

# SUSTAINABILITY REPORT 2020



**Akenerji Elektrik Üretim A.Ş.**

Miralay Şefik Bey Sok. Akhan No: 15

Gümüşsuyu 34437 İstanbul - Turkey

**P.** +90 212 249 82 82 **F.** +90 212 249 73 55

**Tax Administration :** Büyük Mükellefler

**Tax No** : 0110031317

**CRS No** : 0011003131773412

**www.akenerji.com.tr** **info@akenerji.com.tr**





## THE JOURNEY OF ENERGY...

We continue forward on our journey of more than 30 years in the energy sector, with the awareness that trust, honesty, and consistency are irreplaceable values in our business, saying, "Make a Difference with Your Energy."









# CONTENTS

About the Report	6
<b>1. CEO's Message</b>	<b>8</b>
<b>2. Corporate Profile</b>	<b>11</b>
About Us	12
Akenerji in 2020	26
Our Memberships and Awards	30
<b>3. Corporate Governance</b>	<b>35</b>
Vision, Mission, Corporate Culture and the Akenerji Employee	36
Corporate Management	40
Our Risks and Opportunities	44
Our Ethical Practices	45
Supply Chain Management	46
<b>4. Stakeholder Management and Materiality</b>	<b>49</b>
<b>5. Sustainable Management</b>	<b>55</b>
Sustainable Management and Our Sustainability Indicators	62
Environment	62
Our Employees	74
Our Training	85
Our CSR Projects	88
<b>6. Appendices</b>	<b>93</b>
Our Performance Indicators	94
GRI Content Index	98



We are pleased to present the 2020 Sustainability Report of Akenerji Elektrik Üretim A.Ş. to all our stakeholders.

With our ninth report this year, of our reporting activities that we started in 2012, we are carrying out our efforts to increase our social impact under the shadow of the pandemic.

Our "Sustainability Report" covering the period from January 1, 2020, to December 31, 2020. This report has been prepared in accordance with the GRI Standards: Core option. Our report includes Akenerji and its subsidiaries, nine power generation plants and our General Directorate. In order to make the data meaningful, the evaluation in this report has been made using our data since 2018.

## ABOUT THE REPORT

**Akenerji  
Elektrik  
Üretim  
A.Ş.**

Ayyıldız WPP  
Uluabat HEPP  
Burç Bendi HEPP  
Bulam HEPP  
Himmetli HEPP  
Gokkaya HEPP  
FEKE-1 HEPP  
FEKE-2 HEPP  
Erzin NGCCPP

**Ak-El  
Kemah  
Elektrik  
Üretim  
A.Ş.**

Kemah HEPP

**Akenerji  
Elektrik  
Enerjisi  
İthalat  
İhracat ve  
Toptan  
Tic. A.Ş.**

Our report is published electronically in June 2021.

The information contained in this report is based on reliable and verifiable information. The contents of this report cannot be copied, modified or distributed without the express written consent of Akenerji.

Company managers, employees and all other persons and institutions that have contributed to creation of the report cannot be held responsible for any damages that may arise due to the use of the information contained in this report. All rights and responsibilities regarding the content of the report belong to Akenerji.

You can forward your questions, comments and suggestions about the report to [info@akenerji.com.tr](mailto:info@akenerji.com.tr).







## 1. CEO'S MESSAGE



The COVID-19 pandemic, which affected the entire world in 2020, gave birth to a new world order. During this year, in which we have experienced a "new normal", the socio-economic uncertainty caused by the pandemic affected many sectors, as tourism and its related sectors and especially the industrial facilities were brought to a standstill.

Akenerji continued its generation in all of its power plants without any interruptions and ensured the security of supply through its crisis management implemented since the earliest moments of the prevailing uncertainty. With the health and safety of our employees always remaining a priority, all the necessary precautions were taken.

Our technological infrastructure was quickly updated to accommodate a remote working environment. Our headquarter office employees switched to a telecommuting system, while the shifts in our power plants were rearranged. Our fitness classes began on digital platforms, in addition to the training support we provide our employees, during these days in which we have come to understand the significance of living a healthy life.



As an experienced member with more than 30 years of corporate experience in the energy sector, we anticipate that in the coming years, a carbon-neutral future based on energy transformation, with renewable resources at the forefront, will be given shape along with the contribution of technological developments. With the impact of climate change, decarbonising energy production has become one of the issues that is also on the global agenda at the moment. When the European Union accepted the Green Deal in December 2019, a new phase in which countries have started to announce their targets on the path towards a decarbonised future has begun. As Akenerji, we are following these global developments regarding the transformation of energy resources closely and strategically, watching the positioning of different countries.

2020 has been a challenging year for the Turkish energy market with the decline in energy demand, fluctuations in oil prices, increased fuel and operating costs due to high exchange rates, and difficult financing conditions.

As Akenerji, we realised 6% of the transaction volume of the Turkish over-the-counter (OTC) electricity futures trading market during this period. As part of our long-term growth strategy, we continued to diversify and increase our cross border activities. By increasing our international transaction volume 2.5 times compared to last year, we reached a record level of 553 GWh.

In addition to our active presence in the European Electricity Markets, we successfully completed our membership processes in the American Commodity Exchanges and started to trade products like coal, natural gas and oil in these markets.

The drought, which started to show its effects throughout our country, especially during the second half of 2020, also negatively affected our hydroelectric power plants. However, despite an approximately 17% decrease in the total amount of generated renewable energy compared to the previous year, it was still a successful year in terms of our operational profitability with our Erzin Natural Gas Combined Cycle Power Plant (NGCCPP) increasing its production by 35% this year.

In 2020, our Carbon Disclosure Project (CDP) Climate Change and CDP Water report was rated B- "Management" above the European and Global average of C.

By the end of 2020, by adopting the Turkish Ministry of Environment and Urbanization's zero waste program in all of our power plants, the Basic Level Zero Waste Certificate has been obtained.

We contributed to the environment at a rate equivalent to 550 thousand trees with the 570 thousand tons carbon

emission reduction certificates we sold in 2020.

Our Energy Services provided businesses with an average of 35% efficiency in electrical energy and 55% efficiency in natural gas through the projects they have implemented since 2015 without any additional investment. As we continued with our high energy efficiency projects in 2020, we also took our first steps towards providing service in solar power plant projects.



**In 2020 we continued investing in human resources, which is one of our most important constituents. We updated our corporate purpose, mission and vision in line with our long-term goals. We received various awards for our social responsibility projects and our work in the field of human resources. In 2020, we were included in the Fortune 500, ISO 500 and Capital 500 lists. We rose to first place in the "Increasing Profits Before Interest and Taxes" list in Fortune 500, ranking the fastest-growing companies. We are also happy to have won 5 Stevie Awards.**

We managed to put behind a year with great challenges by exceeding our targets in key performance indicators. With the hope that challenges will contribute to humanity by creating new opportunities in our world, we share our 2020 Sustainability Report with you.

With Regards,

**Serhan Gençer**  
CEO









## 2. CORPORATE PROFILE

## 2. CORPORATE PROFILE

### About Us



Akenerji started its operations as an auto producer group under Akk k Group Companies in 1989. Our company has been in the sector as an independent power generation company since 2005. With 1.224 MW of installed capacity, it has the generation capacity to meet 3% of Turkey's energy needs by itself.

In 2000, 25% of the company's shares were offered to the public. In 2009, the closing of share transfer transactions between Akk k Group Companies and CEZ was completed, with CEZ taking over 37.36% of Akenerji's shares.

Akenerji, with its corporate memory based on 32 years of knowledge in the industry, aims to maintain its balanced portfolio structure to secure its strong position even further.

**Akenerji implements the corporate sustainable management model by combining its economic capital with the natural and social capital in its sustainable development model.**

Akenerji aims to continue its work with strategies that will increase its success in value creation in line with the demands of decarbonizing energy. We are also following the work being done within the scope of decarbonizing energy on a global scale for risks and opportunities relevant to our company.

In this respect, our company continues its efforts to reshape its production strategies and take necessary actions to create benefits from renewable energy resources.





The list of power plants in which Akenerji operates and their installed capacity distribution are given in Table 1.

**Table 1: Installed Capacity Distribution of Power Plants**

Name of Plant	Commissioning Date	Installed Capacity (MW)	Energy Type
Ayyıldız	2009	28	WPP
Bulam	2010	7	HEPP
Burç Bendi	2010	28	HEPP
Uluabat	2010	100	HEPP
Feke II	2010	70	HEPP
Feke I	2012	30	HEPP
Gökkaya	2012	30	HEPP
Himmetli	2012	27	HEPP
Erzin	2014	904	NGCCPP
Kemah*	-	198	HEPP
<b>Total Installed Capacity</b>		<b>1224</b>	

\* In the project stage



## Our Investments

---

In 2017, Akenerji completed the State Hydraulic Works Final Design approval procedures for the 198 MW installed capacity Kemah Hydroelectric Power Plant project, which is planned to be built in the Erzincan province and expected to generate an average of 560 GWh of electricity per year. In 2020, the license for the Kemah HEPP project was renewed, and the pre-construction period was extended. The necessary preparatory work for the relevant main equipment procurement and construction works tenders is planned for 2021.

Starting from 2019, Akenerji undertook the project management of a biomass power plant built in Sakarya with an installed capacity of 16.23 MW and its operation and maintenance services for a three year period. The operation and maintenance contract is planned to be extended in 2021.

Our search for potential customers and projects in this field will continue in 2021 as well.



## About CEZ GROUP;

---

Headquartered in the Czech Republic, CEZ Group is an integrated energy group operating in many Central and Southeast European countries and Turkey. The Group's core business is electricity and heat generation, distribution, trade and sale, natural gas trading and sales, coal extraction and energy services. CEZ Group companies operate with over 30,000 employees.

As of 31.12.2020, the largest shareholder of the parent company CEZ a.s. is the Czech Republic, which owns approximately 70% of the total Company shares. CEZ a.s. shares are listed on the Prague and Warsaw stock exchanges and included in the PX and WIG-CEE indices.



## About AKKÖK GROUP;

Akkök Holding, whose foundations were laid down by the late Raif Dinçök in 1952, is among the most well-established organizations in Turkey with its 68 years of experience. Operating in the chemistry, real estate and energy sectors, the Holding has 20 operational trade and industrial companies and 19 production facilities, four of which are abroad. Akkök Holding, which closely monitors foreign markets in the sectors it is involved in, aims to reach the global competitive standards with all of its companies.

## Akenerji and Subsidiaries

Capital shares owned directly or indirectly by Akenerji and its subsidiaries (%)

Subsidiary	31 December 2019	31 December 2020
Akenerji Elektrik Enerjisi İthalat İhracat ve Toptan Tic. A.Ş.	100.00	100.00
Ak-El Kemah Elektrik Üretim A.Ş.	100.00	100.00
Akenerji Doğalgaz İthalat İhracat ve Toptan Tic. A.Ş.	100.00	100.00

## The share distribution in Akenerji





## Our Financial Indicators

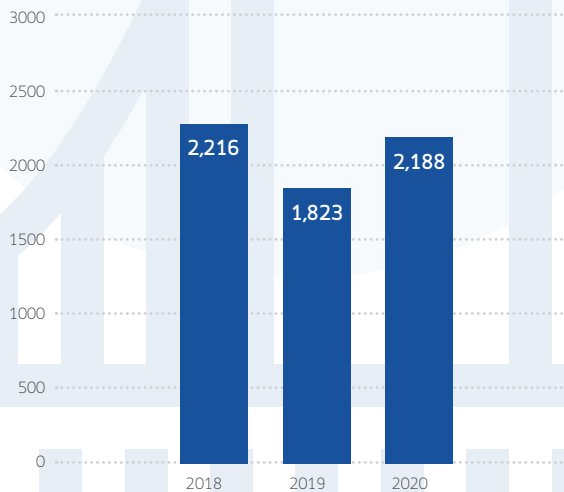
Our consolidated financial indicators are given in Table 2.

**Table 2: Our consolidated financial indicators**

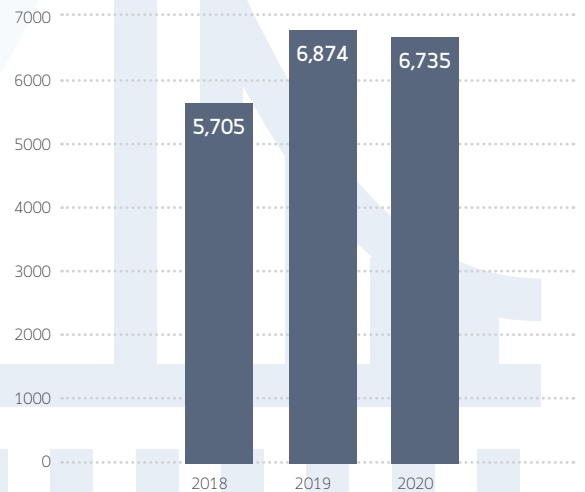
Consolidated Financial Indicators (million TL)	2018	2019	2020
Net Sales	2,216	1,823	2,188
Gross Profit on Sales	58	178	198
Operating Profit	-45	89	116
Profit Before Interest, Taxes and Depreciation	213	346	409
Net Profit / (Loss)	-1,556	-741	-1,085
Total Current Assets	325	243	365
Short Term Liabilities	1,468	469	610
Circulating Capital	-140	-157	-162
Tangible and Intangible Assets	5,339	6,588	6,293
Total Financial Liabilities	4,512	5,099	6,082
Total Assets	5,705	6,874	6,735
Total Liabilities	5,244	5,913	6,863
Total Equity	461	961	-129*
End of Period Value of Cash and Similar Assets	19	88	214
Investment Expenditures	10	23	22
End of Period Market Value-ISE	459	795	1,611
Average Number of Staff	204	235	240

Our net sales and total assets in 2020 are given in Chart 1.

**Net Sales (million TL)**



**Total Assets (million TL)**





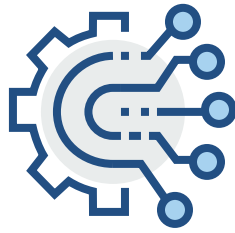


## Our Operations

With our 32 years of experience, we generate energy to brighten lives.

### Akenerji Operations

► Electricity Generation and Sales



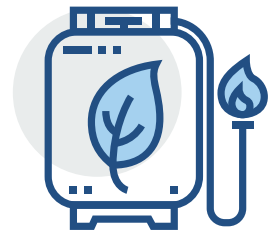
► Electricity Import, Export and Wholesale Trade



► Electricity Retail Sales



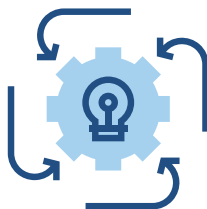
► Natural Gas Import, Export and Wholesale Trade



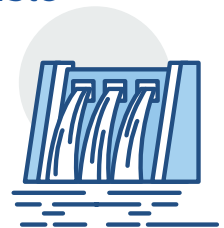
► Energy Services

As Turkey's first electricity generating auto producer group, Akenerji started its activities on May 16, 1989, within the scope of Law No. 3096 dated 1984 on the Assignment of Organizations other than the Turkish Electricity Authority (TEK) for Electricity Generation, Transmission, Distribution and Trade. Akenerji continues to generate energy without interruptions, being one of Turkey's major energy producers with a total installed power of 1224 MW.

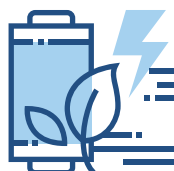
► Electricity generation capacity from natural gas: 904 MW



► The ratio of renewable resources in total generation  
HEPP: 24%



► Electricity generation capacity from renewable sources: 320 MW



WIND: 2%



Our activities are summarized in Chart 1  
**Chart 1: Our Operations**



### Structured and Custom Products

- ▶ Balancing Group and Related Products
- ▶ Power Plant Management Services
- ▶ Market Access Services
- ▶ Natural Gas Supply and Trade





## Electricity Generation

At Akenerji, we provide services for the establishment, commissioning, leasing of electrical power generation facilities, electrical power generation, and/or purchasing and selling generated electricity and capacity in wholesale markets.

As Akenerji, we focused on power plant investments based on renewable resources in 2005 to create resource diversity and gradually commissioned 1 wind and 7 hydroelectric power plants between 2009 and 2012.

Akenerji diversified its generation portfolio by commissioning the Bulam, Burç Bendi, Feke II and Uluabat Hydroelectric Power Plants in 2010, and the Feke I, Himmetli and Gökkaya Hydroelectric Power Plants in 2012. The Ayyıldız Wind Power Plant, the first-generation facility of Akenerji in renewable energy established in 2009, was completed and put into commission in 2017 with an additional 13.2 MW investment. As a result, Akenerji increased its total installed capacity based on renewable energy sources to 320 MW. In 2020 we produced 870,948 MWh of electricity from renewable energy sources.

