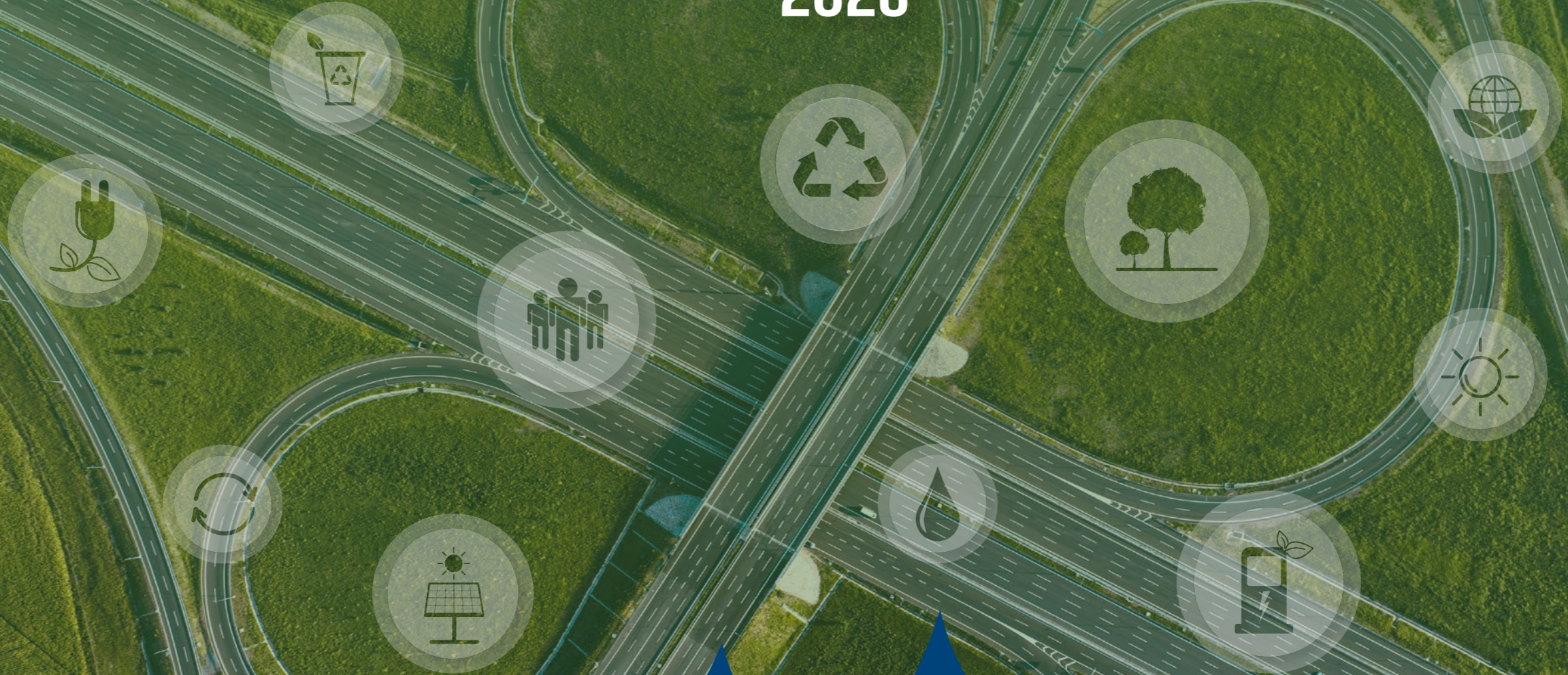


SUSTAINABILITY REPORT 2023



The Motorway Connecting Turkiye to a sustainable Future

SUSTAINABILITY REPORT 2023



**NORTHERN
MARMARA
MOTORWAY**



You can click on the section you want to reach or return to this page by clicking the icon

located in the lower-left corner of each page.

ABOUT THE REPORT

Through this report, the Northern Marmara Motorway (NMM) shares its focus areas, future strategies, and policies aligned with global sustainability goals in its field of operation, with its stakeholders. The report encompasses the activities conducted in Türkiye by Avrupa Otoyolu Yatırım ve İşletme A.Ş. and NMM Anadolu Otoyolu İşletmesi A.Ş., both under the umbrella of NMM. From a sustainability perspective, the report includes NMM's management performance, future goals, its approach to material topics deemed important by stakeholders, and the sustainability initiatives carried out in 2023.

The company's sustainability strategy and priorities were determined through an inclusive stakeholder engagement process conducted in 2022. The results of this process, shared in the 2022 Sustainability Report, were reviewed in 2023 by Senior Management and the Sustainability Committee and updated in light of the company's goals and current global developments.

This report, NMM's second sustainability report, was prepared by consolidating data under the leadership of the NMM Sustainability Committee, with contributions from all relevant departments.

The preparation process was conducted with the consultancy of SİM Sustainability Innovation and Management Consultancy Inc.

The report has been prepared in accordance with the GRI Standards. It also highlights contributions to the United Nations Sustainable Development Goals (SDGs). The NMM 2023 Sustainability Report is available in both Turkish and English and has not undergone external assurance.

The report covers the company's activities, outputs, and data on positive and negative impacts for the one-year period between January 1, 2023, and December 31, 2023.

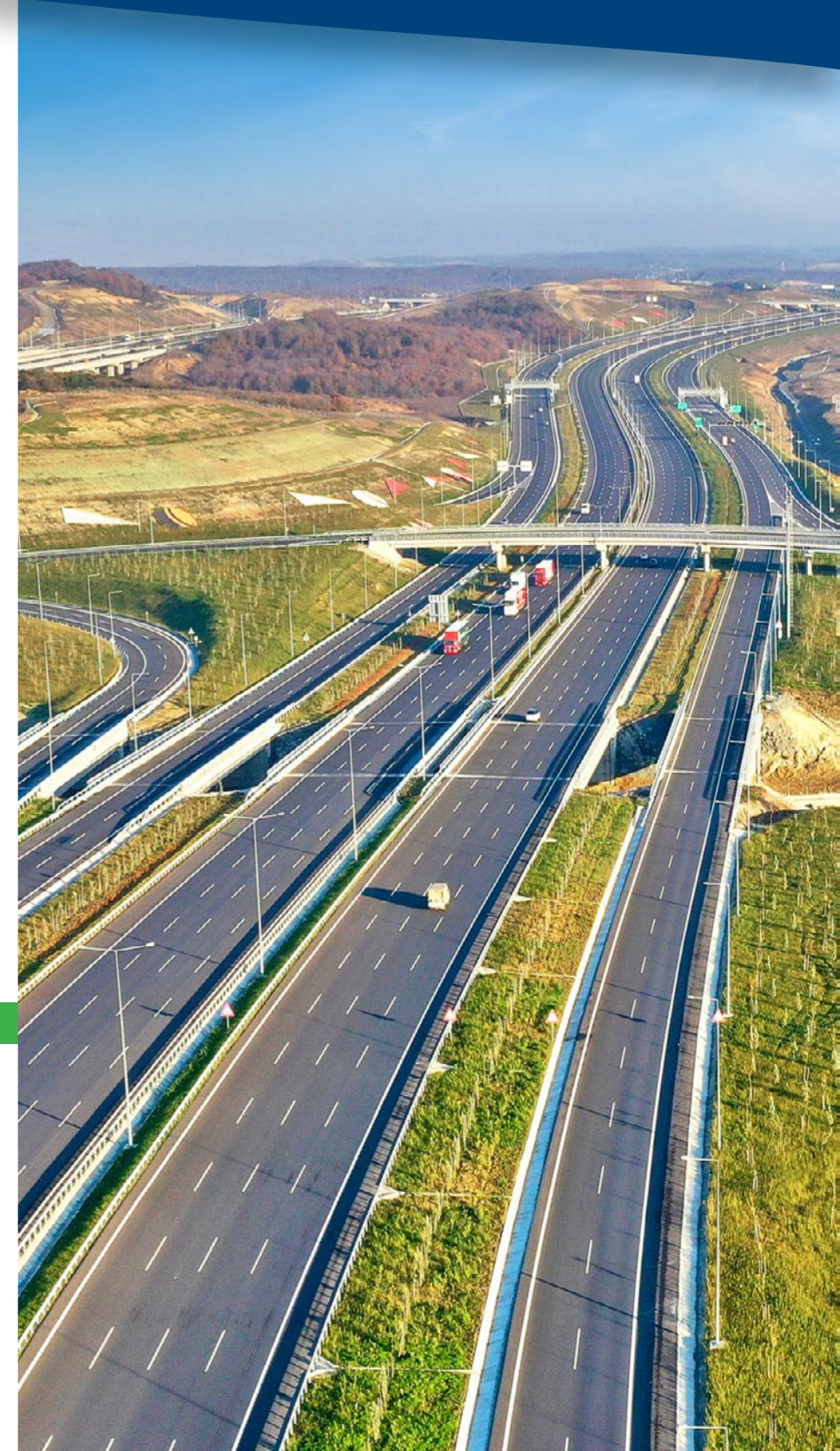
For any feedback, suggestions, or questions regarding the report, contact details are provided below.

Contact Information

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MESSAGE FROM THE GENERAL MANAGER

Dear Stakeholders,

2023 has been a deeply impactful year for all of us. The earthquakes centered in Kahramanmaraş on February 6, 2023, affected many cities in southeastern Türkiye, causing widespread sorrow and loss across the country. I extend my deepest condolences to the families and loved ones of those who lost their lives and hope that such disasters will never occur again.

As the management of the Northern Marmara Motorway, we swiftly coordinated with public institutions and organizations to deliver aid to the disaster zone during this challenging period. We dispatched emergency aid teams, heavy machinery, and essential supplies to the region while also developing long-term projects to improve shelter and basic living conditions for earthquake victims. In this context, we provided sustainable and lasting support by constructing the Northern Marmara Motorway Primary School in Kahramanmaraş and a Family Health Center and a Youth and Sports Center in Adıyaman. Moving forward, we will continue our projects in the region, standing by our people and fulfilling our social responsibilities.

Sustainability: A Promise for the Future

Since the publication of our first sustainability report in 2022, we have continued to enhance our sustainability efforts. On this journey, we have taken concrete steps to improve ourselves each year by fully complying with national regulations and drawing inspiration from global best practices. Through the Sustainability Committee established

in 2022, we redefined our priorities and updated our strategies. Every step we take in the fields of environmental, social, and governance (ESG) aligns with the United Nations Sustainable Development Goals (SDGs). We remain at the forefront of our sector in reducing our carbon footprint and environmental impact, enhancing energy efficiency, and maximizing road and passenger safety.

The Motorway Connecting Türkiye to a Sustainable Future

The Northern Marmara Motorway spans a total of eight sections across Europe and Anatolia, with a mainline length of 251 km. Our responsibility covers six sections (excluding Sections 3 and 8), comprising a main route length of 193 km, 57.4 km of connection roads, and 161.6 km of junction roads. Beyond connecting Asia and Europe, the motorway plays a vital role in Türkiye's economic and social development.



We believe that sustainability is not just a business strategy, but a long-term commitment to the future.



Mehmet Cahit TURHAN
General Manager

Through the advanced technology and engineering solutions we developed throughout the project, combined with qualified operational management, we are creating not just a transportation route but also a connection to a sustainable future. In this process, road safety and traffic security have consistently remained our top priorities. By implementing advanced emission management and energy efficiency projects, we contribute to environmental sustainability while enhancing travel comfort through intelligent transportation solutions that improve traffic safety. In line with this approach, at NMM, we have installed motorcyclist-friendly barrier systems in curved areas prone to accidents to reduce crashes and ensure the safety of motorcyclists.



Through the advanced technology and engineering solutions we developed throughout the project, combined with qualified operational management, we are creating not just a transportation route but also a connection to a sustainable future.

These systems, expanded to critical locations such as Kınalı, Silivri, Yassören, and Çatalca, have been implemented with sustainable safety measures that also provide passive protection for motor vehicles.

Securing the Future with Disaster-Resistant Infrastructure

The Northern Marmara Motorway is one of Türkiye's most strategic transportation corridors, offering not only economic benefits but also a resilient and secure infrastructure against disasters. Following the earthquake disasters, the safe and uninterrupted transportation services provided by our motorway played a critical role. With smart transportation systems, SCADA security systems, and incident detection technologies installed along the motorway route, we ensure 24/7 monitoring to maximize traffic safety. Our leadership in the sector is demonstrated by receiving the "Transportation Intelligence Awards" at SUMMITS'23, the 4th International Intelligent Transportation Systems Summit. Additionally, the Disaster Coordination Buildings completed in Demirciler and Yassören in 2023 provide the necessary infrastructure to maintain uninterrupted traffic flow along the motorway route while offering a safe shelter for personnel and their families. These buildings contribute to ensuring operational continuity in potential disaster situations.



By deploying smart transportation systems, SCADA security systems, and incident detection technologies along the motorway route, we successfully maintain maximum traffic safety through 24/7 monitoring.

Creating Added Value through Our Environmental and Social Contributions

Our sustainability strategy aims not only to fulfill our environmental responsibilities but also to add value to society. The landscaping and ecological corridor works we carry out along the motorway route include significant steps toward preserving biodiversity. We have implemented tangible efforts to protect endangered species through ecological bridges, wildlife corridors, and bird observation projects. Similarly, through our "Animal Rehabilitation Center" project, we have established a comprehensive support network for stray animals harmed along the motorway route. At the Animal Rehabilitation Center, animals receive treatment, sterilization, and rehabilitation services.



Our sustainability strategy aims not only to fulfill our environmental responsibilities but also to add value to society.

In addition, to reduce noise pollution around the motorway, we have activated environmentally friendly noise barriers made from recycled tires, reducing the noise impact affecting 287 households. This project also contributes to the circular economy.

Through e-waste projects, we contribute to the environment and society, with revenue from recycled electronic waste being used to support the education of individuals with autism. Our initiatives to raise autism awareness and programs such as “No Difference with Autism, Only Work” continue to add value to society. In 2023, we recycled 912 kg of electronic waste and donated the proceeds to TODEV, contributing to the education of individuals with autism.

Working for a Greener Future with Energy Efficiency

Throughout 2023, the steps we took in the field of energy efficiency reflect our commitment to reducing greenhouse gas emissions. By

transitioning the lighting systems on the motorway to more efficient LED systems, we achieved significant energy savings. This project resulted in an annual savings of 4,425,036.26 kWh of electricity.

Additionally, we strengthened our efforts to support low-carbon transportation by installing electric vehicle charging stations along the motorway. With a total of 61 electric charging units providing 7,984 kW of power, we contributed to Türkiye’s electric vehicle infrastructure. By utilizing renewable energy sources, we reduced both energy costs and our environmental impact.

Empowering through Equality and Education

As the management of the Northern Marmara Motorway, we promote initiatives that encourage equality of opportunity and inclusiveness, which are key aspects of sustainable development. We support the development of our employees through training and certification programs aimed at enhancing their competencies. In this context, we are pleased to share that we provided a total of 62,763 person-hours of training to our employees in 2023.

Working Together to Shape the Future

We are working not only for today but also for future generations, with the mission of building a sustainable world and contributing to the sustainable development of our country.



As the management of the Northern Marmara Motorway, we are working not only for today but also for future generations to build a sustainable world and contribute to our country’s sustainable development.

In this regard, in 2023, we further enhanced our sustainability efforts by setting corporate goals to improve energy efficiency, environmental management, combat climate change, and elevate governance standards. In the coming period, we will continue to increase our environmental, social, and governance contributions in line with these goals. We remain committed to reducing our carbon footprint, improving energy efficiency, ensuring continuous improvement in occupational health and safety, and implementing environmentally friendly projects.

