager Sustainability, Quality, Environment and OHS Director Strategy and Business Development Director Strategy Manager Business Development Manager Occupational Safety Specialist Occupational Physician Asset Performance Engineer Permit and Compliance Manager Company Manager (O&M)
SUBCONTRACTORS (EXTERNAL COMMUNICATION)	<ul style="list-style-type: none"> Meetings and meetings to inform about subcontractor work activities, work schedule, rules to be followed by the personnel, energy management practices, complaint method, rules related to safety, occupational health and safety and environmental management, etc. To communicate with senior management regarding important problems that may arise and to eliminate expected or unexpected problems within the knowledge of senior management Reporting to senior management when necessary Preparation of progress payment reports 	<ul style="list-style-type: none"> Meeting Minutes Reports Official Correspondence E-mail Contracts 	Continuous	<ul style="list-style-type: none"> Deputy Managing Director of Operations Asset Performance Manager Asset Performance Manager Energy Trading Director Energy Trade Support Services Manager Sustainability, Quality, Environment and OHS Director Technical Procurement Manager Company Manager (O&M) Asset Performance Engineer (O&M) Corporate OHS Manager
PLANTS (EXTERNAL COMMUNICATION)	<ul style="list-style-type: none"> Month-end production values notification Information exchange on power transmission line or other topics Energy production forecast discussion Monthly report on environmental, social, and OHS data Management Systems training, document/record creation, coordination, internal audit realization Coordination of permits and notifications 	<ul style="list-style-type: none"> Daily Generation Report Other Reports E-mail 	Monthly	<ul style="list-style-type: none"> Deputy Managing Director of Operations Asset Performance Manager Asset Performance Manager Energy Trading Director Energy Trade Support Services Manager OHS Manager Permit and Compliance Manager Company Manager (O&M) Asset Performance Engineer (O&M)
COMMUNITIES IN THE AREA OF IMPACT (IN CASES OF ENVIRONMENTAL AND WORK ACCIDENTS AND NEAR-MISSES) (EXTERNAL COMMUNICATION)	<ul style="list-style-type: none"> Obtaining information about the development of the incident by interviewing witnesses in the area where the accident occurred and reporting accidents and near misses by photographing or sketching the incident within the available possibilities Informing top management about the accident Informing the relevant institution within the period specified in the legal legislation by the Occupational Safety Specialist Plant Managers to notify all relevant persons at the same time by using the emergency e-mail in case of emergency 	<ul style="list-style-type: none"> Accident/Incident Investigation Report Statutory Work/Environmental Accident Report Corrective Action Report 	In case of occurrence	<ul style="list-style-type: none"> First Aid and Accident Emergency Team Management Representative Occupational Safety Specialist
COMMUNITIES AND EMPLOYEES IN THE AREA OF IMPACT (IN CASES OF ENVIRONMENTAL AND WORK ACCIDENTS AND NEAR-MISSES) (INTERNAL COMMUNICATION)	<ul style="list-style-type: none"> Obtaining information about the development of the incident by interviewing witnesses in the area where the accident occurred and reporting accidents and near misses by photographing or sketching the incident within the available possibilities Informing top management about the accident 	<ul style="list-style-type: none"> Accident/Incident Investigation Report Statutory Work/Environmental Accident Report Notifications to "energyemergency@GAMAenergy.com" EnVision QHSE Forms 1. Accident/Incident Notification Form 2. Corrective Action Form 	In case of occurrence	<ul style="list-style-type: none"> First Aid and Accident Emergency Team Management Representative Occupational Safety Specialist Plant Managers
SHAREHOLDERS (STAKEHOLDERS)	<ul style="list-style-type: none"> Fulfilling the requirements of the relevant departments in Quality, OHS, Environment and Energy Management System practices, providing information to shareholders in line with the studies and receiving feedbacks 	<ul style="list-style-type: none"> E-mail Meeting Minutes Reports 	Monthly	<ul style="list-style-type: none"> Deputy Managing Directors Management Representative Department Managers Company Manager (O&M)
EMPLOYEES (INTERNAL COMMUNICATION)	<ul style="list-style-type: none"> Informing employees about working activities, health, safety and environmental rules to be complied with, energy management system practices, complaint method, training needs, etc., and holding interviews and meetings to ensure their participation and consultation according to the relevant procedures Establishing a communication bridge between employees and senior management Communicating with senior management regarding important problems that may arise and eliminating expected or unexpected problems within the knowledge of senior management To make environmental requirements and energy management practices widespread, continuous and effective Submission of reports to senior management when necessary 	<ul style="list-style-type: none"> E-mail Meeting Minutes Reports Internal correspondence EnVision QHSE Forms 1. Employee Participation and Consultation Form 2. Lessons Learned Form 3. Grievance Mechanism Registration Form 	Continuous	<ul style="list-style-type: none"> Management Representative Employee Representative Department Managers

CORPORATE MEMBERSHIPS AND SUPPORTED ORGANIZATIONS



SUSTAINABILITY GOALS

FOCUS AREA	KEY PERFORMANCE INDICATORS	ACTIVITIES IN 2022
Climate Change	<ul style="list-style-type: none">Reduction of carbon footprintReduction of water footprintReduction of recycling waste	<ul style="list-style-type: none">Solar panel investment research conducted.Capacity increase processes for HEPPs started.The project design of hybrid plants started.5% reduction in recycling waste achieved.In-house environmental training provided to employees (39 hours for 34 people).
Biodiversity	<ul style="list-style-type: none">Supporting biodiversity in the operating region by protecting the ecosystem	<ul style="list-style-type: none">Cooperation with local stakeholders and official authorities to protect biodiversity.
Equality, Diversity, Inclusion	<ul style="list-style-type: none">Increasing the rate of female employeesCreating platforms that increase employee participation	<ul style="list-style-type: none">The rate of female employees increased compared to the previous year, reaching 45%.E-mail addresses bilgi@GAMAenergy.com and paylas@GAMAenergy.com put into operation for our employees to provide feedback.
Occupational Health and Safety	<ul style="list-style-type: none">Achieving zero work accidentsReducing the lost time accident frequency rate	<ul style="list-style-type: none">Plant training videos created.1,136 people/609.75 hours of OHS training delivered to the employees.
Employee Engagement	<ul style="list-style-type: none">Increasing employee satisfaction rateEstablishing a fair compensation system that encourages employee performance	<ul style="list-style-type: none">Employee engagement rate is 65% according to the results of the employee engagement survey.Objective Key Results performance evaluation system established.
Talent Management	<ul style="list-style-type: none">Increasing the professional and technical competence of employees	<ul style="list-style-type: none">23 people/449 hours of training delivered to the employees.
R&D	<ul style="list-style-type: none">Supporting the transition to a low-carbon economy through energy efficiency projectsIntegration of next generation technologies into infrastructure through digitalization projects	<ul style="list-style-type: none">Renewable energy power plant investment processes launched.Research on energy storage investments conducted.Use of computer technologies expanded.Tools such as Digital Boardroom, ERP, SCADA integrated into processes.
Customer Satisfaction	<ul style="list-style-type: none">Increasing customer satisfaction rates	<ul style="list-style-type: none">Efforts launched to provide fast and effective response to calls through the installation of automated and digital customer relations services
Social Responsibility	<ul style="list-style-type: none">Providing services for a better world by touching society and people through the establishment of value-adding collaborations	<ul style="list-style-type: none">Scholarships granted to students and projects under the guidance of GAMA Education Foundation.Afforestation events held under GAMA Enerji 20th Anniversary Memorial Forest project.

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs), aimed at promoting global development for everyone, were adopted by the member countries of the United Nations in 2015, enabling the creation of a common language and action plan in the field of sustainability. At GAMA Enerji, we regard the SDGs as the guide of our corporate sustainability journey in which we contribute to the following SDGs: Quality Education (4), Gender Equality (5), Clean Water and Sanitation (6), Affordable and Clean Energy (7), Decent Work and Economic Growth (8), Responsible Consumption and Production (12), and Climate Action (13). These five 5 SDGs that we prioritize reflect the areas that form the basis of our integrated business and sustainability strategy.



- Providing quality education to our youth at GAMA Technical High School, built by us
- Providing scholarship opportunities to our youth through GAMA Education Foundation
- Providing learning opportunities to young people and providing employment opportunities after internship through the internship agreement with TOBB University.



- Following incentive policies aimed at increasing the number of female employees
- Delivering awareness training to increase awareness of gender equality throughout the entire value chain
- Implementing an independent performance and bonus system with a policy of equal pay for equal work
- Promoting increased number of women in managerial positions and adopting an egalitarian approach in decision-making mechanisms



- Investing in wind and solar energy resources
- Carrying out infrastructure work to increase green energy production capacity
- Accelerating the transition to a low-carbon economy through the integration of technology into business processes



- Creating socialization areas and contributing to the professional and technical development of our employees through training opportunities, workshops, events and seminars
- Providing psychological, medical, legal, financial, social and technological support mechanisms to our employees as part of the Employee Support Program
- Providing periodic health screening services to employees as part of their private health insurance



- Acting with an awareness focused on environmental protection that promotes sustainable production and consumption
- Increasing green energy production capacity
- Formulation of responsible production policies
- Implementation of the “Do More With Less” project, which aims to cut down on consumption