Our diversity of energy resources has significantly contributed to balancing our production portfolio and keeping our costs at competitive levels.

The 904 MW capacity Erzin NGCCPP Project, one of Turkey's largest natural gas power plant investments and one of the most important projects of the Akkök-CEZ strategic partnership, started its commercial operation at full capacity on June 5, 2014. Erzin NGCCPP is considered one of the most important investments of our country for making the best use of resources with high efficiency, increasing competition to satisfy the consumer, and contributing significantly to regional employment.

After the work carried out in Erzin NGCCPP in the first quarter of 2017, the power plant's capabilities such as load taking, load shedding, and working at low capacity have been greatly improved. Improvement efforts were continued in this context in 2020. The Power Plant maintained its competitive position by responding to the flexibility needs in the most robust possible way, which is very important for Turkey's electricity grid balance and security.

The distribution of the capacity utilization rates of all of our power plants is given in Table 3.

**Table 3: Capacity utilization rates in 2020**

Plant Name	Realized Gross Electricity Generation (MWh)	Capacity Utilization Rate (%)
AYYILDIZ WPP	91,048	36.86
ULUABAT HEPP	179,531	20.49
BURÇ HEPP	98,323	41.07
BULAM HEPP	30,609	49.70
GÖKKAYA HEPP	104,473	41.79
HİMMETLİ HEPP	100,977	42.72
FEKE I HEPP	108,686	42.20
FEKE II HEPP	157,301	25.81
ERZİN NGCCPP	3,822,324	48.27
<b>TOPLAM</b>	<b>4,693,272</b>	<b>43.88</b>

## Trading Activities

At the beginning of 2020, it was thought that the time had come to turn a new leaf in the Electricity Trade market. During this time, the number of market participants increased, and severe increases were seen in the variety of traded products and transactions.

Especially in April and May, the substantial decrease in the electricity consumption of the industry and businesses and the increase in hydroelectric power plants' production share following what could be considered a wet winter and spring period caused electricity prices to remain low in the spot markets.

**The average Market Clearing Price, which was 260.32 TL/MWh in 2019, increased by 7.1% to 278.72 TL/MWh in 2020.**



Akenerji's presence in the Turkish Electricity Trading Market continued to increase in 2020 as well, and it single-handedly realized 6% of the transaction volume of the Turkish Over-the-Counter futures electricity trading market.

In 2020, Akenerji maintained its presence in the European Electricity Markets by increasing its cross border activities and also started futures trading of products such as coal, natural gas and oil in the American Commodity Exchanges which it became a member of. As a result, the volume of commercial transactions carried out in markets outside Turkey exceeded 550 GWh and reached a new record level.









## Natural Gas Supply and Trade

Akenerji has adopted an effective cost management approach in its natural gas operations, planning and managing the required natural gas agreements for the Erzin NGCCPP in this context. Through its Wholesale License, Akenerji is increasing its influence in the Turkish natural gas market with each passing day while developing alternative operations for reaching natural gas under the most favourable conditions.



In 2019 Akenerji completed the preparations and activated the Wholesale License of Akenerji Natural Gas Company and, in 2020, created an alternative to reduce the natural gas costs of Erzin NGCCPP. With the correct allocation rates and amount planning it created within this context, Akenerji has completed its "take or pay" obligations for 2020 and the remaining compensation amount from the 2019 contract, leaving zero obligations for the coming years.



Erzin NGCCPP, which consumed a total of 714 million m<sup>3</sup> of natural gas in 2020, procured approximately 500 million m<sup>3</sup> of this amount from Botaş. With the benefit gained from discounted prices, an additional 1% improvement was achieved in natural gas costs for the quantities mentioned earlier supplied by Botaş.



Akenerji traded 214 million m<sup>3</sup> of natural gas from alternative markets through its Natural Gas Company. By trading natural gas daily and weekly on the EPIAŞ-STP platform, commissioned in 2018, Akenerji Natural Gas Company realized 10% of the matched price totals. As a result, it significantly reduced natural gas costs.



Akenerji also reduced natural gas costs by making periodic and spot agreements with companies holding import licenses. As a result, Akenerji has achieved a 2.7% decrease in natural gas costs through its trading activities.







## Structured Special Products

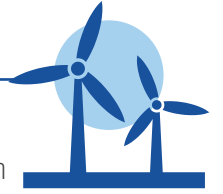
Akenerji develops its product range according to the increasing needs of its electricity market stakeholders. In 2020, as in previous years, Akenerji fulfilled its stakeholders' different expectations and needs with products and services built on various business models such as Energy Imbalance Management and Power Plant Management Services, particularly the Balancing Group.



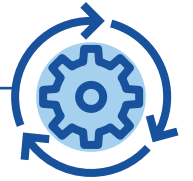
Akenerji produced added value throughout the year with the win-win principle. It developed a new and unique business model with one of the leading companies in the sector within the scope of Balancing Group operations by renewing our cooperation that started in 2019, with a contract in 2020.



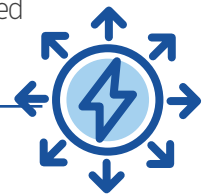
Within the scope of this business model, 6 Wind Power Plants (WPP) with a total installed capacity of 172 MW have been included in our Balancing Group, and a profit-sharing system has been put into practice that is limited to the said WPP portfolio. In 2020, contracts were renewed with all the Balance Responsible Parties (BPRs) under our responsibility in 2019. In addition to our WPP portfolio consisting of 6 facilities, 7 new stakeholders, including a market participant, one of the largest industrial enterprises in Turkey, were included in our Balancing Group. Thereby a collaboration model was established in Structured Products, and the number of companies in the Balancing Group increased by 45% compared to 2019.



Aside from the Balancing Group products, the expectations and needs of market participants, whose production portfolios are large and not diverse, and therefore at risk of being exposed to high imbalance and KÜPST costs, have been met at the highest level, with special products designed within the scope of Energy Imbalance Management and Power Plant Management Services.



In this context, the portfolio management and commercial operations of 7 generation facilities of different resource types with a total installed capacity of 155 MW were successfully carried out in 2020 within the established business models.



In addition, with the daily and flexible Bilateral Agreement business model designed between Akenerji and Sepaş Enerji in 2020, an improvement was gained in Akenerji's spot market costs, and more than 1.8 TWh was supplied to Sepaş Enerji throughout 2020.

With all cooperation models created within the scope of Structured Products, operational profitability has increased by 72% compared to the previous year.

We aim to continue to increasingly grow our work in this direction in 2021.



## Energy Services (ESCO)

As Akenerji, as we prove our company awareness and ability to create added value with the projects we do with our innovative Energy Services, started in 2015 as an innovative move in the energy sector, we are progressing rapidly with innovative and competitive steps in this field.

We provide productivity-enhancing project consultancy and turnkey implementation projects to industrial facilities and guaranteed energy efficiency services for commercial buildings without investment as well as free exploration and engineering studies of the facilities. Akenerji Energy Services; offer integrated performance guarantee by integrating survey and reporting, analysis and consultancy, project development, financing, maintenance, facility technical operation and verification services under one roof according to the needs of enterprises. Akenerji offers a custom service package to each facility that plans to achieve energy efficiency. In addition to technical operation and optimization projects for commercial buildings, Akenerji Energy Services carries out energy efficiency projects in the industrial sector. In this context, Akenerji aims to guide companies in using their resources most efficiently based on the “Law of Conservation of Energy” and develops waste heat recovery projects with leading companies in the sector.

### Onsite Production Projects

Project design service, turnkey construction and solar power plant installation, operation and maintenance services are provided with the build-operate-transfer model.

### Remote Reading System

Monitoring, analysis and reporting infrastructures for electricity, natural gas, water, and such consumption items of customers are provided.

### Energy Systems Management

Efficient use of energy in businesses is ensured by protecting or improving the anticipated environment and conditions. Within the scope of Energy Systems Management, maintenance, management and development services are provided in areas such as energy efficiency, buildings' lighting systems, engines, boilers, heating, cooling and air conditioning systems, building envelope, windows, thermal insulation, combustion systems, and waste heat applications.



## Renewable Energy Services

Within the scope of these services, suitable technology, highly efficient and environmentally friendly renewable asset management solutions are created. It provides services on project, financing and operation issues related to investments like wind power plants and solar panels to businesses that want to generate the energy required for their activities.

In addition to the projects we realized in 2020 in energy efficiency, we have also begun work on projects in the field of hybrid power plants, planned to be realized in 2021 in Akenerji's existing power plants. Also, the first steps have been taken to provide services in solar power plant projects.

With the custom solutions it offers to various sectors and structures, Akenerji Energy Services provided added value to its stakeholders and contributed to the reduction of greenhouse gas emissions. During this period, when efficient use of energy resources has come to the fore, Akenerji played an influential role in protecting and efficiently using our country's resources through its work with alternative energy resources.

Along with its efficiency projects and engineering services, Akenerji Energy Services has created value in sustainability by proving once again that it is pioneering and proficient in each level of the energy sector.





# Akenerji's Outlook in 2020

## Akenerji in 2020

Akenerji's presence in the Turkish Electricity Trading Market continued to increase in 2020, and according to calculations, Akenerji has taken part in the realization of 6% of the transaction volume of the Turkish over-the-counter electricity trading market.

In 2020, Akenerji increased its international trade activities. In addition to its active presence in the European Electricity Markets, membership processes to the American Commodity Exchanges were successfully completed, and futures trading of coal, natural gas and oil began in these markets. With the electricity trade carried out with Greece and Bulgaria, the volume of commercial transactions carried out in markets outside Turkey in 2020 exceeded 550 GWh. During this period, the number of companies we cooperate with increased in both countries along with Akenerji's presence in their markets, which received substantial financial and technical support from the European Union for their development and regulation.



**Our 2020 Turnover:**  
It is 2,188 MTL, with an  
increase of 20% compared  
to the previous year.

Akenerji increased its turnover in 2020 by 20% by continuing to generate energy without interruption despite the extraordinary conditions brought about by the COVID 19 pandemic, which held the entire world and Turkey under its grip.

Akenerji increased its cross-border trade and financial transaction volumes in the European markets from 217 GWh to 553 GWh in the 2019-2020 period. With the European Energy Exchange (EEX) membership, we aim to increase our trading volume to 1 TWh in 2021.





Total Installed Capacity:  
**1224 MW**  
(As of the end of 2020)

Akenerji Energy Services continued to be the company with the highest energy efficiency in its sector in 2020, with an average of 35% efficiency in electrical energy and average 55% efficiency in natural gas, it achieved with the projects it has carried out since 2015, without making any additional investments in businesses. At the same time, it brought the comfort levels of the businesses to the most favourable levels and prolonged the life span of devices by reducing the operating maintenance costs.

In 2020, Akenerji Energy Services started work towards participation in the Energy Efficiency Studies conducted by the Turkish Ministry of Energy within the scope of Turkey's National Energy Efficiency Action Plan (NEEAP).



Our Number of Employees: **248**



Ratio of Women in Senior Management: **%29**

Ratio of Men in Senior Management: **%71**

Ratio of Women in Middle Management: **%47**

Ratio of Men in Middle Management: **%51**



The Turkish Ministry of Environment and Urbanization's zero waste program has been implemented at all our locations, and a Basic Level Zero Waste Certificate has been acquired.



Our energy consumption totalled 673,203 kWh. There has been an average of 22% increase in electricity consumption compared to the previous year.



In total, 412,679 tons of CO<sub>2</sub>e were sold in voluntary markets, thereby neutralizing the carbon footprint.



Akenerji contributed 550 thousand trees to nature with the 570,000 tons of CER credits it sold in 2020.

## Our Battle with the Covid 19 Pandemic



As the Covid 19 pandemic took hold of the world in 2020, as Akenerji, the health and safety of our employees have been our utmost priority.

Based on our emergency response plan, we quickly made adjustments to our business model, focusing on uninterrupted energy generation on the one hand and the health and safety of our employees on the other.



Akenerji Covid 19 operating model was created. After the first official announcement of the first infectious case in Turkey, the transition to the telecommuting system was made according to our emergency response plan.

With the onset of the Covid 19 pandemic, the Covid 19 Outbreak Action Plan was prepared and put into practice, in addition to the General Directorate Emergency Management Plan.



During telecommuting, informative posters and brochures were prepared and shared regularly with all of our personnel.



Protection measures (use of masks, disinfectant, HES Code, etc.) were taken, and controls were started. PCR and antibody tests were done on all of our employees.

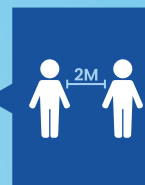


## Working Model with Focus on Combating Covid 19

Depending on the official announcements and the number of cases, a 50% capacity working model was adopted between June and November. However, with the increase in the number of cases, the switch was made back to the telecommuting system.

### New Working Model in Power Plants:

A safe working environment has been created with different shift plans in each power plant.



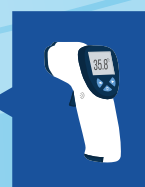
### Arrangements in Our Offices:

Separators, social distance warnings, disinfection processes, and rearrangements were made in common areas like cafeterias, etc.



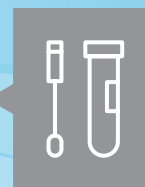
### Arrangements in Personnel Services:

Arrangements have been made regarding reducing service capacities and increasing the number of services in power plants, consistent body temperature measurements and disinfection procedures.



### Covid 19 Antibody Tests:

Antibody tests were performed on all employees, which were followed up by workplace physicians.



## Communication System to Combat Covid 19 Epidemic Has Been Established



# Our Memberships and Awards

## Our Memberships

The list of associations and other organizations we are members of is given in Table 4.

**Table 4: List of associations and other organizations we are members of**

Association and Organization Name	Abbreviation
World Energy Council Turkish National Committee	DEK - TMK
Electricity Manufacturers Association	EÜD
Energy Trade Association	ETD
Hydroelectric Power Plants Industry Businessmen Association	HESİAD
Oil Platforms Association	PETFORM
Wind Energy and Water Power Plants Businessmen's Association	RESSİAD
Turkish Electricity Industry Association	TESAB
People Management Association of Turkey	PERYÖN
Turkish Wind Energy Association	TÜREB
Turkish Industrialists and Businessmen Association	TÜSİAD
International Investors Association	YASED
Union of Chambers and Commodity Exchanges of Turkey	TOBB
Investor Relations Association	TÜYİD
Professional Woman Network	PWN
Istanbul Mineral Metal Exporters' Association	İMMİB





## Our Awards

### ► Akenerji in Fortune 500,

Akenerji, which ranks 186th in terms of net sales revenues, gained significant momentum and rose to 1st place amongst the fastest-growing companies in the "Increasing Profits Before Interest and Taxes" List in Fortune 500.



### Akenerji in Capital 500, ◀

In 2020 Akenerji was included at 251st place in the "Capital 500" list traditionally published every year by Capital Magazine, ranking Turkey's largest 500 companies.

### ► Akenerji in ISO 500,

Akenerji, with its financial stability, moved up 27 spots to 134th place in the "Turkey's Top 500 Industrial Enterprises" report that is prepared by the Istanbul Chamber of Industry (ICI).



## Akenerji Won Stevie Awards in 5 Different Categories

Award Category	Degree	Project
The Most Valuable HR Team	<b>Bronze</b>	Human resources work carried out within the scope of combating the Covid 19 pandemic
The Most Valuable Employer	<b>Silver</b>	The work carried out within the scope of combating the Covid 19 pandemic
Innovation in Living, Learning and Working Environment	<b>Bronze</b>	Power Plant Operation and Management Course Project
Innovation in Human Resources Management, Planning and Implementation	<b>Bronze</b>	Power Plant Operation and Management Course Project
Innovation in Living, Learning and Working Environment Innovation in Human Resources Management, Planning and Implementation	<b>Bronze</b>	Employer Value Proposition Project

The social responsibility project “Akenerji By Women’s Side” was deemed worthy of an award at the 3rd Turkish Energy and Natural Resources Summit.















### 3. CORPORATE GOVERNANCE



## 3. CORPORATE GOVERNANCE

### ► Vision, Mission, Corporate Culture and Akenerji Employee



#### Vision, Mission, Corporate Culture and Values

As a result of the Vision, Mission and Values Studies, the culture code defined with the active participation of all employees has been recreated. With many active studies in this direction, the values which have been the cornerstones of our purpose of existence, vision, mission and corporate culture have been reestablished.

#### Akenerji's Corporate Purpose

"With all our strength and experience, we produce energy to brighten lives."



#### Vision

To be the leading company that shapes the future of the sector with its deep knowledge and experience in the energy sector.

#### Mission

To create value for the entire energy sector and stakeholders by maintaining an innovative approach and a quality oriented attitude.