We thank our employees, business partners, and you, our invaluable stakeholders, for being with us throughout this journey. Together, we will continue to work towards building a more sustainable future.

SUSTAINABILITY JOURNEY

Environmental and Social Efforts

- Comprehensive field studies on the project's environmental and social components
(Air quality, water, soil, noise, vibration, ecology, socio-economy, landscaping)
- Assessment of potential impacts during construction and operation phases
- Identification of measures to minimize these impacts

Environmental and Social Impact Assessment (ESIA) Process

- Examination of alternatives, stakeholder identification, and participation processes
- Impact analyses using data from desk-based and field studies
- Compliance with national legislation, Equator Principles, and the International Finance Corporation (IFC) Sustainability Framework
- Preparation of the ESIA Report, sharing it with stakeholders, and obtaining approval from credit institutions
- Monitoring of compliance with international environmental and social standards by financial institutions

2017

Initiation of Sustainability Reporting

- Launch of sustainability reporting processes
- Establishment of the Sustainability Committee
- Publication of the first sustainability report in accordance with GRI standards

2022

- Review and update of NMM's sustainability priorities by the Sustainability Committee

2023

- Definition and implementation of NMM's corporate sustainability goals
- Execution of activities for the NMM 2023 Sustainability Report

NMM AT A GLANCE



1
Main Control
Center
6
Operational
Centers

19
motorway service
facilities in
10
different
locations

An extensive
operation managed
with
3.235
Intelligent
Transportation System
(ITS) devices

62.763
person-hours of
employee
training

662
employees

The Motorway Connecting Turkiye to a Sustainable Future

● Corporate Profile and Values

The Northern Marmara Motorway (NMM), one of Türkiye's largest transportation and infrastructure projects, is managed by a company specializing in motorway, bridge, and tunnel construction and operations. The company's scope of activities includes critical processes such as project planning and construction, motorway operations, road maintenance and repair, traffic safety and management, electronic toll collection systems, and subcontractor management.

Route

The motorway starts in Silivri on Istanbul's European side, connects to the Yavuz Sultan Selim Bridge and Istanbul Airport link roads, and ends in Eyüp district. On the Asian side, it extends from Pendik to Akyazi.

Tunnels

The project features the **world's widest tunnels**, designed with four lanes.

Intelligent Transportation Systems

The motorway is equipped with various intelligent transportation systems to enhance traffic safety, including **1,168 cameras** and other technologies for monitoring and managing traffic flow.

Economic Impact

The project facilitates access to industrial facilities in the Marmara Region by easing transportation across the region.

NMM was built as a strategic network connecting Europe and Anatolia.



NMM prioritizes environmental, social, and governance aspects in line with its sustainability goals, implementing innovative practices.



Robust Structure and Strategic Positioning

NMM serves as a transportation corridor connecting Asia and Europe. The European side of NMM is operated by Avrupa Otoyolu Yatırım ve İşletme A.Ş., while the Asian side is managed by NMM Anadolu Otoyolu İşletmesi A.Ş. This major infrastructure project connects Türkiye's largest industrial and commercial regions, enhancing the quality, safety, and comfort of transportation in the Marmara Region. The motorway route, located between Tekirdağ and Sakarya, supports existing transportation networks through connections to the Yavuz Sultan Selim Bridge and Istanbul Airport, relieving the heavy traffic load on the Istanbul Strait.

A Motorway with the World's Widest Tunnels

One of the project's most remarkable features is its possession of the world's widest tunnels. These four-lane tunnels attract international attention and showcase Türkiye's engineering capabilities. The motorway starts at Silivri Kınalı Junction and extends to Eyüp Odayeri, providing connections to Istanbul's key locations.

Enhanced Services with Intelligent Transportation Systems

NMM offers a safe and comfortable driving experience as a motorway equipped with intelligent transportation systems. Cameras, variable message signs, traffic signals, meteorological stations, and SCADA security systems installed along the motorway continuously monitor traffic flow. These systems, managed 24/7 from main and sub-control centers, ensure quick responses to potential accidents or traffic issues.

Sustainability and Corporate Social Responsibility

From the construction phase, NMM has adopted a sustainability-focused approach. An Environmental and Social Impact Assessment (ESIA) Report was prepared in accordance with international standards to minimize environmental and social impacts. The entire project, from construction to operations, has been conducted in compliance with international standards and national legislation. The motorway operations continue to prioritize environmental, social, and governance topics, implementing innovative practices in line with sustainability goals.

NMM's Vision

To be an innovative and leading organization in the motorway operations sector, committed to following the latest technologies and advancements in the field, continuously updating service processes, and aiming for the satisfaction of motorway users, local communities, employees, stakeholders, and all other collaborating parties.

NMM's Mission

To provide motorway operation services that are open to improvement continuously and driven by a sense of social responsibility, enhancing experiences with safety, comfort, and technology, while contributing added value to the economy and society.

Corporate Values

Safe

Establishes systems necessary for safe driving in compliance with motorway operations regulations, ensuring the highest level of traffic safety.

Comfortable

Strives to provide the highest quality services by meeting the increasing expectations of motorway users and surrounding communities while maintaining safety requirements and improving current conditions.

Efficient

Utilizes resources rationally and with maximum efficiency, enabling rapid implementation of continuous improvement practices.

Technological

Conducts motorway operations and maintenance using state-of-the-art tools, aiming to set an example in the field.

Responsible

Adopts a quality management system in line with international standards, implementing measurable, achievable, and traceable goals through continuous improvement and development practices.



● From Past to Present: NMM

May 4, 2016

Project Tender Process

It was decided to tender the Kurtköy-Akyazi and Kınalı-Odayeri sections of the NMM project (including the 3rd Bosphorus Bridge) under the Build-Operate-Transfer Model. Pursuant to Law No. 3996, the General Directorate of Highways conducted the tender process, leading to the establishment of separate responsible companies for these two sections.

November 13, 2018

Section 2 of the European Motorway

completed and became operational.

March 9, 2020

Section 1 of the European Motorway

completed and became operational.

December 20, 2020

Section 6 of the Asian Motorway

completed and became operational.

July 1, 2016

Establishment of Companies in Charge

Following the tender process, NMM Anadolu Otoyol İşletmesi A.Ş. was established for the Kurtköy-Akyazi section (including connection roads) on Istanbul's Asian side, while Avrupa Otoyolu Yatırım ve İşletme A.Ş. was formed for the Kınalı-Odayeri section (including connection roads) on the European side. Implementation contracts were signed between the companies and the General Directorate of Highways (KGM).

May 22, 2019

Section 4 of the Asian Motorway

completed and became operational.

September 20, 2020

Section 5 of the Asian Motorway

completed and became operational.

May 22, 2021

Section 7 of the European Motorway

completed and became operational.

Completion Timeline and Innovations

NMM was completed and opened for service within approximately **three years**.



World Records:

On September 4, 2021, Italian stunt pilot Dario Costa set a Guinness World Record by flying through the T1 and T2 Tunnels in Çatalca in 43.44 seconds, achieving the **“Longest Tunnel Flight by an Aircraft.”**

• **An ecological bridge** was constructed, providing an environmentally friendly infrastructure.

• **Europe's largest four-lane tunnels** were built.

Social Value and Sustainability Initiatives

Throughout the project, numerous initiatives were undertaken to create social value and adhere to corporate social responsibility principles. Sustainability principles were upheld during the project, with a Sustainability Report prepared in 2022 in compliance with GRI standards, followed by a similar report for 2023 to ensure continuity.

Services and Solutions

NMM ROUTE



EUROPEAN SECTION

3

tunnels

6

toll booths

The European route starts in Kınalı at the Istanbul provincial border, passes through the districts of Silivri and Çatalca, and connects to the Yavuz Sultan Selim Bridge and Link Roads Project at Odayeri Junction. Within Istanbul, it connects from Habibler Junction to Trans-European North-South Motorways (TEM) via Hasdal Junction.

ASIAN SECTION

5

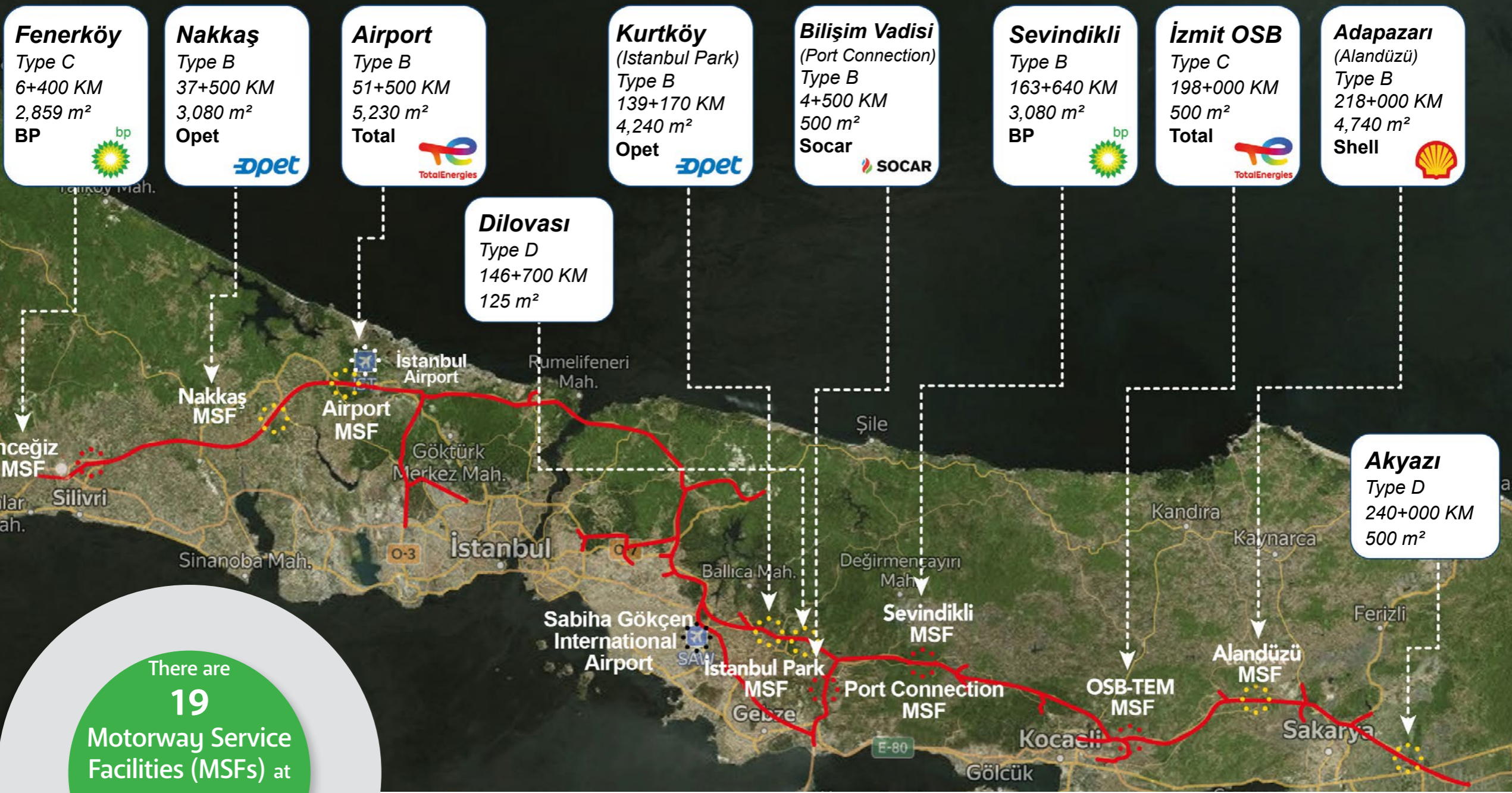
tunnels

14

toll booths

The Asian route starts in Pendik Kurtköy at the end of the Yavuz Sultan Selim Bridge and Link Roads Project, connects to the TEM Gebze and Osmangazi Bridge through the Port Link Road, follows the northern parts of Kocaeli and Adapazarı provinces, and connects to TEM-İzmit at Kandıra Junction and Trans-European North-South Motorways (TEM) at Akyazı Junction.

Motorway Service Facilities



There are **19** Motorway Service Facilities (MSFs) at **10** different locations

Motorway Service Facilities (MSFs) on NNM routes include fuel distribution stations and Motorway Service Facility buildings.

■ Fuel, LPG distribution stations and high quality MSFs include medium to large-scale commercial areas with toilets, disabled toilets, lactation rooms, family toilets, masjids, heavy and passenger vehicle parking lots, electric charging stations, modern and attractive food and beverage units.

■ There are a total of 19 MSFs along the NMM route (9 mutual, 1 unilateral facility). There are 16 mutual fuel stations in 8 individual locations.

■ The operation of the fuel stations is carried out under lease agreements with Türkiye's largest fuel distribution companies such as BP, SHELL, OPET, TOTAL, SOCAR, which cover the operating period. 16 of these stations are operational and provide 24/7 secure service.

Electric Vehicle Charging Stations

NMM, in line with the ongoing transition to electric vehicles and the shift towards a carbon-free economy in the automotive sector, is installing electric vehicle charging stations along motorway routes to support the emphasis on green roads.



Installed EV Charging Stations (no. of units)

Europe: 19
Asia: 46

Total: 65

Installed Transformers (no. of units)

1,000 kVA: 10
1,250 kVA: 4
1,600 kVA: 2

**Total Power:
18,200 kVA**

Planned EV Charging Stations (no. of units)

Europe: 0
Asia: 20

Total: 20

Planned Transformers (no. of units)

1,000 kVA: 1
1,250 kVA: 3
1,600 kVA: 2

**Total Power:
7,950 kVA**



AUS Turkiye 5th Intelligent Transportation Awards
Contribution to the Sector Award
Fiber-Optic-Based Incident Detection System
2022

AUS Turkiye 6th Intelligent Transportation Awards
Mobility Technology Award
Asphalt Freezing Early Detection System
2023

AUS Turkiye 6th Intelligent Transportation Awards
Mobility Technology Award
Software
2023

CORPORATE MEMBERSHIPS



INTES

Turkish Construction Industry Employers' Association



ASMÜD

Turkish Asphalt Contractors Association



IRF GENEVA

International Road Federation GENEVA



IRF USA

International Road Federation USA



AUS

Intelligent Transportation Systems Association



GYODER

Real Estate Investors Association

CORPORATE GOVERNANCE



● Organizational Structure



NMM Board of Directors

The NMM Board of Directors defines the general boundaries of the organization's risk appetite, monitors developments in external and operational risks periodically, and shapes guiding policies and decisions in this area. The Board consists of five members. The Board reviews policies and strategies periodically and evaluates critical decisions and processes such as budgets and strategic investments biannually.

Corporate governance activities under the Board's direction include:

- Developing corporate risk, compliance, and ethical cultures, establishing strategic goals, approving them, ensuring implementation, and monitoring progress.
- Identifying, mitigating, and systematically overseeing risks that could affect operations.
- Approving, executing, and monitoring sustainability targets and actions.

Corporate governance is key to success in today's dynamic and changing economic and market conditions. With evolving legal frameworks and global and national market dynamics, the Board regularly reviews and updates governance practices. Corporate governance activities carried out in line with the transparency principle ensure the protection and enhancement of the rights of shareholders and stakeholders in the best possible manner.



**Strong
Governance**

NMM Executive Committee

The NMM Executive Board, consisting of representatives from sponsor companies, comprises a total of five members, two of whom are women.