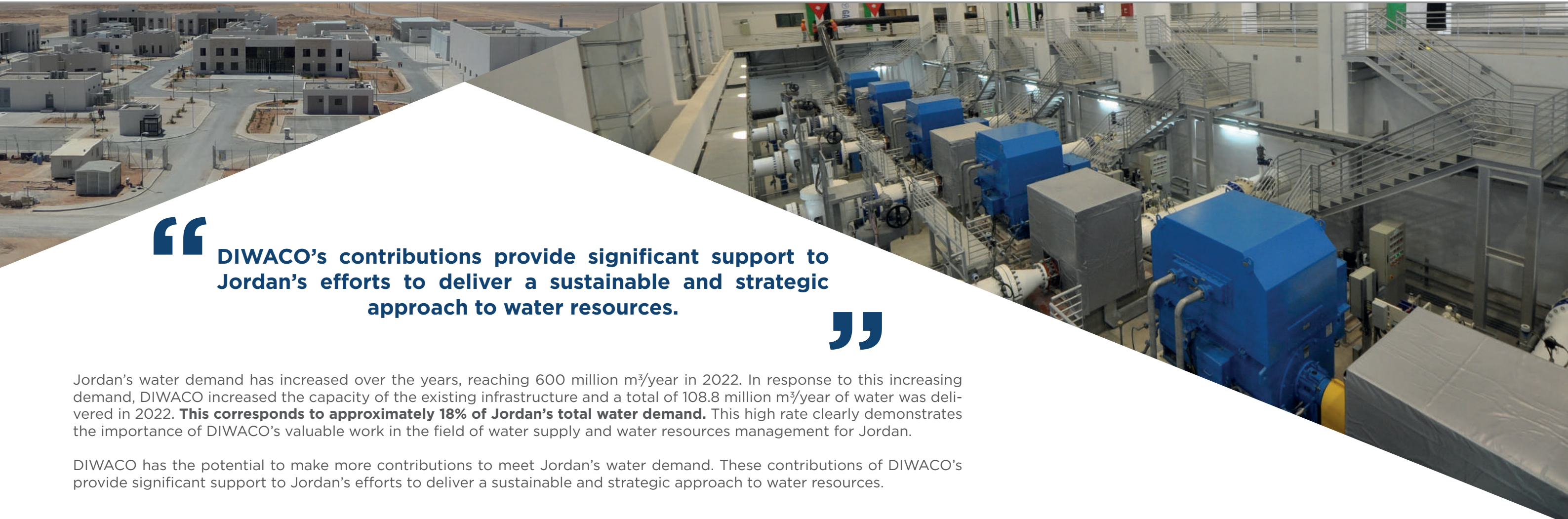


- Creating an action plan to combat climate change
- Creating a sustainability road map
- Supporting sustainable use of resources
- Implementing energy saving projects



- Commissioning infrastructure supply projects aiming to resolve the water problem
- Meeting 18% of the water requirement in Amman, Jordan, a country faced with water scarcity, through the DISI Project transmission line

[Click to access GAMA Enerji Sustainability Policy.](#)



“DIWACO’s contributions provide significant support to Jordan’s efforts to deliver a sustainable and strategic approach to water resources.”

Jordan’s water demand has increased over the years, reaching 600 million m³/year in 2022. In response to this increasing demand, DIWACO increased the capacity of the existing infrastructure and a total of 108.8 million m³/year of water was delivered in 2022. **This corresponds to approximately 18% of Jordan’s total water demand.** This high rate clearly demonstrates the importance of DIWACO’s valuable work in the field of water supply and water resources management for Jordan.

DIWACO has the potential to make more contributions to meet Jordan’s water demand. These contributions of DIWACO’s provide significant support to Jordan’s efforts to deliver a sustainable and strategic approach to water resources.





05 OCCUPATIONAL HEALTH and SAFETY

OCCUPATIONAL HEALTH AND SAFETY POLICY
OCCUPATIONAL HEALTH AND SAFETY ACTIVITIES





OCCUPATIONAL HEALTH AND SAFETY POLICY

At GAMA Enerji, we adopt an approach that prioritizes the safety and health of our employees. Reflecting this approach, we implement an occupational health and safety (OHS) policy that is compatible with legal obligations and international standards, and we prioritize improvement of working conditions for everyone we come into contact with in our operational area beyond current standards and obligations. In line with our business principle shaped by the goal of zero work accidents, we engage in monitoring and inspection efforts and, according to the output obtained, we determine our weaknesses and strengths in the field of OHS and make improvements.

We keep all our records on OHS issues, including in all our subsidiaries, in accordance with the ISO 45001:2018 Occupational Health and Safety Management System Standard, and use digital platforms in our processes where all our employees can file reports easily and quickly. In this context, we keep our OHS performance and related documents accessible to all our employees, and strive to create a safer, more comfortable and peaceful work environment in cooperation with our employees by following a transparent OHS policy.

[Click here](#) to access GAMA Enerji's Quality, Environment, Employee Health and Occupational Safety Policy.



OCCUPATIONAL HEALTH AND SAFETY ACTIVITIES

- In our organization, Quality, Environment, Occupational Health and Safety Integrated Management Systems are in place to meet customer demands in the most effective way, to observe environmental protection principles, and to ensure employee health and occupational safety.
- Our Integrated Management Systems ensure that our organization fully complies with the ISO 45001:2018 Occupational Health and Safety Management System Standard.
- In our organization, emergency notifications are recorded via the e-mail address energyemergency@GAMAenergy.com. While notifications made no later than 20 minutes after an incident occurs only cover emergency issues, near-misses are reported in routine OHS reports. Additionally, accident/incident notifications can be made online via the Electronic Document and Management System Application.
- The Lessons Learned Form/Process contributes to the company's OHS culture.
- Our target for Lost Time Accident Frequency Rate has been set to 1.66. The lost time accident frequency rate in 2022 was 1.23.
- OHS-based Risk Analysis System is used in our organization to identify occupational health and safety risks. In this context, risks are identified and efforts are made to eliminate and/or minimize their impact.
- As part of our Risk Analysis and Control Method efforts, activities are carried out to proactively eliminate OHS risks through monitoring and measurement control methods.
- OHS Employee Participation and Consultation process is actively implemented for employees to provide feedback on the OHS Management System.
- Training is delivered to our employees in order to provide them with information on occupational health and safety issues, hazards, potential diseases and processes. In 2022, a total of 4,190 hours of training was delivered to 570 employees (including subcontractors) on OHS issues.

OHS Performance Indicators	Number of Employees	Annual Total Working Hours	Non-Lost Time Work Accidents	Lost Time Work Accidents	Work-Related Deaths	LTIFR	TCIR/TRIR
Domestic	198	482,881	1	1	0	2.07	0.83
Overseas	12	23,040	0	0	0	0	0
Total	210	505,921	1	1	0	1.98	0.79

OHS Performance Indicators	Number of Employees	Annual Total Working Hours	Non-Lost Time Work Accidents	Lost Time Work Accidents	Work-Related Deaths	LTIFR	TCIR/TRIR
Domestic	125	371,715	1	0	0	0	0.54
Overseas	236	110,054	1	0	0	0	1.82
Total	361	481,769	2	0	0	0	0.83

OHS Performance Indicators	Number of Employees	Annual Total Working Hours	Non-Lost Time Work Accidents	Lost Time Work Accidents	Work-Related Deaths	LTIFR	TCIR/TRIR
Domestic	323	854,596	2	1	0	1.17	0.70
Overseas	248	133,094	1	0	0	0	1.50
Total	571	987,690	3	1	0	101	0.81

LTIFR: Lost Time Incident Frequency Rate: Kayıp Zamanlı Yaralanma Sıklık Oranı
TCIR/TRIR: Total Case Incident Rate /Total Recordable Incident Rate: Toplam İş Kazası Oranı / Toplam Kaydedilebilir Olay Oranı

OHS Training Indicators	2022	2021	2020
Total Number of Employees	570	559	565
Total Hours of OHS Training Delivered	9,521	15,820	5,610
Hours of Training Delivered per Person	16.7	28.3	9.93

	2022	2021	2020
Accident Frequency Rate*	1.71	1.65	1.3
Lost Day Rate**	51.48	16.57	7.42

*Accident Frequency Rate: the value obtained by multiplying the number of lost time accidents by 1 million, divided by total working hours.
**Lost Day Rate: the value obtained by multiplying the number of lost days due to an accident by 1 million, divided by total working hours.



06 PERFORMANCE

FINANCIAL RESULTS
OPERATIONAL RESULTS
NATURAL CAPITAL
EMISSION MANAGEMENT
WATER MANAGEMENT
WASTE MANAGEMENT
BIODIVERSITY
SOCIAL AND RELATIONAL CAPITAL
CUSTOMER SATISFACTION
RESPONSIBLE SUPPLY CHAIN
SOCIAL INVESTMENTS AND SOCIAL RESPONSIBILITY PROJECTS
INTELLECTUAL CAPITAL
HUMAN CAPITAL



