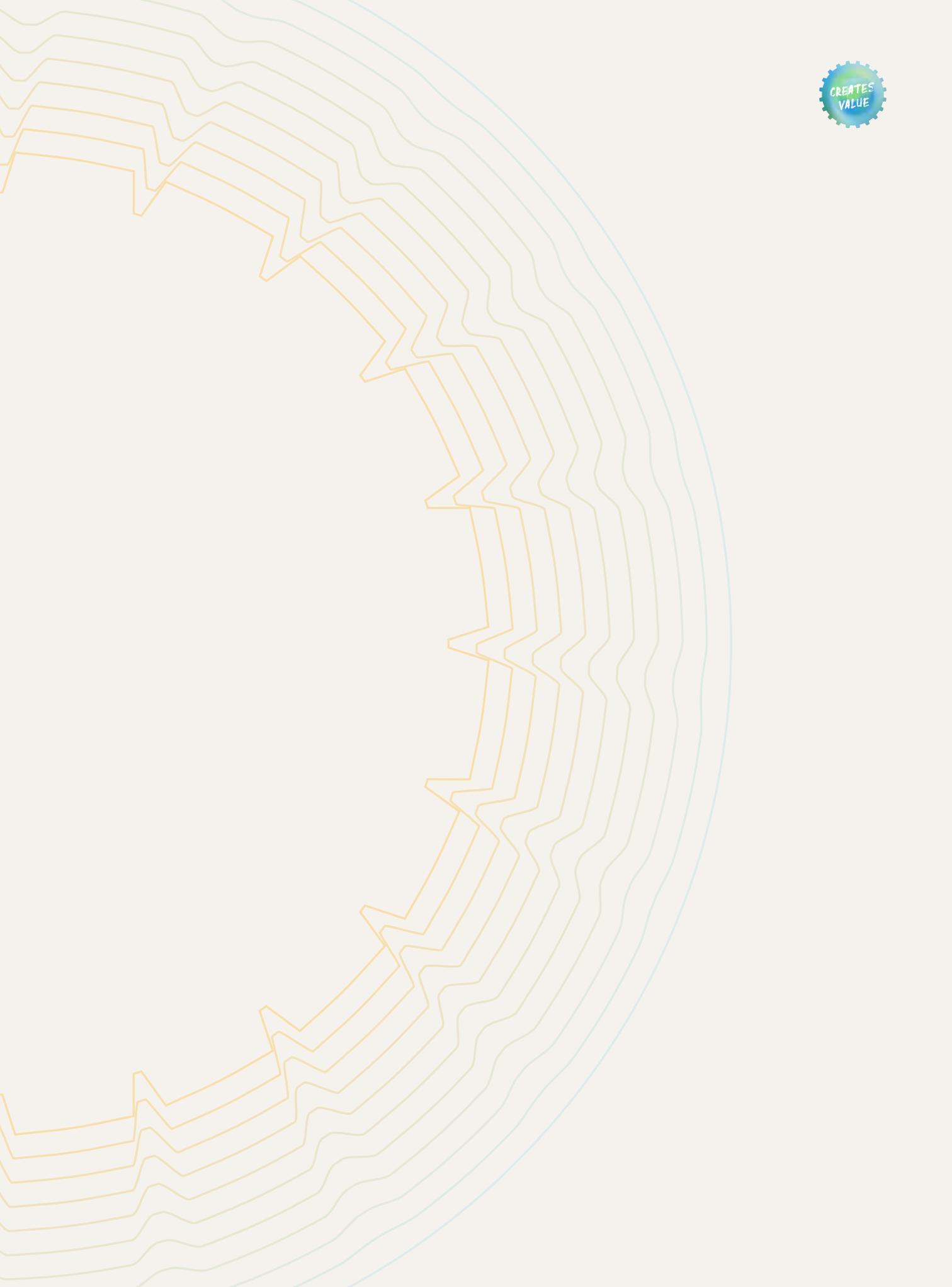
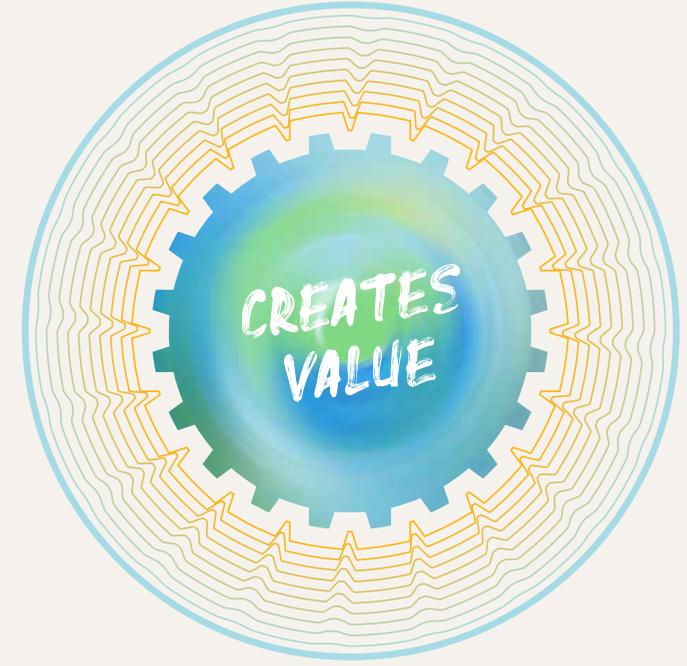


Küçükođlu Holding

# Sustainability Report 2020-2021

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Address: Üniversite Mah. Firüzköy Bulvarı  
Nu: 30 Avcılar / İstanbul / TÜRKİYE  
Phone: 0212 622 16 16  
Fax: 0212 695 36 44

Graphic Design & Application:  
**studio.ta**

[www.studiota.co](http://www.studiota.co)  
[hello@studiota.co](mailto:hello@studiota.co)

Küçüköğlü Holding  
**Sustainability  
Report**

2020-2021



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1.0



**About  
the Report**

# 1.0 About the Report

**In line with our principle of maintaining transparent relations with all our stakeholders, we publish a sustainability report every two years to share the economic, social, and environmental impact of our activities.**

The 2020/21 Küçüköğlü Holding Sustainability Report showcases our business model revolving around our motto "Creates Value", our material issues, and our performance and approach in addressing these issues. This report has been prepared in accordance with the GRI Standards: Core option. The report covers the activities and performance of Küçüköğlü Holding A.Ş. and its subsidiaries, namely Ak-Pres,

Toksan, Akteknik, Ak Automotive, Aktoy Motorlu Araçlar, and Aktoy Sigorta, in the period between January 1, 2020, and December 31, 2021. The report also reveals our contribution to the Sustainable Development Goals as part of our Creates Value approach. We channel our efforts primarily into the Sustainable Development Goals, which we identified as material to our business.

You can submit all your questions, comments, and suggestions about our reports and activities to [surdurulebilirlik@kucukoglu.com.tr](mailto:surdurulebilirlik@kucukoglu.com.tr)



Küçüköğlü Holding Sustainability Project YouTube



2.0



**Message  
from the  
Chairman**



## 2.0 Message from the Chairman

### Dear Stakeholders,

As part of our transparent, fair, responsible, and accountable management policy, we are pleased to present to you and the stakeholders our Sustainability Report for 2020-2021, which covers our economic, social, and environmental practices and performance for the year.

We have left behind another year clouded by various challenges, such as the pandemic and the resulting interruptions in supply chains and business processes. At the same time, we continued our operations seamlessly thanks to our Corporate Risk Management approach, digital infrastructure investments, and agile transformation.

We have kept our focus on our sustainability goals during the pandemic and took major steps to serve this end.

Küçükoğlu Holding companies have already been good at managing financial risks. And as of 2020, we have accelerated our efforts towards the management of non-financial risks in the light of the **ISO 22301 Business Continuity Management System**. We remain committed to our vision of ensuring business continuity and preparing our companies for any global contingencies and risks.

We summarize our sustainability strategy as "Küçükoğlu Holding Creates Value." Accordingly, we have adopted the principle of developing innovative solutions that benefit society with low environmental impact in accordance with the European Green Deal, which sets a goal of net zero carbon emissions by 2050 for the European Union. We have established a Sustainability and Climate Change policy in full compliance with the European Green Deal and **set a goal of net zero carbon emissions by 2050 for all our factories**. While planning our activities, we

follow the global developments, and particularly, the strategic decisions of our customers, and review our action plans and strategies for the future from a sustainable perspective. Our environmental management policy always focuses on reducing our use of natural resources, and we aim to expand the ISO 50001 Energy Management System across all our factories. In 2022, **we continue to work in response to the Carbon Disclosure Project (CDP) Climate Change Program** and develop a climate strategy with science-based targets.

We follow green building standards across our factories and facilities. By 2023, we are planning to move our Akpres Bursa, Toksan Bursa, and Akteknik factories to the **Bursa Teknosab facilities, which have been designed** according to the US Green Building Council (LEED) standards. We have established **the Energy School and the Clean Energy EKO Park** to foster social awareness in this regard and educate future generations. We aim to proudly commission these facilities in 2023.

With our personal and cultural development efforts, we contribute to the local development and improve the welfare of our employees.

Our management strategy integrates human rights and ensures the productivity, safety, and satisfaction of our employees, who are our most critical stakeholders in achieving our Strategic Goals. We offer an inclusive work environment that provides equal opportunities and is free from all forms of discrimination. We care for the health, satisfaction, and development of our employees and strive to create value for them. These efforts have earned us the "Great Place To Work" certificate and award for our Toyota Plaza **Aktoy and Toksan companies**.

**We are pleased to publish this report covering our sustainability performance between 2020 and 2021 in line with our goal of continuous improvement.**

We are aware that social development and business growth can only be achieved through the empowerment of women. Therefore, we strive to improve women's employment and strengthen the role of women in business. The proportion of women in the decision mechanisms of our companies is 30 percent. **We aim to increase the share of women in senior management to 50 percent by 2030.**

We report the performance of our companies by participating in different platforms such as CDP, ECOVADIS, and the Sustainability Self-Assessment Questionnaire (NQC). We have successfully increased our scores with each passing year. **As of the end of 2021, according to the ECOVADIS results, we are in the top 20 percent in world rankings.**

Our efforts have been recognized and celebrated with many awards. Küçükoğlu Holding won five awards at the **Stevie® Awards in the Sales & Customer Service** category; our Akpres Sakarya Factory received the "Merit" grade at the **International Safety Awards organized by the British Safety Council**; Toyota Plaza Aktoy won three awards at Toyota's Dealer Awards; and Aktoy Sigorta received the Automotive Stars silver award from Axa Insurance. We were also deemed worthy of the cost management gold award from Toyota and the **Regional Contribution Award** from Toyota Global.

We are pleased to publish this report covering our sustainability performance between 2020 and 2021 in line with our goal of continuous improvement. I thank all of our employees, customers, and stakeholders who have supported us every step of the way.

**Oğuzhan Küçükoğlu**  
Chairman of the Board

3.0

**About  
Küçükkoğlu  
Holding**

## 3.0 About Küçüköğlü Holding

**We started our journey in the industry with Toksan, which we established in 1985 to produce original spare parts for the world's automotive giants.**

Today, we continue walking down this path with more than 1,500 employees at Toksan, Ak-Pres, Akteknik, Ak Automotive, Toyota Plaza Aktoy, Aktoy Sigorta, and Nobi Yapı under the roof of Küçüköğlü Holding.

### Mission - Vision

Toward our goal of continuous growth, we manage our production activities in an area of 150,000 m<sup>2</sup> at six production facilities; three in Bursa, and the remaining three in Sakarya, Kocaeli, and Koper/Slovenia. Our Ak-Pres and Toksan companies are among Turkey's top 1,000 industrial establishments.

The chassis and body parts manufactured by Ak-Pres and the mechanical and system parts manufactured by Ak Automotive and Toksan are used by many global automotive giants. We help boost our country's economy by exporting to more than 10 countries, including Germany, the UK,

#### Our Vision:

Becoming a leading, reliable, and respected global company that adopts the principle of continuous development across all industries.