The Executive Board holds meeting once a month to discuss matters such as the evaluation of the planned annual budget's implementation, strategic investments, and technical issues.

Senior Management

NMM conducts its daily operations within the framework of an executive function structured around its mission, vision, and corporate strategy. This process is guided by the General Manager and carried out through the simultaneous efforts of Deputy General Managers and department managers.

NMM's business approach envisions addressing and responding to the expectations of customers, human resources, suppliers, and shareholders with an ethical, balanced, and fair perspective. It emphasizes sustainability as a core focus in its operations and aims to create lasting value.

● Integrated Management Systems and Certifications



Integrated Management Systems and NMM's Strategic Objectives

To ensure the efficient execution of operational, managerial, and support activities aligned with NMM's objectives, Integrated Management Systems have been established. These systems form the foundation for achieving NMM's sustainability, quality, and safety goals.

Integrated Management Systems Standards

NMM's integrated management systems are structured in compliance with international quality and safety standards. In this context, certifications held by NMM are as follows:

- ISO 9001:2015 (Quality Management System)
- ISO 14001:2015 (Environmental Management System)
- ISO 45001:2018 (Occupational Health and Safety)
- ISO 27001:2022 (Information Security Management System)
- ISO 27701:2019 (Privacy Information Management System)
- ISO 39001:2012 (Road Traffic Safety)

These standards guarantee top performance and a sustainable management approach in all areas.

ISO 50001:2018 Energy Management System
certification process is targeted for completion in the first quarter of 2025.

Quality Management and Process Documentation

The Quality Management Department manages the preparation, control, and approval processes for integrated management system documents used across operations, maintenance, and support activities. These documents are prepared with the involvement of responsible personnel and based on a defined plan.

Internal audit processes are conducted regularly to confirm the effective implementation and sustainability of the integrated management system. Any non-compliances identified during these processes are promptly addressed, ensuring the continuous improvement of the system.

Risk and Opportunities Assessment

NMM evaluates risks and opportunities by considering internal and external factors within the integrated management system. Key elements are as follows:

- Organizational Context: Internal and external factors affecting NMM
- Expectations and Needs of Relevant Parties: Demands from stakeholders
- Scope of the integrated management system and the GBE (Non-Conformance Index) value of assets

Findings are recorded in the "Corporate Risk and Opportunity Assessment Table" regularly. Thus, risks are minimized while opportunities are maximized. Risk assessments are addressed during the "Management Review Meetings" held three times a year by senior management.

Occupational Health and Safety Performance

Opportunities are continuously evaluated to enhance NMM's occupational health and safety (OHS) performance. Analyses conducted to improve the OHS management system, eliminate hazards, and reduce OHS risks are recorded in the "Process Risk and Opportunity Analysis Table." These analyses ensure the provision of a safe working environment for employees.

Continuous Improvement and Performance Monitoring

NMM's integrated management system monitors performance factors and risks based on the principle of continuous improvement. These factors, reviewed annually by senior management, ensure the achievement of the organization's strategic objectives. Evaluations conducted within the scope of ISO/IEC 39001 also ensure that road traffic safety is maintained at the highest possible level.

Performance factors are broken down according to process units and functions and are monitored to limit probabilities and opportunities. All these processes are continually updated and improved as part of NMM's sustainable management approach.

Contributions to Motorway Users

NMM contributes significant added value to Turkiye's economy, social life, and the environment.

Contributions to the economy and seamless transportation accelerate commercial activity, touching every aspect of human life through fast, safe, and comfortable mobility. Direct and indirect contributions to the environment are also among the gains, with reduced fuel consumption being one of the key factors. In addition to the economic benefits of this reduction, the decreased use of fossil fuels and the resulting reduction in greenhouse gas emissions in the region should be noted as a significant outcome in combating the climate crisis. Seamless traffic flow not only saves time, which is economically valuable, but also reduces exhaust emissions released into the environment.

The emphasis on biodiversity is exemplified through extensive landscaping efforts along the route, ecological bridges for wildlife, and bird monitoring activities, with vital support also provided to stray animals within the transportation corridor. Social contributions are reflected in interactions with nearby villages and local communities, offering employees a modern and diversity-focused workplace, and a commitment to the highest occupational health and safety standards. In this context, respect for human rights and full compliance with labor laws and regulations are among NMM's top priorities.

ADVANTAGES

High standards

Seamlessness

Safety

Comfort

Time savings

Fuel efficiency

Smooth traffic flow



COMFORT

NMM provides customers with a comfortable infrastructure and superstructure.



TECHNOLOGY

NMM uses technology to enhance its service value proposition.



SAFETY

Safety is NMM's fundamental commitment to its stakeholders.

- The safety and quality of the motorway's main engineering structures (viaducts, tunnels, overpasses, underpasses, and culverts) as well as its services and facilities are aimed at contributing to users' physical and mental well-being and overall comfort.

- The focus is on the sustainability and maintenance of the road ecosystem, with proactive management of intelligent transportation systems being maintained.

- Providing safe and adequate rest areas for users is among the top priorities

- The safety of the project site is prioritized in all interactions with stakeholders, and necessary steps are taken accordingly.

- NMM aims to continuously improve its service value proposition using information technology infrastructure, innovation, and smart technologies.

NMM Infrastructure Systems

The NMM Data Center and Infrastructure Systems are among the largest data centers in the Build-Operate-Transfer model.

The data center, hosting the organization's cutting-edge technological products, adheres to globally recognized TIER 3 standards.

- An infrastructure has been established to ensure that all devices in the field operate with 99.99% availability.
- Toll Collection, Intelligent Transportation, and User Systems operate seamlessly.
- Data from the motorway operation is actively monitored in two "Data Centers."
- It is equipped with Climate Control, UPS, and Gas Extinguishing Systems to ensure 24/7 uninterrupted service.
- As a service provider, it has a fiber optic infrastructure with a separate route from ISP companies (Türk Telekom and Superonline). Additionally, it features Radio Link redundancy.
- For an uninterrupted power system, redundancy is ensured through two separate UPS units and cabling from a different route independent of the transformer building.
- Redundancy is ensured with an uninterrupted power supply (UPS) and generators.
- Six operational centers (TIM, BIM) have been established to ensure operational continuity.

NMM Security Systems

NMM Security Systems operates one of the largest security systems within the Build-Operate-Transfer model, equivalent in scope and quality to the security systems of a mid-tier bank.

Key Security Solutions

NMM has security system solutions comparable to those of a bank.

The table summarizes well-known security system solutions in the world of information security. The systems that are implemented at NMM are highlighted. As can be seen from the table, 26 out of 38 security solutions are utilized within NMM.

| | | | |
|---------------------------------------|------------------------|----------------------------|---|
| Security Document Management | CMDB | GRC | Procedure and Policy |
| Cybersecurity | EDR | Antivirus | E-mail Security Sandbox |
| Identity Access Control | Password Manager | IDM | Ldap Radius PAM |
| Telco and Network Security | Firewall | IPS | WAF Ddos Proxy Honeypot SSL VPN NAC VAN |
| Secure Software Development | Static Code Analysis | | Dynamic Code Analysis |
| Cryptography | CA Server | HSM | Disk Encryption |
| Change Management | Service Desk | | |
| Security Monitoring | SIEM | SOAR | EUBA Cyber Intelligence Service Technical Status Monitoring |
| Vulnerability Scanning and Management | Vulnerability Scanning | Packet Multiplexing System | Vulnerability Identification (e.g., Picus) |
| Data Protection | DLP | MDM | Database Firewalls |

■ All actively used systems in NMM

Intelligent Transportation Systems

To ensure the safety of motorway users, NMM, equipped with intelligent transportation systems technology, features the world's widest 4-lane tunnels and a comfortable transportation network that makes a difference in travel. Along the motorway route, intelligent transportation equipment and SCADA tunnel/motorway safety system data are utilized for monitoring.

By being monitored 24/7 from the control center, NMM ensures motorway traffic safety. Swift responses to incidents aim to provide seamless, comfortable, and high-standard motorway traffic services.



Mission of NMM Intelligent Transportation Systems

- Develop human- and environment-focused transportation systems using advanced information technologies.
- Support local and national production through collaborations with universities, start-ups, and R&D companies.
- Provide sustainable infrastructure open to new developments.

Vision of NMM Intelligent Transportation Systems

The main goals of NMM's existing and planned investments are:

- Enhance traffic safety and ensure seamless transportation services.
- Address risks through immediate responses to potential scenarios.
- To ensure the mobilization of field teams and relevant institutions with the fastest and most accurate information in response to incidents.

Intelligent Transportation Systems (ITS) Equipment

Variable Message Signs (VMS-DMI):

Direct drivers during adverse weather, heavy traffic, accidents, and roadworks, helping passengers save on time, fuel, and other resources.

Variable Traffic Signs (VTS-DTI):

Used to inform drivers about lane guidance and speed limits based on changing road conditions.

Closed-Circuit Television System (CCTV):

CCTV cameras are used to monitor, manage, and detect adverse situations that may occur on the motorway, with surveillance conducted through the Main Control Center.

Meteorological Stations (MS):

Meteorological sensors are used on the motorway to detect adverse weather conditions (rain, snow, fog, icing, etc.) Actions in the field are planned based on the data collected from these sensors.

Traffic Counting Sensors: These sensors collect data on the number, class, average speed, time, and direction of vehicles passing through designated locations on the motorway. Additionally, the travel time between two specified locations is automatically determined and displayed on VMS screens to inform drivers.

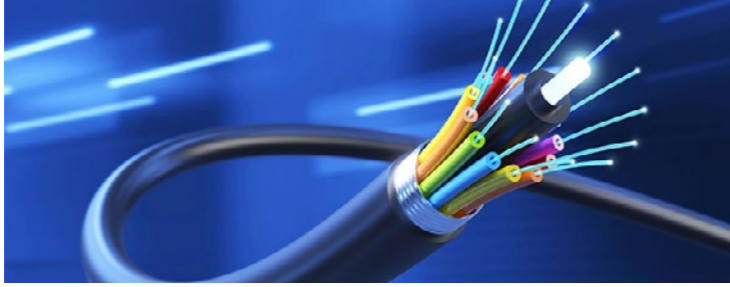
Fog Warning System: The Fog Warning System, located on most viaducts and near toll plaza approaches on the main body of the motorway, ensures traffic and driving safety.

Optical Clearance System: Optical Clearance Systems have been implemented at tunnel approaches on the motorway to detect vehicles exceeding the height standards.

Speed Detection System: At specific points, vehicles exceeding the 140 km/h speed limit for cars are identified by their license plates and speeds. This information is displayed on LED panels located 100 meters ahead, informing the respective drivers about their speed.

| EQUIPMENT | EUROPE | ASIA | TOTAL |
|----------------------------|--------------|--------------|--------------|
| VMS | 36 | 57 | 93 |
| VTS | 64 | 107 | 171 |
| CCTV (Dome, Fixed, Tunnel) | 442 | 726 | 1,168 |
| TSS | 35 | 42 | 77 |
| MS | 27 | 42 | 69 |
| Optical Clearance Systems | 7 | 5 | 12 |
| Fog Warning Flashers | 416 | 721 | 1,137 |
| Speed Detection Systems | - | 5 | 5 |
| Total | 1,027 | 1,705 | 2,732 |

Türk Telekom 144 Core Fiber Optic Project



NMM prioritizes traffic flow safety, monitored 24/7 from the Traffic Control Center. To ensure service continuity in case of malfunctions within its 32,000 km redundant fiber infrastructure, a cooperation protocol was signed with Türk Telekom.

Türk Telekom's new fiber network, spanning 250 km between Istanbul-Kınalı and Sakarya-Akyazı with a 144-core capacity, will run through the Northern Marmara Motorway's infrastructure. With 117 backup points, potential malfunctions in the fiber cables will be addressed using external Türk Telekom connections, ensuring uninterrupted road and traffic safety.

This project will provide seamless redundancy for the Toll Collection System and ITS while also offering internet infrastructure to tenants and customers at Motorway Service Facilities (MSFs).

Through this initiative, NMM will host Türkiye's third intercontinental backup fiber internet infrastructure, playing a critical role in disaster communication.

Within the scope of the Türk Telekom 144 Core Fiber Optic Project, cable installations and splicing have been completed, and central office connections have been established. The cable measurement and testing phases are ongoing, and some sections of the line have already been put into use in the field. The project is planned to be completed by the end of 2025.

Illuminated Fog Corridor (Embedded LED Lighting R&D Project)

As the second-largest entity in Türkiye's transportation sector, after the General Directorate of Highways, NMM operates 44 toll collection points with uninterrupted service.

In toll collection systems, ensuring 24/7 uninterrupted service is prioritized alongside the safety of drivers using the motorway.

Fog is one of the primary weather conditions that make driving challenging. During foggy weather, reduced visibility significantly complicates driving on long routes or in traffic.

For this reason, considering adverse weather conditions, a project has been initiated to establish a light-based fog warning system along the NMM route, aiming to minimize accident risks in toll areas and enhance driving safety.

As a first in Türkiye's motorways, the Ground-Embedded LED Luminaire Lighting Project has been under development since 2021, resulting in the creation of three prototypes. The initial prototype was implemented at one toll booth of the Kurnaköy station. Following successful results, the project was completed at both the Kurnaköy and TEM Akyazı stations.



NMM's Award-Winning Projects

As a pioneer in intelligent transportation systems in Türkiye, NMM continues to introduce innovations that will carry motorway transportation into the future through high-tech and advanced engineering-focused investments. With its technological infrastructure investments in driving safety, NMM has received some of the most prestigious awards in the sector.

Achieving a level of success that serves as a global reference in motorway operations, NMM effectively employs next-generation technologies. By implementing these technologies for maximum benefit, NMM continues its investments in intelligent transportation systems, ensuring safer and more comfortable travel for drivers.

NMM was honored with the "Transportation Intelligence Awards" at the SUMMITS'23 4th International Intelligent Transportation Systems Summit. NMM also received the Mobility Technology Award for its "ADES Early Freezing Detection System" project, which will soon be implemented as a first in Türkiye.

Incident Detection and Emergency Response System

Cameras on the motorway automatically alert the system based on predefined scenarios. To prevent delays or oversight in relaying alerts to field teams, plans are in place to send these alerts directly via email. This system, which will be implemented on approximately 300 cameras, will ensure automatic transmission of detected scenarios to field teams, reducing response times.

Scenarios Detected:

- Stopped vehicle detection
- Pedestrian detection
- Wrong-way vehicle detection
- Foreign object/fallen package detection
- Slow-moving vehicle detection
- No vehicle detected in the last 15 minutes

Speed Detection and License Plate Recognition System

NMM monitors vehicles exceeding the 140 km/h speed limit at specific points along the route and detected license plates and speeds are displayed on LED panels 100 meters ahead, informing drivers of their speed violations. This Instant Speed Detection System encourages compliance with speed limits while enhancing motorway safety.



Optical Clearance License Plate System

NMM has eight tunnels. Optical Clearance Systems are used at tunnel approaches to prevent entry of vehicles exceeding height limits. If a vehicle with excessive height is detected, an automatic message is displayed on a VMS screen located 200 meters ahead to inform the driver. The Project that is first-of-its-kind project in Türkiye also integrates license plate data with VMS displays.

As an integration into the existing optical clearance systems, work is ongoing on speed/license plate integration to prevent traffic accidents on the motorway and ensure driving safety. Through this system, the license plates of speeding vehicles will be displayed on VMS screens, aiming to warn and inform drivers.