FINANCIAL RESULTS

NET SALES

USD **985.0 M**

EBITDA

USD **175.4 M**

2022
CONSOLIDE
VALUES

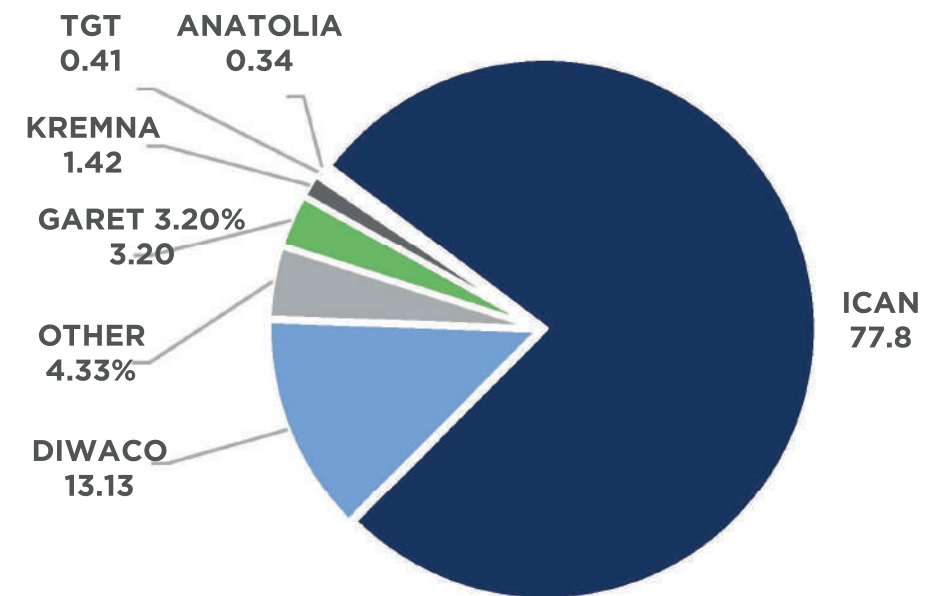
TOTAL
OUR ASSETS

USD **1,063.05 M**

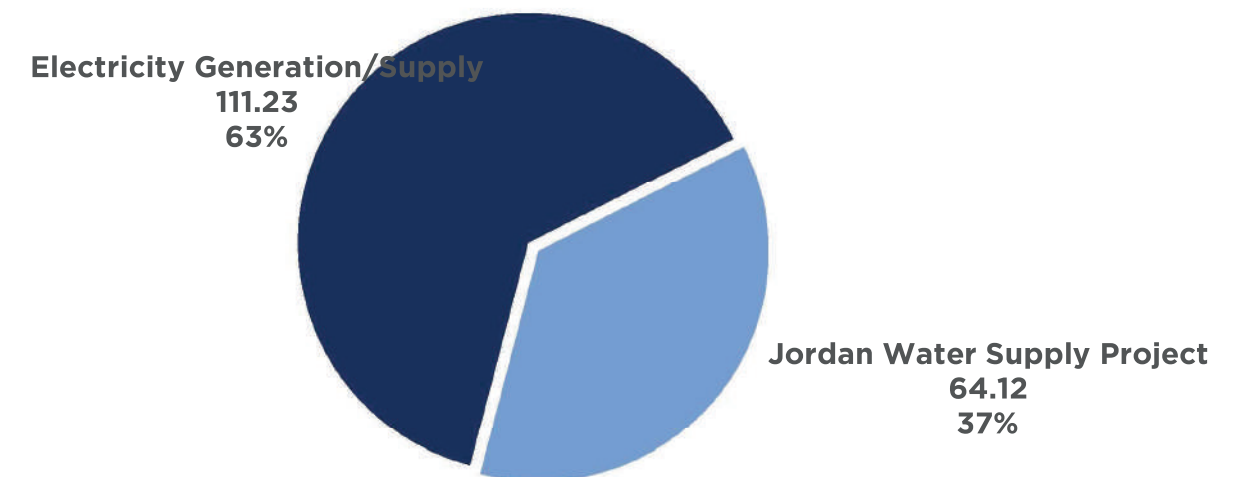
EBITDA
MARGIN

17.8%

Distribution of Revenue by Company in 2022 (%)



Distribution of 2022 EBITDA by Activities (M USD, %)



M USD	2020	2021	2022
Revenues	413.12	506.53	985.04
EBITDA	120.62	135.52	175.35
EBITDA Margin (%)	29.2%	26.8%	17.8%
Total Assets	1,178.04	957.21	1,063.05

Distribution of 2022 EBITDA by Activities (M USD, %)	Jordan Water Supply Project	Electricity Generation/Supply	Total
Revenues	129.29	855.75	985.04
EBITDA	64.12	111.23	175.35
EBITDA Margin (%)	49.6%	13.0%	17.8%



OPERATIONAL RESULTS

“

In 2022, GAMA Enerji generated 4.9 TWh in total, accounting for 1.5% of Turkey’s total electricity and 57.8% of Ankara’s total electricity consumption.

”

GAMA ENERJİ’S DOMESTIC CAPACITY HIGHLIGHTS

	LOCATION	INSTALLED CAPACITY
Karacaören I Impoundment-Type Hydroelectric Power Plant	Burdur, Turkey	32 MW
Karacaören II Impoundment Type Hydroelectric Power Plant	Burdur, Turkey	46.4 MW
Lamas III-IV Run-of-river Type Hydroelectric Power Plant	Mersin, Turkey	35.3 MW
İçanadolu Natural Gas Combined Cycle Power Plant	Kırıkkale, Turkey	870 MW
Çakırlar Run-of-river Type Hydroelectric Power Plant	Artvin, Turkey	16.2 MW
Sares Wind Power Plant	Çanakkale, Turkey	27.50 MW
Gökres-2 Wind Power Plant	Manisa, Turkey	35 MW
Karadağ Wind Power Plant	Izmir, Turkey	10 MW
Kırkağaç Wind Power Plant	Manisa, Turkey	45 MW

GAMA ENERJİ’S OVERSEAS CAPACITY HIGHLIGHTS

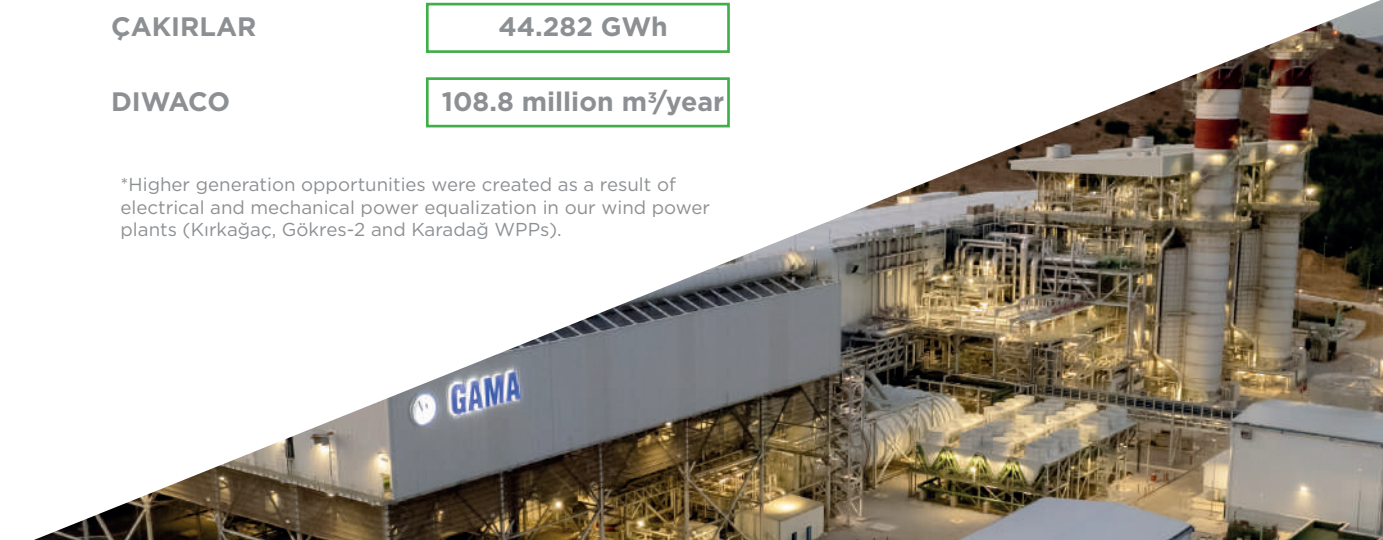
	LOCATION	WATER SUPPLY CAPACITY
DISI Mudawarra – Amman Water Transmission Project	Amman, Ürdün	100 million m³/year

*It is the transmission capacity specified in the contract.

	ACTUAL
İÇAN	4,170.285 GWh
KIRKAĞAÇ*	193.011 GWh
GÖKRES-2*	119.666 GWh
SARES	97.871 GWh
KARADAĞ*	34.418 GWh
KARACAÖREN	157.680 GWh
LAMAS	49.527 GWh
ÇAKIRLAR	44.282 GWh
DIWACO	108.8 million m³/year

*Higher generation opportunities were created as a result of electrical and mechanical power equalization in our wind power plants (Kırkağaç, Gökres-2 and Karadağ WPPs).

İÇAN installed capacity was increased from 853 MW to 870 MW.





NATURAL CAPITAL

ENVIRONMENTAL MANAGEMENT PRACTICES

In the holistic approach to sustainability, environmental management is a key element. Environment-friendly transformation and improvements play an important role in holistic change. At GAMA Enerji, topics such as waste management, energy efficiency, management of water resources and promotion of renewable energy resources are always followed to identify potential improvement areas within the scope of environmental management, and road maps are created for the necessary actions.

ENERGY MANAGEMENT

In the process of adaptation to climate change, sustainable use of resources and energy efficiency are among the prio-

riety topics. With an environment-friendly perspective, efforts to improve energy efficiency are supported in all our areas of activity. As to energy performance, improvement areas are identified thanks to Energy Management Systems and regular monitoring, and the necessary activities are carried out in cooperation with all units.

Focusing on creating sustainable product and service networks, we continued to sell I-RECs in 2022, assuming responsibility beyond our corporate borders.

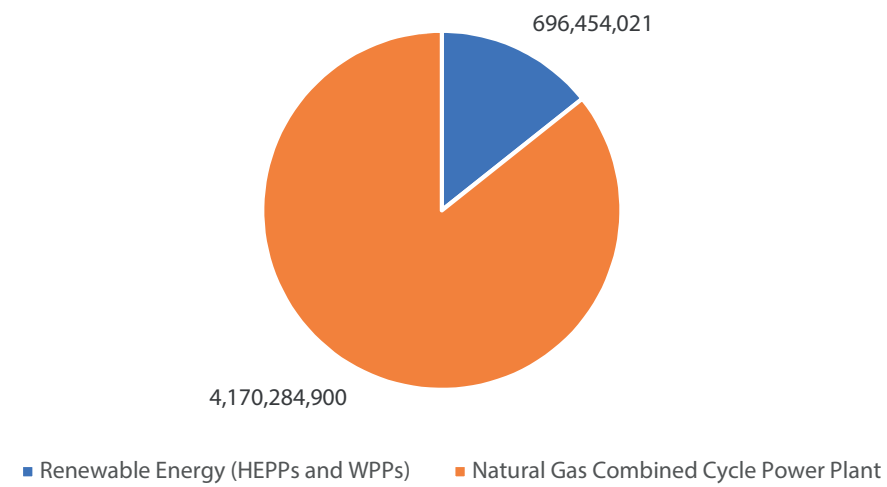
RENEWABLE ENERGY GENERATION

Renewable energy generated and sold in 2022 was 696,454,021 kWh, which is 13.2% higher compared to 2021. 80% of this increase came from HEPPs.