#### Our Mission:

Becoming a group that meets the expectations of society, the environment, and all stakeholders in the best way possible without compromising on quality in our products and services, and adds value to its employees with sustainable growth.

Brazil, and China. In addition to our automotive sub-industry products, we manufacture molds and production equipment with Akteknik, which we established in Bursa in 2015.

We provide our customers with automobile sales services, after-sales services, spare parts, second-hand purchase and sale services, and professional insurance services with Aktoy Sigorta and Aktoy Motorlu Araçlar (Toyota Plaza Aktoy), which we established in Avcılar, Istanbul by merging with Toyota in 2017.

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Küçüköğlü Holding  
introduction video  
YouTube



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● Export Countries  
● Production Countries

**AKTOY**  
MOTORLU ARAÇLAR

**AKTOY**  
SİGORTA

**AK**  
AUTOMOTIVE

**AKTEKNİK**  
KALIP İMALATI

**NOBİ**  
İNŞAAT

**TOKSAN**  
OTOMOTİV

**AK-PRES**  
OTOMOTİV



Bursa, 1985



Gebze, 2006



Bursa, 1990



Hendek, 2008



İstanbul, 2017



Slovenia, Koper, 2018



Bursa, 2015



İstanbul, 2016



AK-PRES

PARA YERİ	SATI	ÇARŞAMA	İHRAÇ
11.12.2021	14.11.2021	19.12.2021	21.12.2021
136450	111700	16754	
136450	111700	16754	

ASAKAI ALANI (Asakai Area)

ASAKAI ALANI (Asakai Area)

BUGÜN  
(TODAY)

TARİH (DATE)  
YERİ (LOCATION)

### 3.0 About Küçükoğlu Holding: Corporate Governance Approach



We embrace a fair, transparent, responsible, and accountable corporate governance approach with our vision of becoming a leading, reliable, and respected global company that adopts the principle of continuous development across all industries. We are constantly strengthening our corporate governance approach to achieve our 2025 Strategic Goals. We have identified critical and strategic functions and positions to support the efforts of our two-person Board.

Across the Holding, **The Holding Strategic Planning Committee, Company Strategic Planning Committee, Supply Chain Committee, Brand Committee, New Product / Innovation Committee, Digital Transformation Committee, Early Detection of Risk Committee, Corporate Governance Committee, Globalization Committee, Holding Executive Board and Supervisory Board, and Ethics Committee continue their operations while reporting to the Board of Directors.**

We have started the Strategic Planning Process to lay a solid foundation for progress in our value areas. We have established a Strategic Planning Committee to manage this process and determined our mission, vision, and Strategic Road Map. The Strategic Planning Committee includes the Chairman of the Board, the Vice Chairman of the Board, Financial Affairs Group Director, Human Resources Group Director, Industry Group Director, IT Group Directorate, General Managers, and System and Business Development Manager. We have formed key performance indicators (KPIs) to measure key

goals and progress. As part of this process, which is reviewed every year and renewed every seven years, we have developed our 2025 Road Map. Our Road Map consists of strategic goals such as international sales and marketing activities for sustainable economic growth, value-added product development through R&D activities, and facility investments. In order to reach our goals, we set a budget every year, carry out SWOT analyses, create priority projects and individual scorecards, and monitor performance.

#### Boards and Committees Reporting to the Board of Directors

- Holding Strategic Planning Committee
- Company Strategic Planning Committee
- Supply Chain Committee
- Brand Committee
- New Product / Innovation Committee
- Digital Transformation Committee

- Early Detection of Risk Committee
- Corporate Governance Committee
- Globalization Committee
- Holding Executive Board
- Supervisory Board
- Ethics Committee



Toyota Plaza Aktoy,  
Promotional Video  
LinkedIn



3.0 About Küçüköğlü Holding:  
**Our Road Map**



**We review our activities every year and renew them every seven years.**

- Strategic Planning Committee
- Mission and Vision Statement
- Strategic Road Map
- Setting the Main Strategic Goals
- Identifying the Key Performance Indicators



**Annually renewed activities;**

- Budgeting
- SWOT Analyses
- Annual Determination of Priority Projects
- Project Maturation with Team-Up Method
- Individual Scorecards
- Performance Tracking



**2019**  
**Restabilizing and Connecting**  
Set up stability and connection with Turkish Plants



**2021**  
**Expand and Walk**

- Resource allocation for setting up new processes smoothly
- Start of new product design and development



**2022**  
**Strengthen and Grow**

- Investment for new technology
- Validation and marketing of new designed product



**2024**  
**Innovations and Lead**

- R&D focus on new automotive solutions



**2020**  
**Stand Up and Stand On Roots**

- New business start
- Re-certification completion
- R&D strategy clarification



**2023**  
**Improve and Lean**

- Increase turnover x3
- Industrialisation of own designed product



**2025**  
**Shine**

- Focus on customer expectation
- Focus on efficiency



### 3.0 About Küçükoğlu Holding: Ethical Business Approach



Respect for Human Beings Award 2021, Küçükoğlu Holding

We regulate the relations of the Holding and all our subsidiaries with their internal and external stakeholders in accordance with the Code of Conduct Handbook. The Rules in the Handbook forms the basis of our ethical approach to honesty, confidentiality, conflicts of interest, legal obligations, competitors, and our responsibilities toward customers, employees, the environment, society, and humanity, and the protection of personal data.

We share the Code of Conduct Handbook with all employees and expect them to comply with these principles. We provide our new recruits with training on Küçükoğlu's ethical approach and Code of Conduct. At the beginning of each year, our employees renew their commitments to follow our Code of Conduct.

## **%100** **Resolution Rate for** **Notifications Made to** **Ethics Hotline**

If any employee observes a violation of the Code of Conduct or non-compliance, they can submit their complaints to the Ethics Committee under the Board of Directors via the portal used within the Company. The Ethics Committee is responsible for evaluating, investigating, and resolving complaints and notifications regarding violations in accordance with the principles of confidentiality. In 2020-2021, we resolved 100 percent of the notifications made to the Ethics Hotline.

### 3.0 About Küçükoğlu Holding: Risk Management



Evaluating and managing all risks for the continuity and success of our business are among our main priorities for sustainability. Our risk management efforts are shaped by the Early Detection of Risk Committee chaired by the Vice Chairman of the Board of Directors. We proactively manage the risks identified and described by the Committee.

We make use of consulting services to determine the main risks we face with the help of all process owners in the company. After creating risk inventories, we review and revise the identified risks annually again with the participation of all process owners. The identified risks are evaluated separately at the monthly meetings of the Early Detection of Risk Committee attended by the Vice Chairman of the Board, the Chief Financial Officer, the Senior Manager of Internal Audit, and the Advisor to the Board of Directors as an independent member. Process owners and the relevant experts participate in committee meetings to contribute to the

evaluations, and the meeting minutes are recorded.

In addition to financial risks related to exchange rates, interest rates, etc., the Early Detection of Risk Committee meetings cover internal risks associated with occupational health and safety, business continuity, and talent management, and external risks like cyber attacks, legal compliance, and pandemic and outbreak management. We constantly update our risk strategy in line with the IATF 16949 Automotive Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System, ISO 27001 Information Security Management System and SWOT analyses. We also review the minutes of other committees managed under the Group and ensure that the necessary actions are taken promptly for the identified risks.



4.0



## ***Sustainability Approach***

## 4.0 Sustainability Approach

**We collected our sustainability principles and areas where we advance the Sustainable Development Goals under these categories: *Creating Value for the Industry, Creating Value for the People, and Creating Value for the Future.***

We are currently experiencing multidimensional issues such as COVID-19, the climate crisis, the increasing rate of population growth, and urbanization. And the emerging global trends dramatically re-shape the way we do business, such as digital transformation and innovation.

In the aftermath of the recent crises and the accelerated technological developments, the automotive industry is also going through a radical transformation. Consumers are now turning to more sustainable products in all areas and expect companies to address their environmental, social, and economic impact with a holistic approach.

At Küçükoğlu Holding, we work with a sustainable and inclusive growth approach. We always look to maintain customer satisfaction while quickly adapting to the changing conditions in the industry. Embracing a holistic perspective, we integrate our environmental, social, economic, and governance impacts into our business model. We aim to create sustainable value for our employees, suppliers, customers, and other stakeholders in our value chain.