● Ethical Principles, Transparency, and Legal Compliance

NMM conducts all business in accordance with ethical principles and legal compliance, actively opposing and combating illegal activities, bribery, and corruption. In 2023, NMM introduced its “Business Ethics and Code of Conduct” to define the company’s ethical principles and core values and to integrate them into all operational processes.

These rules apply to company partners, Board members, employees, motorway users, and all stakeholders, outlining NMM’s framework of business ethics.

Adherence to ethical principles ensures the sustainability and reliability of the company’s operations. The process is overseen and audited by the Disciplinary Board. Disciplinary Board consists of five permanent members and one invited member, chaired by the General Manager. The Board holds meetings on scheduled dates and makes decisions by majority vote. To ensure fair evaluations, the Board can review necessary documents, hear witnesses and experts, and obtain employee defenses.

NMM’s Core Ethical Principles:

Human Rights and Equal Opportunities

Provides equal opportunities for all without discrimination, with zero tolerance for gender discrimination.

Respectful and Tolerant Communication

Encourages respectful, non-discriminatory communication among employees.

Integrity, Reliability, and Transparency

Adheres to honesty, transparency, and professionalism in business relations.

Environmental Awareness

Promotes sustainable practices and minimizes environmental impact.

Health and Safety

Prioritizes the health and safety of employees and motorway users.

Legal Compliance

Ensures full compliance with legal regulations in all activities.

Social Responsibility

Engages in projects and activities for societal benefit.

Anti-Corruption

Actively combats bribery, corruption, and money laundering.

Confidentiality and Data Protection

Protects the confidentiality of personal data and encourages reporting in case of breaches.



In 2024, NMM will implement the **Ethical Principles and Work Principles Procedure** as part of its sustainability approach. A comprehensive and globally aligned procedure is being developed by the Sustainability Committee. This framework will include the establishment of an **Ethics Committee** and an **Ethics Hotline**.

● Effective Disaster and Crisis Management

NMM manages disaster and crisis scenarios in alignment with the Sustainable Development Goals (SDGs), prioritizing SDG 11: Sustainable Cities and Communities and SDG 13: Climate Action. As part of the “Disaster-Transportation Infrastructure Working Group” led by the General Directorate of Highways, NMM regularly participates in monthly meetings, enabling continuous data and information sharing for the integration of disaster management and transportation infrastructure. This coordination minimizes disruptions caused by disasters and ensures infrastructure sustainability.

On the other hand, NMM conducts training programs to mitigate disaster impacts and enhance community resilience. In 2023, comprehensive training programs were conducted in collaboration with AFAD to raise employee awareness and preparedness for disaster scenarios. The training sessions aim to ensure that employees act effectively and safely during emergencies.

Strengthening disaster and crisis management processes and increasing disaster preparedness not only ensures immediate responses to crises but also supports long-term societal and environmental sustainability. These approaches reduce disaster risks, protecting both human lives and environmental resources.



Creating resilient cities and communities against disasters is central to this goal. Effective disaster management and infrastructure readiness are critical steps in achieving it.



Efforts to reduce disaster risks associated with climate change contribute significantly to achieving this goal.



SUSTAINABILITY GOVERNANCE

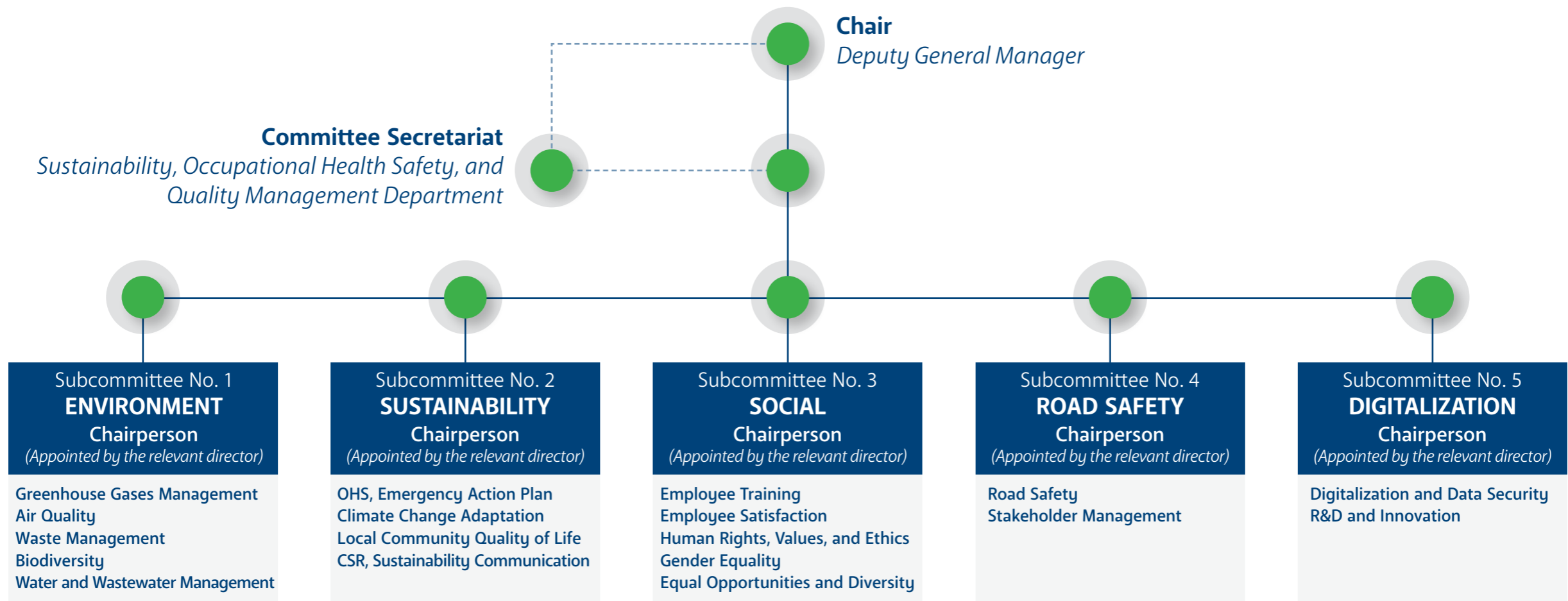


Sustainability Organization

NMM has defined necessary performance indicators to effectively monitor sustainability activities and performance. Sustainability-related performance and practices are closely monitored and overseen by the Board of Directors. NMM's sustainability management is led by the Deputy General

Manager and executed by the **NMM Sustainability Committee**, comprising representatives from all departments. The Committee reports its activities to the Board and supports the creation and development of policies and goals within the environmental, social, and governance (ESG) framework.

In the Committee meeting held in 2023, it was decided to update this structure to align with current developments and the company's existing objectives. Accordingly, the following new structure has been established, and work has continued in this direction.



NMM's sustainability strategy is integrated into all operations of the company and is implemented through five subcommittees: **Environment, Sustainability, Social, Road Safety, Digitalization.**

Each committee, which focuses on different areas to achieve sustainability goals, operates under the

leadership of subcommittee chairs appointed by the relevant director. Efforts are being carried out across a wide range of areas, from environmental responsibilities and greenhouse gas emission management to gender equality and occupational health and safety. The management of these subcommittees is coordinated by the Committee

Chairperson (Assistant General Manager) and Secretariat (Sustainability, Occupational Health, Safety and Quality Department) and reported to the Sustainability Committee, which is composed of the relevant directors and the persons recommended by the directors.

● Sustainability Strategy and Approach

The Motorway Connecting Turkiye to a Sustainable Future

On a global scale, climate change, depletion of natural resources, and increasing population pressures stand out as the biggest challenges to sustainable development.

According to the **World Economic Forum's (WEF)** Global Risks Report 2023, the cost-of-living crisis is the greatest short-term risk, while reducing climate change and adapting to it are the top long-term concerns. Geopolitical competition and tendencies toward isolationism weaken economic systems, exacerbating both short- and long-term risks. The Global Risks Report calls on companies to collaborate for "resource-based economies." Over the next decade, combating and adapting to climate change is seen as the most significant risk.

Considering these strong dynamics, NMM operates with a sustainability approach that supports economic and social development, guided by the motto "The Motorway Connecting Turkiye to a Sustainable Future." NMM aims to contribute to Turkiye's sustainable development processes by combating climate change and minimizing environmental impacts.

NMM's sustainability strategy is shaped in line with the United Nations Sustainable Development Goals (UN SDGs), with environmental, social, and governance (ESG) factors integrated into every stage of its operations.

Adopting global standards in areas such as road safety, occupational health and safety, low-carbon solutions aligned with climate goals, and resource efficiency, NMM prioritizes creating long-term value for all its stakeholders, especially motorway users.



With this approach, NMM prioritizes the following economic, social, and environmental areas:

Economic Progress and Infrastructure Development:

NMM, one of Turkiye's most significant motorway projects, focuses on continuously improving mobility infrastructure to safely connect people and communities. Through investments in technology and digitalization, it aims to enhance operational efficiency, use resources more effectively and efficiently, and thereby support sustainable economic development.

Environmental Responsibility:

In the fight against the global climate crisis, NMM is committed to developing low-carbon and environmentally friendly solutions. It adopts strategies in the sustainable supply chain that align with climate goals, ensure energy efficiency,

and utilize smart technologies to minimize environmental impact. NMM continuously improves its efforts in areas such as reducing its carbon footprint, energy conservation, and waste management through various projects and initiatives.

Social Responsibility and Workforce Development:

Employee well-being, equal opportunity, and job security are among the core priorities, with efforts focused on enhancing employee engagement and satisfaction. By upholding high standards in occupational health and safety, NMM provides a safe and healthy work environment. Additionally, it continues to contribute to society through social responsibility projects in various areas, particularly in environment, education, and equal opportunity.

NMM's sustainability strategy not only aims to protect the environment and use resources efficiently but also seeks to promote economic growth and provide long-term contributions to communities. This strategy is supported by digitalization and innovative solutions. The company's operational efficiency and societal benefits are continuously enhanced, while both internal processes and service quality are consistently improved through a holistic approach.

NMM will continue its mission of building a sustainable future with a commitment to responsible business practices, innovative solutions, and creating strong social value in the coming period.

Sustainability Priorities and Materiality Matrix

| | | IMPACT AND IMPORTANCE ON NMM | | |
|---------------------------------------|--------|--|--|---|
| | | LOW | MEDIUM | HIGH |
| IMPACT AND IMPORTANCE ON STAKEHOLDERS | LOW | <ul style="list-style-type: none"> ■ Solid Waste Management | <ul style="list-style-type: none"> ■ Innovation, R&D ■ Technological Investments ■ Digitalization Investments | <ul style="list-style-type: none"> ■ Road Safety ■ Noise Management ■ Customer Satisfaction and Service Quality |
| | MEDIUM | | <ul style="list-style-type: none"> ■ Cyber Security ■ Water Resources, Water Management ■ Protection of Personal Data ■ Greenhouse Gas Management ■ Reputation Management ■ Environmentally Friendly Materials ■ Biodiversity Management ■ Air Quality | <ul style="list-style-type: none"> ■ Protection of Employee Rights ■ Resilience (Disaster/Pandemic Management) ■ Sustainable Environmental Management ■ Creating Social Value ■ Sustainable Supply Chain |
| | HIGH | | <ul style="list-style-type: none"> ■ Equality and Diversity at Work | <ul style="list-style-type: none"> ■ Occupational Health and Safety ■ Ethics and Legal Compliance ■ Inclusivity, Equal Opportunity, and Diversity ■ Energy Efficiency and Use of Renewable Resources ■ Risk and Opportunity Management |

In the context of KMO’s materiality and stakeholder analysis efforts, a materiality survey involving 653 participants was conducted during the preparation of the 2022 Sustainability Report. This survey included responses from 388 stakeholders, leading to the identification of key topics. During the 2023 reporting process, the results of the previous year’s materiality survey were considered, and a global peer analysis was conducted again during this period. Additionally, these findings were reviewed by the “Sustainability Committee.” The key topics determined based on stakeholder analysis and the alignment of all KMO’s material topics with the UN Sustainable Development Goals (SDGs) were updated with the approval of the Board of Directors in light of recent developments and the upcoming sustainability strategy. In this process, current sustainability issues and the results of the global peer analysis conducted during the 2023 reporting period were comprehensively evaluated, and a materiality matrix was created.

ALIGNMENT MAP WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)



NMM SUSTAINABILITY PRIORITIES

RELATED SDGs

Ethics and Legal Compliance



Protection of Employee Rights



Energy Efficiency and Use of Renewable Resources



Occupational Health and Safety



Inclusivity, Equal Opportunity, and Diversity



Risk and Opportunity Management



Resilience (Disaster and Pandemic Management)



Sustainable Supply Chain



Creating Social Value



Road Safety



Noise Management



Customer Satisfaction and Service Quality



Sustainable Environmental Management



NMM SUSTAINABILITY PRIORITIES

RELATED SDGs

Innovation, R&D



Technological Investments



Digitalization Investments



Cyber Security



Water Resources, Water Management



Protection of Personal Data



Greenhouse Gas Management



Reputation Management



Environmentally Friendly Materials



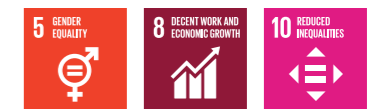
Biodiversity Management



Air Quality



Equality and Diversity at Work



Solid Waste Management



NMM SUSTAINABILITY GOALS



| AREA | GOAL |
|--|---|
| Continuously monitoring energy efficiency efforts and enhancing the infrastructure in this area. | <p>1 ISO 50001:2018 Energy Management System certification process will be completed by the first quarter of 2025.</p> <p>2 An Energy Management System (EnMS) will be established, and critical processes such as energy efficiency, climate change, meteorological conditions, sustainability, and carbon footprint will be integrated into corporate policies by the end of 2024. Energy consumption monitoring, reduction efforts, and efficiency-enhancing activities will be included within the scope of EnMS, making energy efficiency efforts more systematic and structured.</p> |
| Addressing climate change with holistic environmental sustainability improvements. | <p>3 Water and Wastewater Management working group will be established, and efforts to reduce water consumption will begin in the first quarter of 2025.</p> <p>4 Biodiversity Management working group will systematize biodiversity-related activities starting in 2024.</p> <p>5 Biodiversity Management Plan will be created in 2024 to ensure effective monitoring and protection. Bird observation and wildlife monitoring, protection, and reporting will continue under this plan.</p> <p>6 An additional 4x4 emergency response vehicle will be included in the inventory in 2024.</p> |
| Ensuring continuous improvement in corporate governance. | <p>7 A budget for Environmental, Social, and Governance (ESG) activities will be allocated by the last quarter of 2024.</p> <p>8 Membership in the UN Global Compact will be achieved by 2026 to actively participate in sustainability initiatives.</p> <p>9 Membership in the Women Empowerment Principles (WEPs) will be established, with at least two projects promoting women's empowerment launched by the end of 2026.</p> <p>10 An "Ethical Principles and Work Practices Procedure" will be implemented in 2024. As part of this structure, an Ethics Committee and Ethics Hotline will also be established and managed effectively.</p> <p>11 A NMM Training Academy will be established by the end of 2025 to enhance the applicability and effectiveness of training programs.</p> <p>12 In the context of equal opportunity efforts and goals, the "Equal Opportunities Policy" will be developed and implemented by the end of 2024.</p> |
| Prioritizing occupational health and safety. | <p>13 Zero fatal workplace accidents is aimed.</p> <p>14 At least 60 hours of occupational health and safety training per employee per year will be provided.</p> |
| Contributing to social development and improving sustainability awareness. | <p>15 To strengthen emergency procedures in disaster situations, the goal is to sign protocols with stakeholders in 2025 and conduct at least one drill per year.</p> |
| Reducing emissions from operations. | <p>16 Carbon footprint tracking began in the second half of 2023, with related training conducted. Carbon footprint calculations, covering Scope 1 and Scope 2, will be completed by the end of 2024.</p> |

RESPECT TO NATURE



Climate Change Mitigation and Adaptation

Respect to Nature: Climate Adaptation and Environmental Sustainability Steps

The year 2023 marked a period when NMM demonstrated increased environmental awareness and took significant steps in this regard. The “Climate Change Adaptation Team,” established by the Sustainability Committee, has made a significant initiative by commencing efforts to calculate the company’s carbon footprint. The carbon footprint calculations for 2023 have been completed, and in 2024, these data will be verified by an accredited organization in accordance with the ISO 14064 standard. Alongside the Climate Change Adaptation process, substantial steps have also been taken in energy management, with the decision to establish the ISO 50001: 2018 Energy Management System in 2024. Additionally, the formation of an Energy Team has been approved, and efforts in this area have been accelerated.