#### Corporate Culture and Values

Corporate culture is the set of characteristics that holds an organization together, uniting and integrating it while distinguishing it from others. The foundations of this culture is made from the shared beliefs and values that we hold.





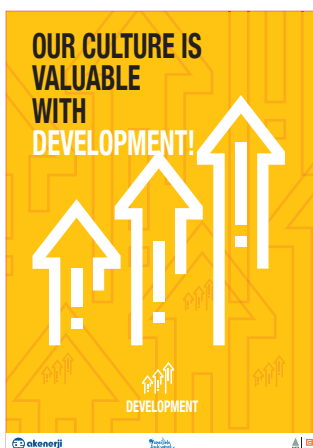


Akenerji's culture is shared by the people in its organization, structuring their behaviour, actions and decisions concerning the organization. The corporate values that constitute Akenerji's culture consist of principles that guide relationships internally within the organization and externally with all of Akenerji's stakeholders and customers.

## Leadership

Akenerji employees are inspired by the sectoral leadership of the company; each employee is the leader in their own business. As employees of a leading, experienced, solid and reliable company that gives direction to the industry, Akenerji employees take care to maintain this attitude of "leadership" inside the company as well. Akenerji embraces the fact that everyone is a leader of their own field and encourages its employees in this regard.

- ▶ They check their own work first and make sure they have produced the best result.
- ▶ Where necessary, they draw on the experience and expertise of others to produce the best result for the job.
- ▶ They always try to do their best, set realistic goals and manage their work in a measurable way.
- ▶ They have high levels of self-awareness and are passionately committed to the journey of collective success, they develop the factors necessary to keep their inner motivation high on their own.



Every new experience is an opportunity for development for Akenerji employees. As a company that follows new generation practices and technologies and pays attention to new ideas and progress, our corporate culture is shaped around a mindset where everyone grows through new experiences and also improve their surroundings. Akenerji employees;

- ▶ They know that feedback is essential for corporate development, receive feedback from all stakeholders and give feedback when necessary.
- ▶ They take responsibility for their professional development and look at each new experience as an opportunity for growth.
- ▶ They believe that learning has no place, age or time, and try to be a lifelong student.
- ▶ They push their limits, do not stop exploring and try new ways to be the best version of themselves.
- ▶ They share their successes with each other and celebrate. They are confident that the contribution of all Akenerji employees at every level is being appreciated.

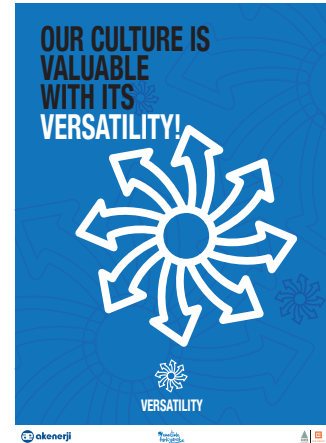
## Development



## Versatility

At Akenerji, business is handled from multiple perspectives, and employees utilize diverse sources and produce multi alternative results. Akenerji employees, who are competent experts with a presence in the different fields of the energy industry, are inspired by the company's versatility and take care to demonstrate this multifaceted attitude in their own business. Akenerji employees;

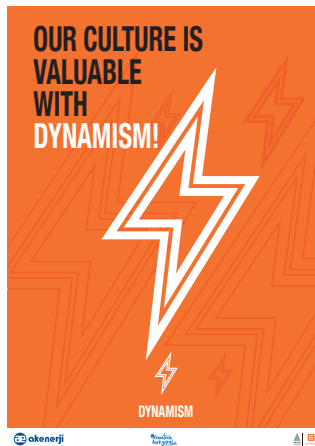
- ▶ They utilize as many different sources and consult as many different experts in different areas as possible in their work.
- ▶ They produce multi alternative results by considering market dynamics and all possible scenarios.
- ▶ They develop the skills required to offer fast and effective alternative solutions for every new situation.
- ▶ They adapt to new situations quickly and manage business processes in an agile manner.
- ▶ They are not afraid to be different, to try the new. They seek the new to transform their business and do not hesitate to take intelligent risks by acting courageously.



Employees at Akenerji act quickly and proactively while doing their jobs and are not afraid of transformation. Akenerji is a solution-oriented, energetic company with its young, agile, dynamic team and management staff. Akenerji employees;

- ▶ They motivate their colleagues for the better, and benefit from the power of solidarity.
- ▶ They follow the trends and the market closely and tries to develop foresight.
- ▶ They are not afraid of change or transformation; on the contrary, they embrace it. They design all the systems and mechanisms they will set up with the flexibility for adaptation.
- ▶ They try to keep their decision steps short, make quick and effective decisions by including all relevant stakeholders in the decision process, and manage the business in an agile manner.
- ▶ With proactive solution suggestions, they identify all the paths leading them to the result fastest.
- ▶ Collectively they create an environment that makes working enjoyable.

## Dynamism



Akenerji employees evaluate every task by its humanitarian, natural, social and economic impact and care about business sustainability. Akenerji is a company that attaches importance to the environment, prioritizes company sustainability in all fields, and cares about the future. Akenerji employees;

- ▶ As a company inspired by nature and generating energy through the power of nature, they carefully weigh the impact of every job done on people, the environment, society and economy, and develop practices that will inspire the industry.
- ▶ They constantly make an effort to increase efficiency, making sure that our work is sustainable. Considering the quality and standards, they take care to plan available resources in the most effective way.
- ▶ They organize individual work areas and social environments with this point of view, quickly implementing all necessary actions and decisions.
- ▶ They develop their business around new areas of business that might present new opportunities that might benefit Akenerji and the industry in the future, and they make financial sustainability a priority.



## Sustainability



## 3. CORPORATE GOVERNANCE

### ► Corporate Governance

Akenerji has created a systematic structure to ensure its continuity by applying its organizational structure inside the corporate governance framework following principles of accountability and transparency. Our corporate governance approach is shaped around creating lasting value for our shareholders, customers and employees. To this end, we apply the Corporate Governance Principles of the Capital Markets Board (CMB).

Our relations with shareholders and investors are carried out by the Investor Relations department. Regular information is provided to all our stakeholders through an easily accessible and transparent communication platform.

Within the scope of its Public Information Policy, Akenerji offers its stakeholders timely, accurate, complete, understandable, interpretable communication that is easily accessible at a low cost.







## Our Strategic Focus

**Our focus is to produce energy to brighten lives with all our strength and experience. However, with the reflection of the world's demand for decarbonized energy being inevitable for our company, we will direct our focus in our planning towards it.**

With our values and corporate experience in the energy sector and our company mission guiding our industry, we are focused on our 2050 roadmap with regards to the decarbonizing energy processes that are being transformed under stress created by climate change,

Our sustainability strategy includes the risks and opportunities related to the change and the transformation of the energy sector under the pressure of the increasing demand for energy and accelerating climate change. The solution lies in finding a balance between reasonably priced energy and reliable supply within the framework of adjustment and adaptation to climate change. Alternative energy systems are needed in addition to economically viable and scalable technologies. As Akenerji, we are preparing for energy transformation in order to make a significant contribution to the sustainable energy supply. In this sense, we have entered a period where we are focused on our sustainability strategies.

Our goal is to produce energy for a better life. Within this frame of reference, we have integrated the United Nations (UN) Sustainable Development Goals (SDG) into our business processes and identified 9 SDG. We also contribute to social development through our social responsibility projects.

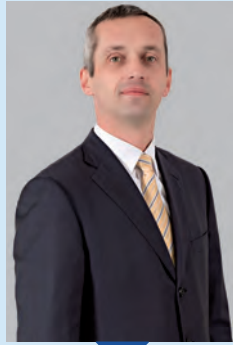


## Our Board of Directors in 2020

The highest governing body at Akenerji is the Board of Directors, and there are eight members in total, two of whom are independent. Three members of the Board of Directors also serve in the Executive Board.



**Ahmet Cemal Dördüncü**  
Chairman of the Board  
of Directors



**Tomas Pleskac**  
Deputy Chairman of the Board  
of Directors



**Özlem Ataunal**  
Member of the Board  
of Directors



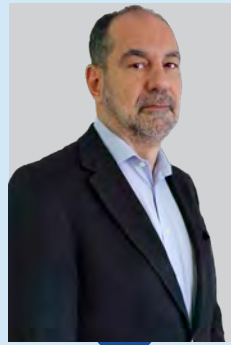
**Serhan Gencer**  
CEO



**Jaroslav Macek**  
Member of the Board  
of Directors



**Ondrej Dvorak**  
Member of the Board of Directors /  
Deputy General Manager of Finance  
and Financial Affairs



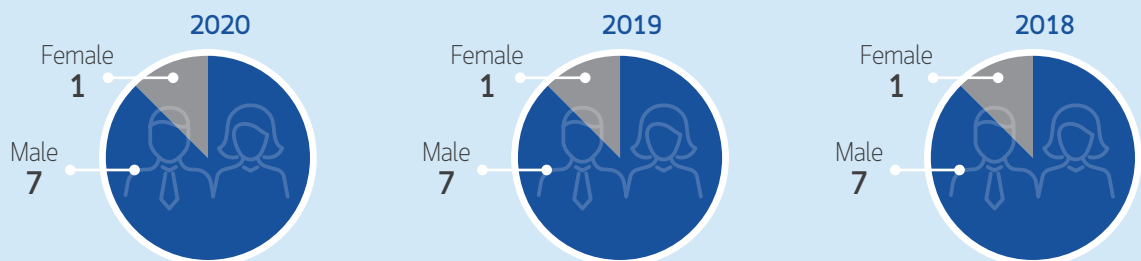
**Yahya Mehmet İzzet Özberki**  
Independent Member of the Board  
of Directors



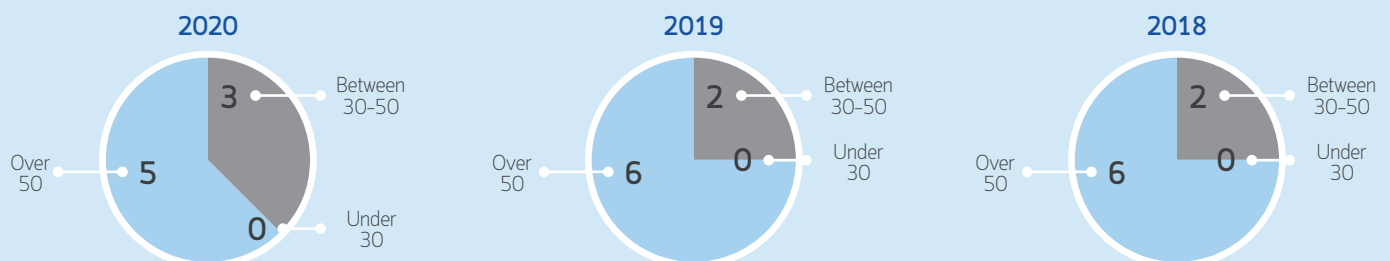
**Petr Kalas**  
Independent Member of the Board  
of Directors

The Distribution of Akenerji Board members by gender and age is given in Graphics 1 and 2.

**Graph 1: Distribution of the Board of Directors members by gender**



**Graphic 2: Distribution of the Board of Directors members by age**







## Our Committees Reporting to the Board of Directors in 2020

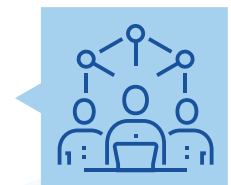
### Early Risk Detection Committee:

The Committee plays an active role in early detection and management of the risks and taking necessary precautions. The Committee reports to the Board of Directors every two months. Meanwhile, the management of risks and opportunities through operational processes is ensured by The Strategic Planning and Risk Management Department.



### Corporate Governance Committee:

The Corporate Governance Committee has been established to manage Akenerji's Management Principles and present proposals to the Board of Directors. The Committee consists of four members, including two Independent Members of the Board of Directors and two executive-level employees, one of whom is on the Executive Committee. The Chairman of the Corporate Governance Committee is also a member of the Audit and the Early Risk Detection Committees. Akenerji Corporate Governance Committee fulfils the duties and responsibilities of the Nomination Committee and Remuneration Committee in addition to the duties specified in the legislation.



### Audit Committee:

The Audit Committee is responsible for taking all necessary measures to ensure that all internal and independent audits are carried out appropriately and transparently and for the effective implementation of the internal control system.



### Sustainability Committee:

The Sustainability Committee was established in 2013 and is responsible for managing processes through an environmentally, socially and economically balanced decision-making mechanism. The Committee includes executives from different units of Akenerji. Working under the Deputy General Manager of Production, the Environment and Quality Department is responsible for ensuring that the environmental and social aspects of sustainability strategies are being implemented and monitored with operational processes. The creation and management of sustainability strategies, including identification of risks and opportunities, the management of stakeholders, and prioritization issues, are carried out by this Committee. The Committee submits an annual report to the Board of Directors.



## Risks and Opportunities

At Akenerji, risks and opportunities are analyzed and managed under five headings.



In 2020, two interrelated themes gained prominence in the world's energy outlook: the impact of the Covid 19 pandemic on the energy sector and the accelerated energy transformation. These themes are specifically connected to short-term uncertainties depending on the duration and severity of the pandemic, its economic consequences, and the extent to which they have been considered in energy and sustainability strategies. The updated International Energy Agency (IEA) assessment of the immediate effects of the pandemic on the energy system shows a 5% decrease in the global energy demand, 7% in energy-related CO<sub>2</sub> emissions and 18% in energy investment in 2020.

In 2020, oil consumption decreased by 8% and coal use by 7%. Renewable energy, especially in the energy sector, was affected less than other fuels during and after the pandemic. From 2023 onwards, the global energy demand is expected to return to the pre-crisis level. Addressing the risks and opportunities of the world's energy outlook in conjunction with Akenerji's risks and opportunities will lead us to a much more comprehensive and long-term strategic planning.

Considering the risks resulting from the Covid 19 pandemic in Turkey and the disruptions in the global energy sector, 2020 has been a year in which operational, strategic, and financial risks remained high for the Turkish electricity market. The changes in electricity and natural gas prices and fluctuations in exchange rates, and especially risks like operational risks and low demand risk resulting from Covid 19, have been analysed. The necessary actions were taken, having monitored the changes closely. With the foresight that global economic turmoil may continue in the upcoming period, Akenerji will continue to monitor its risks arising from the state of the economy and continue to work on regular reporting and oversight of the risk inventory created across the company.

In terms of opportunities in the upcoming period, international climate negotiations and a global climate commitment will prove decisive. The balanced generation portfolio, which also includes renewable resources, and the energy efficiency projects within the scope of Energy Services are the most important opportunities Akenerji has in this area.



## Ethical Practices

At Akenerji, Ethical Principles Policy is implemented. Our ethical principles focus on fulfilling our obligations towards our customers, employees, suppliers and business partners, competitors, the environment and society within the principles of honesty, trust, equality and a sense of responsibility. Akenerji does not discriminate against its employees; utilizing mechanisms that treat them fairly creates a healthy and safe working environment. Akenerji also provides career prospects based on equal opportunities.

The Ethical Principles Policy is available to all employees. Any situation that does not comply with our ethical principles is reported to the ethics hotline ([etik@akenerji.com.tr](mailto:etik@akenerji.com.tr)).

### Our Ethical Principles

#### Integrity, trust and equality

Developing communication and a way of conduct based on trust, consistency, and honesty between all the persons and institutions engaged in business relationships is the fundamental principle. Honesty and mutual trust are essential in all external and internal relations and processes. Our employees do not engage in intimidating or harassing behaviour towards each other or third parties.

#### Responsibility

Each of our employees is responsible for strengthening and protecting our corporate reputation and the efficient use of resources. Our employees act with the awareness and responsibility of producing and saving more than they consume as they fulfil their duties. Sharing the value created by our company's activities with the country and society is among our priorities. The donations and the social responsibility projects that have been supported are announced to the public.

#### Privacy

Our company protects the commercial and personal information of all its stakeholders, is aware of the confidentiality of non-public private information and fulfils all confidentiality requirements. Our company deals with all confidential information, including intellectual property rights, through its administrative processes by providing the necessary controls within its procedures.

#### Avoiding conflicts of interest

It is fundamental that our employees do their jobs according to the principles of accountability and transparency, free from any conflict of interest. Our company prevents bribery and corruption by designing its managerial processes in its fight against all kinds of corruption and bribery. The conflicts of interest directly or indirectly related to the responsibilities of our employees and other parties have been handled through our managerial processes, and the means of gaining personal benefit from the use of any opportunity or convenience made possible within the scope of the business has been prevented.

#### Compliance with laws and regulations

It is fundamental that we carry out our activities according to legal and other requirements and all norms protecting natural life, biodiversity, and the environment, and be sensitive towards public health.