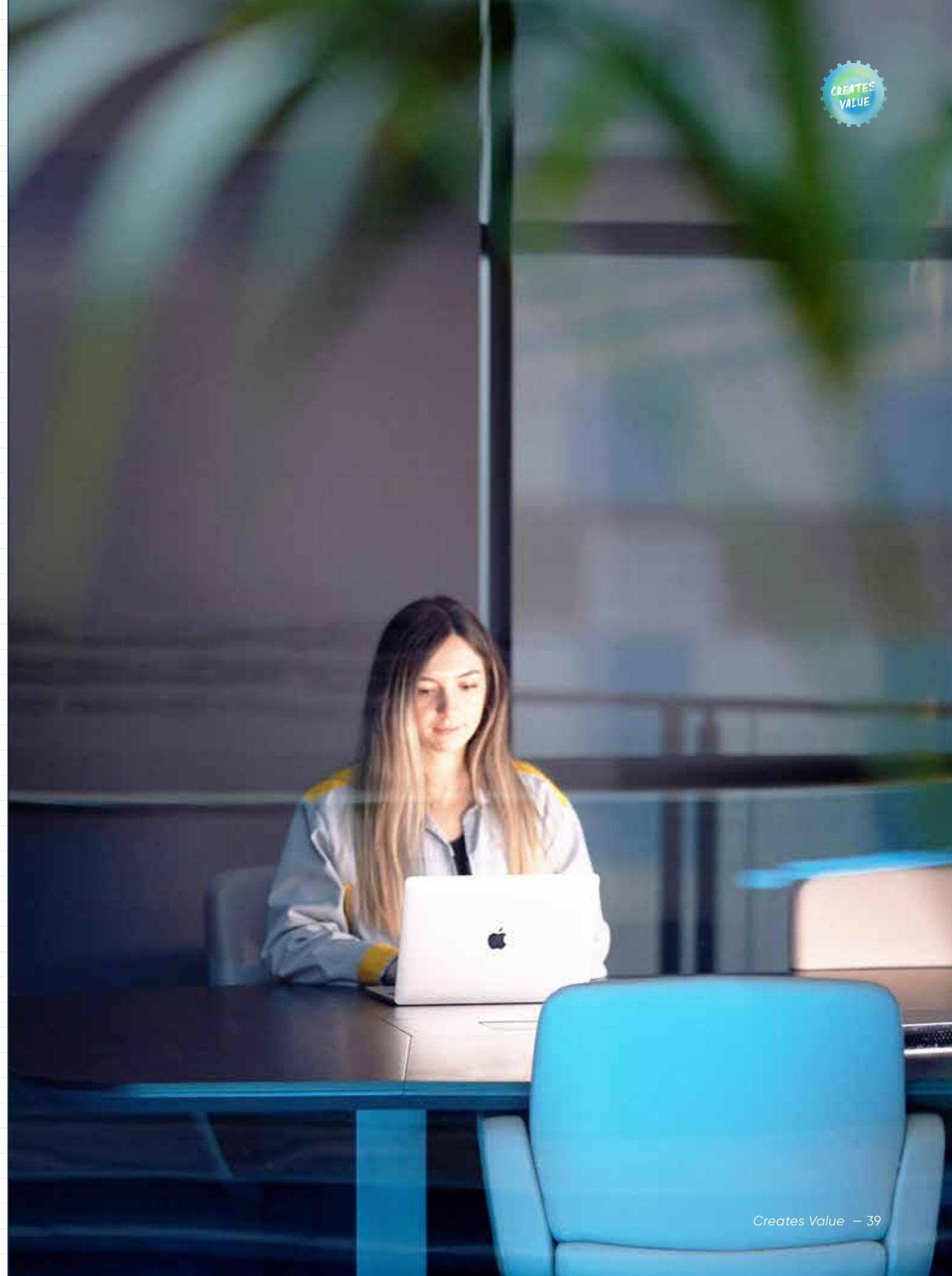
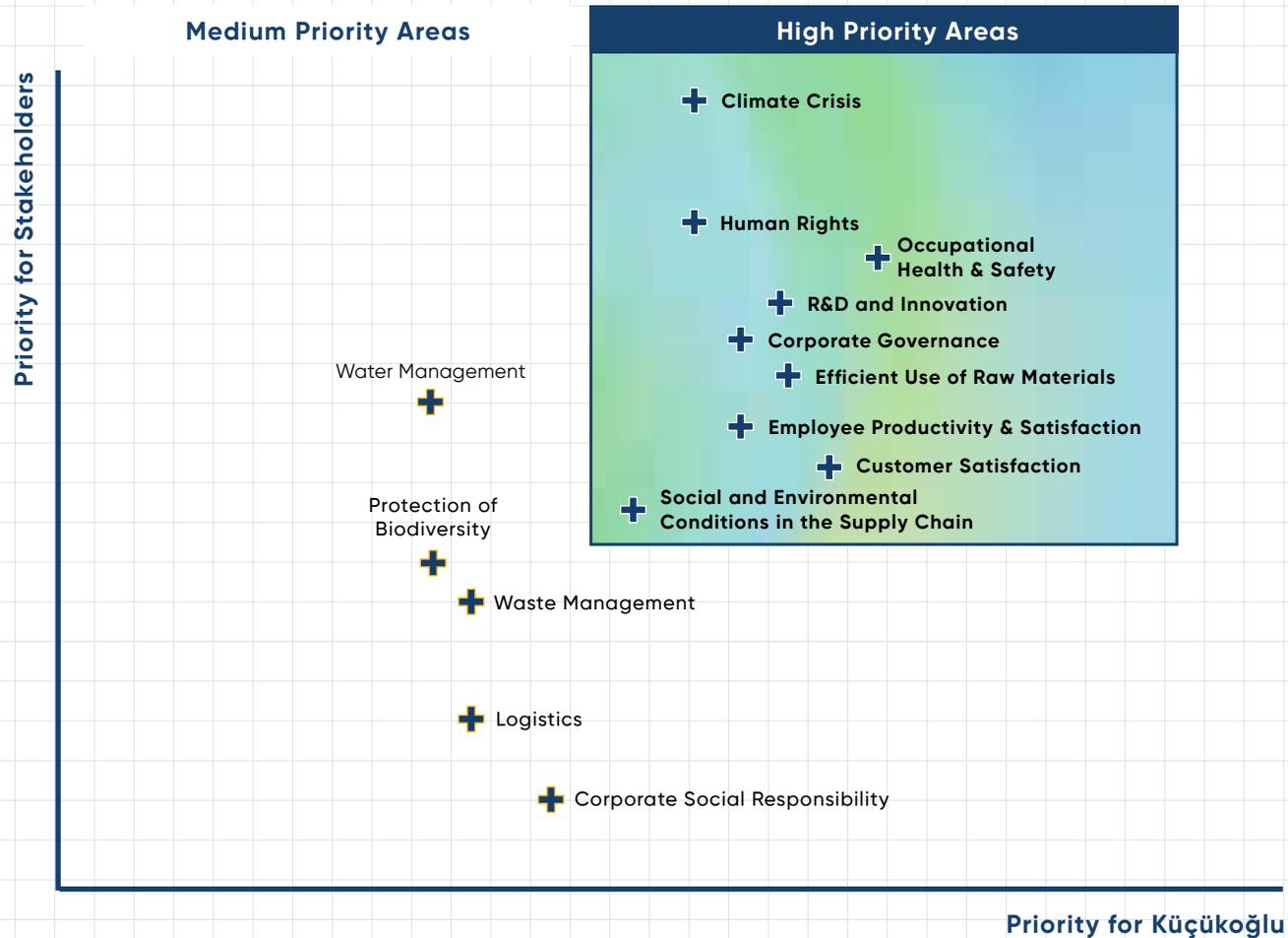
***We continue to promote sustainability with our motto "Küçükoğlu Holding Creates Value."*** We collected our sustainability principles and areas where we advance the Sustainable Development Goals under these categories: ***Creating Value for the Industry, Creating Value for the People, and Creating Value for the Future.*** Leveraging our R&D and innovation infrastructure, we add value to the industry with the feedback we receive from our customers. We pass our experience and knowledge to future generations, emphasize equality of opportunity and diversity in the workplace, and create value for our people by investing in talent. We meet the needs of today without consuming the resources of future generations and reduce our environmental impact with the sustainable business models we adopt.



## 4.0 Sustainability Approach: Our Material Issues

While determining our material issues, we have consulted our key stakeholders and evaluated the national and international trends affecting the automotive and supply industry. We have considered the issues in our company's strategic road map. In 2021, we conducted desk research with the guidance of our stakeholders, reviewed the materiality assessment in the light of local and global trends and developments, and updated our material issues accordingly.

Based on the analysis, our high-priority material issues are the **Climate Crisis, R&D and Innovation, Occupational Health and Safety, Efficient Use of Raw Materials, Customer Satisfaction, Corporate Governance, Employee Productivity and Satisfaction, Human Rights, and Social and Environmental Conditions in the Supply Chain.**



## 4.0 Sustainability Approach: Communication with Stakeholders

We are aware that the strong dialogue we have established with our stakeholders improves our business and carries us forward. This grants us the opportunity to anticipate changing needs and incorporate the expectations and views of all parties into our business strategy and activities.

We have different methods and channels in place to closely follow the ideas, expectations, and suggestions of our stakeholders. All of our stakeholders can contact us through the communication channels on the websites of the Holding and its subsidiaries and through social media.

### Our Memberships:

- Turkish Automotive Parts and Components Suppliers (TAYSAD)
- Bursa Chamber of Commerce and Industry (BTSO)
- Uludag Exporters' Association (UİB)
- İstanbul Chamber of Commerce (İTO)
- Sakarya Chamber of Commerce and Industry (SATSO)
- Turkey Quality Association ( (KalDer)
- People Management Association of Turkey (PERYÖN)
- Automotive Industry Specialized Organized Industrial Zone (TOSB)
- Bursa Technology Organized Industrial Zone (TEKNOSAB)
- Nilüfer Organized Industrial Zone (NOSAB)
- Bursa Organized Industrial Zone (BOSAB)
- Foreign Economic Relations Board of Türkiye (DEİK)
- Hendek 2. Organized Industrial Zone
- Turkish Industry & Business Association (TÜSİAD)
- Young Businessmen Association of Turkey (TÜGİAD)
- Nilüfer Industry & Business Association (NİLSİAD)
- Bursa Industry & Business Association (BUSİAD)
- Bursa Organized Industrial Zone Industry & Business Association (BOSİAD)
- Ethics & Reputation Society (TEİD)
- Ethical Values Center Association (EDMER)



Stakeholder Group	Communication Method	
Employees	We regularly launch training sessions, conduct performance evaluations, and organize events. We receive their feedback through the Ethics Committee notifications and employee satisfaction surveys. Our employees can convey their opinions and feedback through a private web portal and view personal information about their performance, overtime, and absence rate. With the "Share Your Ideas" suggestion system, employees are	able to share any suggestions that may initiate new projects, offer benefits to occupational safety issues, or contribute to processes. They can also send the Chairman a message directly via the web portal. And in coffee chats across all our companies, employees share their opinions and suggestions while enjoying a cup of coffee with their managers.
Customers	We come together during visits, fairs, and meetings to closely follow customer demands and needs and share our own performance. We conduct customer satisfaction surveys every year. We report our performance to meet customer	expectations for sustainability. We also report our performance with self-assessment surveys in line with the demands of our customers.
Suppliers	We organize one-on-one meetings, conventional meetings and trainings, and come together at fairs. We share with our potential suppliers the Preliminary Supplier Evaluation Form and the Supplier Handbook and Supplier Principles during	the contracting phase. The feedback and audits we provide also enable the exchange of ideas. <b>In 2019, we organized a Supplier Day with the participation of all our suppliers to provide them with necessary information.</b>
Shareholders	We communicate with shareholders regularly and personally at General Shareholders' Meetings.	

5.0

**Value  
for the  
Industry**

# 5.0 Value for the Industry

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

With our diverse customer portfolio and value-added products, we play a key role in the sustainable economic growth of the industry. We are aware of the importance of developing impact-oriented business models in the automotive industry, which is very much influenced by rapid trend changes, and we support our customers with products and services that adapt to these changes and meet their needs. We are becoming stronger through investments in products and processes that will address customer needs in the midst of the accelerating shift towards zero-emission vehicles and carbon-zero production.

Making good use of our power in innovation and R&D, we develop sought-after products and help spread new technologies in the industry. The technologies we develop also contribute to the sustainability performance of our customers. Accordingly, we have commissioned investments in specially-equipped transfer presses and special

processes developed with the contributions of our suppliers for the processing of aluminum and low-thickness, high-strength steel alloys in order to better serve the vehicle weight reduction strategy, which has become an even more sensitive issue for our customers.

We take all the necessary measures to protect the information security and privacy of all stakeholders in our value chain, especially customers, suppliers, and employees. As part of supply chain management, we transparently share our expectations in supplier selection and business partnership processes and provide our suppliers with the opportunity to improve with our audits.

We shape our processes and activities in the value chain in line with the Sustainable Development Goals. Our sustainable economic growth strategy contributes to Goal 8: Decent work and economic growth. Our R&D and innovation activities advances Goal 9: Industry, Innovation, and Infrastructure. And finally, our products that promote customer transformation contribute to Goal 12: Responsible Consumption and Production.



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



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



Ensure sustainable consumption and production patterns

## 5.0 Value for the Industry: Sustainable Economic Growth

In order to add value to the industry, we work in collaboration with our customers and suppliers to achieve sustainable economic growth. To serve this end, we focus on R&D activities, increasing our brand value, and creating value for our stakeholders. We contribute to society and our country's economy, and we grow together with our stakeholders.

In line with our 2025 Road Map, we achieved the economic growth we targeted for 2020 and 2021. At the end of 2021, our revenues rose by 60 percent compared to 2019. The total number of our employees in 2021 was 1,260.

# %60

## rise in revenue compared to 2019

We continue to **add value** to the Turkish economy in line with the medium- and long-term financial goals that we have set as part of our Strategic Planning Process.

Our most important strategic goal is to become a global company in the medium- and long-term. We are taking steps to ensure sustainability by continuing our activities on at least three continents and in three industries. We took our first step to serve this end in 2019 with the Ak Automotive Slovenia factory. With the agreements

we have made with our customers, we aim to increase our growth rate for Ak Automotive 15-fold by 2025. We are restructuring our organization and operations accordingly. This will be crucial for the steps we will take after our medium-term process improvements and organizational improvements in retail and insurance industries.



CREATES  
VALUE

ilk  
250  
BÜYÜK FİRMA

In the study conducted by  
Bursa Chamber of Commerce  
and Industry

Toksan and Ak-Pres once  
again took their place  
among the 250 largest  
companies in Bursa.

AK-PRES

TOKSAN

## 5.0 Value for the Industry: Customer Focus

We see our customers as our key stakeholders in line with our sustainable and profitable growth goals. Accordingly, the satisfaction of our customers is among our top priorities. As our industry goes through a rapid transformation in response to changing economic, environmental and social conditions, we produce fast and effective solutions for the various demands of our customers.

Our Holding integrates unconditional customer satisfaction, one of our common values, into all of our processes. We strive to **create value** for our customers.

With the goal of being an innovative and reliable business partner for our customers, we establish our relationships based on mutual trust, and carry out our operations honestly, fairly, and transparently.



### Customer Satisfaction:

We meet customer expectations as quickly as possible, and constantly monitor customer demand and feedback to improve ourselves. We act with the awareness that uninterrupted and one-to-one communication is essential for customer satisfaction.

We make sure to communicate with our customers through two-way and accessible channels, as we actively use these channels particularly in our sales and after-sales services. We receive customer complaints via the customer portal, email, Aktoy customer services contact center, and social media channels. In 2021, we published our customer satisfaction policy for Aktoy. We also listen to the demands of our customers with annual customer satisfaction surveys, and determine our priorities in areas open for improvement. With a customer satisfaction score of 95.5/100, Aktoy continued its progress to stand out from the rest in 2021.