Opportunities and Risks of Climate Change

Detailed studies on the impacts of climate change on operations will be conducted starting in 2024. It is planned to analyze the opportunities and risks posed by climate change, meteorological conditions, and environmental factors on the company and incorporate these findings into relevant process tables.

Environmental Awareness and Training Activities

NMM carries out various activities to raise awareness among both internal and external

stakeholders on environmental and climate change issues.

Within the company, training and awareness programs on environmental pollution, waste management, and zero waste have been conducted. On June 8, 2023, a litter collection and waste separation event were organized at Fatih Nature Park to enhance employees’ environmental awareness. Additionally, the presentation of the 2022 Sustainability Report and informational meetings were held for external stakeholders. For 2024, training plans focused on environmental and climate change awareness will be revised.

Conference Participation and Experience Sharing

NMM actively participates in sectoral conferences and events, emphasizing stakeholder integration in combating climate change. On October 25, 2023, Ezgi Kılınçkaya (Sustainability, Occupational Health and Safety, and Quality Management) presented at the “Green Transition in the Asphalt Industry” conference organized by ASMÜD.

Additionally, on October 19-20, 2023, at the “Sustainable and Innovative Disaster Logistics” event organized by Hasan Kalyoncu University, NMM shared its interest and expertise in sustainable logistics and supply chain management during disaster situations.

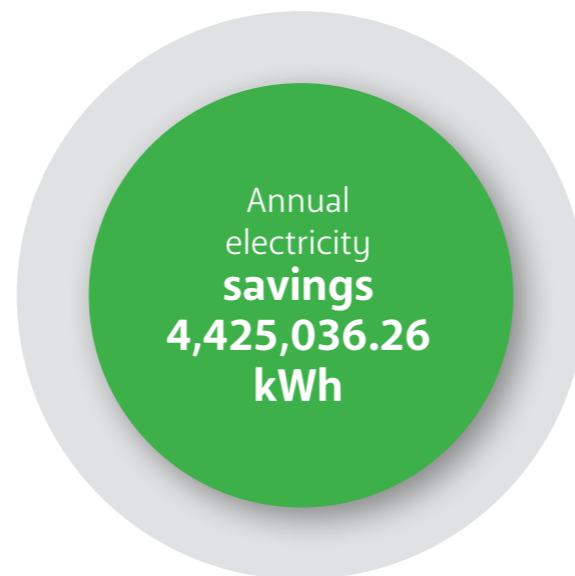


NMM is firmly committed to environmental sensitivity and sustainability, exemplifying respect for nature through impactful projects for both internal and external stakeholders.

Energy Management

Renewable Energy Use

In 2023, aligned with its energy efficiency goals, NMM took significant steps toward reducing its total carbon emissions. As part of these efforts, the project to replace sodium vapor lighting fixtures with LED fixtures in OHT and toll areas has made a substantial contribution to energy savings. The project resulted in an estimated annual electricity savings of 4,425,036.26 kWh. This achievement has significantly contributed to reducing the carbon footprint and lowering energy costs. This initiative aligns with NMM's sustainability strategy and reflects its commitment to more efficient energy use and minimizing environmental impacts.



2023 ANNUAL ELECTRICITY CONSUMPTION OF LED FIXTURES IN MSFs AND TOLL AREAS

| 295 W LED LUMINAIRE CONSUMPTION CALCULATIONS | | | | |
|--|------------|-----------------------------|-------------------------|----------------------------|
| LOCATION/KM | LUMINAIRES | TOTAL LUMINAIRE POWER (kWh) | DAILY CONSUMPTION (kWh) | ANNUALLY CONSUMPTION (kWh) |
| Europe | 306 | 90.27 | 1,029.08 | 375,613.47 |
| Asia | 570 | 168.15 | 1,916.91 | 699,672.15 |
| Total | 876 | 258.42 | 2,945.99 | 1,075,285.62 |

| 100 W LED LUMINAIRE CONSUMPTION CALCULATIONS | | | | |
|--|------------|-----------------------------|-------------------------|----------------------------|
| LOCATION/KM | LUMINAIRES | TOTAL LUMINAIRE POWER (kWh) | DAILY CONSUMPTION (kWh) | ANNUALLY CONSUMPTION (kWh) |
| Europe | 66 | 6.60 | 75.24 | 27,462.60 |
| Asia | 121 | 12.10 | 137.94 | 50,348.10 |
| Total | 187 | 18.70 | 213.18 | 77,810.70 |

Total Annual Consumption for LED Luminaires (kWh) 1,153,096

Energy Efficiency and Electric Vehicle Charging Stations



| NMM COMPANY-BASED ELECTRIC VEHICLE CHARGING STATION LIST | | | | | | |
|--|-----------|---------------|--------------|---------------|-----------|---------------|
| COMPANY | 2023 | | 2024 Planned | | TOTAL | |
| | Units | Capacity (kW) | Units | Capacity (kW) | Units | Capacity (kW) |
| KalyonEv | 29 | 3,608 | 10 | 1,484 | 39 | 5,092 |
| Beefull | 22 | 2,576 | 8 | 1,440 | 30 | 4,016 |
| Trugo/Togg | 10 | 1,800 | 2 | 360 | 12 | 2,160 |
| TOTAL | 61 | 7,984 | 20 | 3,284 | 81 | 11,268 |

In 2023, a total of 61 units with a combined capacity of 7,984 kW were installed, contributing to the reduction of greenhouse gas emissions by supporting the use of electric vehicles.

In 2024, an Energy Management System (EnMS) will be established to integrate critical processes such as energy efficiency, climate change, meteorological conditions, sustainability, and carbon footprint into corporate policies. Energy consumption monitoring, reduction, and efficiency-enhancing activities will be included within the scope of EnMS, giving a more systematic structure to energy efficiency efforts.



Greenhouse Gas Emissions

Greenhouse gas (GHG) emissions monitoring continued throughout 2023 under Scope 1 and Scope 2. The table below shows emissions from Scope 1 and Scope 2 sources separately. Accordingly, total emission is calculated as 24,963.19 tCO₂e. Ongoing internal efforts to reduce GHG emissions will be supported by new mechanisms planned for 2024. NMM also aims to define future GHG reduction targets in parallel with energy management initiatives.

| Scope | Description | Fuel Type/Source | Emission Amount (tCO ₂ e) | Reference |
|------------------------|---|-------------------------------|--------------------------------------|--|
| 1 | Direct emissions from stationary combustion | Diesel, Natural Gas, LNG, LPG | 816.27 | IPCC |
| 1 | Direct emissions from mobile combustion | Diesel, Gasoline | 4,312.10 | IPCC |
| 1 | Direct fugitive emissions from human-driven systems | R410, R32, FM200, etc. | 175.11 | DEFRA |
| 1 | Direct emissions from water treatment systems | Wastewater Treatment | 2.94 | DEFRA |
| 2 | Indirect emissions from purchased electricity | Electricity Consumption | 19,656.76 | Ministry of Energy and Natural Resources |
| SCOPE 1 TOTAL | | | 5,306.43 tCO₂e | |
| SCOPE 2 TOTAL | | | 19,656.76 tCO₂e | |
| SCOPE 1+2 TOTAL | | | 24,963.19 tCO₂e | |

Solar Energy Plant (GES) Project



In this project, solar energy panels installed on the canopies of two separate fuel stations located on the north and south routes have collectively created a significant renewable energy source.

- **Northern Route Power Capacity: 50.4 kWp**
- **Southern Route Power Capacity: 50.5 kWp**

The solar energy system (GES) projects at these two stations are significant steps taken by NMM in line with its goals of reducing greenhouse gas emissions and increasing energy efficiency.

Additionally, solar energy panels with a capacity of 14.4 kWp are installed at the electric vehicle charging station (Kalyon EV) in the Istanbul Park North Motorway Service Facility. These projects enhance NMM's efforts to reduce greenhouse gas emissions and improve energy efficiency, further contributing to sustainable transportation solutions.

These initiatives represent significant steps toward making NMM's energy consumption more environmentally friendly and reducing its carbon footprint.

Waste Management

NMM operates an effective waste management system focused on sustainability, managing both hazardous and non-hazardous waste. Under this system, all waste is managed in compliance with relevant legal regulations and integrated into environmentally friendly recycling processes.

Temporary storage areas for hazardous and non-hazardous waste are located at the Garipçe Main Control Center, Adapazarı Maintenance Operation Center, Demirciler Maintenance Operation Center, and Yassiören Maintenance Operation Center. Necessary permits have been obtained from the Provincial Directorates of Environment, Urbanization, and Climate Change, ensuring proper waste storage and transfer to licensed recycling companies. Annual waste notifications are submitted within the framework of legal regulations, and waste management processes are operated under a zero-waste consciousness system.

As of 2023, a zero-waste certificate has been obtained, and various projects are ongoing to reduce and recycle waste. Non-hazardous waste, such as metal, glass, plastic, and packaging materials, is recycled. For example, the total amount of scrap metal sent for recycling from the facilities located on the European and Anatolian sides has reached 98,023 kg.

Hazardous waste is sent to licensed recycling companies. In 2023, 2,870 kg of hazardous waste and 756 kg of oil filters were processed through recycling on the Asian and European sides. These processes are conducted through licensed firms and monitored via MOTAT records.

NMM's waste management procedures are an integral part of its sustainability policies, aiming to minimize environmental impacts and effectively support recycling and reuse processes. In 2024, these processes are planned to be further expanded and improved.

E-Waste Recycling

The recycling of electronic waste not only reduces its negative impact on the environment but also offers an opportunity to create social value. NMM approaches this process in line with both environmental sustainability and social responsibility principles. By partnering with GCL Group for e-waste recycling, NMM donates the proceeds from recycled electronic waste to TODEV (Turkish Foundation for Support and Education of Autistic Individuals) to contribute to society.

Through this initiative, the contributions from recycling are transformed into consistent support for the education and development of individuals with autism. In 2023, 912 kg of electronic waste was recycled, providing benefits to both the environment and society. This process is not merely a part of waste management but also a tangible reflection of the mission to build a sustainable future.

2023 Asian Side Total Waste Quantities and Types

| Hazardous Waste Code | Quantity (kg) | Non-Hazardous Waste Code | Quantity (kg) |
|-----------------------------------|---------------|--------------------------------------|---------------|
| 08 03 17 (toner) | 15 | 15 01 01 (paper-cardboard packaging) | 570 |
| 13 02 08 (motor oil) | 2,870 | 15 01 02 (plastic packaging) | 290 |
| 15 01 10 (contaminated packaging) | 1,502 | 15 01 04 (metal packaging) | 10 |
| 15 01 11 (pressure vessel) | 67 | 15 01 06 (mixed packaging) | 45 |
| 15 02 02 (contaminated cloth) | 264 | 15 01 07 (glass packaging) | 10 |
| 16 01 07 (oil filter) | 756 | 17 04 11 (cable) | 700 |
| 18 01 03 (medical waste) | 7 | 20 01 40 (scrap metal) | 62,793 |
| 19 08 06 (resin) | 900 | 20 01 39 (scrap plastic) | 575 |
| 20 01 21 (fluorescent) | 120 | 16 01 03 (ELTs) | 24,680 |
| 20 01 26 (vegetable waste oil) | 390 | | |
| 13 01 11 (hydraulic oil) | 200 | | |
| 16 06 01 (batteries) | 200 | | |
| 17 02 04 (contaminated plastic) | 68 | | |
| Total Hazardous Waste | 7,359 | Total Non-Hazardous Waste | 89,673 |

2023 European Side Total Waste Quantities and Types

| Hazardous Waste Code | Quantity (kg) | Non-Hazardous Waste Code | Quantity (kg) |
|-----------------------------------|---------------|------------------------------------|---------------|
| 04 02 16 (paint) | 297 | 15 01 06 (mixed packaging) | 4,888 |
| 13 02 08 (engine oil) | 1,440 | 20 01 40 (scrap metal) | 35,230 |
| 15 01 10 (contaminated packaging) | 20 | 20 01 39 (scrap plastic) | 85 |
| 15 01 11 (pressure vessel) | 20 | 16 01 03 (ELTs) | 29,810 |
| 15 02 02 (contaminated diaper) | 350 | 07 02 13 (waste plastic) | 2,050 |
| 16 01 07 (oil filter) | 220 | 16 01 15 (antifreeze fluid) | 640 |
| 18 01 03 (medical waste) | 30 | 20 01 01 (paper and cardboard) | 320 |
| 19 08 13 (dangerous sludge) | 200 | 20 01 34 (battery and accumulator) | 16 |
| 20 01 21 (fluorescent) | 182 | | |
| 20 01 26 (vegetable waste oil) | 360 | | |
| 16 02 13 (discarded equipment) | 912 | | |
| 17 04 09 (contaminated metal) | 285 | | |
| Total Hazardous Waste | 4,316 | Total Non-Hazardous Waste | 73,039 |

Water Management

NMM's water management and efficiency policy is structured within the framework of "Environmental and Social Management Plans" to enhance environmental sustainability and utilize water resources more effectively. Sub-plans for water and wastewater management and control have been developed, and environmental permits have been obtained.

In areas without a sewage system, septic tanks are used, while in other regions, wastewater is

managed by connecting to sewage lines or package wastewater treatment plants.

Wastewater from the Garipçe Main Control Center is regularly transported from septic tanks via vacuum trucks, whereas the Adapazarı Maintenance Operations Center is directly connected to the sewage system.

At Yassiören and Demirciler Maintenance Operations Centers, package wastewater treatment plants with

environmental permits are used, each treating 20 m³/day of wastewater. The total annual wastewater discharge from these facilities is calculated to be 14,600 tons/year.

Water consumption data is regularly monitored, and wastewater amounts are recorded. The water consumption data from the network and the amount of discharged wastewater for 2023 have been detailed.

2023 Water Consumption Data

| | |
|-----------------------------|-----------------------------|
| Municipal Water Consumption | 35,300 m ³ |
| Groundwater Consumption | Not utilized |
| Total Water Consumption* | 72,282.81 m ³ |
| Recycled/Reuse Water Amount | None |
| Discharged Water Amount | 14,600 m ³ /year |

* including municipal water and drinking water at Garipçe



A Water and Wastewater Management

working group will be established, and efforts to reduce water consumption are planned to commence in the first quarter of 2025.

● Road Safety and Environmental Noise Management



NMM implements improvements aimed at ensuring sustainable and safe transportation while minimizing environmental impacts. Significant projects aligned with road safety and environmental noise management goals were executed in 2023.

Rumble Strip Warning System

The 35 cm wide rumble strips installed along the shoulder lane are designed with a textured surface to prevent drivers from unintentionally or unconsciously veering off the motorway. This warning system enhances driver safety, helps prevent potential accidents on the motorway, and contributes to the sustainability of traffic flow.