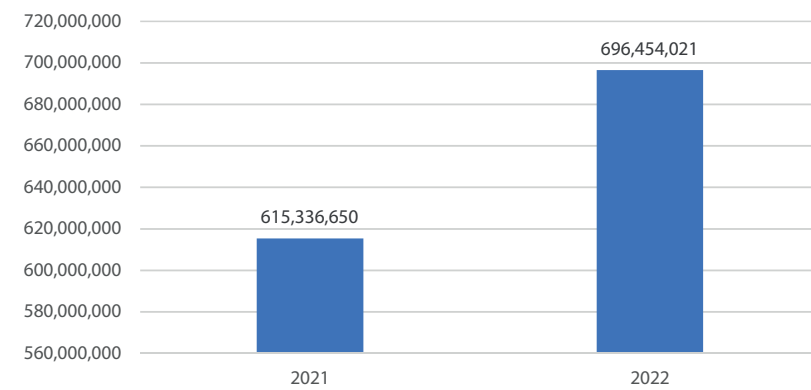




Distribution of Generated Energy (kWh)

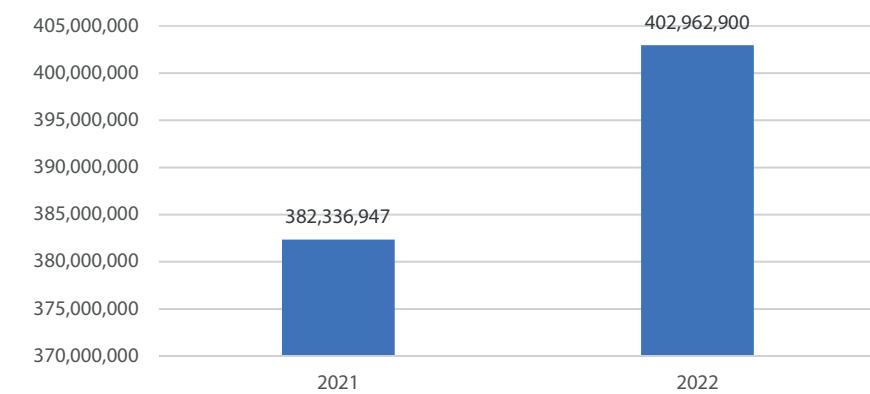


Renewable Energy Generation (kWh)



Electricity generation data of the power plants is based on sales data and does not include line losses.

Electricity Consumption (kWh)



As of 2022:

242,516 tons of carbon credits from Wind Power Projects
 494,397 tons of carbon credits from Hydroelectric Power Plant Projects
 Total 663,801 I-RECs
 Renewable Energy Capacity
 247.4 MW of the energy capacity of GAMA Enerji comes from HEPPs and WPPs.

Due to the return of our operations to their normal standards after the pandemic, consumption increased, mostly arising from increased production, and electricity consumption amounted to 402,963 MWh in 2022.

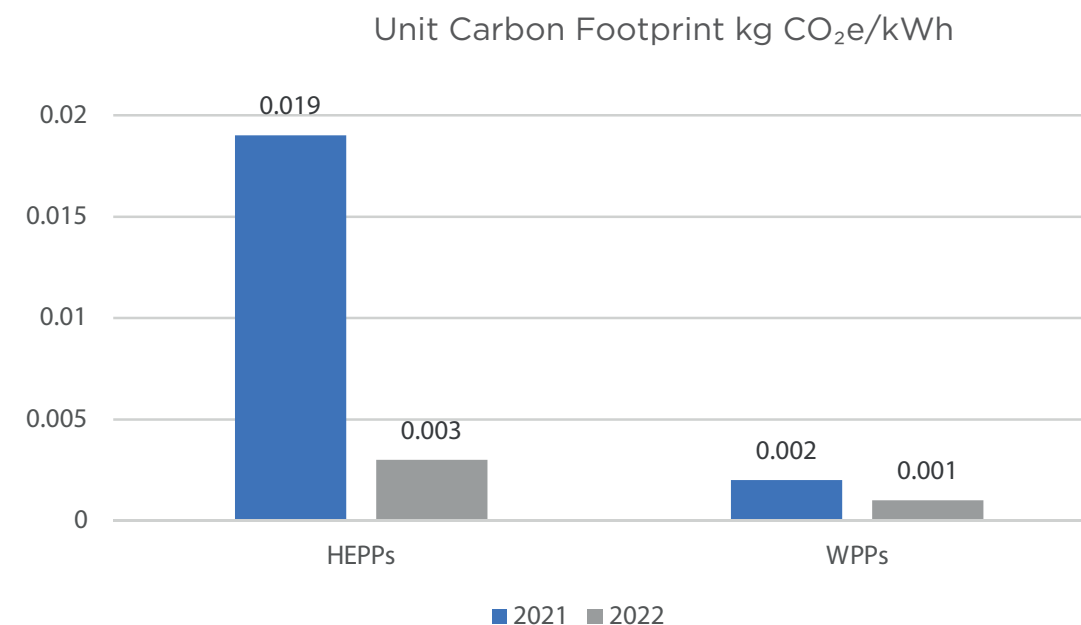
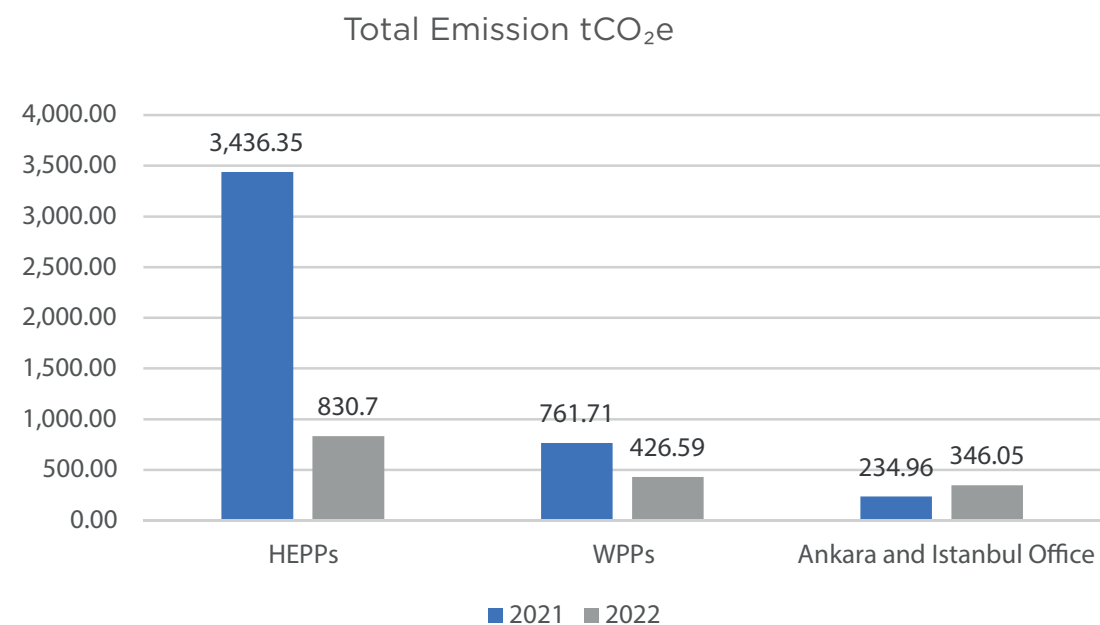


EMISSION MANAGEMENT

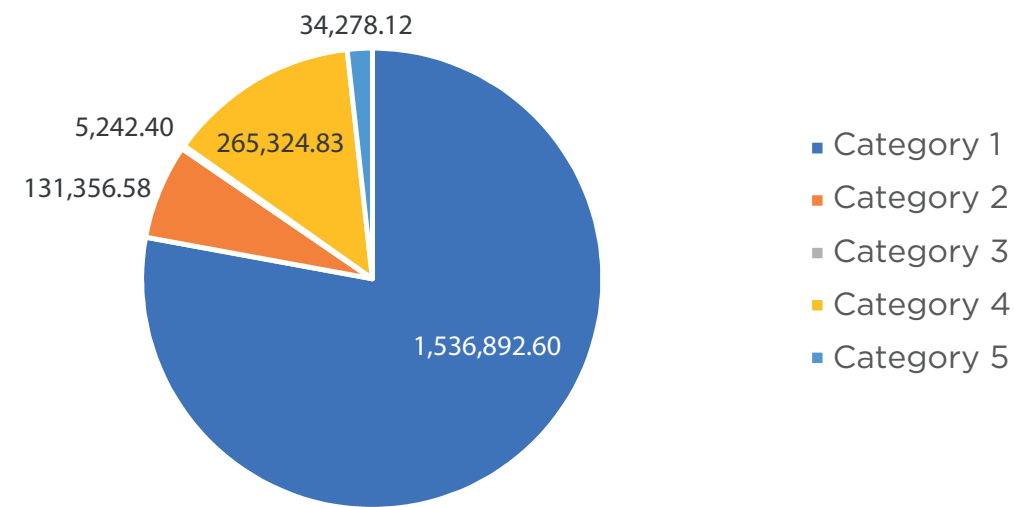
Monitoring and control of greenhouse gas emissions are of great importance in the process of adaptation to climate change. In line with our Net Zero by 2050 target, we keep on improving our existing systems and transforming our emission-intensive operations. In addition to the development of our renewable energy sources and their capacities, we take action to transform our natural gas combined cycle power plant into a hybrid power plant with solar power.

Direct and indirect greenhouse gas emissions

In 2022, our Scope 1 and Scope 2 emissions were calculated to be 1,536,892.60 tCO₂ and 131,356.58 tCO₂ according to ISO 14064. Compared to 2021, emissions per unit of generation decreased by 82.31% in HEPPs and by 46.06% in WPPs.



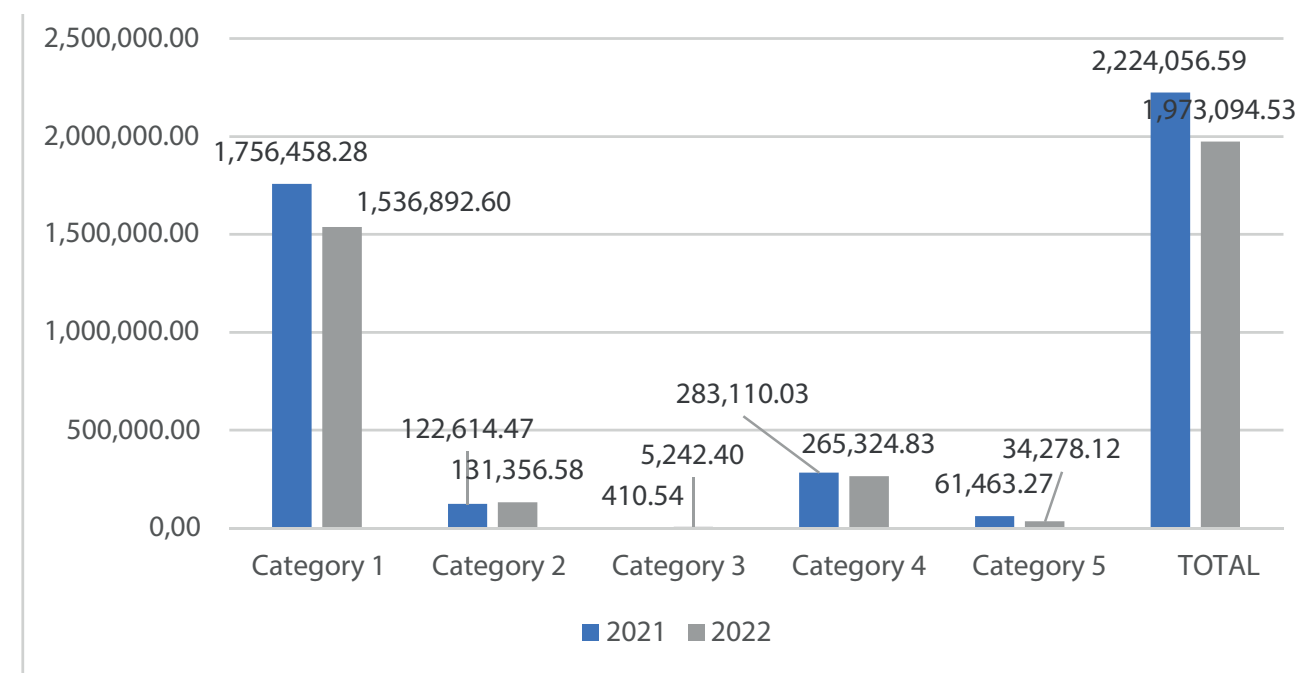
Greenhouse Gas Emmissions in 2022



Other indirect greenhouse gas emissions

Category 3, 4 and 5 greenhouse gas emissions in 2022 account for 15.45% of total emissions. Compared to 2021, Category 3, 4 and 5 greenhouse gas emissions decreased by 11.63%, and approximately 16% of the total 250,962 tCO₂ reduction compared to 2021 resulted from reductions in these categories.