#### Keeping books and records

It is fundamental that our company's books and records are accurate and complete. All kinds of reports, presentations, financial statements and footnotes to be disclosed to the public and submitted to the competent authorities are encouraged to be prepared in a timely, complete, correct, understandable and transparent manner following the laws, regulations, internal regulations and our Ethical Principles.




## ► Supply Management

Our suppliers are managed according to the rules of the Supplier Selection and Evaluation Procedure, which includes the selection and evaluation processes of approved suppliers, defined within the scope of Integrated Management Systems.

We follow ethical rules in our work with our suppliers, who are classified and evaluated according to the quality, environment, energy, information security, and OHS requirements defined in national and international standards. Our annual approved suppliers are evaluated and managed with transparency in accordance with the specified conditions.

In 2020 energy management has been included in our responsible approach to quality, environment, occupational health, safety, and information security. Among the suppliers that comply with the selection criteria to the same degree, priority has been given to those that hold ISO 9001, ISO 14001, ISO 45001, ISO 27001 and ISO 50001 certificates. In this way, we encourage our suppliers to adopt systemic management processes.

Due to the importance with which we regard local development, purchasing our products and services from local suppliers in our power plants locations is among our priorities.

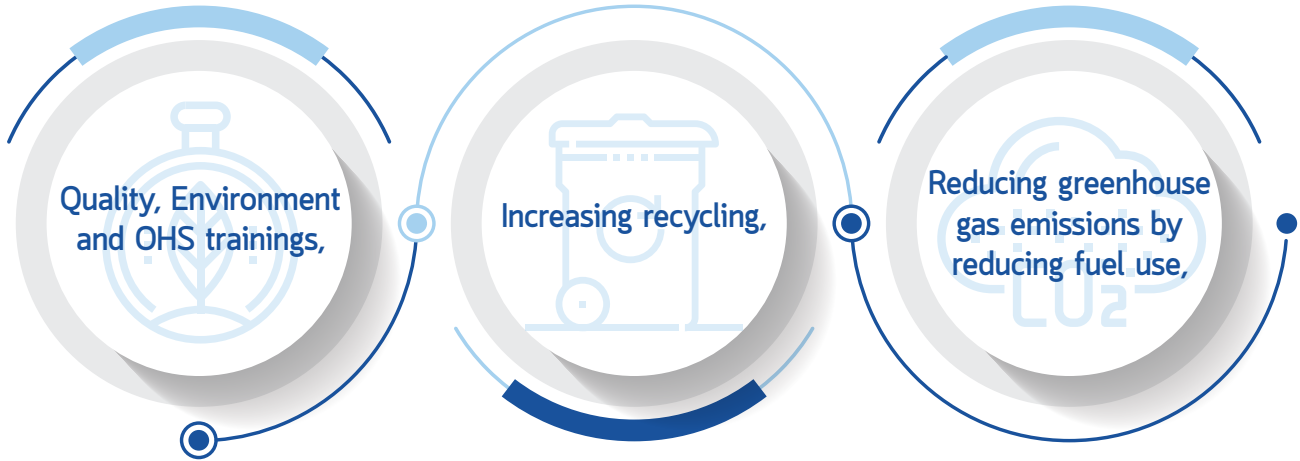


**As of the end of the reporting period, 27% of the 500 domestic and international suppliers we work with for the supply of our materials and services have consisted of local suppliers.**

Our sustainability practices concerning our suppliers, one of the most important links in our value chain, has continued throughout the reporting period. Within the scope of combating climate change, we continue to raise awareness in our suppliers about reducing greenhouse gas emissions caused by vehicle use, saving energy and water use.



## The Focus Areas in Our Supply Chains



We continue to contribute to the development of suppliers by actively using the Supplier Performance System. Our targets will include increasing suppliers' resilience to climate-based risks and neutralizing their carbon footprint.



In addition to other management systems, in 2020, ISO 50001:2018 Energy Management System was established and all our power plants have been certified.







## 4. STAKEHOLDER MANAGEMENT AND MATERIALITY

## 4. STAKEHOLDER MANAGEMENT AND MATERIALITY

Akenerji evaluates the needs and expectations of stakeholders, monitors them in conjunction with management processes and updates them when necessary.

Communication with stakeholders is one of the inputs of our corporate sustainability process. The needs and expectations of stakeholders take shape in workshops held with the participation of “the Sustainability Committee and process owners”. In terms of prioritization issues, we have also been affected by the plans to decarbonize energy under the pressure of climate change, the consequences of the EU’s new trade system expected to be shaped by the Green Deal, and the transformation of business models due to the COVID 19 pandemic. As Akenerji, we have updated our management plans during this period.

### Board of Directors (Leader)

#### Sustainability Committee

Units represented on this committee:



In our prioritization issues, energy and water management, OHS, waste management, career and talent management, processes related to customer satisfaction and gender equality remained the same, while issues including the detailed effects of the COVID 19 pandemic and climate change have become one of our new priorities. Stakeholders’ needs and expectations, and prioritization issues are included in our management system as risks and opportunities, and therefore directly included in managerial processes. Within the scope of the 2020 Sustainability Report, our stakeholders and materiality determination process has been updated.

The form of communication with our stakeholders is given in Table 5.  
The materiality matrix is given in Graph 2.

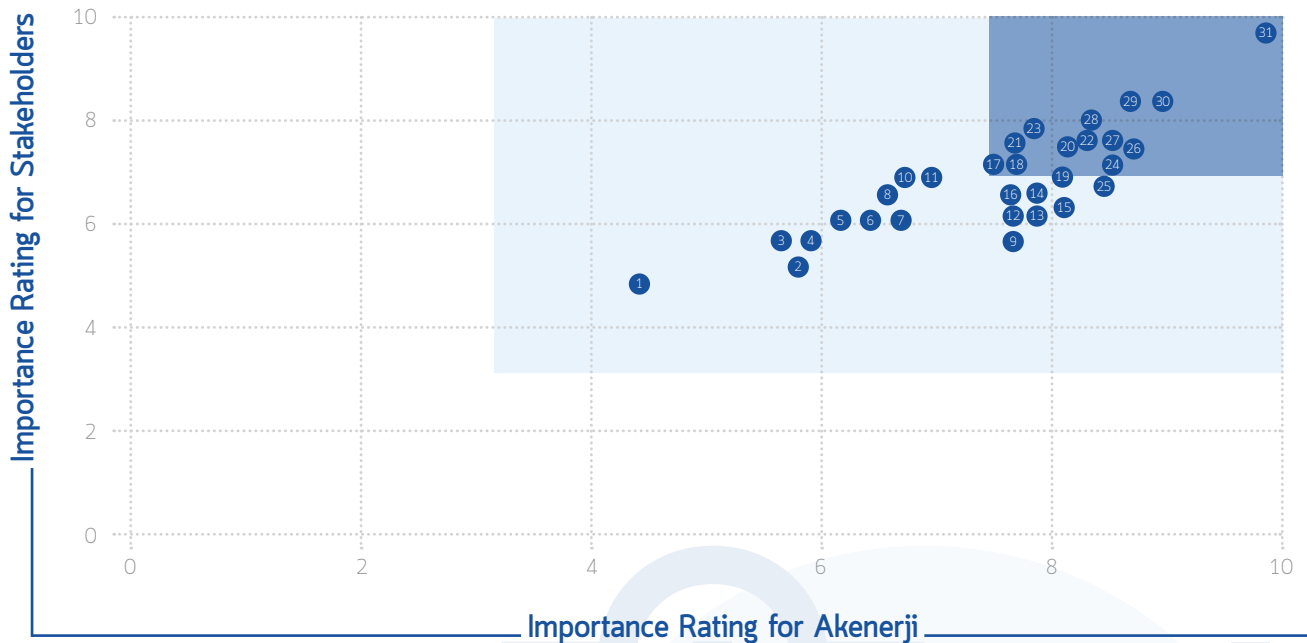


Table 5: Communication with our stakeholders

Our Stakeholders	Communication Platform	UN SDG
Employees	Management systems, our monthly newsletters, stakeholder workshops, training and seminars.	  
Our customers	Visits, brochures and our monthly newsletters.	   
Creditors	Annual monitoring reports and scheduled site visits.	   
Local Authorities	Informative brochures, training and seminars, visits, social responsibility projects.	        
Investors	Meetings, investor presentations and correspondence.	     
Universities	Career days, sectoral information sharing, research and development studies.	   
Regulatory Agencies and Industry Associations	Meetings, seminars and feedback.	 
Suppliers	Supplier assessments, environmental and social audits.	  
Society	Sustainability Reports, press releases, social media and corporate website.	       
Media	Sustainability reports, financial reports, press releases, press conferences, social media posts and corporate website.	  

## Materiality

Graphic 2: Materiality Matrix



### Quite Important

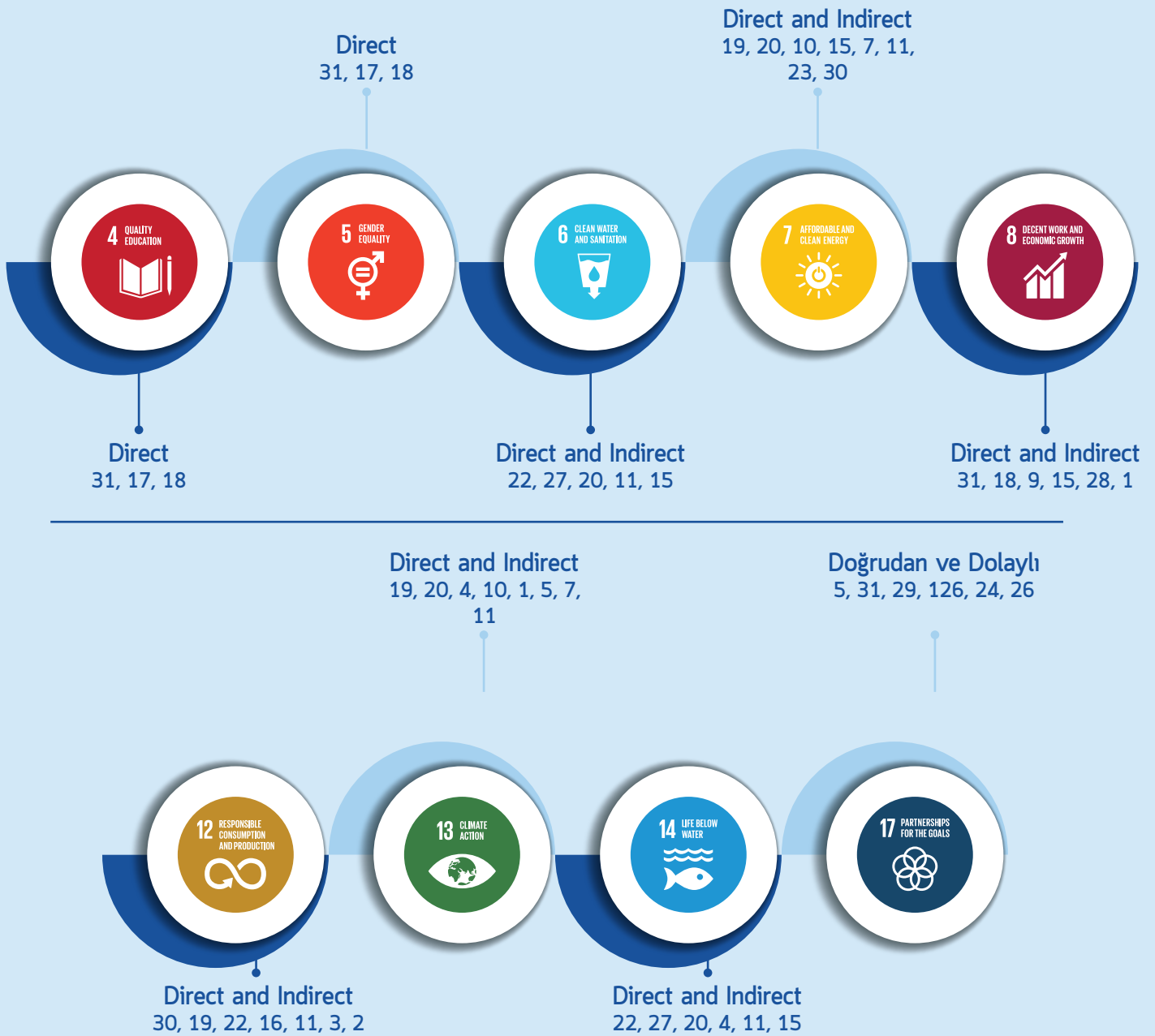
### Very Important

Economic Performance	31	Human Rights	17
Production Safety	30	Crisis Management	16
Compliance with Legal and Other Requirements	29	Climate Change	15
Business Continuity	28	Performance Management	14
Water Scarcity	27	Career Management	13
Employee Satisfaction	26	Skill Management	12
Maintenance Management	25	Environmental Footprint	11
Occupational Health and Safety	24	Greenhouse Gas Emissions	10
Digitalization	23	Turnover Rate	9
Water Management	22	Anti-Corruption	8
Information Security	21	Decarbonization	7
Climate Risks and Vulnerabilities	20	Waste Management	6
Energy Efficiency	19	Customer Relations Management	5
Social Gender Equality	18	Biodiversity	4
		Social and Environmental Evaluation of Suppliers	3
		Infectious Diseases	2
		Use of Local Suppliers	1



Our materialities are linked to the UN, SDG.

## Related Materialities Direct and Indirect





7645746457856

87645742542654753243245

34%

7645746457856

87645742542654753243245



## 5. SUSTAINABLE MANAGEMENT



## 5. SUSTAINABLE MANAGEMENT

Akenerji has adopted sustainability as a development model and integrated it into its business processes and it is implementing a management model that is supported by performance indicators.

### Integration of Management Systems into Sustainable Management







# ► Our Sustainability Journey

We started to publish the UN Global Compact (UNGC) Progress Report.

Akenerji 2009 Annual Report won the Gold and Bronze Awards in two categories in the League of American Communication Professionals (LACP) and the Gold Award in the 24th The Academy Awards of Annual Reports (ARC).

2008

2010

**Quality, Environment, Occupational Health and Safety management systems were established.** The Headquarters, Çerkezköy, Bozüyük and Kemalpaşa power generation plants were certified.

Akenerji's first and most comprehensive Environment, Occupational Health and Safety Annual Report was published and announced to all stakeholders.

Ayyıldız Wind Power Plant was also included in the Quality, Environment, Occupational Health and Safety Management Systems certification. By joining the CDP Turkey reporting, Akenerji became one of the only two companies that produced reports.

2011

2012

The Carbon Management Project was initiated, and Akenerji's first Sustainability Report was published for the 2012 operating period following the principles of the Global Reporting Initiative. Our reporting efforts continued in the following years.