Motorcyclist-Friendly Barriers

To reduce accidents and ensure the safety of motorcyclists, NMM installed motorcyclist-friendly barrier systems in curve-prone areas with high accident risks. These barriers, placed beneath standard guardrails, minimize risks for motorcyclists during accidents and provide safe driving conditions. Locations such as Kınalı toll area, Silivri, Yassören, Tayakadın, and Çatalca have been equipped with these systems. These barriers are aligned with sustainable safety measures, offering passive protection for motor vehicles.



Weight Inspection Stations

The Weight Inspection Stations completed in 2023 have established a regulatory mechanism in compliance with traffic laws to prevent physical damage caused by heavy vehicles on the motorway. These stations help mitigate the dangers posed by overloaded vehicles, contributing to the sustainable preservation of the motorway. By extending the lifespan of road infrastructure, they also enhance traffic safety.

Disaster Coordination Buildings

The Disaster Coordination Buildings in Demirciler and Yassören, completed in 2023, provide the necessary infrastructure to ensure uninterrupted traffic flow along the motorway in preparation for potential disaster situations.

Designed as safe shelters for personnel and their families, these buildings are fully equipped with all necessary facilities to ensure operational continuity during emergencies. This infrastructure stands out as a sustainable solution in disaster management.

These projects represent strategic steps toward ensuring safe and environmentally conscious transportation at NMM, aiming to improve road safety and environmental noise management in line with sustainability criteria.

Noise Management

To reduce noise pollution around the motorway, eco-friendly noise barriers made from recycled tires were implemented. These barriers mitigate noise impacts affecting 287 households and support the circular economy.

Biodiversity Management

Biodiversity is crucial for ecosystem health and human well-being. Threats such as climate change, habitat loss, and human activities severely impact global biodiversity. In this regard, sustainable infrastructure solutions, such as ecological corridors and bridges, play a key role in biodiversity conservation. An ecological bridge on the Asian side of the project was constructed to protect regional wildlife and ensure their safe movement in their natural habitats. Wildlife is continuously monitored using eight camera traps, allowing regular tracking of species' movements. These efforts significantly contribute to biodiversity preservation and ecosystem balance.

At the same time, regular monitoring and protection of wildlife and birdwatching activities are an important part of the fight against the climate crisis. Preventing biodiversity loss and sustainably managing ecosystems help mitigate local and global impacts of climate change. These activities not only protect natural habitats but also support human health, food security, and sustainable development goals.



A **Biodiversity Management Plan** will be developed in 2024 to establish a systematic monitoring and conservation process. Bird monitoring, wildlife tracking, and reporting will continue under this plan.

The **Biodiversity Management working group** aims to manage activities more systematically starting in 2024.



Bird Monitoring Activities

These activities aim to identify endangered bird species around the motorway, assess bird populations near wetlands, and minimize potential ecological impacts. Two projects were conducted in 2023:

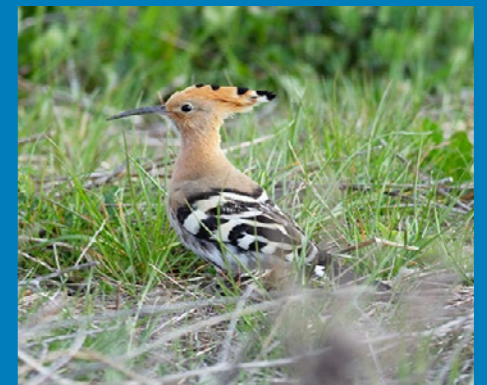
1. Monitoring Eastern Imperial Eagle Breeding

- The breeding success of the globally endangered Eastern Imperial Eagle was observed.
- In 2023, 7 Eastern Imperial Eagles' nests were identified, producing nine healthy fledglings.
- The motorway's impact on eagle nests was evaluated, with no vehicle-bird collisions observed.
- Plans were made to insulate electricity poles where eagles nest for their protection.



2. Bird Monitoring at Büyükçekmece Lake Basin

- Seventy-one bird species were identified within a 2 km² area around the motorway, with 15 species observed breeding.
- Threatened species such as Red-footed Falcon, European Turtle Dove, Ferruginous Duck, European Roller and were recorded.
- The lake basin was found to be a crucial resting and feeding area for various bird species (hawks, short-toed snake eagles, storks, and herons).
- No vehicle-bird collisions were observed.
- A rare species, the Black-winged Kite, was documented during monitoring.



Sustainability and Biodiversity Conservation Efforts

- Educational and informational activities are planned to protect endangered species based on monitoring results.
- Stakeholders were informed about biodiversity preservation and environmental sustainability.

The responsible persons at Yassören and Garipçe facilities have been informed about the project, and steps have been taken to prepare an educational and informational booklet and organize various activities in the future to support the conservation of biological diversity and enhance environmental sustainability through the ongoing monitoring efforts.

WORKING LIFE AT NMM

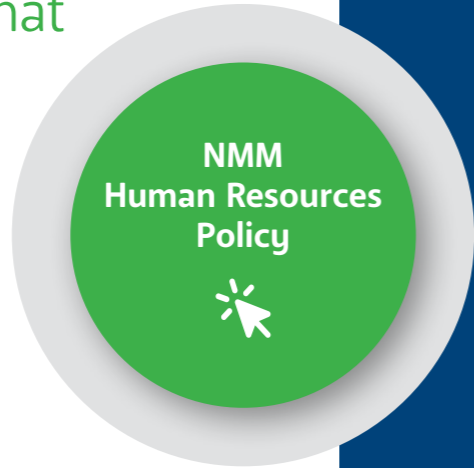


● Human Resources Approach

CONTRIBUTION TO PEOPLE

NMM recognizes that its human resources are the architects of quality and safe services.

NMM offers a fair work environment where employee rights are respected, talents are nurtured, equal opportunities are provided to all employees, and sustainable human resources strategies are implemented.



NMM Employees should be:

- Strategic
- Aware of external and internal factors
- Fair
- Objective
- Transparent and understandable
- Measurable
- Sustainable



NMM's Sustainable Human Resources Approach

NMM understands that qualified human resources play the most critical role in building a successful future. With this understanding, the company aims to provide a working environment where employees can transform their competencies and experiences into maximum performance. NMM integrates occupational health and safety culture as an integral part of the organization.

NMM's human resources strategies align with the United Nations Sustainable Development Goals, combining respect for employee rights, equality of opportunity, and support for a qualified workforce with environmental sustainability objectives. This approach enhances workforce well-being, promotes long-term productivity, and strengthens operational sustainability and financial stability.

Work Environment and Occupational Health and Safety

To ensure high motivation and loyalty among its employees, NMM conducts continuous training and projects on occupational health and safety. A healthy and safe working environment enhances both productivity and sustainability. Additionally, adherence to ethical values and professional integrity is a cornerstone of the organizational culture.



Training and Development

NMM offers various training and development programs to support employees' professional growth. These programs aim to enhance both technical and personal skills, fostering a sustainable workforce by improving employees' knowledge and competencies.

Human Resources Strategy and Employment Data

NMM's human resources strategy aims to enhance operational efficiency and retain talent by addressing organizational needs. Focused on qualitative rather than quantitative development, this approach supports sustainable human resource shares and optimizes financial cost management.



| | | | |
|--|---|---|--------------|
| Number of Employees (As of End of 2023) |  123 FEMALE |  539 MALE | 662 TOTAL |
|--|---|---|--------------|

| | | 2020 | | 2021 | | 2022 | | 2023 | |
|---|---------------------|--------------|--------------|------------|------------|-----------|------------|-----------|------------|
| Recruitment by Age Group | Under 30 | 50 | 150 | 60 | 130 | 60 | 125 | 35 | 61 |
| | 30-50 | 10 | 15 | 10 | 15 | 10 | 15 | 12 | 65 |
| | Over 50 | 10 | 15 | 10 | 15 | 10 | 15 | 0 | 36 |
| | TOTAL | 70 | 180 | 80 | 160 | 80 | 155 | 47 | 162 |
| Recruitment by Management Level | Entry-Level | 3 | 10 | 4 | 15 | 4 | 15 | 0 | 4 |
| | Mid-Level | 2 | 8 | 3 | 15 | 4 | 10 | 1 | 4 |
| | Senior | 2 | 6 | 4 | 8 | 3 | 5 | 0 | 2 |
| | TOTAL | 7 | 24 | 11 | 38 | 11 | 30 | 1 | 10 |
| Number of Employees by Years of Service | 0-5 years | 130 | 392 | 168 | 525 | 178 | 511 | 122 | 531 |
| | TOTAL | 522 | 693 | 689 | 653 | | | | |
| Subcontractor Employee Count | Employee Count | 600 | 5,857 | 113 | 1,300 | 7 | 204 | 0 | 40 |
| | TOTAL | 6,457 | 1,413 | 211 | 40 | | | | |
| Parental Leave | Employees on Leave | 2 | 7 | 2 | 9 | 1 | 14 | 3 | 10 |
| | Employees Returning | 2 | 7 | 2 | 9 | 1 | 14 | 2 | 10 |

● Equality, Diversity, and Inclusion

NMM's Approach to Social Diversity and Equality

NMM places great importance on social diversity and equality, recognizing them as fundamental to sustainable development. In human resource management, social diversity is not only an ethical responsibility but also a strategic competitive advantage. NMM promotes equality in all HR practices and fosters equal opportunities in both society and the workplace.

Gender Equality and Non-Discrimination

NMM advocates for gender equality, ensuring equal treatment of male and female employees. The organization provides a respectful work environment based on the principles of equality and accountability to the community. Selection and recruitment processes are free from discrimination related to religion, language, race, gender, or cultural preferences, ensuring equal opportunities for all candidates.



As of the end of 2023, NMM employed 59 engineers, including 11 female engineers. The organization continues to develop strategies and projects to increase the proportion of female

engineers annually.

Education and Development Opportunities

NMM organizes various training programs to provide equal education and development opportunities to all employees, promoting inclusivity and helping individuals realize their potential. These programs are designed to enhance both professional and personal development.

Inclusion Strategies and Practices

NMM fosters an inclusive work environment by implementing policies and practices that bring together diverse talents. Social diversity is viewed not only as a responsibility but also as a factor that promotes innovation and increases productivity. The organization recognizes that employees' diverse backgrounds and experiences contribute to a more creative and solution-oriented workplace.



Talent Management, Employee Training, and Development

Talent Management

NMM considers talent management a cornerstone of organizational success and aligns its strategies with sustainability goals.



The talent management process aims to maximize employees' potential and support their professional development through the following approaches:

■ Recruitment and Onboarding

Effective recruitment and onboarding processes are implemented to select the right talents and support new employees in quickly adapting to the organizational culture.

■ Development and Training

Continuous training programs and development opportunities are offered to support employees' professional and personal growth.

■ Performance Management

Performance evaluation systems are implemented to help employees achieve their goals and enhance their competencies.

■ Career Planning

Support and opportunities are provided for employees to achieve their career goals, and promotion processes are conducted based on competence and performance.

Salary Policy

NMM adopts a fair and competitive approach when developing its salary policy. Salary components and market comparisons are carefully determined in line with sustainability goals. The key elements of NMM's salary policy are as follows:

■ Salary Components

Salaries include base pay and total cash payments, determined based on market data and sectoral comparisons.

■ Organizational Levels

Salary policies are structured according to organizational levels and job families. The General Manager considers the company's economic conditions and relevant regulations when developing these policies.

■ Market Comparison

Salaries are compared with market data provided by the human resources department. Market comparisons are conducted considering employees' reference levels, job families, sub-job families, and seniority.

NMM places great importance on the principle of equal pay for equal work. Male and female employees are compensated fairly based on their performance. In case of any inconsistencies regarding salary policies, investigations are conducted within the framework of the Human Resources Policy and Code of Business Ethics, and corrective actions are taken.

Equality and Inclusion

NMM promotes equality and inclusion in the workplace through the following measures:

■ Fair Treatment:

Equal opportunities are provided to male and female employees, and fairness is ensured in compensation processes.

■ Support for Disabled Employees:

All physical spaces across the company are designed to be accessible for employees with disabilities. As part of the project conducted in collaboration with the Turkish Foundation for Support and Education for Individuals with Autism (TODEV), 3 employees with autism have been hired. Additionally, there are 5 employees with disabilities.

■ Flexible Work:

A remote working system and flexible leave policies are provided for employees with disabilities. Additionally, employees are allowed to bring their children to the workplace when necessary.

The practices implemented in this area support NMM's sustainability and governance goals while also enhancing employee satisfaction and organizational commitment.

Training and Development

| Professional, Personal, Technical <i>(except for compulsory training)</i> | Blue-Collar | White-Collar |
|--|-------------|--------------|
| Total number of people trained | 434 | 253 |
| Total Training <i>(hours)</i> | 72 | 56 |
| Total Training | 31,248 | 14,168 |

| Sustainability Management | Blue-Collar | White-Collar |
|--------------------------------|-------------|--------------|
| Total number of people trained | 252 | 102 |
| Total Training <i>(hours)</i> | 2.5 | 2.5 |
| Total Training | 630 | 255 |

Employee Engagement and Satisfaction

Enhancing Employee Satisfaction and Continuous Improvement

Employee engagement is a cornerstone of NMM's sustainable success. Annual Employee Satisfaction Surveys gather insights to continually improve workplace processes and environments.

Employee Satisfaction Survey

In 2023, the survey provided comprehensive insights into company culture and processes, helping identify necessary actions. The survey is used as an important tool to thoroughly examine employees' experiences and opinions and to determine the necessary actions.

Employee Activities and Social Relationships

Various social events organized to increase employee engagement strengthen employees' motivation and commitment to the organization. Among the regularly organized annual events are football and volleyball tournaments, pilates days, summer welcome parties, Father's Day and Mother's Day celebrations, and breakfast gatherings.

Union Rights and Membership

NMM is a member of the Yol İş Union to protect the rights of its employees and enhance their job security. **373 employees** are union members, benefiting from improved working conditions and protection of their rights.

Employee engagement and satisfaction are fundamental elements of the United Nations Sustainable Development Goals. NMM's commitment to respecting human rights, ensuring job security, offering equal opportunities, and creating quality working conditions directly supports these objectives. Ensuring employees feel valued at work and fostering long-term commitment aligns with NMM's sustainable business model and principles of social responsibility.

Survey Categories:

- Organizational Loyalty
- Corporate Image
- Teamwork
- Job Satisfaction
- Motivation, Recognition, and Rewards
- Mission, Vision, Strategies, and Systems
- Management and Leadership Styles
- Personal Development, Training, and Career
- Opportunities
- Communication Systems and Behavior
- Work Environment, Economic and Social Opportunities
- Ethics and Equality

The survey includes 90 questions in total: 5 open-ended and 85 category-specific questions.

This comprehensive structure thoroughly measures and analyzes the satisfaction levels of both employee groups (white-collar and blue-collar).



Occupational Health and Safety

Health and Safety Measures for a Sustainable Work Environment

NMM prioritizes sustainability goals in occupational health and safety (OHS) by implementing comprehensive measures to ensure the safety of its employees and subcontractors, fostering continuous improvement. The emphasis on OHS surpasses legal requirements and aligns with the United Nations Sustainable Development Goals (SDGs) to create healthy and safe environments.

Training and Awareness

To enhance awareness and knowledge of OHS, regular training sessions are conducted for all employees and subcontractors. In 2023, a total of 687 employees and 188 subcontractor employees received OHS training, covering a total of 16,462 hours.