Total Emissions by Category tCO₂e



Activities carried out to reduce greenhouse gas emissions

The efforts to improve energy efficiency and reduce electricity consumption in HEPPs and WPPs, including relating to lighting boosted energy savings and indirect emission reductions were achieved. In total, approximately 50 tons of CO₂ were saved.

Air Emissions

NO_x, SO_x and other air emissions are monitored pursuant to statutory requirements. In 2022, NO_x emissions were measured to be 28 mg/Nm³.



WATER MANAGEMENT

At GAMA Enerji, we regard water as both an energy source and a natural resource that must be protected against pollutants and misuse. We manage water carefully, taking into account risks such as the limitation of global fresh water resources, the rising seasonal temperatures due to climate change and irregular rainfall regime. We fulfill our responsibilities to future generations to benefit from this natural resource for long-term energy production and to protect the living life in aquatic ecosystems.

To prevent energy and resource losses and to determine our actions for efficient water use, we continue to report on water consumption and discharge according to the ISO 14046 standard and share our practices in the field of water management with the public in a transparent manner. We take action as quickly as possible to maintain and overhaul domestic and drinking water equipment in our facilities, preventing potential losses as quickly as possible. We utilize resources such as well water and groundwater at a minimum level, and we use closed-loop water, especially in our thermal power plants. Thus, we aim to reduce the pressure on fresh water resources, which have a lower renewal rate, as well as reducing our water footprint. On

the other hand, we take steps to keep the environmental impact that may occur due to discharge to a minimum and to prevent pollution. We perform wastewater management in accordance with statutory obligations and national standards and manage the disposal processes in cooperation with local authorities.

While carrying out our activities, we aim to contribute to sustainable development goals and generate solutions together with our neighbors in our stakeholder network with whom we share the same water basin. We provide technical support on issues such as preventing wastewater from polluting natural resources and installing plumbing in public institutions and places that are commonly used, and we work to raise awareness about water management. We care that the environmental conditions of the basin where we operate are minimally affected during our operations, and for this purpose, we monitor the water quality and quantity in the freshwater areas and basins around us. At the same time, we develop projects on issues such as the social needs and infrastructure requirements of the rural population living around the operating areas.

Assets	Amount Drawn m ³	Amount Discharged m ³
HEPP	668,488,455.28	574.20
WPP	747.22	120.00
DISI	103,914,922.68	135.78
İÇAN	370.521,69	215,837.74
Offices	1,387.75	1,387.75

WASTE MANAGEMENT

At GAMA Enerji, we view waste management as one of the major factors in minimizing the environmental impact that occurs during and after operations and at the same time reducing natural resource consumption. We consider the cost of the resulting waste to our company and nature from a value chain perspective, and prevent waste generation in the first place. With this approach, we prevent both the environmental impact arising from the acquisition and processing of the resources used, and the effects such as greenhouse gas emissions and pollutant loads that occur at the disposal locations.

As part of our environmental policy and zero waste practice, we ensure that recyclable waste is sorted in all our power plants and administrative units. We share the data on our waste management operations carried out in our power plants, for which we have received a zero waste certificate under the Environmental Legislation, with authorized institutions via online platforms and continue our improvement efforts regarding waste reduction. We comply with the national legislation and regulations in the collection, sorting and disposal of hazardous and non-hazardous wastes, and work with licensed waste management and recycling companies.

Our recycled waste in 2022:

- 2,590 kg of paper
- 10,543.5 kg of plastic
- 361 kg of glass
- 3,919 kg of metal





BIODIVERSITY

According to the Global Risk Report published annually by the World Economic Forum, environmental risks are increasingly growing, resulting in biodiversity and habitat loss. The rising temperature associated with climate change causes change and loss of habitat areas as well as introducing an increasing adaptation burden for living things. Biodiversity and habitat loss pose a great threat to ecosystems and protected areas that provide opportunities for combating climate change, and pose a great risk to food security and economic activities. Protection of biodiversity and elimination of related problems will be possible only by reducing the pressure created by human activities and engaging in restorative action. At GAMA Enerji, we fulfill our primary responsibility in minimizing and rehabilitating the environmental impact in our operating areas. We engage in efforts to protect living organisms that are part of terrestrial and aquatic ecosystems, to eliminate the factors that create population pressure and to develop biodiversity. We act in cooperation with local administrations and provincial environmental protection directorates, especially in the protection of land and support of wildlife on a total area of 1385466.19 square meters in the regions where we operate and its immediate surroundings. Since our operating areas are generally remote terrains that are difficult to access, they are suitable for the development of terrestrial life and the protection of threatened species. So, we act proactively in tracking threatened species, combating hunting

and identifying threat elements, and work together with the authorities.

The sensitivities of the local people who carry out economic activities and animal husbandry in and around our operating areas also match up with ours in relation to the protection of species and the removal of pressure elements. In particular, we support conservation activities together with local people and authorities to protect, prevent and increase plant species that are important for beekeeping. At the same time, we fulfill our responsibilities in providing suitable conditions for the survival of the species, providing them with water and monitoring the amount of water in our facilities where fishing activities are intense.

We engage in efforts to protect our sites for which we have an Environmental Impact Assessment report and the species living there, and to remove pressure factors. We also evaluate the protection activities we can carry out in our value chain and area of impact. We believe that the efforts to protect biodiversity can yield positive results with the cooperation of stakeholders in the private and public sectors, employees and actors in our interaction network. So, we put the protection of species living around our operating areas on the agenda and hold campaigns and social events to raise awareness about conservation.

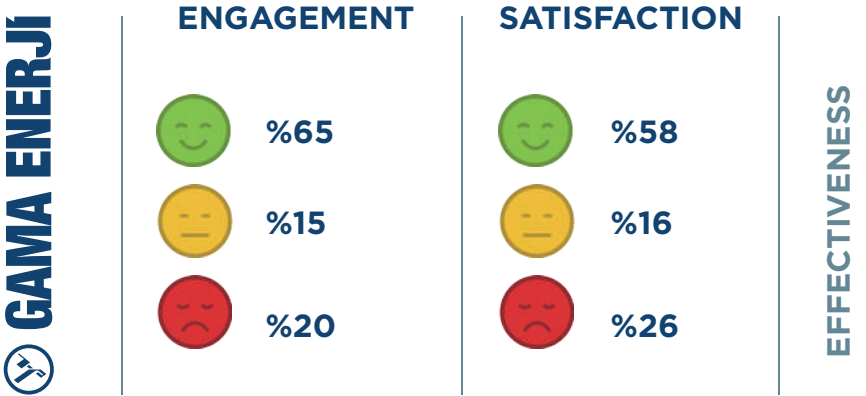


SOCIAL AND RELATIONAL CAPITAL

EMPLOYEE SATISFACTION AND ENGAGEMENT

In our organization, we strive to create a peaceful and fair work environment where our relationship with our employees relies on happiness and satisfaction. Under the guidance of this effort, we create the necessary conditions for a corporate ecosystem that will increase the motivation of our employees and meet their expectations, and we hold events, training and workshops that will support our employees in every field in this ecosystem.

In our organization, where we create a supportive environment for our employees to develop their technical skills and competencies, we implement career development plans for our employees, operate a fair performance evaluation system and have an ethical and satisfactory remuneration and benefits policy based on “equal pay for equal work” approach. While we treat each of our employees as a value, we view it a priority that working in our organization is considered a privilege for our employees. In this regard, we act based on the principle of continuous improvement and consider actions that will improve our working environment within the scope of Quality, Environment, Employee Health and Safety Policy.