By 2022, we aim to optimize and digitize our customer processes by commissioning a SAP-based system, which is one of the projects we run to improve customer experience and loyalty across all our companies.

In line with our sustainability approach, we take major steps in using resources efficiently, lowering our environmental impact, and improving the workplace conditions. This enables us to help our customers create a sustainable value chain.

Aktoy Motorlu Araçlar received three awards at the 2020 Toyota Dealer Awards Program. At the awards handed out for the 2020 performances of Toyota dealers, the company won awards in the **"Outstanding Achievement"**, **"Customer Satisfaction - Sales"** and **"Customer Satisfaction - After Sales"** categories.



Küçükoğlu Holding received five awards at the Stevie® Awards in the Sales & Customer Service category for its activities in 2020. Our Holding also won the **gold** award in **"Business Development Achievement of the Year"** and **"Sales Distinction of the Year - Industrial & Manufacturing"** categories, the **silver** award in the **"Customer Service Achievement"** category, and the **bronze** award in the **"Sales Management Team of the Year"** and **"Sales Growth Achievement of the Year"** categories. We were also deemed worthy of the cost management gold award from Toyota and the **Regional Contribution Award** from Toyota Global.



Küçükoğlu Holding Receives  
Five Stevie® Awards, LinkedIn





## 5.0 Value for the Industry: R&D and Innovation

R&D and innovation are strategically significant for the automotive industry, which is going through a radical transformation. In line with our 2025 Strategic Plan, we continue to invest in boosting our R&D and innovation power and competitiveness under the changing conditions of the industry. Against the backdrop of heightened environmental risks and rapid technological changes, the way to respond to evolving customer demands is to create a robust R&D and innovation capacity and produce innovative projects. Thanks to our products and product technologies, we enhance the competitiveness of both our company and our stakeholders.

While investing in digitalization and Industry 4.0, we make sure to follow technological trends and developments. We aim to achieve world-class infrastructure and competence in both products and product technology to compete with global giants. We have two R&D Centers, Toksan and Ak-pres, and a seven-person R&D unit working at our Ak-Automotive Slovenia factory. As of 2021, a total of 47 people work at our R&D centers. At these centers, we run projects that add value to the industry, and we work to ensure customer satisfaction with our corporate innovation culture. We are developing our prototype workshop and test laboratories with new investments. With the product and process innovations we have implemented in the last three years, we are able to generate profits and build up savings at the same time. Our R&D expenditures comprise 3 percent of our Holding's total expenditures.

# 47

## Employees at our R&D Centers as of 2021

We have two R&D Centers, Toksan and Ak-pres, and a seven-person R&D unit working at our Ak-Automotive Slovenia factory. Our R&D expenditures comprise 3% of our Holding's total expenditures.

The main focus of R&D and innovation studies is to offer innovative products to our customers and contribute to their sustainability performance with our responsible products and services. We encourage the researchers at the R&D center to receive graduate and doctorate degrees, developing them into project researchers and project executives. Our employees that choose their thesis subjects in consideration of our areas of activity improve the academic publication opportunities of the R&D Center, which is why our projects both contribute to the academic literature and boost the quality of the R&D Center.

**For Ak-Pres, we determined the main objectives of our R&D strategies in 2020 before creating an R&D Strategic Road Map in 2021.**

We have identified the methods to develop target product groups and relevant production processes. Accordingly, we have commissioned mobile sensor applications for molds and a loading system for transfer molds.



At Toksan, the basis of our R&D strategy is to be a top design and development partner for automobile manufacturers and go beyond customer expectations by contributing to their sustainability performance with products that help reduce carbon footprints. While doing so, we aim to continuously develop our human capital and leverage our talent and experience to create a comprehensive product and production process. In 2021, we developed cross-car beams, pedal assemblies, trunk and hood hinges, and locking mechanisms for Original Equipment Manufacturers (OEM). We overcome performance challenges by effectively using these material compositions and various production technologies. This enables us to help our customers perform cost optimization.

We consider patent applications and article writing processes as part of operations and manage them on a professional level. Our company has obtained two patents and submitted seven new patent applications in the last three years. We are currently working on new metal joining technologies. Accordingly, we have obtained patents for eight of our products, and three of our patent applications are currently under evaluation. In the last three years, we have also published seven scientific publications at both the national and international level. In order to encourage our R&D employees, we have established a premium system for national and international publications, notices of invention, commercialized patents, and project applications accepted by TUBITAK, Technology and Innovation Funding Programs Directorate (TEYDEB), and the European Union.



## 5.0 Value for the Industry: R&D and Innovation



### Collaborations Creating Value for the Industry:

While developing innovative projects, we incorporate the expertise and ideas of both our internal and external stakeholders into our processes. We listen to and evaluate the innovative ideas of our employees from each unit.

We continue to use and develop the Share Your Ideas suggestion system, which we started in 2019 to increase the number of R&D projects and support the corporate innovation culture. Employees can access the system via mobile phones and kiosks on site. We have established an Idea Evaluation Committee, which consists of our R&D experts, to evaluate potential projects and/or patentable ideas collected with the suggestion system.

Projects with potential are scored by the Committee according to the established criteria, and research or productivity projects are initiated at the R&D center for the ideas deemed viable. Employees who come up with ideas are rewarded to encourage R&D and innovation.

In 2021, we organized awareness trainings on innovation, creative thinking, and digital transformation by organizing supportive innovation workshops for the effective use of the suggestion portal and to elicit more suggestions from the employees.

We have developed a separate R&D evaluation process by using the “Fuzzy TOPSIS Based Decision-Making Model” for ideas with R&D and innovation potential coming through the suggestion system. We calculate the significance and weight of the criteria by making evaluations with the “Fuzzy TOPSIS Based Decision-Making Model,” which is used for situations where there are multiple criteria and samples for evaluation. We find the ideal solution in line with the data obtained.

We emphasize private sector-university collaboration in R&D and innovation activities. We carry out joint studies with the academy to lead the development of the industry and develop our intellectual capital. To that end, we improve our own processes by receiving mentorship support from universities and offer university students the opportunity to take part in scientific studies.

In 2020, we collaborated with our stakeholders, customers, sub-industries, employees, and universities. We worked on the effective use and internalization of the suggestion portal for employees.



### R&D Collaborations:

- We took part in the new tailgate hinge design studies carried out with the collaboration of Toksan and Daimler R&D Centers. As part of the domestic car project, we have conducted studies on hood and tailgate hinge designs with the researchers of Turkey’s domestic car manufacturers. We took part in the “Studies for Developing Tailgate Hinges that Provide Strength Equivalent to Forging Method” project.
- We have collaborated with our German customers by taking part in the design, analysis, and development of a Hood Hinge Mechanism.
- In 2021, we started a new project with Eren Billur from Atılım University and Billur Makine Danışmanlık to prevent the issue of incorrect

pressing. Adopting a machine learning approach, we prevent machine- and operator-related errors with continuous data flow and AI-supported control systems. We have achieved an increase in quality and savings with the digitalization practices that we have expanded across production systems.

By sharing the short-term research studies carried out at the R&D center with universities, we provide long-term internship opportunities to university students who are interested in these subjects. Interns working with R&D center engineers during their internship are able to complete their dissertations at these centers.

## 5.0 Value for the Industry: Supply Chain Management

We highlight building collaborations with our suppliers, our most significant stakeholders in creating a sustainable value chain, and ensure transparency in all processes based on two-way communication. We integrate environmental and social principles into the supply chain to ensure our business continuity, enforce high-quality standards, and achieve unconditional customer satisfaction. We also support our suppliers in adopting these practices and thereby encourage the spread of sustainable practices throughout the supply chain.

**We share our expectations from our suppliers and contribute to the transformation of their business with our audits. We aim to grow together by adding value to our suppliers.**

We send a preliminary evaluation form to our potential suppliers. With this form, we request information on their quality management system documents, workforce, capacity, and finances and evaluate them with a scoring system we developed. Supplier candidates scoring 70 points or higher with their answers to the Preliminary Supplier Evaluation Form are included in our supplier portfolio as potential suppliers.

We evaluate our suppliers on a quarterly basis and send them their evaluation scores.

After scoring, we also carry out audits so that they can improve their performance and move up to a higher class.

Our supplier quality specialist works under the purchasing department to track and monitor the performance of our suppliers and ensure the coordination between the supplier and our

company. In 2021, we had our suppliers respond to environmental self-assessment surveys. We also encourage our suppliers to respond to Ecovadis surveys.

In the contracting phase, we share with the suppliers our Supplier Handbook and Supplier Principles, which feature human rights, prohibition of child labor, prohibition of forced labor, non-discrimination, occupational health and safety, and environmental protection, and we expect them to comply with these principles.

**We work with a total of 6,056 suppliers. Local suppliers make up 93 percent of our supply chain. The rest of our suppliers are from countries such as Germany, France, and Japan.**

We consider customer demands and feedback from suppliers in supply chain management and focus on continuous improvement. In 2019, we held a Supplier Day with the participation of all our suppliers. At this event, we informed our suppliers about Küçükoğlu's strategy for the future, its new projects in the fields of purchasing, quality, and logistics, and shared information about potential business opportunities and collaborations.



## 5.0 Value for the Industry: Information Security and Customer Privacy

In the digital and high-tech business world, we see an exponential growth of data and information, which poses certain risks for information security and privacy. The increase in cybercrime could have major economic consequences for companies.

Therefore, ensuring information security and privacy is becoming more critical day by day. In order to maintain the relationship of trust between us and our customers and to protect the rights of our employees and suppliers, we emphasize information security and customer confidentiality and act accordingly.

We collect information and data in accordance with the privacy laws and obligations, only to the extent that will allow us to improve customer experience, quickly understand customer needs and demands, and produce appropriate solutions. The principle of confidentiality in the **Code of Conduct** applies to our customers, employees, and other people and organizations with whom we work.

In addition, we share the information document on the protection and processing of personal data under the Law on the Protection of Personal Data No. 6698 with all our stakeholders on our website. In the Code of Conduct Handbook, we explain in a transparent and detailed manner the data that can be processed by our companies, the processing methods and purposes, and the rules for sharing them with third parties.

In 2019, we received the **ISO 27001 Information Security Management System** certificate for Ak-Pres and Toksan. We meet the information security requirements of the automotive industry highlighted in TISAX mechanism. We plan to complete the certification process for Ak Automotive in 2022. In 2021, we also started the ISO 22301 Business Continuity Management System certification process to analyze our business continuity and manage our risks.





Ak-Pres, Hendek

6.0

**Value  
for the  
People**

# 6.0 Value for the People

## The safety, skills, and loyalty of our employees are key to our Holding's success.

With a management approach that respects human rights, we prioritize occupational health and safety by providing our employees with an efficient, safe, and positive working environment.

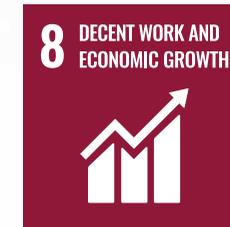
In order to contribute to our employees' development, we offer training sessions on personal development, legal requirements, professional and technical development, and competences. In recruitment, we act objectively by hiring people who relate to our vision, mission, and common values and possess the competencies required by the position. Our purposes in the selection and placement process are to achieve our strategic goals, meet our human resources requirements, create qualified candidate pools from our internal resources, and hire the right candidates for the right job. We offer equal opportunities for all employees regardless of gender in all matters concerning human resources, such as career development, training and development programs, performance evaluation, and remuneration and benefits. As part of performance management, we set annual targets for our employees and design continuous development strategies that help discover their areas of improvement and track their performance.

We take all measures in our value chain in line with our Occupational Health and Safety Policy in order to provide a healthy and safe work environment. We provide occupational health and safety (OHS) training to our employees.

Our efforts to continuously increase employee satisfaction and occupational health and safety across the Holding and all its subsidiaries contribute to Goal 8: Decent Work and Economic Growth. Our non-discrimination approach in hiring processes and our performance-based remuneration and promotion policy advance Goal 10: Reduced Inequalities. And finally, our work to promote gender equality contributes to Goal 5: Gender Equality.