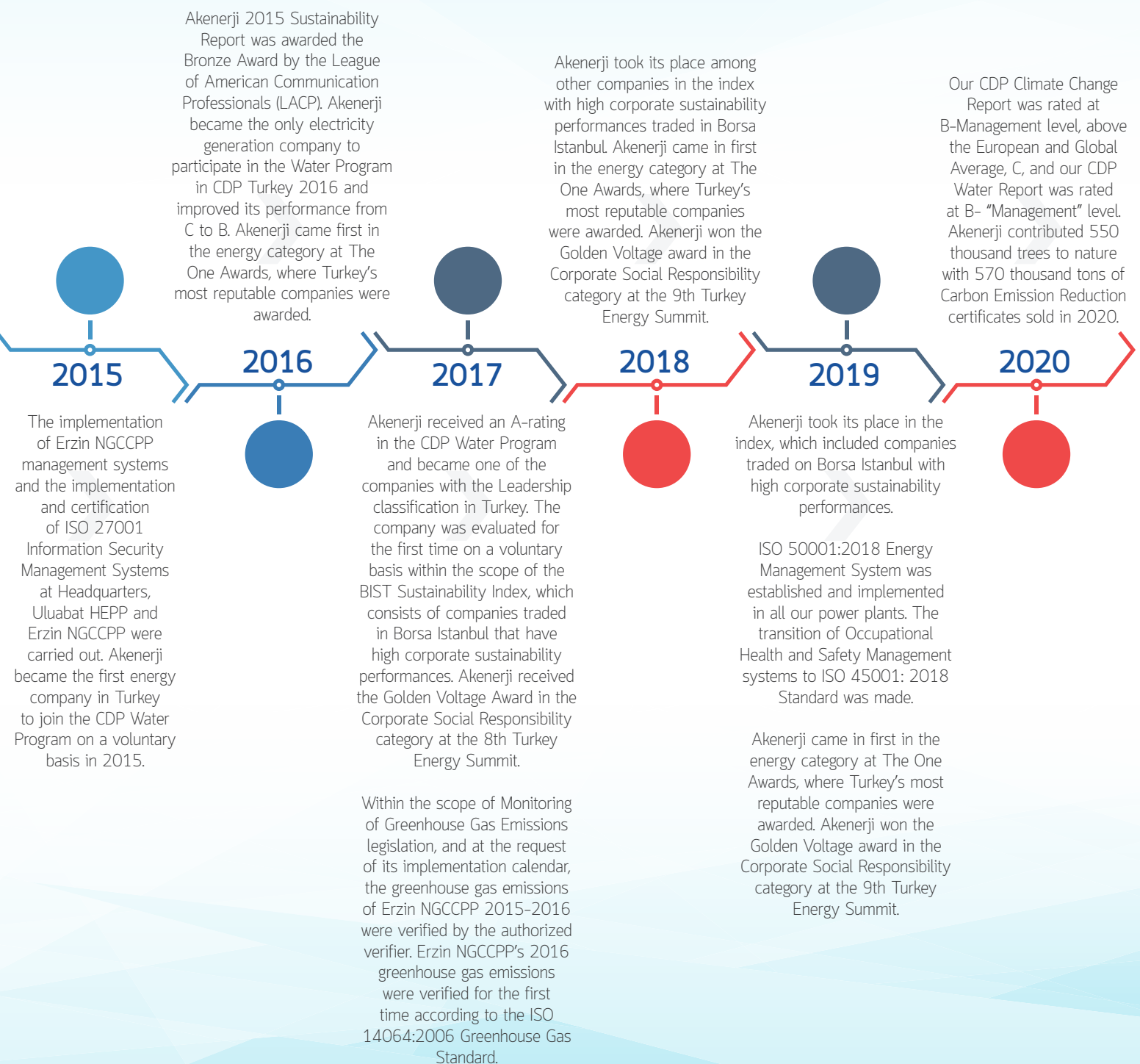
Akocak, Uluabat, Burç Bendi, Bulam and Feke II HEPP were added to ISO 9001:2008 Quality, ISO 14001:2004 Environment and OHSAS 18001:2007 Occupational Health and Safety Management Systems certificates.

The process of systematically implementing customer satisfaction begun. The Bronze Award in the Corporate Social Responsibility and Gold Award in Environment categories were won in the competition organized by the Aegean Region Chamber of Industry (EBSO). Kemalpaşa Power Plant won the second prize in the Environment Award category and the third prize in the Environmental Corporate Social Responsibility category.

Feke II, Himmetli and Gökkaya HES Power Plants were added to our Quality, Environment, Occupational Health and Safety management system network.

2014





# ► Our Value Focused Business Model







# Our Sustainable Management and Sustainability Indicators

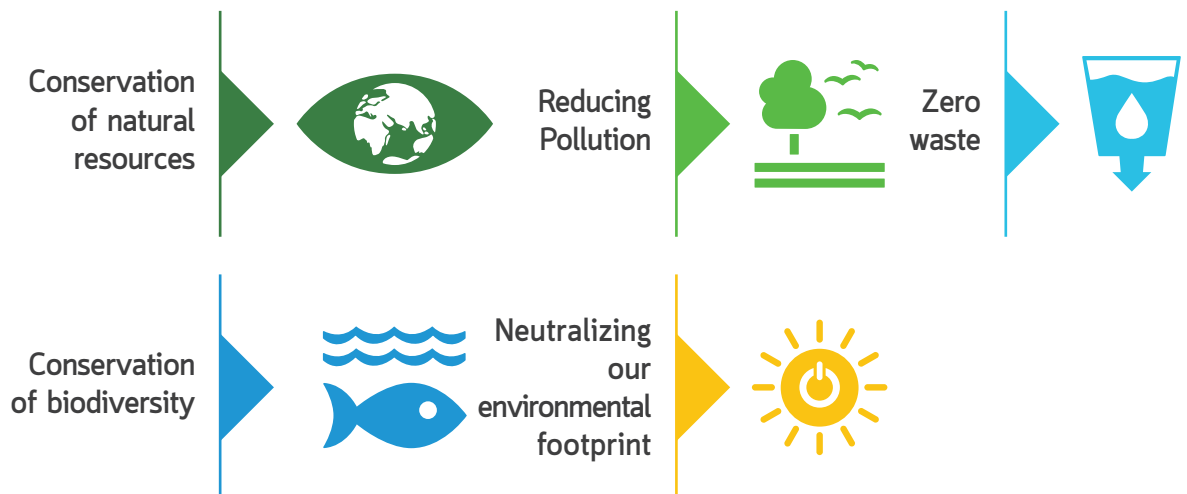
## ► Our Environmental Indicators

At Akenerji, environmental management, energy management, water management, waste management, fight against climate change, greenhouse gas emissions and other emissions and biodiversity are reported with our environmental indicators.

## Environment

At Akenerji, the monitoring of the environment through managerial processes is handled according to the ISO 14001: 2015 standard. The environmental management system established in all of our locations is being implemented, and its continuity is ensured.

## ► Environmental Management;



are addressed in line with the following objectives.

In line with these goals, we are the first company in the industry to pioneer CDP Climate Change and Water reporting, as well as sustainability reporting.

We manage our greenhouse gas emissions with the ISO14064: 2006 Greenhouse Gas Emissions reduction, removal, calculation and verification standard.

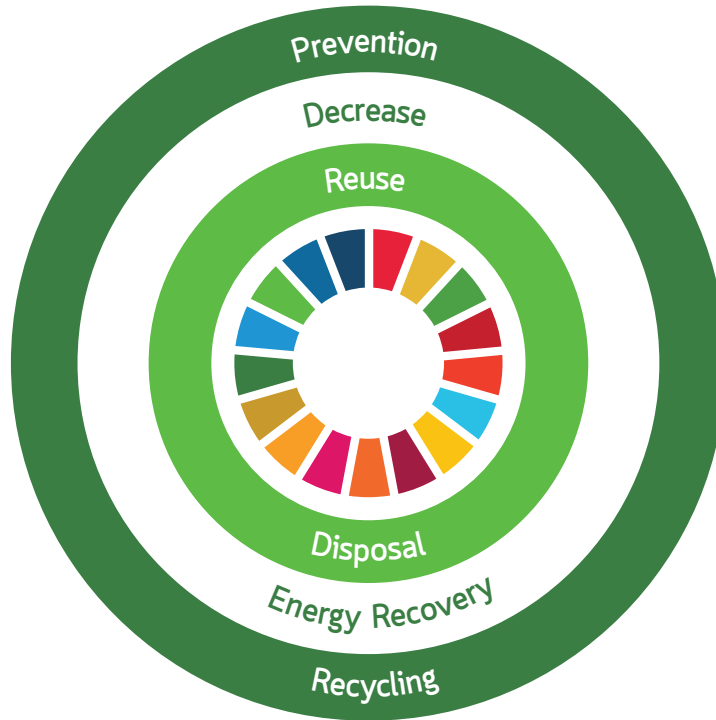


Erzin NGCCPP continued to carry out its legal monitoring within the scope of its Environmental Permit on Air Emission and Deep Sea Discharge and environmental monitoring in accordance with the Environmental Impact Assessment Report in 2020.





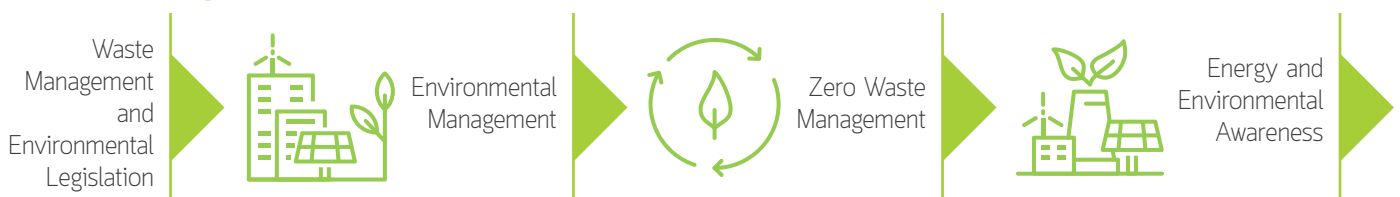
In 2020, Akenerji switched to the Turkish Ministry of Environment and Urbanization's zero waste program in all of its locations and received the Basic Level, Zero Waste Certificate.



To ensure the least use of natural resources and reduce waste to zero by setting up a zero-waste management system in all of our processes, we aim to reduce our environmental footprint to zero within a sustainable management model.

Our Environmental Training reached 227 person.hours/year in 2020 with an increase of 9% compared to 2019.

**Our training courses;**



Our environmentally focused drills continued to be held twice a year.



## Energy

In 2020, we established the ISO 50001: 2018 Energy Management System and started implementing it in our business processes within the scope of combating climate change by achieving planned and systematic energy efficiency in all our power plants.

As an energy producing company, we generate our energy by using renewable resources and natural gas. For our internal uses, we classify our energy resources in two, as renewable resources and non-renewable resources. Renewable energy consumption includes the electrical energy produced in hydroelectric and wind power plants and the electricity used for our consumption. In addition to natural gas, our use of electricity purchased from outside is among non-renewable resources. The distribution of our internal energy consumption by resource type is given in Table 5.

**Table 5: Internal Energy Consumption**

Internal Energy Consumption (GJ)	2018	2019	2020
<b>Non-renewable resource</b>			
Fuel	609,082	458,815	597,429
Natural gas*	606,802	455,757	594,376
– Diesel (generator)	323	283	621
– Fuel oil (warm-up)	0	0	0
– Diesel (vehicle)	1,576	2,162	2,086
– Gasoline (vehicle [RST1])	381	613	345
Electricity	72,472	83,973	71,634
<b>Renewable resource</b>			
Electricity	4,671	5,086	4,140
<b>Total Energy Consumption</b>	<b>686,225</b>	<b>547,874</b>	<b>673,203</b>

Energy efficiency, one of the essential steps in the fight against climate change, can provide benefits to businesses in the medium and long term only when it is managed in a systematic and well-planned manner by making the reduction of greenhouse gas emissions effective. For this reason, as Akenerji, in the interest of these systematic conditions being understood, has;

**Increased employees' awareness of energy efficiency.**

Provided ISO 50001 Energy Management Systems training to all power plant employees in 2020.

Carried out various activities raising awareness of energy efficiency.

Utilized posters and brochures in all power plants throughout the year to encourage energy efficiency and to prevent unnecessary energy use.



## Our 2020 Energy Management Awareness Work

As of 2021, all our power plants will be converted to LED electric luminaires for energy efficiency.

Necessary infrastructure will be set up to use solar energy in suitable places, and hot water heating will be done with the energy obtained from solar power.

Efforts to reduce fuel consumption in vehicles will continue with economical driving training.

### Water

At Akenerji, water has critical importance as a performance indicator, and we have been reporting water within the scope of CDP since 2015 in terms of managing our water footprint.

Risks and vulnerabilities of seawater and spring waters due to climate change are among our areas of priority.

### The Water Resources We Use



Our relationship with water;

- ▶ For Erzin NGCCPP, seawater is used as the cooling water in the process. The water used in high-pressure steam and tribunes is drawn from the sea with the reverse osmosis method and used as cooling water in the process through a high-tech treatment plant.
- ▶ In our hydroelectric power plants, the water we take from surface sources is discharged into a river or stream by using its energy.
- ▶ In Headquarters and all our power plants, seawater, spring water, municipal and groundwater are used for personal hygiene and cleaning.

The distribution of water consumption by power plants is given in Table 6.

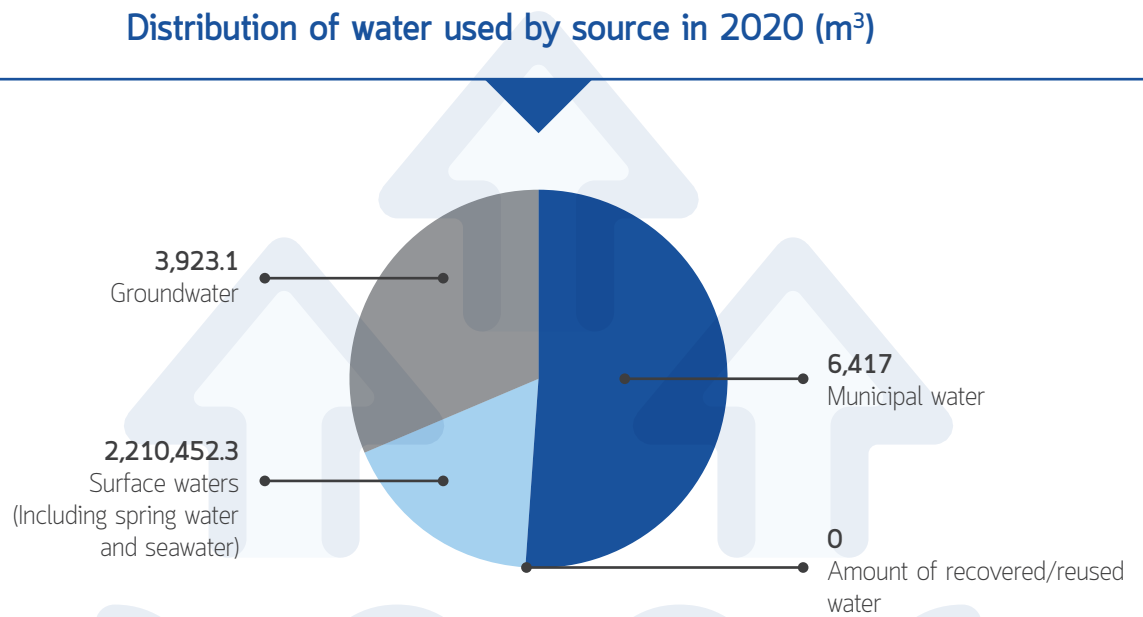
**Table 6: Distribution of Water Consumption by Operating Locations**

Water Consumption (m <sup>3</sup> )	2018	2019	2020
Erzin NGCCPP Total	2,194,201	2,470,081	2,210,358
Uluabat	2,587	3,075	3,160
Feke I	80	296	372
Feke II	245	249	397
Himmetli	1,563	1,301	4,400*
Gökkaya	364	835	859
Burç	227	270	305
Bulam	85	87.5	94.3
HEPP Total	5,151	6,113	9,587.30
Ayyıldız WPP Total	71	69.6	61.1
Headquarters	1,118	1,092	786
<b>Total</b>	<b>2,200,541.0</b>	<b>2,477,356.10</b>	<b>2,220,792.40</b>

\* Due to the meter failure, the amount of water from August 2020 until the end of the year has been estimated on a monthly basis.

The distribution of the water used according to its source is given in Graph 3.

**Chart 3: Distribution of Water Used by Source**



Within the scope of our water management, all legal requirements are being fulfilled. There is a remote wastewater monitoring station in our power plant, and the discharge water is being monitored simultaneously by the Turkish Ministry of Environment and Urbanization. Also, within the scope of the "Air Emission" and "Deep Sea Discharge" environmental permit, internal wastewater is being monitored according to the legislation and reported to the official administration. Internal wastewater monitoring, which we have been carrying out in this way since 2017, continued through 2020 and will continue in the coming years unless there is a change in legislation. In terms of controlling a problem like a leakage or congestion in the deep sea discharge line, according to the Turkish Environmental Legislation, monitoring and reporting work with divers was also carried out in 2020.

The distribution of waste water amounts by source is given in Table 7.

**Table 7: Distribution of Waste Water Amount by Source**

Plant Name	Source Type	2020 m <sup>3</sup>	Discharge Location
<b>Erzin CCPP Total</b>	Seawater	<b>11,824,781</b>	Sea
Uluabat	Ground Water	143	Septic Tank
Feki I	Municipal Water (ASKİ)	440	
Feki II	Ground Water	114	
Himmetli	Municipal Water (ASKİ)	543	
Gökkaya	Municipal Water (ASKİ)	126	
Burç	Ground Water	40	
Bulam	Spring Water	6.5	
<b>HEPP Total</b>		<b>1,412.5</b>	
<b>Ayyıldız WPP Total</b>	Ground Water	<b>46</b>	
<b>Headquarters</b>	Municipal Water (İSKİ)	<b>786</b>	Sewage

## Waste Management

Akenerji collects and disposes of waste in all of its operating locations according to compliance obligations at the waste source. With the main objective of protecting natural resources and preventing pollution, we implement waste management by separating wastes at the source, creating minimum waste while aiming for zero waste.

### ZERO WASTE

In All Our  
Power Plants

A Basic Level Zero  
Waste Certificate  
was obtained  
within the scope of  
the "Zero Waste  
Regulation".

All of  
ouremployees  
received 227 person.  
hour/year Waste  
Management and  
Zero Waste Training.