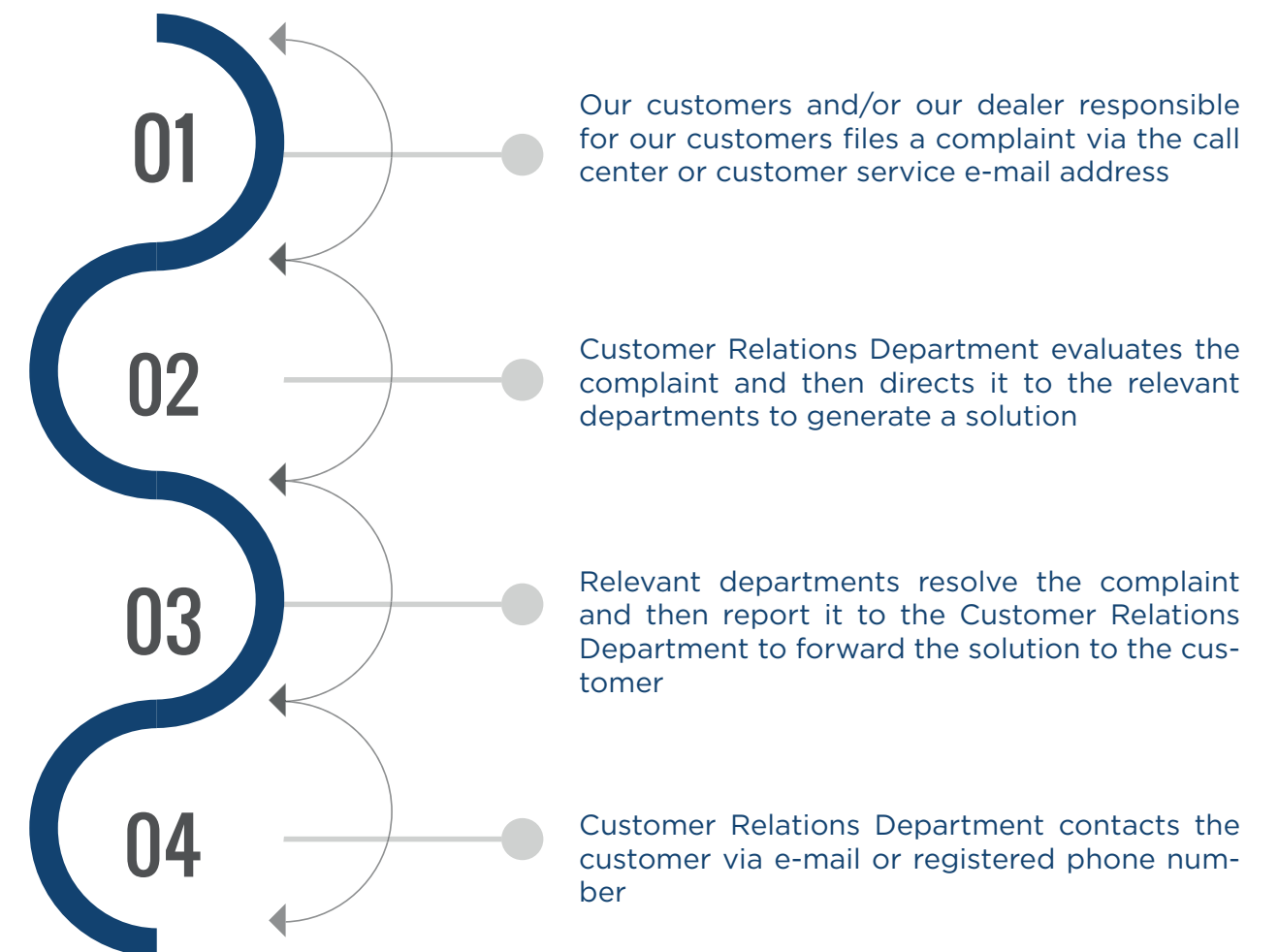
OUR ACTIVITIES FOR EMPLOYEE SATISFACTION AND ENGAGEMENT

- We use the Employee Album application to help our employees quickly adapt to our corporate culture. By means of this album, which provides information about each of our employees, we aim to enable our new recruits to bond quickly with their teammates and employees in other departments.
- As part of the “For Us” project, we work to create a remote working infrastructure for our employees, ensure a healthy and safe working environment, and carry out talent management processes more effectively. In this context, we address the work-life balance of our employees carefully and implement a hybrid and flexible working system.
- We offer financial support programs for our employees who get married and become parents.
- We design various training programs for our employees to increase their professional and technical skills.
- By digitalizing our human resources processes, we benefit from the Easy HR system in performance evaluations, personnel rights and employee relations.
- Through the performance system we have implemented, we manage promotion, remuneration and pay rise processes more effectively, and assign our personnel to the most suitable jobs.
- We view each of our employees as a gift to our corporate culture, and with the motivation of being with our employees on their special days, we celebrate our identity together at special events for their birthdays.
- We prioritize establishing deeper and more intimate relationships, and we strengthen our social ties by coming together for breakfast once a week.
- Through Radio Chef, we integrate music into our business processes and bring our music to our colleagues under the leadership of our internal DJs.
- To promote a more active and healthy life for our employees, we offer special video exercise programs to our employees by means of our internal system.
- We hold seminars that support personal development and are open to the participation of our employees under the leadership of psychologists and people who are competent in their fields.
- We organize Coffee Chats to bring together our employees working in different departments and our senior management staff, and we aim to ensure that the interaction we create supports the culture of communication and sharing in our organization.



CUSTOMER SATISFACTION

At GAMA Enerji, we consider the satisfaction of our customers an indicator of the value we create. As part of our approach to prioritize the service quality we offer to our customers, we receive complaints via our call center and e-mail address and follow a policy of finding a solution to the problems within an average of 3.5 days after the complaints are submitted. We integrate the principle of continuous improvement in every field that we see as a part of our business processes into our customer relations approach and use the feedback we receive from our customers to create a proactive and effective system. In this context, by carefully reviewing all kinds of requests, complaints and feedback submitted to us, we offer the fastest, most reliable and most accurate solution to our customers with the coordinated work of our Customer Services Unit, Call Center, Trade Support Team and Sales Team, and we manage our business processes by maximizing customer satisfaction.





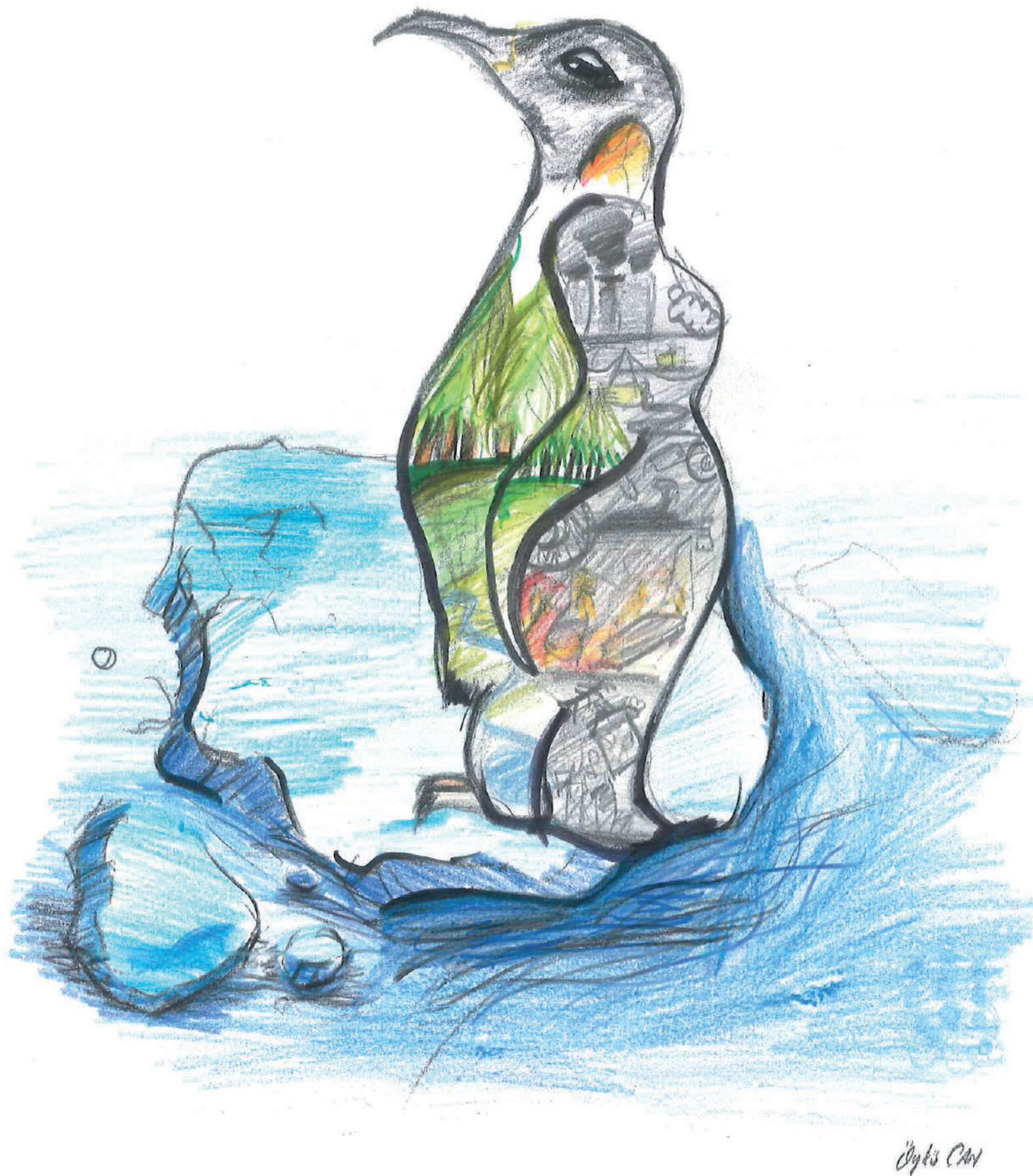
RESPONSIBLE SUPPLY CHAIN

We act with the motivation to spread sustainability principles throughout our entire value chain within the framework of a responsible supply chain approach. In this context, we apply a pre-selection system before starting to work with our suppliers and exclude suppliers who do not meet our criteria from our business processes.

After we start working with suppliers who achieve successful results based on the parameters we measure through the “Supplier Pre-Selection Evaluation Form”, we regularly conduct “Supplier Performance Evaluations”. The idea is to determine the rate at which our suppliers embrace and meet our criteria. Based on the results, we create score cards for our suppliers and determine their strengths and weaknesses. While the suppliers with scores below 50 according to our rating system are positioned outside our workflow, we provide feedback on how the suppliers with scores above 50 can improve themselves, and encourage them to increase their scores. Thus, with the motivation to make a difference in our supply chain, we cooperate with the actors we influence, and contribute to the environmental, governance and social areas of sustainability.

NUMBER OF SUPPLIERS	2020	2021	2022
Total	1,314	1,593	2,032
Domestic Supplier	1,239	1,500	1,924
Approved Supplier	162	207	280

As part of our supplier policy, we prioritize working with domestic suppliers. In 2022, 94% of our suppliers were domestic suppliers.