**Achieve gender equality and empower all women and girls**



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

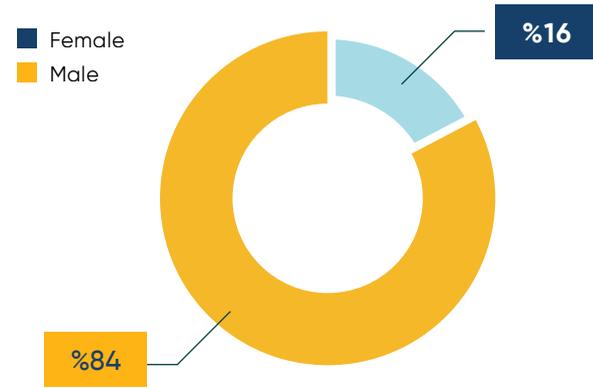


**Reduce inequality within and among countries**

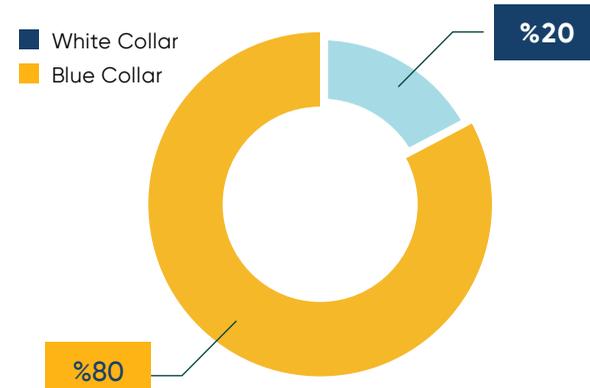
# 6.0 Value for the People

While the economic value we create grows, we create more jobs every year. In 2021, the number of our employees rose compared to 2019, reaching approximately 1,300 people. Approximately 80 percent of our workforce consists of blue-collar employees, while 20 percent consists of white-collar employees. The ratio of our female employees is 16 percent.

Employees by Gender



Employees by Category



**1300**  
Estimated number of employees as of 2021



We are aware that social development and business growth can only be achieved through the empowerment of women. Therefore, we strive to improve women's employment and strengthen the role of women in business. We aim to increase the share of women in senior management, which is currently at 26 percent, to 50 percent by 2030.

"Happy International Women's Day"  
LinkedIn



In the evaluation of credibility, respect, fairness, pride, and team spirit made by Great Place To Work®, our companies Toksan and Toyota Plaza Aktoy were awarded the Best Employers of Turkey award for their activities in 2020.





## 6.0 Value for the People: Occupational Health and Safety

Creating a safe work environment for our employees and observing occupational health and safety (OHS) at every stage of production are among the priorities of our company. We follow the OHS indicators and make continuous improvements with the goal of further improving our existing system. In accordance with the OHS policies, we make sure that all our employees work with a perspective of zero occupational accidents, and all of our group companies have this same goal.

We analyze and reduce risks to ensure the safety of employees, guests, and subcontractors.

To achieve zero accidents in the workplace with the principle of "Safety First" in all our activities and commitments for OHS, we are committed to;

- Building and fostering the awareness that a healthy and safe working environment is indispensable for all our employees,
- Preventing injuries and health problems,
- Having the occupational health and safety requirements implemented by all our managers, ensuring their follow-up and improving them continuously,

- Fully complying with the safety rules in all our activities,
- Eliminating risks at the source with the goal of ensuring the safety of all our employees, including our guests and subcontractors,
- Complying with all legal requirements for occupational health and safety,
- Announcing our OHS policy to every Küçükoğlu Holding employee and keeping it available to the public and the relevant organizations at all times.

OHS experts report directly to factory directors at all of our production facilities. Our top executives responsible for OHS report directly to the CEO. We include union and employee representatives in committees related to OHS. We have our employee representatives participate in committee meetings, and receive their opinions, suggestions and complaints. We have seven committees in total, and approximately 27 percent of our members consist of employee representatives.



Küçükoğlu Holding,  
Occupational Safety Video  
YouTube



International  
Safety Awards  
2022 **Merit**

We manage OHS performance at our Toksan Gebze, Toksan Bursa, Ak Automotive, Ak-Pres Hendek, Ak-Pres Bursa and Aktoy facilities with the ISO 45001 Occupational Health and Safety Management System. We determine occupational hazards with a high risk of injury by observing the employees and the working environment during site inspections, asking the employees their opinions about the work done, examining the equipment and chemicals used, and making further inspections in case of any previous near misses, occupational accidents or similar situations.

To prevent operational risks, we take measures such as;

- Properly ventilating the environment against chemical-induced injuries, fires, and explosions at paint preparation bays,
- Procuring and using static discharge palm plates and anti-static vacuum cleaners to prevent the generation of static electricity,
- Not allowing unauthorized personnel on site,
- Storing hazardous chemicals in a fireproof cabinet,
- Ensuring local exhaust ventilation in areas with chemicals,
- Training employees,
- Placing warning signs.



## 6.0 Value for the People: Occupational Health and Safety

We map our OHS risks, create an action plan, and perform periodic controls. We organize annual OHS motto contests in all our locations to raise awareness. We determine our Holding's OHS motto from the ones brought up by the winners of each location. We also have a facility safety guide for the visitors at our Ak-Pres production facilities, and a video for providing general information about OHS rules playing on the TVs at the office.

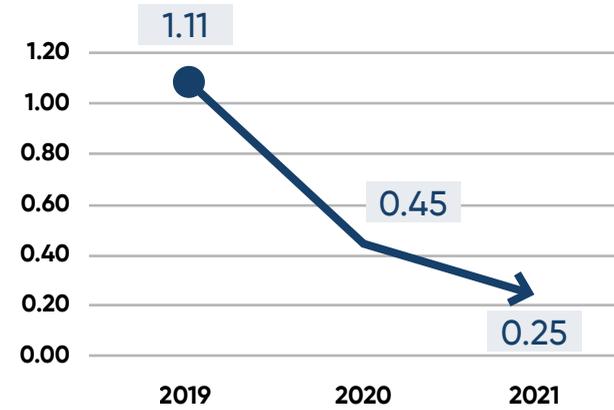
We provide OHS training to raise employee awareness of potential accidents in the workplace. In 2021, we provided a total of 12,620 hours of OHS training, with an average of more than 10 hours per employee, achieving an approximately three-fold year-on-year increase at all our production facilities.

In 2021, we started using the Risk Connect digital platform at our Ak-Pres Hendek location in order to quickly report any OHS Risks and share the progress of the relevant actions with our employees.

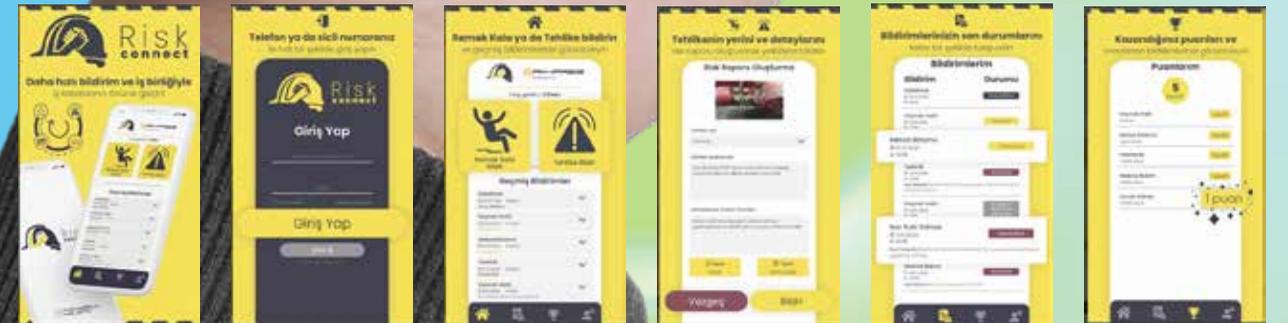
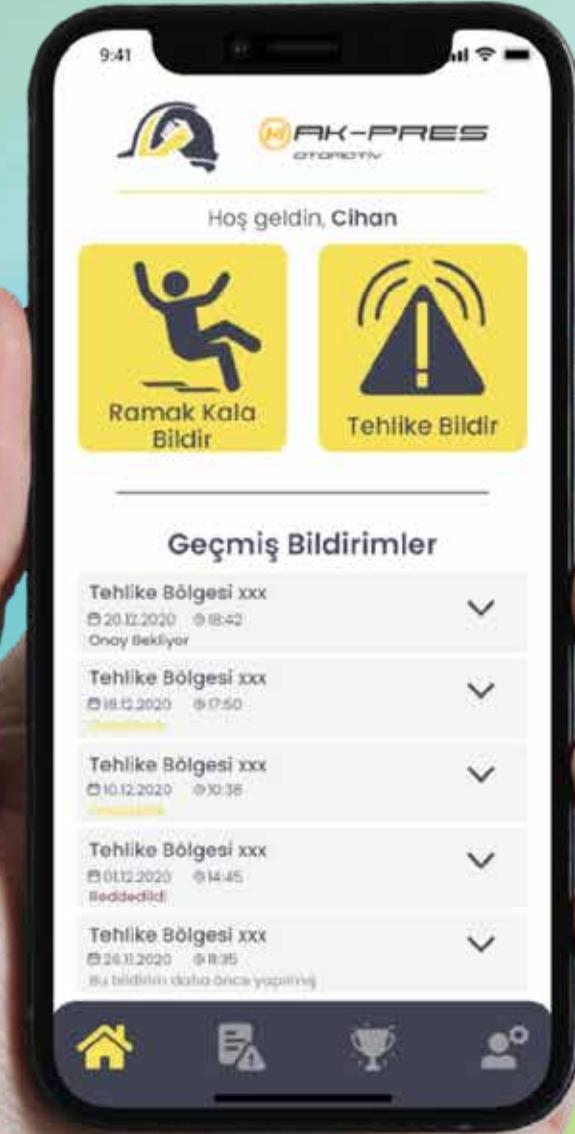
**We provided**  
**12.620**  
**hours of OHS training.**

Our emphasis on OHS has been recognized, as Ak-Pres was deemed worthy of the "merit" grade at the 63rd International Safety Awards, one of the most prestigious safety awards in the world organized by the British Safety Council.

Injury Frequency Rate



Risk Connect,  
Promotional Video  
LinkedIn



## 6.0 Value for the People: Talent Management

By supporting the development of our employees, we ensure sustainable economic growth and add value to the industry. In order to enhance operational efficiency, we offer our employees a work environment where they can develop themselves professionally and personally and follow their progress.

**We are aware that our Holding owes its success to our talented employees, and we make sure to focus on their continuous improvement.**

We plan new training activities after conducting regular performance reviews and interviews with our employees. We also manage our remuneration policy in accordance with the performance assessment data.