With the awareness that the purpose of the training is to enhance occupational health and safety and prevent potential workplace accidents, comprehensive OHS training has been provided to all employees and subcontractors. These trainings play a critical role in promoting safe behaviors in the workplace and preventing workplace accidents.

Workplace Accidents and Performance Indicators

As of 2023, all measures taken to reduce workplace accidents and ensure a safe working environment are regularly evaluated, and their results are analyzed. The table below provides key data and analyses related to workplace accidents. In this context, reducing the accident frequency rate to 0.90% by the end of 2024 is among NMM's OHS goals.



| | | |
|--|---|--------------------------------|
| Total Number of OHS Trainees | Employees 687 | Subcontractors 188 |
| Total OHS Training (hours) | Employees 21.5 | Subcontractors 9 |
| Total OHS Training | Employees 14,770 | Subcontractors 1,692 |
| Number of Accidents | Employees 29 | Subcontractors 2 |
| Number of Fatal Accidents | Employees 0 | Subcontractors 0 |
| The Lost Time Injury Rate due to Accidents | A total of 133 lost days for 687 employees | |
| Absenteeism Rate Due to Accidents | 13.13% | |
| Accident Frequency Rate | 2.04 <small>(Total number of accidents / [(total workdays - non-workdays) * (daily work hours)] * 1,000,000)</small> | |
| The Accident Severity Rate | 16.99 <small>(Total lost days / total working days * 1,000)</small> | |
| The total number of injuries causing employees to lose at least one workday per one million hours worked | 13 | |

Continuous Development and Improvement

NMM continuously reviews its OHS management system to improve safety performance and reduce workplace accidents. In this context, the effectiveness of training programs is evaluated, accident reports are analyzed, and the actions taken are continuously updated.

In the context of achieving the UN Sustainable Development Goals, occupational health and safety is regarded not merely as a legal requirement but also as an integral part of the corporate culture. By prioritizing employee well-being through enhanced occupational health and safety measures, continuous efforts are made to ensure safe working conditions in the workplace. This approach plays a significant role in achieving both environmental and social sustainability goals.

The strategic approach to occupational health and safety is aimed not only at reducing workplace

Emergency Preparedness

For NMM, emergency preparedness and measures constitute a significant and critical set of processes concerning both motorway traffic management services and maintenance services. Emergency planning along the motorway corridor can only be effectively implemented if the hazards that may lead to emergencies are accurately identified and assessed.

Risk assessment and management are crucial for compliance with national regulations and international standards. The immediate mitigation of potential risks, particularly preparedness for earthquakes, can be achieved through the implementation of the objectives and procedures related to the emergency methods outlined below.

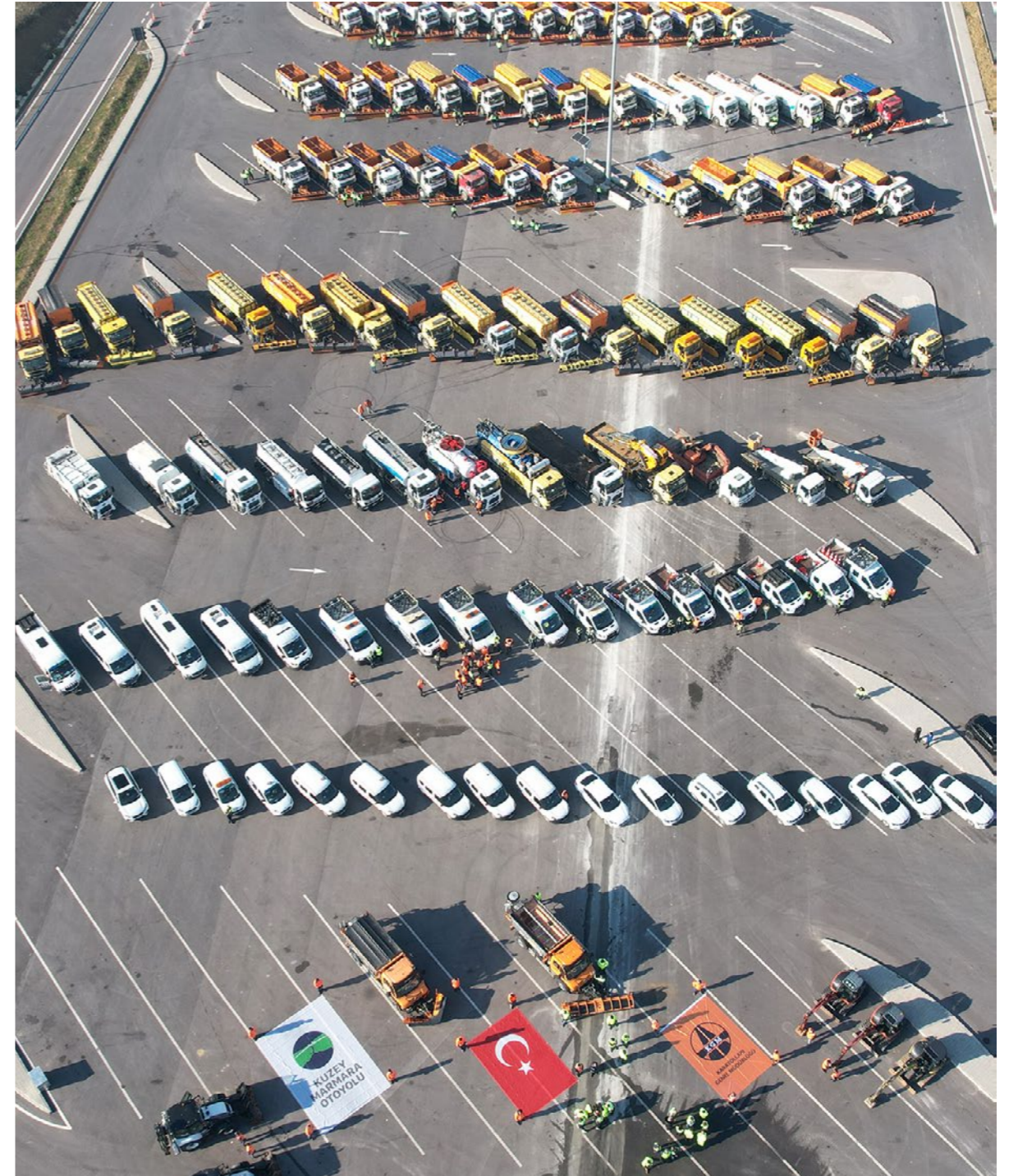
The mentioned methods are as follows:

- Prevention and preparedness measures (actions to be taken before an emergency).
- Response measures (actions to be taken during an emergency)
- Damage assessment and recovery measures (actions to be taken after an emergency)

To align with the Disaster and Emergency Management Authority (AFAD) plans, NMM has appointed an Emergency Preparedness and Response Coordinator and established Emergency Response Teams. Additionally, Disaster Coordination Buildings have been set up in Demirciler and Yassiören Road Maintenance Branch Directorates in 2023 to manage and control emergency responses.

NMM signed a cooperation protocol with another motorway operation firm under the build-operate-transfer model to ensure the most effective intervention. NMM management has approved the initiation of efforts to strengthen the response plan within the scope of the said protocol.

NMM currently has one 4x4 emergency response vehicle. Efforts to equip the vehicle with the necessary tools exclusively for emergency services were completed in 2023.



In 2024, the addition of one more **4x4 emergency response vehicle** to the inventory is planned.

VALUE CHAIN MANAGEMENT



Stakeholder Engagement

| STAKEHOLDERS | COMMUNICATION METHOD | FREQUENCY OF COMMUNICATION |
|--|--|---|
| Employees | <ul style="list-style-type: none"> ■ QR Code Application ■ Trainings ■ Phone ■ Email, Corporate Email ■ Meetings ■ EDMS Internal Support Requests <i>(Electronic Document Management System)</i> ■ Help Desk <i>(Internal IT Support)</i> ■ OHS Committee Meetings - Management Review Meetings <i>(within the scope of Integrated Management Systems)</i> | <p style="text-align: center;">Continuous</p> |
| Customers | <ul style="list-style-type: none"> ■ Incoming Documents, Phone, Email, Website | <p>Weekdays 08:00-18:00 (Within Working Hours) / Continuous</p> |
| Suppliers | <ul style="list-style-type: none"> ■ Email, Phone, and Face-to-Face Meetings ■ Meetings | <p>Weekdays 08:00-18:00 (Within Working Hours) / Continuous</p> |
| Public Institutions and Regulatory Bodies | <ul style="list-style-type: none"> ■ Periodic Reporting ■ Meetings and Conferences ■ Email, Phone, and Face-to-Face Meetings ■ Audits, Contracts/Protocols, and Official Correspondence ■ Coordination Meetings <i>(Emergency Situations-Snowstorm Management)</i> | <p>Weekdays 08:00-18:00 (Within Working Hours) / Continuous</p> |
| Tenants | <ul style="list-style-type: none"> ■ Email, Phone, and Face-to-Face Meetings ■ Meetings | <p>Weekdays 08:00-18:00 (Within Working Hours) / Continuous</p> |
| Shareholder <i>(Kalyon, Limak, Kolin, Cengiz, Pak Yatırım)</i> | <ul style="list-style-type: none"> ■ Executive and Board Presentations/Reports ■ Board of Directors Meetings ■ Reconciliation Reports ■ EBITDA | <p>As needed and according to scheduled work programs</p> |

● Sustainable Supply Chain Management

NMM strives to prioritize sustainability and efficiency in supply chain management. This approach contributes to the reduction of environmental impacts, while encouraging the improvement of occupational health and safety standards and the consideration of social responsibilities. Low carbon footprint, resource efficiency and ethical business practices are prioritized in supply chain processes, thus contributing to NMM's sustainability goals.

Procurement and Supplier Selection

NMM's existing **Procurement Procedure** prioritizes the selection of products that are sensitive to occupational health and safety and environmental impacts. The "Supplier Evaluation Form" and "Supplier Performance Evaluation Form" used in supplier selection enable the systematic evaluation of the performance of external suppliers and subcontractors.

The Procurement Procedure includes determining the right products and services, evaluating the quality, price, delivery time and payment terms of these products and services, and selecting the most suitable company. In supplier selection, social criteria, legal requirements and documents such as insurance premiums are requested and checked. Efforts are underway to improve the selection mechanism within the framework of sustainability criteria. In 2024, it is planned to quantitatively measure sustainability-related criteria in the selection mechanism.

External Supplier Selection

In the procurement of materials and equipment within the scope of the business, the "Market Price Research Form" is used for suppliers to be worked with for the first time, while the "Approved Supplier List" and the evaluation criteria in the same form are valid for suppliers that are continuously worked with. High standards are sought in the selection of products that directly contribute to occupational health and safety and environmental impacts. For products that directly affect quality (e.g. personal protective equipment), detailed technical information is collected, and offers are evaluated in terms of quality, price, delivery time and payment terms.

Social and Environmental Performance

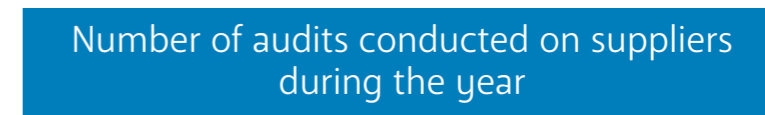
Social performance criteria in supplier selection are determined in the context of legal requirements and insurance premiums. SDSs (Safety Data Sheet) are requested to prevent the supply of environmentally harmful products. The environmental and social performance of suppliers is monitored on a daily basis and penalties are imposed by the OHS unit in case of non-compliance with the requirements.

Audit and Monitoring

Suppliers are regularly audited and monitored. In this context, in 2023, 3 local suppliers were found to be negative. As a result of the audit findings, the employment contracts of these suppliers were terminated. Contractors and subcontractors are audited on a weekly basis in terms of environmental and social aspects. Daily inspections are also carried out by the motorway service facility and property management teams.



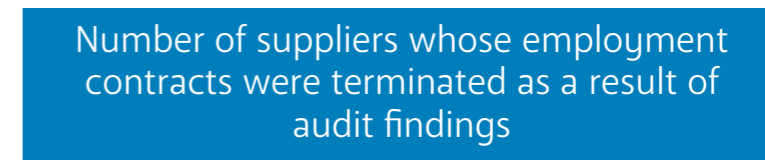
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2



3



3

● Customer Satisfaction and Service Quality

NMM adopts a comprehensive management approach to ensure customer satisfaction within the framework of high-quality standards. Additionally, it places special emphasis on the protection of personal data and shares customer information only with authorized personnel in compliance with confidentiality principles under the PDPL (Personal Data Protection Law).

NMM develops sustainable solutions to enhance customer satisfaction while creating transparent and effective communication processes, ensuring that every individual's valuable feedback is considered.

Feedback and Complaint Management

The following processes are implemented to enhance customer satisfaction:

■ Feedback Collection:

Requests, complaints, and suggestions from users are collected through call centers, email, social media, and various other channels.

■ Complaint Management:

Negative requests are carefully reviewed, voice recordings are listened to if necessary, and appropriate actions are taken. Requests are categorized based on issues like misclassification, license plate reading errors, penalty objections, vehicle sales, and fraud. Missing documents are requested, and the return process is initiated.

Communication Channels and Resolution Process

■ Call Center:

Operates every weekday from 08:00 to 18:00. Users can submit requests, complaints, and suggestions via bilgi@kuzeymarmaraotoyolu.com which is accessible 24/7.

■ Complaint Management System:

Complaints and feedback have been recorded in the complaint management system integrated with IVR and Odoo CRM since August 11, 2020. The transition to the new CRM system, Microsoft Dynamics, is planned for the second half of 2024.

Customer Complaints and Resolution Rate

In 2023, a total of 87,937 requests were received, of which 86,984 were resolved, corresponding to a resolution rate of 98%. There are 953 requests currently in the process.

Employee Feedback

Complaints and suggestions from employees are managed through a system using QR codes. This system allows employees to share their names voluntarily and report near misses, complaints, and suggestions via mobile devices.

2023 Customer
Complaint
Resolution Rate
98%



CONTRIBUTION TO SOCIAL DEVELOPMENT

KUZEY MARMARA OTOYOLU



Corporate Social Responsibility Projects

Dilovası Temporary Animal Shelter and Rehabilitation Center

The Animal Rehabilitation Center, established in collaboration with NMM and the Municipality of Dilovası, rehabilitates injured or unhealthy stray animals along the motorway route. The center treats, sterilizes, and returns animals to safe living environments after recovery. Additionally, it meets the feeding needs of animals. Two emergency intervention vehicles are utilized for animals affected by accidents on the motorway, and sterilization and care procedures are carried out under the "Animal-Related Traffic Accidents Prevention Project."

Since 2021, approximately 5,500 animals have been addressed, with checks conducted at 4,000 points along the route, significantly reducing traffic accidents.



100th Anniversary Tree Planting Event

Under the "Breath for the Past, Breath for the Future" campaign, 2,023 saplings were planted in memory of the 100th anniversary of the Republic of Türkiye at the Adapazarı Road Maintenance Branch Directorate. The event was organized to reduce the carbon footprint and contribute to ecological balance. Since 2019, an average of 1 million saplings have been planted annually. During this year's event, 2,023 saplings were brought together with nature, supporting the region's ecological balance.



Career Days with University Students

In January 2023, during career days organized with the Istanbul University Leaders Club students, NMM executives shared their industry experiences and provided insights to help young people with their career goals.

Noise Barriers from End-of-Life Tires

In the context of noise management, noise barriers made from end-of-life tires have been used to reduce the impact of noise on households and contribute to the circular economy.