SOCIAL INVESTMENTS and SOCIAL RESPONSIBILITY PROJECTS

- We promised to always remember that our children are our future by honoring 39 wind turbines with the names of our employees' daughters.
- We completed our internship program, which we implemented to support the development of young people, with the participation of 40 students.
- To recover from the natural disasters that occurred in our country, we cooperated with the municipalities affected by the disasters and offered our support to the people in the region.
- We granted scholarships to students studying at Ankara University under the GAMA Education Foundation Scholarship Program.
- In our Energy Efficiency project, we engaged in efforts to raise awareness about energy efficiency and green energy.
- In our sustainability project, launched with the hashtag #ownyourenergy, we drew attention to the energy supply crisis in the world and invited the public to consume energy resources consciously in all spheres of life.
- In the tours we organized at our power plants, we informed young people about the importance of renewable energy, sustainability and the technical infrastructure of energy generation processes.
- We rewarded the creativity of our GAMA children with the environmental awareness-themed painting competition on the World Environment Day and presented their paintings highlighting environmental awareness to the visitors in our exhibition.
- As a guest in the Sustainability Conversations podcast series, we shared our views on the sharing economy, aiming to raise awareness about sustainability among a higher number of people.
- 12th edition held in Antalya. We participated in the 12th Turkey Energy Summit held in Antalya and contributed to the discussions on "Energy Transformation" and "Renewable Energy".
- By participating in the COP 27-Climate Change Conference, we followed the current issues, decisions, targets and discussions on the climate crisis.



INTELLECTUAL CAPITAL

R&D and DIGITALIZATION

At GAMA Enerji, we are well aware of the importance of raw material use, emission reduction, waste management and recycling for the management of the climate crisis. When investing in these areas, we aim to raise our environmental performance to higher levels and focus on contributing to a better world and a cleaner future within our own fields of activity. In this context, we incorporate the innovative technologies required by the times into our processes, and by engaging in efforts in the fields of R&D and digitalization, we become stronger as an organization that is more flexible, manages its risks more effectively, and creates opportunities for its industry and itself, taking firm steps towards the low-carbon economy of the green age.

\$600,000 budget for digitalization and cybersecurity in 2022

\$1.5 million budget allocated to digitalization and cyber security in 2023

OUR R&D AND DIGITALIZATION ACTIVITIES

- We invested in improving forecast performances using machine learning methodologies in our wind forecast model application, and achieved improvements in our forecasts.
- We worked to integrate battery technology into our processes in the most accurate and efficient way.
- We implemented Ensemble, the digital transformation project for our organization, and identified the digital maturity levels of all our processes.
- We improved our cyber security and information and communication security.
- We prevented paper waste by introducing electronic invoicing and contract renewal processes.
- To prevent paper consumption as part of our zero waste approach, we launched the Envision electronic document management system and offered a digital solution for our communication and registration processes.
- We introduced the Easy HR system for the management of human resources processes, ensuring effective tracking of all processes on a single platform.
- We designed the use of Computer Aided Maintenance Management System applications, which aim to contribute to occupational health and safety while increasing efficiency in maintenance and repair operations for HEPPs and WPPs, and included them in our future plans.
- By designing the Corporate Reminder Application, we devised plans to do all temporary work within our organization through a common digital platform for the next period.
- We worked to ensure more effective use of resource planning applications such as SAP, SAYAX, Meteolojica, Smartpulse in our organization, and we planned introduction of additional modules that would produce efficient results into our processes.
- We initiated efforts to digitalize the Enterprise Risk Management Program, aiming to improve our risk management processes.



PERSON CAPITAL



In 2022,

The rate of female employees in our organization is 22%

The rate of female employees in our managerial and above positions is 55%

The rate of female employees in new hires 34%



EQUALITY, DIVERSITY, INCLUSION

At GAMA Enerji, we consider equality, diversity and inclusion to be our main values. We offer a fair remuneration policy to our employees base on the approach of equal pay for equal work, implement a performance evaluation system based on objective criteria, especially the nature of the job, employee competence and experience level, and operate a promotion system based on merit. While we evaluate all our employees equally, we stand against discrimination or favoritism based on any differences among our employees.

In accordance with our equality approach, we treat all our employees on an ethical and equal basis. In line with our diversity approach, we adopt practices that support women's participation in business life in all our processes, and in accordance with our inclusion approach, we keep platforms active where all our employees can share their opinions and suggestions, integrating the input of our employees into our decision-making processes. In this context, we prioritize these internalized principles transcending our corporate boundaries, engage in efforts to ensure that the principles of equality, diversity and inclusion pervade our entire value chain, and deliver awareness-raising training within and outside the organization.

NEW RECRUITMENT BY GENDER		NUMBER OF NEWLY HIRED EMPLOYEES	< 30 YEARS OLD		30-50 YEARS OLD		OVER 50 YEARS OLD	
			NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
FEMALE	TOTAL Domestic+International)	12	8	67%	4	33%	0	0%
MALE	TOTAL Domestic+International)	24	10	42%	12	50%	2	8%

	Female	Male	Total Number of Employees
Headquarters	40	44	84
Facilities	4	110	114
Overseas	1	11	12
TOTAL	45	165	210



TALENT ATTRACTION AND MANAGEMENT

At GAMA Enerji, we implement a recruitment process in which we offer equal opportunities to candidates, and we take care to carry out this process of selecting our colleagues transparently and respectfully. We follow an effective human resources policy to recruit people who meet the position requirements in terms of experience and knowledge and are compatible with the values of our Holding, from the candidate pool that we evaluate according to ethical and fair criteria. Under the guidance of our policies, we offer satisfactory wages and benefits that compete with market conditions to the candidates we select to recruit as our new colleagues. We maintain a performance evaluation system based on labor appreciation for our colleagues who agree to work with us at the end of the recruitment processes and become part of the GAMA family, and we design training courses that support the professional, technical and personal development of our employees under the guidance of our evaluation system. While we support our employees with training designed for their development needs and demands, we also show our appreciation by contributing to the remuneration, promotion and career planning processes in order to strengthen the inspiration of our successful employees.

AVERAGE TRAINING HOURS PER EMPLOYEE				
TURKEY		2020	2021	2022
	FEMALE	20	25	36.6
	MALE	20	25	24.84
TOTAL		40	50	61.44



07 APPENDICES

PERFORMANCE INDICATORS
GRI CONTENT INDEX
CONTACT



Governance Performance Indicators

Number of Employees by Years	2020	2021	2022
Male	163	155	165
Female	40	43	45

Employee Age Distribution	2020	2021	2022
< 30 YEARS OLD	30	31	34
30 to 50	163	153	158
OVER 50 YEARS OLD	10	14	18

Number of Disabled Personnel	2020	2021	2022
Male	1	1	0
Female	0	0	0

Age Distribution of the Board of Directors (%)	2020	2021	2022
< 30 YEARS OLD	0	0	0
30 to 50	1	2	3
OVER 50 YEARS OLD	2	2	4

Economic Performance Indicators

M USD	2020	2021	2022
Revenues	413.12	506.53	985.04
EBITDA	120.62	135.52	175.35
EBITDA Margin (%)	29.20%	26.80%	17,80%
Total Assets	1,178.04	957.21	1,063.05

	2020	2021	2022
* Salary difference between male and female employees (%)	17.1%	5.9%	8.2%

*Calculated by taking the average of grade-based wage differentials

Social Performance Indicators

OHS management carried out within the scope of international standards or legal requirements		2020	2021	2022
		Number	Number	Number
GAMA Enerji	Those involved in such a system, including subcontracted workers	339	334	572
	Those who are included in such a system and inspected by the Institution, including subcontracted workers	339	334	572
	Those who are included in such a system and supervised from outside the Institution, including subcontracted workers	339	334	572
	Total Number of Employees	339	334	572

Number of Newly Hired Employees	Male			Female		
	< 30 YEARS OLD	30-50 YEARS OLD	OVER 50 YEARS OLD	< 30 YEARS OLD	30-50 YEARS OLD	OVER 50 YEARS OLD
2020	1	5	2	5	4	0
2021	6	3	2	7	6	0
2022	10	12	2	8	4	0

İşten Ayrılan Çalışan Sayısı		
2020	< 30 YEARS OLD	4
	30-50 YEARS OLD	5
	OVER 50 YEARS OLD	1
2021	< 30 YEARS OLD	8
	30-50 YEARS OLD	19
	OVER 50 YEARS OLD	3
2022	< 30 YEARS OLD	3
	30-50 YEARS OLD	20
	OVER 50 YEARS OLD	0

	2020	2021	2022
Number of Employees on Maternity Leave	4	3	2
Number of Employees Returning to Work After Maternity Leave	3	2	2
Number of Those Who Returned to Work After Maternity Leave and Worked for at least 12 Months	3	2	1

Theme of Training	2020		2021		2022	
	Total Training Hours	Training Hours Per Person	Total Training Hours	Training Hours Per Person	Total Training Hours	Training Hours Per Person
OHS Training Hours	5,610	9.93	15,820	28.3	9,521	16.7

GAMA Enerji	2020	2021	2022
Average Training Hours per Employee	40	50	61.44

Environmental Performance Indicators

GAMA Enerji	2020	2021	2022
In-House Energy Consumption (GJ)	25,414,743	29,031,137	25,946,603
Electricity			
Electricity Taken from the Grid (kWh)	294,839.086	303,164,344	324,409,006
GAMA Enerji	2020	2021	2022
Greenhouse Gas Emissions (tCO₂eq)			
Scope 1	-	1,756,458	1,536,893
Kapsam 2	-	122,614	131,357
Scope 3	-	344,984	304,845
Total Emission Amount	-	2,224,057	1,973,095
GAMA Enerji	2020	2021	2022
Total Amount of Water Used (m³)	-	772,690,574	772,776,035
Total Amount of Discharged Water (m³)	-	194,803	218,055
GAMA Enerji Hava Salımları- İÇAN (mg/ Nm ³)	2020	2021	2022
NO_x	562	630	464
SO_x	-	-	13
GAMA Enerji	2020	2021	2022
Accident Frequency Rate*	1.71	1.65	1.23
Lost Day Rate**	51.48	16.57	7.42
GAMA Enerji	2020	2021	2022
Hazardous Waste Amounts (tons)	-	12.461	96.53
Non-Hazardous Waste Amounts (tons)	-	41.209	53.32

“*Accident Frequency Rate: the value obtained by multiplying the number of lost time accidents by 1 million, divided by total working hours.

**Lost Day Rate: the value obtained by multiplying the number of lost days due to an accident by 1 million, divided by total working hours.”