## 6.0 Value for the People: Performance Management

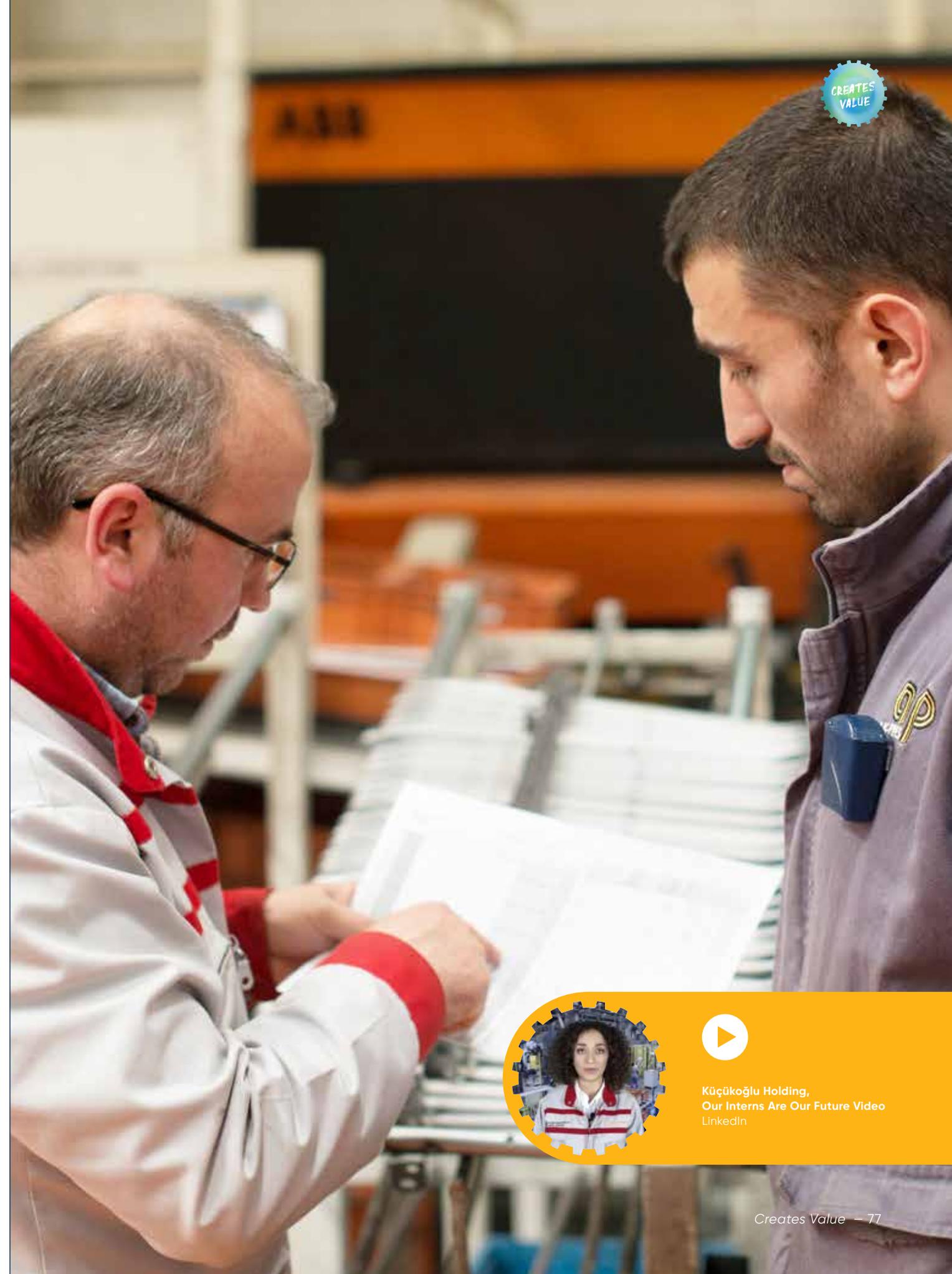
Our career planning processes are based on performance management and aim to develop employees, meet our company's business needs for the future, and achieve our strategic business goals. We improve our in-house career system to;

- Highlight the qualifications and competencies of our employees and enable them to use these in line with the needs and interests of the company,
- Retain employees,
- Develop employees,
- Improve diversity in the workplace,
- Maintain employee engagement,
- Do recruitment and succession planning,
- Determine who will be promoted,
- Ensure corporate mobility,
- Identify the company's personnel requirements for the future,
- Plan career maps and determine the individuals' potentials and training requirements,
- Align the needs of the company with the competencies of the individual,
- Identify personal competencies and interests.

As part of performance management, we evaluate the competencies of our employees and their performance towards their individual goals on an annual basis. In the competency evaluation process, we measure the basic competencies of each employee, such as communication and knowledge sharing, teamwork skills, and the functional competencies specific to each department.

- White-collar employees are evaluated once a year. We measure the individual targets we set in line with the 2025 Strategic Goals in the digital environment through pre-defined key performance indicators. We also evaluate our employees in managerial positions according to their managerial competencies. In the performance management system, our employees initially evaluate themselves, and their performance is subsequently evaluated by their managers. After the evaluations, feedback is given to the employees at specified periods throughout the year.
- Performance evaluations for blue-collar employees are carried out once or twice a year, depending on the respective plans of the companies. Performance evaluation is based on criteria specific to direct operator, indirect operator, and mid-level manager positions. With the software integrated into human resources processes, we are able to monitor the performance of blue-collar employees daily and hourly.

In addition to personal key performance indicators, our Holding also tracked the percentage of substitutes suitable for critical positions, the ratio of employees participating in career coaching and mentoring programs, the number of current and required leaders, and the indicators of compliance with the set leadership goal in 2020. We identified 44 employees as substitutes, and 10 employees as leaders.



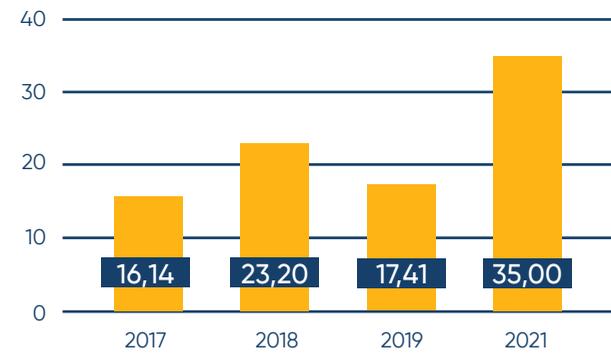
Küçükoğlu Holding,  
Our Interns Are Our Future Video  
[LinkedIn](#)

## 6.0 Value for the People: Training

**We see training as a major step towards employee development. We organize training plans in line with the company's goals and vision.**

We have started infrastructure work to move all our employee trainings to the Training Academy organized by the Human Resources department. Every year, we create our training plans in line with the current and future needs of our employees. We offer these trainings in three main categories; professional and technical development training, personal development training, and legal requirements training. Upon customer demand, we also organize additional trainings to improve

functional competence. In 2021, we provided an average of 35 hours of training per employee, adding up to a total of 51,000 hours. As a result, training hours per employee increased by 86 percent compared to 2019.



## 6.0 Value for the People: Employee Satisfaction



Knowing that employee engagement and satisfaction are key to happiness in business life, we measure the engagement and satisfaction of our employees to achieve our 2025 Goals and create action plans that focus on making our employees happier.

**We determine our road maps by taking into account the ideas, complaints, and suggestions of our employees.**

We evaluate the ideas of our employees through surveys, one-on-one meetings, and our Corporate Communication Portal, which we launched in 2019, and we launch action plans in consideration of their suggestions.

We share the relevant results and strategies with our employees. In addition, we learn employee expectations with coffee chats and group and individual meetings and involve them in our processes.

In order to pave the way for innovations that will add value to the Holding, we have developed a system for sharing ideas on the corporate communication portal to receive, evaluate, reward, and implement the ideas suggested by all employees. The suggestion system, which was run manually in previous years, has gone digital in 2021.

All employees may access the suggestion system via the portal and submit their suggestions. With this portal, employees can instantly submit their requests, demands, or complaints from the Ethics Committee, Contact Your Manager, and Request/Complaint sections. Feedback is received across the Holding on the potential improvement of working conditions, salaries, food, and shuttle, and improvements are made accordingly.

We organize social events to keep our employees motivated and support their various needs with private health insurance, flexible working hours, and other benefits. We organize sports activities, family days, picnics, thematic days, trips, and public holiday celebrations to maintain work-life balance.



Küçüköğlü Family  
2020-2021 New Year's Eve  
Celebration Video  
LinkedIn



7.0

***Value  
for the  
Future***

# 7.0 Value for the Future

**Today we work against the backdrop of major global issues such as the climate crisis, diminishing natural resources, environmental pollution, and biodiversity loss, and our business models need to adapt.**

While each individual year from 2015 onward has been warmer than any previous year, the increases in the number and severity of global disasters such as fires, floods, and droughts due to the climate crisis bring along many issues, highlighting the destructiveness of extreme weather events.

In the Global Risks Report 2022 published by the World Economic Forum, "climate action failure" is considered the most critical threat to the world in both the medium term and over the decade, with the highest potential to severely damage societies, economies, and the planet. Climate change is already rapidly manifesting itself in droughts, fires, floods, resource scarcity, biodiversity loss, and many other forms. Extreme weather events and biodiversity loss follow the climate crisis in the global risk ranking.

The European Green Deal aims to transform the European Union into a climate neutral continent by 2050. Accordingly, the goal is to reduce greenhouse gas emissions within a specific strategic program in order to transform the EU's economy for a more sustainable future. The Green Deal is a major opportunity for transitioning to a climate-neutral economy and presents a new economic growth plan to tackle the climate crisis. According to TÜSİAD's

2020 report, the Green Deal will have the biggest impact on cement, automotive, machinery, iron-steel, and textiles industries. The automotive industry, which is going through a rapid technological transformation and constantly growing with digital developments, bears great responsibility and plays a key role in the transition to a net-zero economy.

**In this transformation process, we aim to support the automotive industry with our products and reduce carbon emissions in our operations, use less resources, and contribute to the circular economy.**

**To that end, we are committed to achieving net zero emissions in our operations by 2050.** In 2022, we continue our efforts to respond to the Carbon Disclosure Project (CDP) Climate Change Program, and to develop a climate strategy with science-based targets.

We develop projects to make energy and resource consumption more efficient and contribute to Goal 12 to ensure a sustainable production and consumption model and Goal 13 to encourage urgent action to combat climate change and its impacts.

Our Holding also supports various social responsibility projects. We encourage our employees to participate in these social responsibility projects.



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts

## 7.0 Value for the Future: Environmental Management



We consider minimizing our use of natural resources to be one of our priorities. Advanced technologies and digitalization create new opportunities for reducing our environmental impact through the responsible use of resources. We closely follow new technologies while aiming for continuous improvement. We act on the principle of fulfilling every legislative requirement for environmental management. Our activities are guided by our Environmental Policy. To that end, we are committed to;

- Addressing the environmental demands of our customers and complying with all national and local regulations related to our environmental impact,
- Preventing environmental pollution by increasing the volume of recovery and recycling,
- Continuously improving our environmental performance in line with economic and technological opportunities,
- Ensuring optimal use of our natural resources,
- Raising and encouraging environmental awareness among all our employees, suppliers, and customers,
- Establishing an economic and ecological balance by considering the environmental impact in our current and planned production activities.



When it comes to comprehensive environmental management, we complement internal policies with international systems and certificates. To that end, all of our Holding companies have received the ISO 14001 Environmental Management System certificate. On top of this, Akpres and Toksan factories have the ISO 50001 Energy Management System certificate. In 2020, the Akpres Hendek factory completed the ISO 50001 Energy Management System certification process. We aim to receive the ISO 50001 Energy Management System certificate for Aktoy Motorlu Araçlar by 2023. **The Ak-Pres Hendek Factory, where we achieve the highest level of water and energy savings, has the LEED certificate, while the Aktoy HQ holds the LEED Gold certificate. The Ak-Pres Bursa, Toksan Bursa, and Akteknik factories that are currently under construction at Teknosab are operated in accordance with the Green Building-LEED criteria.**

We made 189,145 Turkish lira worth of environmental investments in 2021, a 61-percent increase compared to 2019. We have not received any environmental penalties in the last three years. Our Toksan Gebze factory applied for the Kocaeli Chamber of Industry Şahabettin Bilgisu Environmental Awards, and our projects made it to the finals and entered the top 20 among 600 companies.

### Climate Crisis:

We aim to achieve net zero emissions in our operations by 2050.

Combating the climate crisis is one of the key points of Küçükoğlu Holding's sustainability approach. We integrate our responsible production approach into the way we do business. Our business model revolving around sustainable economic growth have enabled us to be a part of the rapid transformation in the automotive industry. And we evaluate the climate crisis from a comprehensive and holistic perspective.

We follow the technological developments in the global automotive industry and focus on reducing our CO<sub>2</sub> emissions and fuel consumption. We also pay particular attention to advanced materials and production technologies. We support the transition to a net zero economy with our energy efficiency efforts.

We are working towards reducing Scope 1 and Scope 2 emissions, monitoring our energy consumption, and improving our energy performance in areas with high energy consumption. We lower our energy consumption and carbon emissions through the use of energy-efficient equipment and new technologies, lighting (LED conversion) projects, paint shop heat insulation and recycling projects, increased use of renewable energy resources, and facility optimizations.

Since 2014, we have regularly measured and monitored our carbon emissions by the international Greenhouse Gas Protocol standards. Our greenhouse gas emissions amounted to 7,841 metric tons in 2020 and 8,139 metric tons in 2021.