Due to the Covid 19 epidemic, separate storage boxes have been placed in all areas for personal hygiene material wastes such as disposable masks and gloves to be managed exclusively in compliance with legislation. Also, information has been provided to personnel to increase their competence in this regard.

The distribution of waste types by year is given in Table 8.

**Table 8: Distribution of Waste Types by Year**

Waste Type	Waste Amount (ton/year)		
	2018	2019	2020
Hazardous Wastes	46.3	44.8	41.3
Non-Hazardous Wastes	8.8	31.7	62.0
<b>Total</b>	<b>55.1</b>	<b>76.5</b>	<b>103.3</b>

With the waste management work we carried out in 2020, 103 tons of waste has been recovered and disposed of.

29 tons of waste paper, plastic, glass and metal packaging has been collected and recycled in 2020 and contributed back to the circular economy. Our paper consumption in all our locations has been 2,460 kg.

## ► Emissions

We monitor emissions like greenhouse gas emissions and other emissions.

## ► Greenhouse Gas Emissions

The most significant part of Scope 1 greenhouse gas emissions from our operations originates from natural gas burned at Erzin NGCC Power Plant.

Diesel and gasoline fuels used by vehicles rented for employees and emergency generators and natural gas used for heating in buildings also cause Scope 1 emissions, albeit in small amounts.

Scope 2 greenhouse gas emissions originate from the electrical energy used in the Headquarters office and the electrical energy consumed in the power plants and purchased from outside.

We continue to report the amount of greenhouse gas emissions originating from the natural gas used in the combi boilers and burners in the gas heating unit at the RMS station during the natural gas procurement of Erzin NGCCPP under Scope 3.

The greenhouse gas emissions of Erzin NGCCPP, which was the only natural gas power plant in operation in 2020, constituted almost all of the Scope 1 emissions.

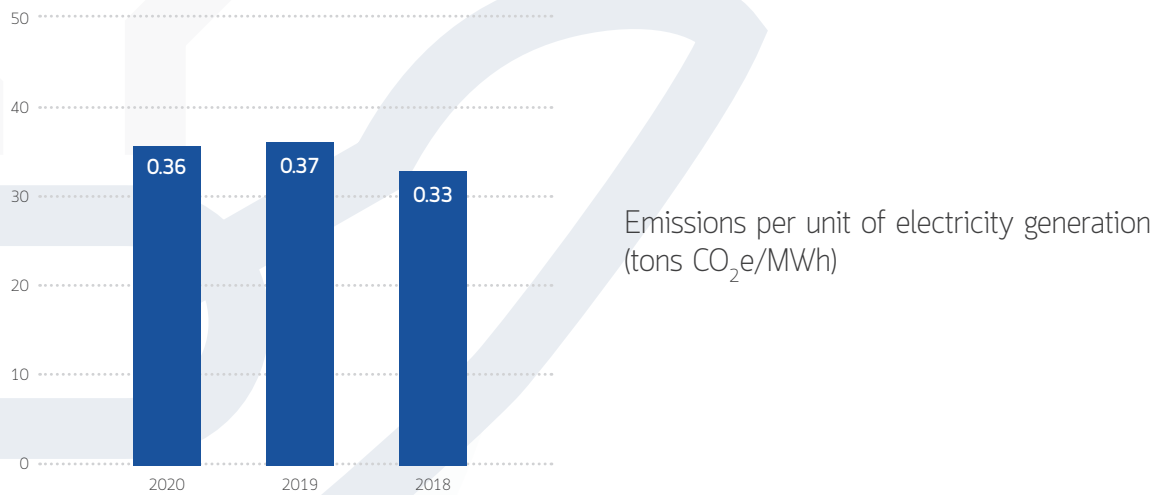
The distribution of greenhouse gas emissions by power plants is given in Table 9.

**Table 9: Distribution of Greenhouse Gas Emissions**

Year	All Plants	Erzin NGCCPP
	ton CO <sub>2</sub> e	
2018	1,291,100.63	1,289,423.17
2019	1,040,089	1,038,502.97
2020	1,393,997	1,391,919.36

The emission amount per unit of electricity generation for Erzin NGCCPP is given in Graph 5.

**Chart 5: Distribution of CO<sub>2</sub> Amount Per Electricity Production by Years**



### ► Voluntary Carbon Trading

As Akenerji, we submit the energy we produce with our renewable energy sources to carbon certification and trade on the voluntary carbon exchange.

In 2020, we neutralized our carbon footprint by selling a total of 412,679 tons of CO<sub>2</sub>e in voluntary markets (Table 10).



- Ayyıldız Wind Power Plant
- Bulam HEPP

**GOLD Standard**



- Akocak HEPP
- Burç HEPP
- Feke I and II HEPP
- Uluabat HEPP

**Voluntary Carbon Standard (VCS)**



- Gökkaya HEPP
- Himmetli HEPP

**• Voluntary Carbon Standard  
• Social Carbon**



**Table 10: Distribution of Sold by Power Plants**

Power Plant	Carbon Emission Reduction certificates Sold in 2020 Tons CO <sub>2</sub> e	Certificate Type
Feke II	121,793	VCS
Akocak*	275,419	VCS
Ayyıldız	4,404	Gold Standard
Bulam	11,081	Gold Standard

\* The amount sold belongs to the Carbon Emission Reduction certificates obtained from the generation of the Akocak HEPP during the periods it was owned by Akenerji.

## Other Emissions

Our other emission measurements within the scope of the Industrial Air Pollution Control Regulation (IAPCR) in Erzin NGCCPP are given in Table 11.



Table 11: Our Emission Measurements in Erzin NGCCPP

Emission Source	Parameter (mg/Nm <sup>3</sup> )											
	CO		NO <sub>x</sub>		SO <sub>2</sub>		Dust		FL		CL	
	Average	Limits	Average	Limits	Average	Limits	Average	Limits	Average	Limits	Average	Limits
Waste Heat Boiler-1	0	100	34.6	75	0	11.7	0.13	-	0.07	15	0.024	100
Waste Heat Boiler-2	0	100	22.7	75	0	11.7	0.14	-	0.07	15	0.045	100
Auxiliary Boiler	0	100	134.6	800	0.9	100	0.2	10	-	-	-	-

Note: Limit values are given according to IAPCR.

In our power plants, high efficiency and low emission targets have been adopted, and modern, environmentally friendly technologies are being preferred to achieve the highest possible operational efficiency. Erzin NGCCPP, electrical energy is produced by burning natural gas using the “dry low NO<sub>x</sub> (Dry Low NO<sub>x</sub>)” technology, which produces low-emission NO<sub>x</sub>. Flue gas emissions are monitored with a continuous emission measurement system and can be monitored instantaneously with the remote monitoring system of the Turkish Ministry of Environment and Urbanization.

## Water and Climate Change Reporting within the scope of the Carbon Disclosure Project

CDP, which Akenerji is also a participant, is an international voluntary initiative established to collect and share information that will enable companies, investors and governments to take action against climate change.

Within the scope of the project, companies disclose their climate change strategies and carbon emission amounts each year so that each company forms the groundwork for the creation of its country report. Data compiled from the annual country reports are used to formulate strategies to combat climate change around the world. Our CDP Climate Change report has been rated at B- “Management”, above the European and Global Average C for 2020. Akenerji has been reporting to the CDP on the climate topic since 2011.

The CDP Water Program aims to mobilize the private sector on the issue of water resources. In line with our sustainability vision, Akenerji has been participating in the program since 2015, when the CDP Water Program was first implemented in Turkey, based on the need for the private sector to take responsibility for water management.

Companies participating in the project are graded following the methodology developed by CDP. Our CDP Water report has been rated at B- “Management” level for 2020

## Biodiversity

At Akenerji, in line with our biodiversity policy, all our power plants' liability requirements are monitored, implemented, and monitored according to our commitments within the scope of environmental impact assessment (EIA).

The Ornithological and Mammal Monitoring Report work which started in the fall of 2016, for our Ayyıldız Wind Power Plant, to determine its effect on bird species living or migrating through the region and mammal species living in the area, continued in 2019, including the spring season at the request of the official institution, as specified within the scope of the contract submitted to the Turkish Ministry of Forestry and Water Affairs, General Directorate of Nature Conservation and National Parks. The results of the report were submitted to the General Directorate of Nature Conservation and National Parks. The final report of all our monitoring activities has been requested, and it will be announced in the format requested by the administration.

Information about our power plants where trees were planted in 2020 is given in Table 12;

**Table 12: Plants where Trees have been planted**

Plant Name	Number of Trees Planted
Feki I HEPP	91
Himmetli HEPP	(Cedar, Pine and Tar)
Gokkaya HEPP	



## Occupational Health and Safety

At Akenerji, occupational health and safety is managed based on a system in which the ISO 45001:2018 Standard has been integrated into the administrative processes. By identifying risks and opportunities, the health and safety of Akenerji and all its stakeholders' business activities are ensured.

When the Covid 19 pandemic emerged in our country in the first quarter of 2020, all our occupational health and safety trainings were completed through digital platforms. Our training hours are given in Table 13.



**Among all our trainings, the rate of our OHS trainings was 38%.**

**Table 13: Distribution of OHS Training Hours by Years**

	2018	2019	2020
Total OHS Training hours (person.hour / year)	2856	6124	5508

In 2020 there were two work accidents at Akenerji Headquarters and power plants without loss of time, and our work accident frequency and weight rates were recorded as zero.

HEPP information trainings, which are regularly given around hydroelectric power plants, could not be held in 2020 due to the Covid 19 pandemic. 69 posters and 660 brochures were delivered to villages and schools, while awareness activities concerning the dangers of hydroelectric power plants continued to take place. The distribution of brochures and posters by cities is given in Table 14.

**Table 14: Brochure and Poster Distribution**

Provinces	Number of Brochures	Number of Posters
Adana	310	36
Adiyaman	150	20
Bursa	200	13
<b>Total</b>	<b>660</b>	<b>69</b>

Our OHS performance indicators are given in Table 15.

**Table 15: Our OHS Performance Indicators**

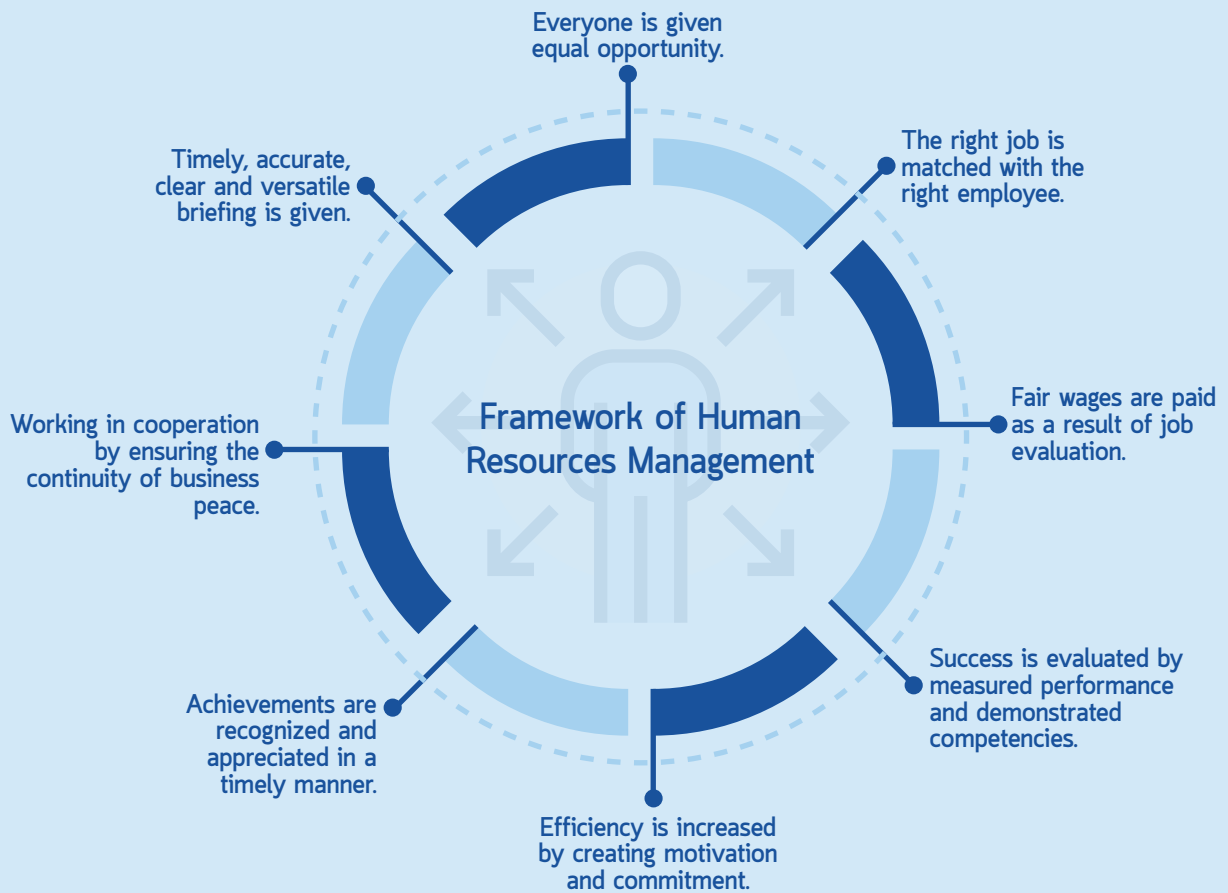
OHS Data	Akenerji			Contractor Companies			Total		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Number of Lost Working Days Accidents	4	3	0	0	2	1	4	5	1
Number of Fatal Accidents	0	0	0	0	0	0	0	0	0
Number of Lost Days	494	175	0	0	7	30	494	182	30
Accident Frequency Rate (%)	8.82	11.35	0	0	4.92	2.71	-	-	-
Accident Severity Rate	156.56	52.95	0	0	17.23	81.45	-	-	-
Number of Occupational Disease Diagnoses	0	0	0	0	0	0	0	0	0





# Our Employees

As Akenerji, we integrate our Human Resources Policy and managerial processes into our operations, focusing on strengthening our employees' competencies.



## Human Resources (HR) Management

In 2020, the HR Online Management System changed, and a more effective HR platform has been put into practice. On the new platform all;

- Organization and Workforce,
- Leave Management
- Performance Management
- Recruitment
- Learning & Development Management
- Talent Management

processes are managed, and the Organization and Workforce Management and Performance Management modules are put into practice. All relevant stakeholders received training for the effective use of the platform.

In our 2021 targets, other modules are planned to be implemented. In this way, Human Resources processes will be integrated into each other and can be managed as an easily accessible, fast and easy system.

### Performance Management

Akenerji Performance Management System is one of the most important processes to motivate employees to adopt corporate goals as their own and strengthen the collective corporate culture. The outputs of this process, wage and bonus studies, are taken into account in training, development planning and talent management processes. Process and system changes made in Goal Setting and Performance Evaluation processes in 2020 were shared with all employees. Special attention was paid to one-on-one performance interviews and feedback, which are the most critical elements of this process. In addition, all managers and employees received training on implementing Performance Management in the new Human Resources Management System, which was put into use in 2020.

### Salary and Benefits Management

Akenerji reviews its Wages and Benefits systems annually. In this context, a fair and competitive wage policy is established by regularly comparing all market conditions and related groups.

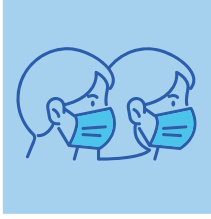
Through our digitalization processes and the E Payroll system, employees are easily informed and provided with quick access.



### Recruitment Practices

In our recruitment and placement processes, the recruitment process is handled carefully in a fair and objective manner for all candidates, depending on their experience and competencies relative to the knowledge and skills required by the job and position.

Recruitment interviews are carried out by Human Resources in conjunction with relevant department managers, during which fundamental and technical competencies of candidates are evaluated together. The technical competence of the candidates is measured with different evaluation methods that are specific to the different positions.



## 2020 Covid 19 Pandemic and the Recruitment Processes

Under extraordinary conditions of 2020, with the rapid transformation of all systems, the new normal conditions came into play in recruitment processes as online platforms started to be utilized. The orientation, acquainting, and adaptation processes planned for the newly hired employees were also carried out through online meetings.

During the Covid 19 pandemic, hiring continued as planned, and a new graduate recruitment program was explicitly conducted for the Commerce Department. Since industrial internships have an important place in the post-graduation careers of students, as Akenerji, our sensitivity towards the continuation of internship projects remained unchanged. Students were still supported in gaining experience in corporate life through summer and winter internships, followed by intern orientation programs.