Bureau Veritas

Greenhouse Gases Verification Statement for

GAMA ENERJİ A.Ş

ORGANISATION BOUNDARIES:

HEAD OFFICE: GAMA BİNASI, NERGİZ SOKAK, NO:9 , 06560 , BEŞTEPE ,
YENİMAHALLE/ANKARA,TURKIYE

Bureau Veritas Certification Turkey has verified the Greenhouse Gas Assertion of the
above organization for the 1st January 2022 to 31st December 2022 and found to be in
accordance with the requirements of the standard detailed below

Standard

ISO 14064-1:2018

(as well as criteria given to provide for consistent operations, monitoring and reporting in)
ISO 14064-3: 2019

Total Greenhouse Gas Emissions: **1,973,094.53 tonnes CO2-equivalent**
Direct Emissions-Category 1: **1,536,892.60 tonnes CO2-equivalent**
Indirect Emissions-Category 2: **131,356.58 tonnes CO2-equivalent**
Indirect Emissions-Category 3: **5,242.40 tonnes CO2-equivalent**
Indirect Emissions-Category 4: **265,324.83 tonnes CO2-equivalent**
Indirect Emissions-Category 5: **34,278.12 tonnes CO2-equivalent**

Emissions Due to Biomass combustion: **Nil**

Level of Assurance: **Category 1-2: Reasonable, Category 3-4-5: Limited**

Statement No : **TR012487**

Verification Report Reference: **CER.TR5372765.23.C45**

Issue Date: **23.05.2023**



İBRAHİM TAGAY
Certification Manager

Local office : Esas Maltepe Ofispark Altayçeşme Mah. Çamlı Sok. No: 21 Kat: 8 34843 Maltepe, İstanbul, Turkey

Further clarifications regarding the scope of this certificate and the applicability of the management system
requirements may be obtained by consulting the organization.
To check this certificate validity please call +90 216 518 40 50.



GRI CONTENT INDEX

This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 2-1 and 2-5, 3-1 and 3-2 align with appropriate sections in the body of the report. The service was performed on the Turkish version of the report.

Statement of Use Gama Enerji A.Ş. has prepared its report covering the period January 01, 2022 - December 31, 2022 in accordance with GRI Standards.

Use of GRI 1: Foundation 2021

GRI Sectoral Standart: n.a.



CONTENT INDEX
ESSENTIALS SERVICE

2023

	DISCLOSURES	RELEVANT SECTION	PAGE NUMBERS
GRI 2: General Disclosures 2021	General Disclosures		
	2-1 Organizational details	About Gama Energy	5
	2-2 Entities included in the organization's sustainability reporting	Fields of Activity; Shareholdings and Management Structure	6,7
	2-3 Reporting period, frequency and contact point	About Sustainability Report	3
	2-4 Restatements of information	There is no restated information in the report.	
	2-5 External assurance	Verification Statement	67
	2-6 Activities, value chain and other business relationships	Fields of Activity; Shareholdings and Management Structure; Stakeholder Relations and Communication	7
	2-7 Employees	Social Performance Indicators	64
	2-8 Workers who are not employees	Social Performance Indicators	64
	2-9 Governance structure and composition	Sustainability Management; Corporate Governance Structure	23,18
	2-10 Nomination and selection of the highest governance body	Sustainability Management; Corporate Governance Structure	23,18
	2-11 Chair of the highest governance body	Sustainability Management; Corporate Governance Structure	23,18
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Management; Committees Directly Reporting to the Board of Directors	23,22
	2-13 Delegation of responsibility for managing impacts	Sustainability Management; Committees Directly Reporting to the Board of Directors	23,22
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management; Committees Directly Reporting to the Board of Directors	23,22
	2-15 Conflicts of interest	Business Ethics, Legal Compliance and Human Rights	25
	2-16 Communication of critical concerns	Business Ethics, Legal Compliance and Human Rights	25
	2-17 Collective knowledge of the highest governance body	Sustainability Management	23
	2-18 Evaluation of the performance of the highest governance body	Sustainability Targets	37
	2-19 Remuneration policies	Equality, Diversity, Inclusion	61
	2-20 Process to determine remuneration	Equality, Diversity, Inclusion	61
	2-21 Annual total compensation ratio	Economical Performance Indicators	64
	2-22 Statement on sustainable development strategy	Strategy	31
	2-23 Policy commitments	Business Ethics, Legal Compliance and Human Rights; Certification and Evaluation	25
	2-24 Embedding policy commitments	Business Ethics, Legal Compliance and Human Rights; Certification and Evaluation	25
	2-25 Processes to remediate negative impacts	Sustainability Management; Social Investments and Social Responsibility Projects	23,59
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics, Legal Compliance and Human Rights	25
	2-27 Compliance with laws and regulations	Business Ethics, Legal Compliance and Human Rights	25
	2-28 Membership associations	Corporate Memberships and Supported Organizations	37
	2-29 Approach to stakeholder engagement	Stakeholder Relations and Communication	35
	2-30 Collective bargaining agreements	There is no collective labor agreement.	

MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Materiality Analysis	34
	3-2 List of material topics		Materiality Analysis	34
SUPPLY CHAIN SUSTAINABILITY				
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Supply Chain	58
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		Responsible Supply Chain	58
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		Responsible Supply Chain	58
	308-2 Negative environmental impacts in the supply chain and actions taken		Responsible Supply Chain	58
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		Responsible Supply Chain	58
	414-2 Negative social impacts in the supply chain and actions taken		Responsible Supply Chain	58
ETHICS				
GRI 3: Material Topics 2021	3-3 Management of material topics		Business Ethics, Legal Compliance and Human Rights; Equality, Diversity, Inclusion; Responsible Supply Chain	25,61,58
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		Business Ethics, Legal Compliance and Human Rights	25
	205-2 Communication and training about anti-corruption policies and procedures		Business Ethics, Legal Compliance and Human Rights	25
	205-3 Confirmed incidents of corruption and actions taken		Business Ethics, Legal Compliance and Human Rights	25
GRI 206: Anti-competitive Behavior r 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Business Ethics, Legal Compliance and Human Rights	25
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		Equality, Diversity, Inclusion	61
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		Business Ethics, Legal Compliance and Human Rights; Equality, Diversity, Inclusion; Responsible Supply Chain	25,61,58
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		Business Ethics, Legal Compliance and Human Rights; Equality, Diversity, Inclusion; Responsible Supply Chain	25,61,58
FINANCIAL PERFORMANCE				
GRI 3: Material Topics 2021	3-3 Management of material topics		Financial Results, Operational Results, Talent Attraction and Managment	45,47,62
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		Sustainability Risks	29
	201-2 Financial implications and other risks and opportunities due to climate change		Financial Results	45
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Social Performance Indicators	64

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GRI 3: Material Topics 2021	3-3 Management of material topics	Financial Results	45
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	R&D and Digitalization	60
	203-2 Significant indirect economic impacts	Financial Results	45
CORPORATE MANAGEMENT			
Corporate Management	3-3 Öncelikli konuların yönetimi	Belgelendirme ve Değerlendirme	26
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GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management	52
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Performance Indicators	64
	303-2 Management of water discharge related impacts	Water Management	52
	303-3 Water withdrawal	Environmental Performance Indicators	64
	303-4 Water discharge	Environmental Performance Indicators	64
	303-5 Water consumption	Environmental Performance Indicators	64
WASTE WATER			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management	52
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Performance Indicators	64
	303-2 Management of water discharge related impacts	Water Management	52
	303-3 Water withdrawal	Environmental Performance Indicators	64
	303-4 Water discharge	Environmental Performance Indicators	64
	303-5 Water consumption	Environmental Performance Indicators	64
BIODIVERSITY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity	54
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	54
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity	54
	304-3 Habitats protected or restored	Biodiversity	54

WASTE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management	53
GRI 306: Effluents and Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management	53
	306-2 Management of significant waste-related impacts	Waste Management	53
	306-3 Waste generated	Environmental Performance Indicators	64
	306-4 Waste diverted from disposal	Environmental Performance Indicators	64
	306-5 Waste directed to disposal	Environmental Performance Indicators	64
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GRI 3: Material Topics 2021	3-3 Management of material topics	Equality, Diversity, Inclusion	61
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators	64
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators	64
HSE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety	41
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	41
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	41
	403-3 Occupational health services	Occupational Health and Safety	41
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	41
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	41
	403-6 Promotion of worker health	Occupational Health and Safety	41
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	41
	403-8 Workers covered by an occupational health and safety management system	Certification and Evaluation	26
	403-9 Work-related injuries	Social Performance Indicators	64
	403-10 Work-related ill health	Social Performance Indicators	64
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GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relations and Communication	35
"GRI 411: Rights of Indigenous Peoples 2016"	411-1 Incidents of violations involving rights of indigenous peoples	There were no cases of violation	
GRI 413: Local Communities 2016	"413-1 Operations with local community engagement, impact assessments, and development programs"	Stakeholder Relations and Communication	35

CUSTOMER SATISFACTION				
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction		57
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no cases of non-compliance.		
EMPLOYEE SATISFACTION				
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Satisfaction and Engagement; Talent Attraction and Managment; Equality, Diversity, Inclusion		55,61,62
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Attraction and Managment		62
	"404-2 Programs for upgrading employee skills and transition assistance programs"	Talent Attraction and Managment		62
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators		64
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equality, Diversity, Inclusion		61
	405-2 Ratio of basic salary and remuneration of women to men	Social Performance Indicators		64
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equality, Diversity, Inclusion		61
WOMEN				
GRI 3: Material Topics 2021	3-3 Management of material topics	Equality, Diversity, Inclusion		61
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social Performance Indicators		61
	405-2 Ratio of basic salary and remuneration of women to men	Social Performance Indicators		64
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GRI 3: Material Topics 2021	3-3 Management of material topics	Operational Results		47
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GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management		48
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators		64
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	302-4 Reduction of energy consumption	Emission Management		50

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GRI 3: Material Topics 2021	3-3 Management of material topics	Emission Management	50
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Direct and Indirect GHG Emissions; Environmental Performance Indicators	64
	305-2 Energy indirect (Scope 2) GHG emissions	Direct and Indirect GHG Emissions; Environmental Performance Indicators	64
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	305-4 GHG Intensity	Emission Management	50
	305-5 Reduction of GHG emissions	Emission Management	50
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Emissions	51
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GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Digitalization	60
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GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Digitalization	60
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GRI 3: Material Topics 2021	3-3 Management of material topics	Social Investments and Social Responsibility Projects	59
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GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	61
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GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Supply Chain	58
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GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management	28
GRIEVANCE MANAGEMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	Client Management	57

CONTACT INFORMATION

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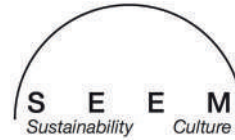
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