Environment Week Event

On June 9, 2023, as part of World Environment Week, a cleanup was conducted in Fatih Forest. With the participation of 25 people, 10 bags of waste were collected in collaboration with volunteer employees and the General Directorate of Nature Conservation and National Parks.



● Earthquake Zone Relief Activities

On the morning of February 6, 2023, following the earthquake disaster, the NMM family promptly dispatched machinery, vehicles, food, and cold-weather supplies to the affected region.

Emergency aid teams quickly delivered medicines, food, and essential supplies to the earthquake zone. Additionally, “MEB Kuzey Marmara Motorway Primary School” in Kahramanmaraş, “NMM Family Health Center,” and “NMM Youth and Sports Center” in Adıyaman were constructed. NMM employees actively participated in voluntary efforts coordinated by the Ministry of Education, Ministry of Health, AFAD, and KGM.

Red Crescent Blood Donation Campaign

In March 2023, following the earthquake, NMM, in collaboration with the Red Crescent, organized a blood donation campaign, collecting 60 units of blood to contribute to meeting health needs in the earthquake zone.



● Projects Conducted in Collaboration with TODEV

Projects conducted in collaboration with TODEV reflect NMM’s commitment to social responsibility and its support for individuals with disabilities, particularly those with autism. The collaborations and projects carried out with TODEV reinforce its commitment to raising social awareness and providing support.

Autism Awareness Week Event

As part of Autism Awareness Week on April 2, Tola Gökçe, a TODEV board member, was hosted at NMM’s main control center on April 6, 2023. Gökçe’s seminar, titled “A Father Talks About Autism,” shared insights and experiences about autism’s place in society and interactions with individuals with autism, providing participants with knowledge and inspiration. This event promoted awareness about autism and informed NMM employees about its social and workplace impacts.



“No Difference in Autism, Only Work” Project

As part of the “No Difference with Autism, There is Work” project, which began in 2022 and continued in 2023, efforts were undertaken in collaboration with TODEV to promote the employment of individuals with autism. Within the scope of the project, three individuals with autism from TODEV were employed in white-collar positions at NMM based on their competencies. This project aims to support the participation of individuals with autism in the workforce and enhance their social integration.

E-Waste Project

The “E-Waste for Autism” project, launched in 2023, aims to use the revenue generated from recycling electronic waste to support individuals with autism. Within the scope of the project, a collaboration was established with GCL Group, and the income from recycling was donated to TODEV, contributing to the education and development of individuals with autism.

Inclusive OHS Seminar

In collaboration with TODEV and ODDEF, the Inclusive OHS Seminar included informative presentations on safe transportation and safety for individuals with disabilities during emergencies. The seminar aimed to raise awareness about various disability groups and enhance families’ knowledge on the subject. It was conducted in collaboration with the Human Resources and Corporate Communications departments, as well as TODEV, GCL Group, and ODDEF.



DIGITALIZATION AND INFORMATION SECURITY



● Digitalization Activities



Digitalization is at the core of NMM's efforts to enhance operational efficiency and protect information assets. Digital transformation not only increases customer satisfaction but also optimizes business continuity and security. NMM aims to continuously improve service quality by leveraging the advantages of technology.

Smart Technologies:

Smart traffic management systems and data analytics applications are used for traffic management and road safety to optimize traffic flow and quickly detect potential issues.

Digital Platforms:

Customer service and feedback processes are conducted through digital platforms to enhance user experience and provide quick access to services.

● Information Security

Information security activities not only ensure the safety of operational processes but also enhance business continuity and efficiency.

NMM's information security strategies aim to protect digital assets against potential cyber threats. In this context, information security policies are continuously reviewed and updated.

NMM, during its digital transformation process, adopts the best industry practices for data protection and customer information security while integrating the latest technologies.

Under the "Information Security Procedure," NMM commits to ensuring the confidentiality, integrity, and accessibility of information. The company operates 22 procedures to ensure information and personal data security through the integration of the Information Security Management System (ISMS) and the Personal Data Protection Management System (PDPMS). These procedures cover critical processes such as ensuring, planning, verifying, and approving business continuity. In line with NMM's commitment to personal data security, personal data is processed in accordance with individuals' expectations and in full compliance with legal regulations.

APPENDICES



GRI CONTENT INDEX

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the Turkish version of the report.



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| STATEMENT OF USE | Northern Marmara Motorway (NMM) has reported in accordance with GRI Standards for the period of 01.01.2023-31.12.2023. |
| GRI 1 | GRI 1: Foundation 2021 |
| SECTOR STANDARD | N/A |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|---|---|--|---------|
| GENERAL DISCLOSURES | | | |
| GRI 2: GENERAL DISCLOSURES 2021 | 2-1 Organization Profile | Corporate Profile and Values | 9-12 |
| | | From Past to Present NMM | 13 |
| | | Services and Solutions | 14-16 |
| | | Sustainability Journey | 7 |
| | | Awards | 17 |
| | 2-2 Entities included in the sustainability reporting | About the Report | 3 |
| | 2-3 Reporting period, frequency, and contact information | About the Report | 3 |
| | 2-4 Restatements of information | No restated information | |
| | 2-5 External assurance | No external assurance was taken within the scope of the report | |
| | 2-6 Activities, value chain, and other business relationships | Services and Solutions | 14-16 |
| | | Sustainable Supply Chain Management | 54 |
| | | Stakeholder Relations | 53 |
| | 2-7 Employees | Human Resources Approach | 45 |
| Human Resources Strategy and Employment Data | | 46 | |
| 2-8 Employees of contractors | Human Resources Strategy and Employment Data | 46 | |
| 2-9 Governance structure | Organizational Structure | 20,21 | |
| | Sustainability Organization | 31 | |
| | Integrated Management Systems and Certificates | 22 | |
| 2-10 Process for determining the highest governance body's competencies | Organizational Structure | 20,21 | |
| 2-11 Independence of the highest governance body | Organizational Structure | 20,21 | |
| | Sustainability Organization | 31 | |
| 2-12 Role of the highest governance body in overseeing impacts | Organizational Structure | 20,21 | |
| | Sustainability Organization | 31 | |
| 2-13 Evaluation of the highest governance body | Organizational Structure | 20,21 | |
| | Sustainability Organization | 31 | |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|--|--|--|----------------------------|
| GRI 2: GENERAL DISCLOSURES 2021 | 2-14 Role of the highest governance body in sustainability reporting | Message from the General Manager Sustainability Organization | 4-6 31 |
| | 2-15 Processes to avoid conflicts of interest | Human Resources Approach NMM Human Resources Policy Ethical Principles, Transparency, Compliance with Laws | 45 45 28 |
| | 2-16 Communication of critical issues to the highest governance body | Organizational Structure Sustainability Organization Sustainability Strategy and Approach Sustainability Priorities and Prioritization Matrix | 20,21 31 32 33,34 |
| | 2-17 Knowledge of the highest governance body | Corporate Governance Organizational Structure | 19-29 20,21 |
| | 2-18 Evaluation of the performance of the highest governance body | Corporate Governance Organizational Structure | 19-29 20,21 |
| | 2-19 Remuneration policies | Remuneration Policy | 48 |
| | 2-20 Process to determine remuneration | Remuneration Policy | 48 |
| | 2-21 Ratio of annual total compensation | Confidentiality Constraints Due to its nature as a trade secret, this information is not disclosed based on a management decision. | |
| | 2-22 Explanation of the sustainable development strategy | Sustainability Strategy and Approach Sustainability Priorities and Prioritization Matrix NMM Sustainability Goals | 32 33,34 35 |
| | 2-23 Policy commitments | NMM Human Resources Policy Organizational Structure Sustainability Strategy and Approach Sustainability Organization | 45 20,21 32 31 |
| | 2-24 Embedding policy commitments | Organizational Structure Sustainability Strategy and Approach Sustainability Organization | 20,21 32 31 |
| | 2-25 Processes to remediate negative impacts | Corporate Governance Sustainability Organization Sustainability Strategy and Approach Climate Change Mitigation and Adaptation | 19-29 31 32 37 |
| | 2-26 Mechanisms for seeking advice and raising concerns | Customer Satisfaction and Service Quality Employee Engagement and Satisfaction | 55 49 |
| | 2-27 Compliance with laws and regulations | NMM ensures full compliance with all laws, regulations, and legislations applicable in Turkiye. | |
| | 2-28 Memberships in associations | Corporate Relations | 18 |
| | 2-29 Stakeholder engagement | Stakeholder Relations | 53 |
| | 2-30 Collective bargaining agreements | Union Rights and Membership | 49 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|--|--|---|---------|
| MATERIAL TOPICS | | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | 3-2 List of material topics | <ol style="list-style-type: none"> 1. Occupational Health and Safety 2. Ethics and Legal Compliance 3. Inclusivity, Equal Opportunity, and Diversity 4. Energy Efficiency and Use of Renewable Resources 5. Risk and Opportunity Management 6. Protection of Employee Rights 7. Resilience (disaster / pandemic management) 8. Sustainable Environmental Management 9. Creating Social Value 10. Sustainable Supply Chain 11. Road Safety 12. Noise Management 13. Customer Satisfaction and Service Quality 14. Equality and Diversity at Work 15. Cyber Security 16. Water Resources, Water Management 17. Protection of Personal Data 18. Greenhouse Gas Management 19. Reputation Management 20. Environmentally Friendly Materials 21. Biodiversity Management 22. Air Quality 23. Innovation, R&D 24. Technological Investments 25. Digitalization Investments 26. Solid Waste Management | 33,34 |
| Energy Efficiency and Use of Renewable Resource | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | Energy Management | 38-39 |
| | 302-4 Reduction of energy consumption | Energy Management | 38-39 |
| | 302-5 Reductions in energy requirements of products and services | Energy Management | 38-39 |
| Sustainable Environmental Management | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|---|--|---|---------|
| Biodiversity Management | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |
| GRI 304: Biodiversity 2016 | 304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value | Biodiversity Management | 43 |
| | 304-2 Significant impacts of activities, products, and services on biodiversity | Biodiversity Management | 43 |
| | 304-3 Habitats protected or restored | Biodiversity Management | 43 |
| Water Resources, Water Management | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |
| GRI 303: Water and Effluents 2018 | 303-3 Water withdrawal | Water Management | 41 |
| | 303-4 Water discharge | Water Management | 41 |
| | 303-5 Water consumption | Water Management | 41 |
| Greenhouse Gas Management/ Air Quality | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |
| | | Sustainability Journey | 7 |
| | | Sustainability Organization | 31 |
| GRI 305: Emissions 2016 | 305-5 Reduction of GHG emissions | Energy Management | 38-39 |
| | | Greenhouse Gas Emissions | 39 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|--|--|--|----------|
| Solid Waste Management / Environmentally Friendly Materials | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Respect for Nature | 36-43 |
| | | Sustainable Supply Chain Management | 54 |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | Waste Management | 40 |
| | 306-2 Management of significant waste-related impacts | Waste Management | 40 |
| | 306-3 Waste generated | Waste Management | 40 |
| | 306-4 Waste diverted from disposal | Waste Management | 40 |
| | 306-5 Waste directed to disposal | Waste Management | 40 |
| Sustainable Supply Chain | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Value Chain Management | 52-55 |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers screened using environmental criteria | Sustainable Supply Chain Management | 54 |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | No significant negative environmental impact in the supply chain during the reporting period. | |
| GRI 414: Supplier Social Assessment 2016 | 414-2 Negative social impacts in the supply chain and actions taken | No significant negative social impact in the supply chain during the reporting period. | |
| Protection of Employee Rights | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Employment at NMM | 44-51 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Human Resources Strategy and Employment Data | 46 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | No benefits are provided to temporary or part-time employees at NMM that are not available to full-time employees. | |
| | 401-3 Parental leave | Human Resources Strategy and Employment Data | 46 |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | Talent Management, Employee Training, and Development | 48 |
| | | Occupational Health and Safety | 50 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Talent Management, Employee Training, and Development Equality, Diversity, and Inclusion | 48 47 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|---|--|---|---------|
| Inclusivity, Equal Opportunity, and Diversity / Equality and Diversity at Work | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Employment at NMM | 44-51 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | NMM at a Glance | 8 |
| | | Organizational Structure | 20,21 |
| | | Employment at NMM | 44-51 |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | No incidents of discrimination were reported during the reporting period. | |

| | | | |
|--|---|---|-------|
| Occupational Health and Safety | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Employment at NMM | 44-51 |
| | | Road Safety and Environmental Noise Management | 42 |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | Occupational Health and Safety | 50 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | Occupational Health and Safety | 51 |
| | 403-3 Occupational health services | Occupational Health and Safety | 50 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | Occupational Health and Safety | 50 |
| | 403-5 Worker training on occupational health and safety | Occupational Health and Safety | 50 |
| | 403-6 Promotion of worker health | Occupational Health and Safety | 50 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety | 50 |
| | 403-8 Workers covered by an occupational health and safety management system | Occupational Health and Safety | 50 |
| | 403-9 Work-related injuries | Occupational Health and Safety | 50 |
| | 403-10 Work-related ill health | Occupational Health and Safety | 50 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|---|---|---|---------|
| Customer Satisfaction and Service Quality / Reputation Management | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Sustainability Organization | 31 |
| | | Employment at NMM | 44-51 |
| | | Value Chain Management | 52-55 |
| | | Road User Contributions | 23-27 |
| | | Integrated Management Systems and Certifications | 22 |
| | | Digitalization Activities | 60 |
| | | Information Security | 60 |
| Corporate Memberships | 18 | | |
| GRI 416: Customer Health and Safety 2016 | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | No incidents of non-compliance concerning health and safety impacts of products and services during the reporting period. | |
| GRI 417: Marketing and Labeling 2016 | 417-2 Incidents of non-compliance concerning product and service information and labeling | No incidents of non-compliance concerning product and service information and labeling during the reporting period. | |
| | 417-3 Incidents of non-compliance concerning marketing communications | No incidents of non-compliance concerning marketing communications during the reporting period. | |
| Creating Social Vaule | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Contribution to Social Development | 56-58 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | Corporate Social Responsibility Projects | 57 |
| | | Earthquake Zone Relief Activities | 58 |
| | | Projects Conducted in Collaboration with TODEV | 58 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | Corporate Social Responsibility Projects | 57 |
| | | Earthquake Zone Relief Activities | 58 |
| | | Projects Conducted in Collaboration with TODEV | 58 |
| Digitalization Investments / Technological Investments / Innovation, R&D | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Digitalization Activities | 60 |
| | | Information Security | 60 |
| | | Contributions to Motorway Users | 23-27 |

| GRI STANDARD | DISCLOSURE | DESCRIPTION | PAGE NO |
|---|--|--|---------|
| Protection of Personal Data / Cyber Security | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | No substantiated complaints concerning breaches of customer privacy and losses of customer data during the reporting period. | |
| Road Safety / Noise Management / Resilience (Disaster and Pandemic Management) | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Road Safety and Environmental Noise Management | 42 |
| | | Contributions to Motorway Users | 23-27 |
| | | Effective Disaster and Crisis Management | 29 |
| Ethics and Legal Compliance / Risk and Opportunity Management | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability Strategy and Approach | 32 |
| | | Sustainability Priorities and Prioritization Matrix | 33,34 |
| | | Ethical Principles, Transparency, and Legal Compliance | 28 |
| | | NNM Board of Directors | 21 |
| | | Sustainability Organization | 31 |

SUSTAINABILITY REPORT 2023



**NORTHERN
MARMARA
MOTORWAY**

The Motorway Connecting Turkiye to a Sustainable Future

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