## Employer Value Proposition Studies

As a part of Akenerji's vision, mission and values studies, an Employer Value Proposition and a roadmap to share the values with all employees were prepared which included comprehensive training and practices for 2020.

Akenerji's Employer Value Proposition slogan was determined as "Make a Difference with Your Energy" and was shared with all employees at the launch in February 2020.





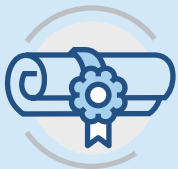
### ► Manifesto of Employer Value Proposition:

Energy means adding value to these lands. It means being reliable with a pioneering attitude, providing value for the society you are a part of, developing new ideas without ever stopping, and internalizing diversity without a moment's hesitation. It is being nourished by versatility, taking risks when necessary, combining one's expertise with an agile culture, youthful energy and dynamism, and opening the doors to a promising future. It is striving for a better world for future generations.



The company's culture and approach were conveyed to potential candidates and employees using the slogan and logo of "Make a Difference with Your Energy" in all internal and external HR activities carried out in 2020.

With its Employer Value Proposition project, Akenerji was deemed worthy of the Most Innovative Human Resources implementation award at the Stevie Awards, one of the world's most distinguished awards in the field of business.



The work carried out with universities continued in 2020, and joint projects were carried out in the areas of talent pool creation, student-private sector meetings and education.

Meetings between universities and student platforms with Akenerji were considered a priority by HR, as the work regarding potential candidates continued through online platforms. The Akenerji brand was introduced to many students in the targeted departments by carrying out many different activities with universities and student platforms.



In 2020, Akenerji participated in the "CEOx1Day" project organized by Odgers Berndtson, a worldwide student and real sector meeting project. The selected project was studied by the students for eight weeks, and the most successful student was chosen to spend a working day with Akenerji CEO Serhan Gençer.

- Akenerji Power and Plant Operation and Management Curriculum
- Cooperation Program with Bahçeşehir University



The “Akenerji Power Plant Operation and Management” course, which started at Bahçeşehir University in 2019, continued in 2020. With this university-private sector collaboration project, offered as an elective course by the Akenerji Production Director, Akenerji won two awards, in the most innovative Human Resources Practices and the Most Innovative Learning and Working categories, at the Stevie Awards.

**myCareer #3 / November 19, 2020**

**Energy Sector with Akenerji - Production Team**

In our online event, we came together with university students considering working in the energy sector and answered their questions.

**akenerji anlatsın**

### Energy Sector Session organized with the Anlatsın Career Platform

At the “Energy Sector with Akenerji” event, organized jointly with the “Anlatsın” career platform, Production, Trade, and HR departments held three separate sessions. The students aiming for a career in the energy sector were given Akenerji’s presentation and a chance to meet with experienced representatives from the business.



## CEO Tea-Talk Event

Serhan Gençer, CEO of Akenerji, attended the CEO Tea-Talk event organized by the METU R&D Group on digital platforms and conversed with students on business life, career management and the energy sector.







## Employee Engagement

At Akenerji, the events, practices, and communication work being done to ensure employees' engagement and increase their motivation and productivity are carried out under employee engagement. The events and practices carried out in this context include talent management, education and social issues, and the renewed values are being planned in line with the Employer Value Proposition.

We think that communication has become much more critical in the new normal created by the Covid 19 pandemic. In that sense, promoting transparent communication has become one of our areas of focus in 2020. The senior management communication and operation platform that we launched this year has been effective in the adaptation of our processes to the new normal.



### Conversations about Business and Life

Continuing its activities with the aim of continuous development, Akenerji has offered its employees the opportunity to meet very important names who are making a difference with their work in their fields of expertise with "Conversations About Business and Life". A contribution to socio-cultural development was made through these seminars about corporate culture and leadership that we presented to our employees.

### Digital Employee Support Application

An employee support program that provides psychological support and a digital application with sports and healthy nutrition content was launched. We continued to support our employees by organizing seminars that also aimed to provide psychological support.

### Important Days, Social Activities and Celebrations

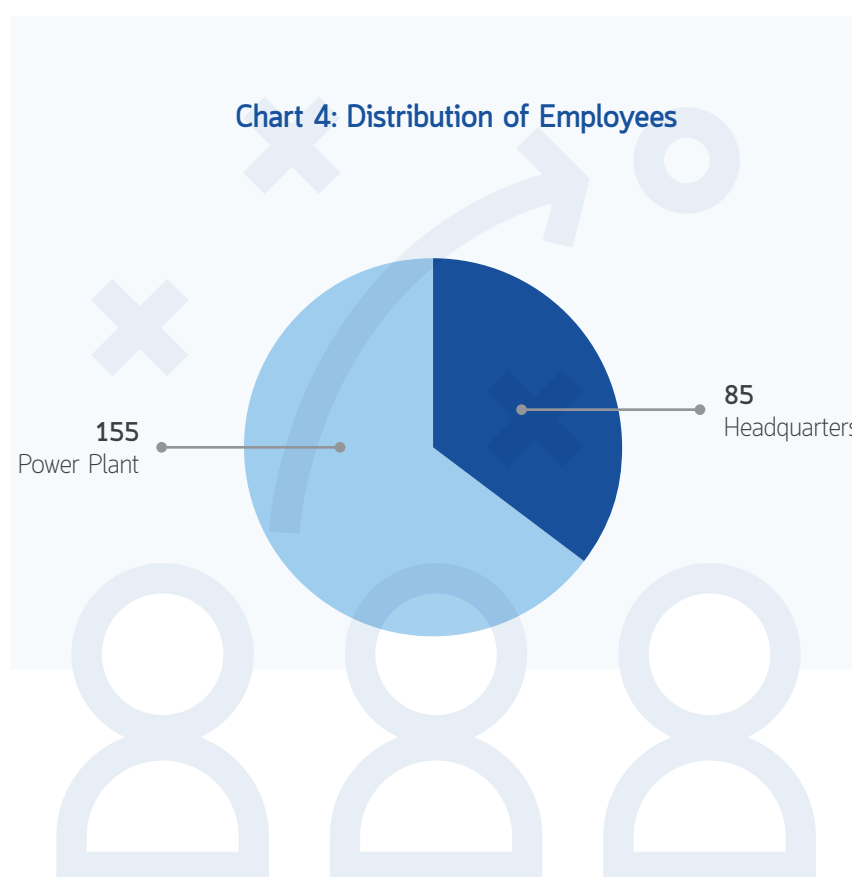
Akenerji continued its social activities in 2020 as well; Special day celebrations like National Sovereignty and Children's Day, Mother's Day, Father's Day, International Women's Day, New Year's Day, etc. as well as other social activities were carried out with the participation of all employees through online platforms.

### Our Employees at Akenerji

The distribution of our employees at Akenerji by staff and seniority is given in Table 16, and the distribution by location is given in Chart 4.

**Table 16: Distribution of Employees by Seniority**

Seniority by personnel (%)	0-3 (including 3)	3-5 (including 5)	5-10 (including 10)	over 10 years
Senior Management	29	43	14	14
Mid-Level Management	12	71	0	18
Non-Management White-Collar	44	17	10	28
Operational Level	39	28	11	21
Average	39	28	10	23



The labour turnover rates of the employees are given in Table 17. The Headquarters employees' labour turnover rate in 2020 remained the same as the previous year while there was a 54% decrease in the labour turnover rate at the power plants.

**Table 17: Labour Turnover Indicators**

	2018		2019		2020	
Labour turnover rate by region	Number	Percentage Ratio (%)	Number	Percentage Ratio (%)	Number	Percentage Ratio (%)
Headquarters	13	6.6	12	5.5	13	5.5
Power Plants Total	5	2.6	13	6	7	2.9

The distribution of labour turnover rates by seniority is given in Table 18. As the level of experience increases, there is a decrease in the labour turnover rate. The most critical period in labour turnover rate is between 0-3 years.

**Table 18: Labor Turnover Rates by Seniority**

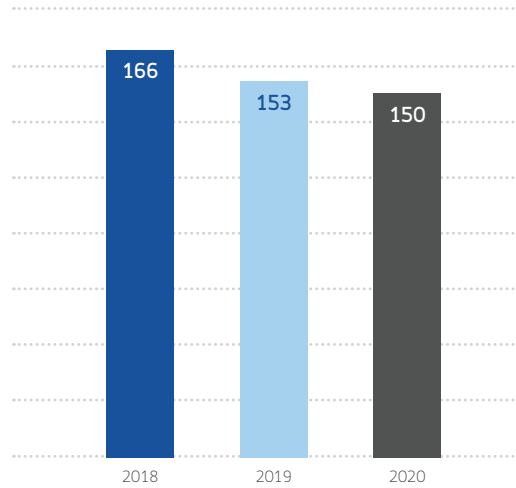
Labor turnover rate by seniority (all leavers)	0-3 Years	3-5 Years	5-10 Years	10 Years and Above
<b>2020</b>				
Headquarters	%8.3	%1.2	%2.4	%3.6
Central	%2.6	%0.0	%1.3	%0.6
Average	%5.4	%0.6	%1.8	%2.1
<b>2019</b>				
Headquarters	4.8	3.6	4.8	1.2
Central	5.1	0.7	2.9	0.7
Average	5.0	2.1	3.9	0.9
<b>2018</b>				
Headquarters	7.5	3.8	1.3	3.8
Central	1.7	0.9	1.7	0.0
Average	4.6	2.3	1.5	1.9





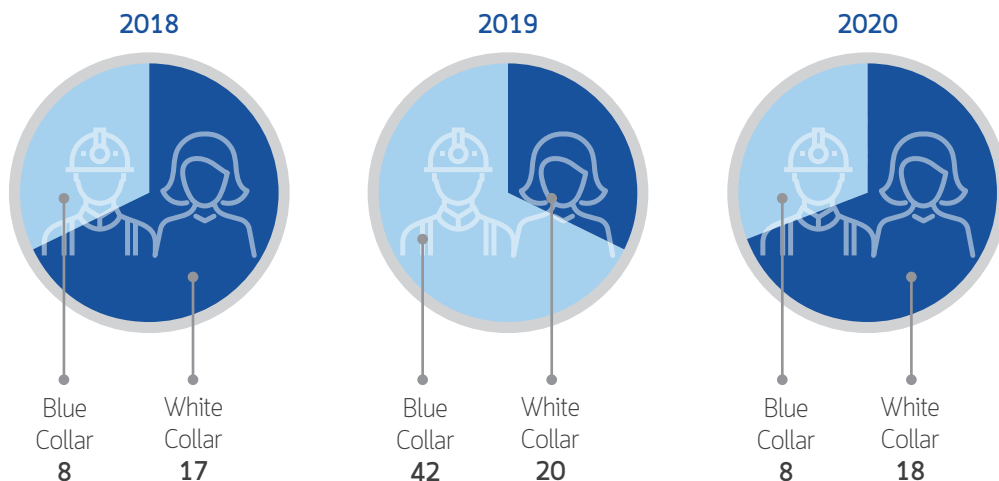
The number of employees within the scope of outsourced services is given in Graph 5. There was no change compared to the previous year.

**Chart 5: Number of Employees within the Scope of Outsourced Services**



The distribution of white-collar and blue-collar employees by location in 2020 is given in Table 19 and Graph 6. There was no significant difference in the number of white-collar employees compared to the previous year. The reason for the difference in blue-collar recruitment is the extensive recruitment done for the power plant commissioned in 2019.

**Chart 6: Distribution of New Employees**



**Table 19: Distribution of New Employees by Location**

Location	2020	2020
	Male	Female
Burak I Power Plant	3	0
Himmetli Power Plant	1	1
Headquarters	6	5
Ankara Office	0	1
Erzin Power Plant	7	0

Gender distributions by staff are given in Table 20.

**Table 20: Gender Distribution by Staff**

Gender Distribution by Staff	2018		2019		2020	
	Female	Male	Female	Male	Female	Male
Senior Management	2	4	2	5	2	5
Mid-Level Management	7	9	7	10	8	9
Non-Management White Collar	31	47	31	49	32	49
Operational Level	1	99	1	132	2	133
<b>Total</b>	<b>41</b>	<b>159</b>	<b>41</b>	<b>196</b>	<b>44</b>	<b>196</b>

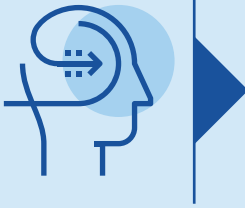


## ► Our Trainings

At Akenerji, every employee is provided with personal and professional development opportunities through competency evaluation, talent management, and performance evaluation processes. The goal of development planning for employees is to support continuous learning and growth and to ensure that the acquired skills are reflected back in their performance.

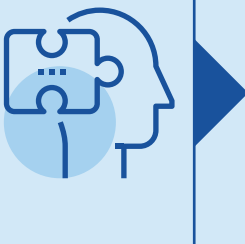


In 2020, the Akenerji Leadership Model was created in line with Akenerji's vision, mission and values. To this end, the Akenerji Leadership Development Program, created especially for Akenerji, was held with the participation of all white-collar employees in two different formats for managers and experts.



This training, based on the Blended Education Model, was designed in the form of a long journey with different modules. It is planned to be completed in 2021 and aims to provide leadership development in line with Akenerji's vision and mission that embodies company values.

Also, in 2020 executives participated in the Executive Development Program, aimed at middle managers of all Akkök Group companies and organized in cooperation with Sabancı University. YBL Professional training was carried out with the Yenibirlider (A New Leader) Association, whose aim is to identify leader candidate young professionals between the ages of 25-35 who are working in Turkey's leading institutions, to introduce them to one another and to support them to rise within their institutions more quickly. The Mentoring, Coaching and Business World Meetings will continue in the program in 2021.



Philharmonic, the mentoring program launched in 2015 to support high-potential and high-performing employees to improve themselves, continued to be implemented in 2020. After the mentors and the selected mentees among the group of senior managers were chosen, they received the necessary training about the functioning of the program and their roles. Mentees continue to expand their knowledge about business life and add value to the company by holding regular meetings with their mentors.





In 2019 through the Mentoring Program carried out in collaboration with Yenibirlider Derneği, Akenerji senior executives mentored talents from different sectors. This external mentoring process with Yenibirlider continued through 2020 and will carry on until 2021.



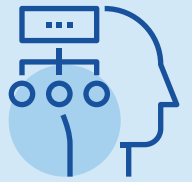
In addition to leadership and mentoring practices, other programs geared toward employees' personal development were also carried out in 2020. Especially during the pandemic, training in

- Remote working
- Team management
- Communication and digitalization

were completed on digital platforms.

Content aimed at raising awareness from the Her Gün Öğren Online Training platform in the form of short daily videos on different topics such as communication and feedback was shared with employees.

During the Covid 19 pandemic, the most current articles, webinars and videos about leadership were shared with executives on a weekly basis.



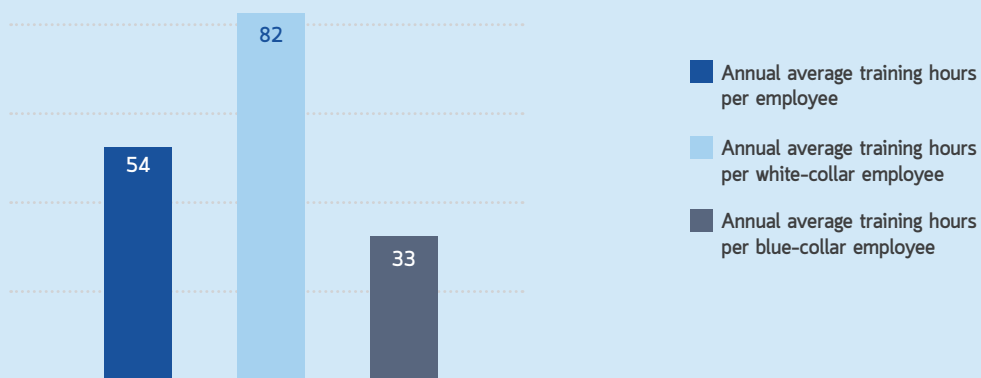
## Akenerji Internal Trainings

To nurture a culture of continuous learning and collective development, Akenerji Internal Trainings were held in 2020, where the Human Resources, Trade and Finance and Financial Affairs departments shared their professional knowledge. These trainings are planned to continue in 2021 with the participation of additional departments. Our employees also participated in the English training programs designed as a coeducational model in 2020 and which are planned to continue in 2021.



In addition to personal development and managerial development trainings, employees participated in online vocational technical trainings and seminars. The distribution of training hours per employee in 2020 is given in Graph 7.

**Graph 7: Average Training Duration in 2020 (Person/Hour)**



Due to the pandemic, the training for blue-collar employees that were supposed to be done in person in a classroom environment could not take place during the pandemic for the sake of protecting them from all possible external factors. This is the reason behind the difference in the average training hours between white and blue collars.