Ak-Pres Bursa, Energy School and Clean Energy EKO Park Project, 2023 Teknosab



## 7.0 Value for the Future: Environmental Management



### Waste Management and Efficient Use of Resources:

The automotive industry is among the most raw-material-intensive industries. At Küçükoğlu Holding, we emphasize reducing the use of resources by using raw materials efficiently, limiting the formation of wastes, reducing wastes at the source, and ensuring proper disposal and recycling of waste. We manage hazardous and non-hazardous wastes generated at factories as per the legislation.

As part of our sustainable business model, we contribute to the circular economy, which is critical for reducing resource consumption and waste, and strive to achieve zero waste as an organization. We aim to reduce metal waste and non-recyclable waste and increase the number of parts produced from recycled waste. We also decrease our rate of hazardous waste every year.

Our Ak-Pres, Toksan, Akteknik, and Aktoy companies all implement the Zero Waste Management System, and all facilities of these companies have Zero Waste Certification.

We produce special solutions for our factories:

- At Aktoy, we prevent the consumption and waste of plastic bags by transporting spare parts for replacement with recyclable baskets.
- Also at Aktoy, we do not use spray guns, and therefore, do not use thinner for gun cleaning, which prevents the generation of hazardous waste. Instead, we paint vehicle body parts such as rearview mirror caps, drawbar caps, and parking sensors with spray cans.
- We use 46-percent recycled steel at our Toksan Gebze and Hendek factories.
- At our Toksan Bursa and Gebze, Ak-Pres Bursa and Hendek factories, we use ceramic pins with a longer service life instead of stainless pins in the tailstock line.
- We are reducing waste by transitioning from metal alloy bushings to ceramic bushings.
- In 2021, we reduced waste with our welding spatter reduction project at our Ak-Pres factory and presented our project at the International Conference on Welding Technologies.
- In 2021, our Toksan Gebze factory applied for the Efficiency Project Awards with its Aluminum Drilling Process Development Project and passed all the evaluation stages, achieving a score of 81.



### Water Management:

Population and urban growth are increasing the demand for water resources, especially in agricultural and industrial activities. While global water consumption has increased by about 15 percent in the last century, water quality and access are steadily decreasing due to the pressure of the climate crisis on freshwater resources.

As the global water stress becomes increasingly severe, one of our primary goals is to develop innovative methods to ensure the continuity of production with sustainable water management and improve the recovery of water with recycling systems.

We have integrated a reverse osmosis system into the line for the closed-loop painting process commissioned at our Ak-Pres Hendek factory. Reverse osmosis systems enable the recovery of the wastewater generated in production, and thus, reduce water consumption. In turn, this decreased water consumption results in more efficient use of natural resources and less burden on wastewater treatment plants. We harvest rainwater at our Toksan Bursa, Toksan Gebze, and Ak-Pres Bursa factories. The evaporation of water is prevented by covering the top of collection tanks and transport channels.



**At Küçüköğlü Holding, we ensure that our activities are socially responsible, and we strive to add value to our communities.**

We aim to provide social benefit in order to raise individuals who are aware of their social responsibility. We support our employees to volunteer in social and community activities and involve them in projects. We believe that we must do our part and take responsibility to help overcome social and environmental issues.

**LÖSEV Donation Campaign:**

We organize annual LÖSEV Donation Campaigns with the contributions of our employees. Through this campaign, we build awareness of children with leukemia and support raising healthy generations. We donate to LÖSEV the revenues from the sales of gifts from the LÖSEV Shop at the stands we set up at our factories. Employee participation in the campaign was at 42 percent in 2020 and 51 percent in 2021.

**Educational Support for Children of Employees:**

Ever since the establishment of Ak-Pres - Toksan, we have emphasized education and training projects with the awareness that these efforts are needed to equip our youth with knowledge- and tech-

based skills. We provide educational support for the children of our employees. We aim to improve the quality of life for our society by improving the education of young people. We will also contribute to international academic studies with increased scholarships for doctoral and research associates.

**Other Social Contribution Projects:**

We support the nature trainings organized by the TEMA Foundation. This way, we help foster the environmental awareness of future generations.

We supported the AHBAP Foundation for intervention in the 2021 Turkey wildfires and sending help to those affected.

We supported stray animals with our "Hold a Paw" project.

As part of our Blue Life project, we collected blue caps at all Küçüköğlü Holding factories and helped deliver wheelchairs to those who need them.



Küçüköğlü Holding, 23 April  
National Sovereignty and Children's Day Celebration



8.0

**Annexes**

# 8.0 Annexes

## 8.0 Annexes: Environmental Performance Indicators



Greenhouse Gas Emissions (CO <sub>2</sub> -metric tons)	2019	2020	2021
Scope 1	1.578	1.424	1.531
Scope 2	5.393	6.182	6.834
Scope 3	279	234	223
<b>TOTAL</b>	<b>7.250</b>	<b>7.841</b>	<b>8.139</b>

Energy	2019	2020	2021
Energy Consumption (MWh)	17.822	19.684	20.666
Energy Density (MWh/million TRY)	29,5	29,3	21,3
Greenhouse Gas Density (CO <sub>2</sub> -metric tons/million TRY)	12	11,7	8,4
<b>TOTAL</b>	<b>7.250</b>	<b>7.841</b>	<b>8.139</b>

Water withdrawal (m <sup>3</sup> )	2019	2020	2021
City Water	30.367	20.778	26.148
Groundwater	36.247	25.888	14.311
<b>TOTAL</b>	<b>66.614</b>	<b>46.666</b>	<b>40.459</b>

Amount of waste (kg)	2019	2020	2021
Total Hazardous Waste	175.962	108.636	117.949
Total Non-Hazardous Waste	27.870.376	28.459.233	22.713.562
Recycled Hazardous Waste	5.939	14.551	13.118
Recycled Non-Hazardous Waste	15.038.251	15.235.285	13.198.656
Hazardous waste sent to landfill	99.849	59.551	59.423
Non-hazardous waste sent to landfill	12.824.913	13.223.948	9.514.906
Hazardous waste recycled for energy production	70.154	34.698	45.393
Hazardous waste used in processes	7.212	0	0
Incinerated hazardous waste	0	0	7

## 8.0 Annexes: Social Performance Indicators



Number of Employees	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Number of employees by gender	199	1.038	213	1.132	207	1.053
<b>TOTAL</b>	1.237		1.345		1.260	
Number of white-collar employees	59	145	77	155	94	164
Number of blue-collar employees	140	893	136	977	113	889
Number of employees covered by a collective bargaining agreement	13		13		16	

Subcontractors	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Number of subcontracted employees by gender	15	16	4	28	1	14
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Number of subcontracted employees by time worked	24	2	30	2	15	0

Number of employees by time worked	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
0-5 years	169	632	213	651	135	517
5-10 years	41	237	35	261	70	351
10 years and more	27	93	17	109	5	125

Managers	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Under 30	5	12	0	1	0	0
Aged 30-50	8	13	8	19	8	21
Over 50	0	2	0	1	0	1
<b>TOTAL</b>	40		29		30	

Newly hired employees	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Newly hired employees by gender	63	309	36	189	31	148
<b>TOTAL</b>	372		225		179	

Employees who have left	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Employees who have left by gender	60	218	33	132	58	279
<b>TOTAL</b>	278		165		337	
Employee turnover	%22		%12		%27	

Parental leaves	2019		2020		2021	
	Female	Male	Female	Male	Female	Male
Number of employees who took maternity/parental leave	11	22	7	52	8	15
Number of employees coming back to work after the end of the maternity/parental leave	2	20	5	25	6	15

Trainings	2019	2020	2021
	Total training hours	22.084	21.555
Training hours per employee	17,85	16,03	26,13

Occupational Accident Statistics	2019	2020	2021
	Number of employees represented in the OHS committee	545	346
Number of fatal cases	0	0	0
Injury frequency rate	1,11	0,45	0,25
Occupational disease rate	0	0	0
Lost time injury rate	1,1	0,45	0,25

## 8.0 Annexes: GRI Content Index



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

GRI Standards	Disclosure	References	Omission
<b>GRI 101: Foundation 2016</b>			
<b>General Disclosures</b>			
<b>Organizational Profile</b>			
	102-1	8	-
	102-2	16	-
	102-3	16, 22,23	-
	102-4	22,23	-
	102-5	16	-
	102-6	16	-
	102-7	16	-
	102-8	98, 99	-
	102-9	56	-
	102-10	There is no change.	-
	102-11	30, 31	-
	102-12	There are no restatements.	-
	102-13	40	-
<b>Strategy</b>			
	102-14	12, 13	-
	102-15	26-31	-
<b>Ethics and Integrity</b>			
	102-16	16, 30	-
	102-17	30	-
<b>Governance</b>			
	102-18	26, 27	-
<b>Stakeholder Engagement</b>			
	102-40	40	-
	102-41	98	-
	102-42	40, 41	-
	102-43	40, 41	-
	102-44	38, 40	-
<b>Reporting Practices</b>			
	102-45	8	-
	102-46	8	-
	102-47	38	-
	102-48	There are no restatements..	-
	102-49	There are no restatements.	-
	102-50	8	-
	102-51	Küçükoğlu Holding Sustainability Report 2018-2019	-
	102-52	8	-
	102-53	8	-
	102-54	8	-
	102-55	100-102	-
	102-56	This report does not include external audits.	-
<b>GRI 102: General Disclosures 2016</b>			

GRI Standards	Disclosure	References	Omission
<b>GRI 200: Economic Standard Series</b>			
<b>Economic Performance</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	46	-
	103-2	46	-
	103-3	46	-
<b>GRI 201: Economic Performance 2016</b>	201-1	46	-
<b>GRI 300: Environmental Standard Series</b>			
<b>Materials</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	38, 88	-
	103-2	38, 88	-
	103-3	38, 88	-
<b>GRI 301: Materials 2016</b>	301-1	88	-
<b>Energy</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	38, 84-87	-
	103-2	38, 84-87	-
	103-3	38, 84-87	-
<b>GRI 302: Energy 2016</b>	302-1	86, 97	-
<b>Water</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	89	-
	103-2	89	-
	103-3	89	-
<b>GRI 303: Water and Effluents 2018</b>	303-5	89, 97	-
<b>Emissions</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	87	-
	103-2	87	-
	103-3	87	-
<b>GRI 305: Emissions 2016</b>	305-1	97	-
	305-2	87	-
	305-4	87	-
<b>Waste</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	88	-
	103-2	88	-
	103-3	88	-
<b>GRI 306: Waste 2020</b>	306-2	88	-
	306-4	97	-

## 8.0 Annexes: GRI Content Index

GRI Standards	Disclosure	References	Omission
<b>GRI 400: Social Standard Series</b>			
<b>Employment</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	64, 66, 67	-
	103-2	66, 67	-
	103-3	66, 67	-
<b>GRI 401: Employment 2016</b>	401-1	98, 99	-
	401-3	98, 99	-
<b>Labor/Management Relations</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	64 - 67	-
	103-2	64 - 67	-
	103-3	64 - 67	-
<b>GRI 402: Labor/Management Relations 2016</b>	402-1	Minimum legal notice periods are applied regarding operational changes.	-
<b>Occupational Health and Safety</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	64, 70 - 72	-
	103-2	70 - 72	-
	103-3	70 - 72	-
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	70 - 72	-
	403-2	70 - 72	-
	403-3	70 - 72	-
	403-4	70 - 72	-
	403-5	72	-
	403-6	70	-
	403-7	70 - 72	-
	403-9	72, 99	-
	<b>Training and Education</b>		
<b>GRI 103: Management Approach 2016</b>	103-1	64, 78	-
	103-2	78	-
	103-3	78	-
<b>GRI 404: Training and Education 2016</b>	404-1	78, 99	-
	404-2	78	-
	404-3	99	-



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8.0 Annexes:  
Certificates



8.0 Annexes:  
Certificates



**bsi.** By Royal Charter

### Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

**Toksan Yedek Parça İmalat Tic. ve San. A.Ş.**  
Tosun Tıynet Oyg. San. Böl. 1. Cad. 14. 101 60. Parsel  
Göztepe  
Kocaeli  
41420  
Turkey

Holds Certificate No: **EMS 574938**  
and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The design and manufacturing of cold formed, welded and assembled sheet metal parts.