# Our Corporate Social Responsibility Projects

By continuing with our social responsibility projects in 2020, in the context of the new normal created by the Covid 19 pandemic, we were able to cater to the needs of health workers and support children's educational lives.



## Çocuk Eğitim Derneği Project

We continued our work with the Çocuk Eğitim Derneği, which works to ensure that hearing-impaired children receive a quality education. Our common goal in this cooperative effort has been to help overcome obstacles together with children.

All students were given colouring books and coloured pencils as part of the International Day of Persons with Disabilities to make them happy and feel like they were not alone during the time they were confined at home. Also, the playground in their school Childhood Education Centre was renovated as Akenerji Playground, as part of our project in which birthday gifts were created with the names of our employees and the slogan "Birthday of Akenerji employees means the smiles of children."





## Korunmaya Muhtaç Çocuklar Vakfı (Koruncuk Vakfı) Project



Our cooperation with the Türkiye Korunmaya Muhtaç Çocuklar Vakfı (Koruncuk Vakfı), which empowers children, whose basic needs and access to education are at risk, to take part in society as individuals who are aware of their rights and to express themselves, continued in 2020.

In this cooperation;

- The Welcome Kits, created for newly hired employees, were announced with a congratulatory message from the Koruncuk Foundation students as part of our cooperation with the foundation.
- EVP Kits, which were created during the announcement of our vision, mission and values, determined together with our employees through the Employer Value Proposition (EVP) process, were created in collaboration with the Koruncuk Foundation to support education.
- Akenerji's support for the Koruncuk Foundation students continued with our employees the holiday greetings.
- In cooperation with İyilik Kazansın platform, a percentage of the shopping done by Akenerji employees on their platform was donated to the Koruncuk Foundation.

### Yedikule Hayvan Barınağı

On Animal Rights Day, Yedikule Hayvan Barınağı was visited with the employees, and food carrier containers they needed were donated to the shelter.





### Support for Hospitals

During the pandemic, we supported the health sector and its employees by providing equipment to the hospitals in line with their needs.

### Our “Akenerji Stands by Women” Project



Akenerji’s social responsibility project “Akenerji stands by Women” conducted in Adana’s Feke District won the “Best Social Responsibility Project” award at the 3rd Turkish Energy and Natural Resources Summit. In the project, 1530 women were given mammography screenings for early breast cancer detection with a mobile cancer screening vehicle in Feke, where Akenerji’s Feke-1 and Feke-2 Hydroelectric Power Plants are located.



### Support for Sports and Athletes from Akenerji

Donations were made to support the needs of the Yeşilkent Sports Club, which operates in the region where Akenerji’s Erzin NGCCPP is located. We are happy that the Yeşilkent Sports Club, which is in the Turkish Volleyball Federation’s Men’s 1st League, continues to successfully represent Hatay and Erzin.



## Our Strategic Sustainability Targets

The evaluation of our 2020 targets and the targets we specified for 2021 created according to our policies have been completed. Based on this, our sustainability reporting activities will proceed by continuing with the CDP reporting for 2021.







96.7897

83.2867

92

35.9396

69.8112

87.4232

96.0455

64.2671

72.4015

75.8524

94.161

AXI





## 6. APPENDICES

# Our Performance Indicators

Target Area	2020 Targets	2020 Yılı Realization Status	2020 Evaluation	2021 Targets
<b>Sustainability Management</b>	The publication of our 2019 operational period sustainability report.	FA	Our sustainability report for the 2019 operating period was published in May 2020.	Compiling our sustainability report for 2020 in accordance with the GRI Standards.
	Conducting our reportings for the 2019 operational period within the scope of the CDP Climate Change and Water Program.	FA	Our reports for the 2019 activity period were published within the scope of the CDP Climate Change and Water Program. The score for both reports was at the "B- Management" level.	Keeping the performance score of our reporting for the 2020 operating period, prepared within the scope of the CDP Climate Change and Water Program, above the sector average.
<b>Management Systems</b>	Getting the internal audit Corrective Action (CA) closure rate to 75%.	FA	The internal audit CA closure rate was 88.2%.	Getting the closing percentage of Corrective Action Requests (CAR) filed in Quality, Environment and OHS internal audits to at least 90% by the end of the year.
	Finalizing ISO 50001:2018 Energy Management System certification work in all of our power plants.	FA	ISO 50001:2018 Energy Management System certification has been completed for all power plants.	
	Providing Quality Management Systems trainings (person hour/year).	FA	Realized trainings (person hour/year).	Providing Quality Management Systems trainings (person hour/year).
	Headquarters: 20 Ayyıldız WPP: 5 Uluabat HEPP: 12 Bulam HEPP: 5 Burç HEPP: 7 Feke I HEPP: 6 Feke II HEPP: 7 Himmetli HEPP: 10 Gökkaya HEPP: 6 Erzin NGCCPP: 12		Headquarters: 22.5 Ayyıldız WPP: 7.5 Uluabat HEPP: 16.25 Bulam HEPP: 8.75 Burç HEPP: 10 Feke I HEPP: 10.5 Feke II HEPP: 13.5 Himmetli HEPP: 13.5 Gökkaya HEPP: 12 Erzin NGCCPP: 31.25	Headquarters: 20 Ayyıldız WPP: 5 Uluabat HEPP: 12 Bulam HEPP: 5 Burç HEPP: 7 Feke I HEPP: 6 Feke II HEPP: 7 Himmetli HEPP: 10 Gökkaya HEPP: 6 Erzin NGCCPP: 12  The review and revision of all departments' processes and procedures within the scope of the Procedures Project.



Target Area	2020 Targets	2020 Yılı Realization Status	2020 Evaluation	2021 Targets
Occupational Health and Safety	Getting the DFT closure rate opened during OHS site visits is to least 90% by the end of the year.	FA	The DFT closure rate opened during OHS site visits was 97% at the end of the year.	Getting the DFT closure rate opened during OHS site visits to at least 90% by the end of the year.
	Organizing a total of 7 seminars, one at each HEPP, to raise the awareness of students and teachers in schools about possible hazards and warnings about HEPPs.	NA	Seminars to raise the awareness of students and teachers about possible hazards and warnings about HEPPs in schools could not be held due to the pandemic.	Organizing seminars in schools to raise the awareness of students and teachers about possible hazards and warnings about HEPPs either in person or on digital platforms, 7 in total at each HEPP.
	Organizing public awareness seminars in Adana, Adiyaman and Bursa within the scope of DSI Environmental Protection and Security Measures.	NA	Public awareness seminars planned in Adana, Adiyaman and Bursa within the scope of DSI Environmental Protection and Security Measures could not be held due to the Covid 19 pandemic.	Organizing one public awareness seminar for each of the Adana, Adiyaman and Bursa provinces, either in person or on digital platforms within the scope of DSI Environmental Protection and Security Measures.
	Conducting on-the-job safety interviews with team managers during the annual scheduled maintenance, up 70% of the planned annual maintenance days during Annual Planned Maintenance.	FA	During the Annual Planned Maintenance, the number of on-the-job safety interviews conducted was on average 100% of the planned annual maintenance days. This rate was 120% in ARES and 84% in ULB. In other power plants, the rate is 100%.	Conducting on-the-job safety interviews with team managers during the annual scheduled maintenance, up 85% of the planned annual maintenance days during Annual Planned Maintenance.
	Providing OHS trainings (hour/person).	FA	Actual Training (hours/person).	Providing OHS trainings (hour/person).
	Power Plants: 13		Power Plants: 16	Headquarters and Ankara Office: 8 Power Plants: 16  Ensuring "Zero Occupational Accident" and "Zero Occupational Disease".  Updating Risk Assessment studies.

Target Area	2020 Targets	2020 Yılı Realization Status	2020 Evaluation	2021 Targets
The Environment	Getting the closing rate of Corrective Action Requests (CAR) filed in environmental internal audits to at least 75% by the end of the year.	FA	The rate of CAR closure opened during environmental internal examinations was 100%.	Getting the rate of CAR closure opened in environmental internal examinations be at least 90% by the end of the year.
	Reporting and verification of greenhouse gas emissions in 2019 within the scope of ISO 14064 Greenhouse Gas Calculation, Reporting and Verification Standard.	FA	The reporting and verification of greenhouse gas emissions for 2019 has been completed within the scope of ISO 14064 Greenhouse Gas Calculation, Reporting and Verification Standard.	Calculation, reporting and verification of Erzin NGCCPP greenhouse gas emissions for the period of 2020 within the scope of ISO 14064 Greenhouse Gas Calculation, Reporting and Verification Standard.
	Providing environmental trainings (person hour/year).	FA	Realized Training (person hour/year).	Providing environmental trainings (person hour/year).
	Headquarters: 13 Ayyıldız WPP: 12 Uluabat HEPP: 25 Bulam HEPP: 10 Burç HEPP: 14 Feke I HEPP: 12 Feke II HEPP: 12 Himmetli HEPP: 12 Gökkaya HEPP: 12 Erzin NGCCPP: 15		Headquarters: 52.5 Ayyıldız WPP: 12 Uluabat HEPP: 26 Bulam HEPP: 16 Burç HEPP: 12 Feke I HEPP: 16 Feke II HEPP: 16 Himmetli HEPP: 20 Gökkaya HEPP: 16 Erzin NGCCPP: 40	Headquarters: 15 Ayyıldız WPP: 10 Uluabat HEPP: 16 Bulam HEPP: 10 Burç HEPP: 10 Feke I HEPP: 10 Feke II HEPP: 10 Himmetli HEPP: 12 Gökkaya HEPP: 10 Erzin NGCCPP: 12  Updating the environmental impact dimension analysis.

FA: Target fully achieved

PA: Target partially achieved

NA: Target not achieved





GRI Standard	Disclosure and Page Number
<b>GRI 101: Foundation 2016</b>	
<b>GRI 102: General Disclosures 2016</b>	
<b>Organizational Profile</b>	
102-1 Name of the organization	2, 6
102-2 Activities, brands, products, and services	6, 13-25
102-3 Location of headquarters	2
102-4 Location of operations	13
102-5 Ownership and legal form	15
102-6 Markets served	12-14, 26
102-7 Scale of the organization	16, 17, 19, 26, 27
102-8 Information on employees and other workers	27, 81-84
102-9 Supply chain	46, 47
102-10 Significant changes to the organization and its supply chain	46, 47, 56
102-11 Precautionary Principle or approach	44, 56, 62
102-12 External initiatives	30, 31, 47
102-13 Membership of associations	30, 31
<b>Strategy</b>	
102-14 Statement from senior decision-maker	8-9
<b>Ethics and Integrity</b>	
102-16 Values, principles, standards, and norms of behavior	45
<b>Governance</b>	
102-18 Governance structure	40-43
<b>Shareholder Engagement</b>	
102-40 List of stakeholder groups	51
102-41 Collective bargaining agreements	75
102-42 Identifying and selecting stakeholders	50, 51
102-43 Approach to stakeholder engagement	50
102-44 Key topics and concerns raised	51, 52
<b>Reporting Practice</b>	
102-45 Entities included in the consolidated financial statements	16
102-46 Defining report content and topic Boundaries	6, 52, 56-58
102-47 List of material topics	52
102-48 Restatements of information	6
102-49 Changes in reporting	6
102-50 Reporting period	6
102-51 Date of most recent report	6
102-52 Reporting cycle	6
102-53 Contact point for questions regarding the report	6
102-54 Claims of reporting in accordance with the GRI Standards	6
102-55 Disclosure 102-55 GRI content index	98-101
102-56 Disclosure 102-56 External assurance	6

GRI Standard			Disclosure and Page Number
<b>GRI 200 Economic Standards Series 2016</b>			
<b>GRI 201 Ekonomik Performance 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	201-1	Direct economic value generated and distributed	16
	201-2	Financial implications and other risks and opportunities due to climate change	62, 68-71
<b>GRI 203 Indirect Economic Impacts 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	203-1	Infrastructure investments and services supported	40-45
	203-2	Significant indirect economic impacts	28-29, 38-39
<b>GRI 204 Procurement Practices 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	204-1	Proportion of spending on local suppliers	46
<b>GRI 205 Anti-corruption 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	205-2	Communication and training about anti-corruption policies and procedures	45
<b>GRI 300 Environmental Standards Series 2016</b>			
<b>GRI 302 Energy 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	302-1	Energy consumption within the organization	64
	302-2	Energy consumption outside of the organization	64
	302-4	Reduction of energy consumption	64-65
<b>GRI 303 Water 2018</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	303-1	Interactions with water as a shared resource	66
	303-2	Management of water discharge-related impacts	67
	303-3	Water withdrawal	65
	303-4	Water discharge	67
	303-5	Water consumption	66
<b>GRI 304 Biodiversity 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	72

GRI Standart			Disclosure and Page Number
<b>GRI 305 Emissions 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	305-1	Direct (Scope 1) GHG emissions	68-69
	305-2	Energy indirect (Scope 2) GHG emissions	68, 69
	305-5	Reduction of GHG emissions	68, 69
<b>GRI 306 Waste 2020</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	306-1	Waste generation and significant waste-related impacts	63, 67, 68
	306-2	Management of significant waste-related impacts	67, 68
	306-3	Waste generated	67, 68
	306-4	Waste diverted from disposal	67, 68
	306-5	Waste directed to disposal	67, 68
<b>GRI 307 Environmental Compliance 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	307-1	Non-compliance with environmental laws and regulations	62-67
<b>GRI 308 Supplier Environmental Assessment 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	308-1	New suppliers that were screened using environmental criteria	47, 51
<b>GRI 400 Social Standards Series 2016</b>			
<b>RI 401 Employment 2016</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	401-1	New employee hires and employee turnover	83, 84
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	75
<b>GRI 403 Occupational Health and Safety 2018</b>			
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50, 52-53
	103-2	The management approach and its components	36-39, 56
	103-3	Evaluation of the management approach	40-45
	403-1	Occupational health and safety management system	72
	403-2	Hazard identification, risk assessment, and incident investigation	72, 73
	403-3	Occupational health services	73
	403-4	Worker participation, consultation, and communication on occupational health and safety	72-73
	403-5	Worker training on occupational health and safety	72
	403-6	Promotion of worker health	72
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	



GRI Standard			Disclosure and Page Number
<b>GRI 404 Training and Education 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	404-1	Average hours of training per year per employee	87
	404-2	Programs for upgrading employee skills and transition assistance programs	85-86
	404-3	Percentage of employees receiving regular performance and career development reviews	80
<b>GRI 405 Diversity and Equal Opportunity 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	405-1	Diversity of governance bodies and employees	40, 74
<b>GRI 406 Non-discrimination 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	406-1	Incidents of discrimination and corrective actions taken	74-75
<b>GRI 407 Freedom of Association and Collective Bargaining 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	75
<b>GRI 412 Human Rights Assessment 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	412-2	Employee training on human rights policies or procedures	74
<b>GRI 413 Local Communities 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	413-1	Operations with local community engagement, impact assessments, and development programs	88-90
<b>GRI 414 Supplier Social Assessment 2016</b>			
GRI 103	103-1	Explanation of the material topic and its Boundary	50, 52-53
Management	103-2	The management approach and its components	36-39, 56
Approach	103-3	Evaluation of the management approach	40-45
2016	414-1	New suppliers that were screened using social criteria	46, 47, 51

**Akenerji Elektrik Üretim A.Ş.**

Miralay Şefik Bey Sokak Akhan No: 15  
Gümüşsuyu 34437 İstanbul/Türkiye  
T. +90 212 249 82 82  
F. +90 212 249 73 55  
www.akenerji.com.tr  
info@akenerji.com.tr

**For information on Akenerji Sustainability Report;**

Sevgi ULUGÖL  
Manager  
Environment and Quality Management  
sulugol@akenerji.com.tr

Hanife Hülya OLGUN  
Executive  
Environment and Quality Management  
hanife.olgun@akenerji.com.tr



**Sustainable Reporting Consultancy**

T. +90 216 302 56 99  
M. +90 507 588 38 85  
info@tulipconsultants.com  
www.tulipconsultants.com

The Akenerji Sustainability Report ("Report") has been prepared for informational purposes only and does not form the basis for any investment decision. The content and information contained in this report have been prepared using information and sources believed to be accurate and reliable at the time the report was prepared. The objectives and content in the report cannot be interpreted as a declaration, warranty and/or commitment. It is not guaranteed that the information and content in the report are complete and unchangeable.





**Akenerji Elektrik Üretim A.Ş.**  
Miralay Şefik Bey Sok. Akhan No: 15  
Gümüşsuyu 34437 İstanbul - Türkiye  
T. +90 212 249 82 82  
F. +90 212 249 73 55  
[info@akenerji.com.tr](mailto:info@akenerji.com.tr)