For and on behalf of BSI: *Andrew Lamm*  
Andrew Lamm, BSI Systems Certification Director

Original Registration Date: 2011-09-09 Effective Date: 2019-09-26  
Latest Revision Date: 2019-09-23 Expiry Date: 2022-09-25

Page: 1 of 2

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Information and Contact: BSI, Standards Court, 389 Chiswick Avenue, Uxbridge, Middlesex UB8 3PH, UK. Tel: +44 (0) 1628 550000  
BSI Customer Care (enquiries on printed standards) 0800 101 9933 or BSI Customer Care Team, London WC1R 4EJ, UK.

**qualityaustria**  
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# CERTIFICATE

Quality Austria - Trainings, Zertifizierungs und Begutachtungs GmbH awards this qualityaustria certificate to the following organisation:

This qualityaustria certificate confirms the application and further development of an effective

**AK Automotive d.o.o**  
SI-6000 Koper, Cesta Marezganskega upora 2

ENVIRONMENTAL MANAGEMENT SYSTEM  
complying with the requirements of standard  
**ISO 14001:2015**

Design and manufacturing of pedal, handbrake system and car body components

The validity of the qualityaustria certificate will be maintained by annual surveillance audits and one renewal audit after three years.

Registration No.: 04031/0  
Date of initial issue: 24 January 2020  
Valid until: 23 January 2023

Vienna, 24 January 2020

Quality Austria - Trainings, Zertifizierungs und Begutachtungs GmbH, AT-1010 Vienna, Zeilngasse 10/3

Signatures removed for security reasons

Konrad Scheiber General Manager  
DI Axel Dick, MSc Specialist representative

The current validity of the certificate is documented exclusively on the Internet under <http://www.qualityaustria.com/en/act> EAC: 22.1

**TQS CERTIFICATE**

T.E.S. Muhasebe ve Belgelendirme Hizmetleri ve Teknoloji Kontrol Tic. Ltd. Şti. according to the audit process hereby certifies that:

**AK-PRES METAL YEDEK PARÇA MAKİNE SAN. VE TİC. A. Ş.**

**AK-PRES**

İstanbul Mah. Nispetiye Cad. No: 172, 172/1, 172/2 Çekirgeci / BURSA / TÜRKİYE

has established and applies a management system for

Production of sheet metal parts by cold forming, welding and assembly process

in the requirements of

**ISO 14001:2015**

Period of validity of the document depends on the annual surveillance audits.

First Issue Date: 16.02.2020  
Re-issue Date: 16.02.2021  
Validity of Certificate: 16.02.2024

Certificate No: TQSCHEM-0118  
Revision: 01  
Revision Number: 01  
Expiration: -

Company Manager: *Ali Şişir*

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Information and Contact: TQS, Standards Court, 389 Chiswick Avenue, Uxbridge, Middlesex UB8 3PH, UK. Tel: +44 (0) 1628 550000  
BSI Customer Care (enquiries on printed standards) 0800 101 9933 or BSI Customer Care Team, London WC1R 4EJ, UK.

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### Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

**Alpres Metal Yedek Parça Mak. San. ve Tic. A.Ş.**  
2. Organize San. Bölgesi 2. Nolu Yol  
100-200 Hemenlik  
Sakarya  
54300  
Turkey

Holds Certificate No: **EMS 610072**  
and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

Production of Metal Sheet Parts by Cold Forming, Welding and Assembly, Cataphoresis coating

For and on behalf of BSI: *Andrew Lamm*  
Andrew Lamm, BSI Systems Certification Director

Original Registration Date: 2014-03-13 Effective Date: 2020-03-13  
Latest Revision Date: 2020-03-12 Expiry Date: 2023-03-12

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Information and Contact: BSI, Standards Court, 389 Chiswick Avenue, Uxbridge, Middlesex UB8 3PH, UK. Tel: +44 (0) 1628 550000  
BSI Customer Care (enquiries on printed standards) 0800 101 9933 or BSI Customer Care Team, London WC1R 4EJ, UK.

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### Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

**Akty Motorlu Araçlar Fabrikası Bulvarı No:30/7  
Üniversite Mah.  
Aviciler (Euro Side)  
İstanbul (Euro Side)  
34325  
Turkey**

Holds Certificate No: **EMS 721723**  
and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

Sales of new and used cars and original spare parts, service activities (periodic maintenance, repair, paint and bodywork)

For and on behalf of BSI: *Andrew Lamm*  
Andrew Lamm, BSI Systems Certification Director

Original Registration Date: 2020-01-31 Effective Date: 2020-01-31  
Latest Revision Date: 2020-01-31 Expiry Date: 2023-01-30

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8.0 Annexes:  
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### Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

**Toksan Yedek Parça İmalat Tic. ve San. A.Ş.**  
Tosb Taysad Org. San. Böl. 1. Cad. 14. Yıl 60. Parsel  
Gebze  
Kocaeli  
41420  
Turkey

Location: Toksan Yedek Parça İmalat Tic. ve San. A.Ş.  
Tosb Taysad Org. San. Böl. 1. Cad. 14. Yıl 60. Parsel  
Gebze  
Kocaeli  
41420  
Turkey

Registered Activities: The design and manufacturing of cold formed, welded and assembled sheet metal parts. Previously certified to OHSAS 18001 since 09/09/2011.

Hold Certificate No: **OHS 574939**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

The design and manufacturing of cold formed, welded and assembled sheet metal parts. Previously certified to OHSAS 18001 since 09/09/2011.

For and on behalf of BSI:   
Andrew Laurn, EMEA Systems Certification Director

Original Registration Date: 2020-11-20 Effective Date: 2020-11-20  
Latest Revision Date: 2020-11-20 Expiry Date: 2022-09-25

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**AK Automotive d.o.o**  
SI-6000 Koper, Cesta Marezganskega upora 2

Design and manufacturing of pedal, handbrake system and car body components

The validity of the qualityaustria certificate will be maintained by annual surveillance audits and one renewal audit after three years.

Registration No.: 00495/0  
Date of initial issue: 24 January 2020  
Valid until: 23 January 2023

Vienna, 24 January 2020

Quality Austria - Trainings, Zertifizierungs und Begutachtungs GmbH, AT-1010 Vienna, Zetzkigasse 10/3

Signatures removed for security reasons

Konrad Scheiber General Manager Eckehard Bauer, MSc Specialist representative

**TQS CERTIFICATE**

T.K.S. Uluslararası Belgelendirme Gözetim ve Teknik Kontrol Tic. Ltd. Şti.  
according to the audit process hereby certifies that

**AK-PRES METAL YEDEK PARÇA MAKİNE SAN. VE TİC. A. Ş.**



Hükümetli Mah. Hüseyin Cad. No: 172, 172/1, 172/2 - Osmangazi / BURSA / TÜRKİYE

has established and applies a management system for

Production of sheet metal parts by cold forming, welding and assembly process

in the requirements of

**ISO 45001:2018**

Period of validity of the document depends on the annual surveillance audits.

Issue Date: 30.04.2020  
Re-issue Date: 30.04.2022  
Validity of Certificate: 30.04.2022

Certificate No: TQS0003-0419  
Revision Date: -  
Revision Number: -  
Explanation: -

Company Manager: 

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### Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

**Alpres Metal Yedek Parça Mak. San. ve Tic. A.Ş.**  
2. Organize San. Bölgesi 2. Rulu Yul  
NO:20 Hemsah  
Sakarya  
54300  
Turkey

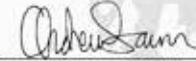
Location: Alpres Metal Yedek Parça Mak. San. ve Tic. A.Ş.  
2. Organize San. Bölgesi 2. Rulu Yul  
NO:20 Hemsah  
Sakarya  
54300  
Turkey

Registered Activities: The design and manufacturing of cold formed, welded and assembled sheet metal parts. Previously certified to OHSAS 18001 since 09/09/2011.

Hold Certificate No: **OHS 610873**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

Production of Metal Sheet Parts by Cold Forming, Welding and Assembly, Cathodeless coating

For and on behalf of BSI:   
Andrew Laurn, EMEA Systems Certification Director

Original Registration Date: 2014-03-13 Effective Date: 2020-03-13  
Latest Revision Date: 2020-03-13 Expiry Date: 2023-03-12

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### Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

**Atay Motorlu Araçlar Fırkaylı Bulvarı No:30/7**  
Universite Mah.  
Kocaeli (Euro Side)  
Istanbul (Euro Side)  
34325  
Turkey

Location: Atay Motorlu Araçlar Fırkaylı Bulvarı No:30/7  
Universite Mah.  
Kocaeli (Euro Side)  
Istanbul (Euro Side)  
34325  
Turkey

Registered Activities: The design and manufacturing of cold formed, welded and assembled sheet metal parts. Previously certified to OHSAS 18001 since 09/09/2011.

Hold Certificate No: **OHS 721725**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

Sales of new and used cars and original spare parts, service activities (periodic maintenance, repair, paint and bodywork)

For and on behalf of BSI:   
Andrew Laurn, EMEA Systems Certification Director

Original Registration Date: 2020-01-31 Effective Date: 2020-01-31  
Latest Revision Date: 2020-01-31 Expiry Date: 2023-01-30

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Ak-Pres Hendek

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Nu: 30 Avcılar / İstanbul / TÜRKİYE

[www.kucukogluholding.com](http://www.kucukogluholding.com)

Graphic Design & Application:  
**studio.ta**

[www.studiota.co](http://www.studiota.co)  
[hello@studiota.co](mailto:hello@studiota.co)

**Toksan Yedek Parça İmalat Ticaret  
ve Sanayi A.Ş**

Bursa Merkez Fabrika:  
Nilüfer Org. San. Bölgesi (NOSAB)  
Erguvan Caddesi  
No: 18 Nilüfer / Bursa / TÜRKİYE  
T: +90 224 411 19 50  
F: +90 224 411 19 59

**Gebze Fabrika**

TOSB – TAYSAD Org. San. Bölgesi  
14. Yol Şekerpınar Gebze / Kocaeli /  
TÜRKİYE  
T: +90 262 658 09 09  
F: +90 262 658 02 12  
[toksan@toksanotomotiv.com](mailto:toksan@toksanotomotiv.com)

**Ak-Pres Metal Yedek Parça Makine  
Sanayi ve Ticaret A.Ş**

Bursa Merkez Fabrika:  
Nilüfer Köy Mah. Nilüfer Cad.  
No: 172 Osmangazi / Bursa / TÜRKİYE  
T: +90 224 219 29 50  
F: +90 224 244 88 53

**Sakarya Fabrika**

2. Organize San. Bölgesi 2 No'lu Yol  
No: 20 Hendek / Sakarya / TÜRKİYE  
T: +90 264 654 59 19  
F: +90 264 654 57 66  
[akpres@akpres.com.tr](mailto:akpres@akpres.com.tr)

**Akteknik Kalıp A.Ş**

Minareliçavuş Bursa OSB Mah.  
Mor Caddesi  
No: 2 Nilüfer /Bursa / TÜRKİYE  
T: +90 224 219 29 60  
F: +90 224 219 29 62

**Aktoy Motorlu Araçlar Alım Satım  
Servis ve Kiralama Tic. A.Ş**

Üniversite Mah. Firuzköy Bulvarı  
No: 30/7 Avcılar / İstanbul / TÜRKİYE  
T: +90 212 622 16 16  
F: +90 212 695 36 44

**Aktoy Sigorta Acenteliği  
Hizmetleri A.Ş**

Üniversite Mah. Firuzköy Bulvarı  
No: 30/7 Avcılar / İstanbul / TÜRKİYE  
T: +90 212 622 16 16  
F: +90 212 695 36 44

**Nobi İnşaat Proje Taahhüt A.Ş**

Üniversite Mah. Firuzköy Bulvarı  
No: 30/7 Avcılar / İstanbul / TÜRKİYE  
T: +90 212 622 16 16  
F: +90 212 695 36 44

**Ak Automotive**

Cesta Marezganskega upora 2,  
6000, Koper / SLOVENYA  
T: +386 566 58 377