BOARD DIVERSITY POLICY

ARTICLE 1. PURPOSE AND SCOPE

The purpose of this Board Diversity Policy (the "Policy") is to set out the fundamental approach and principles regarding the promotion of diversity and equity in the composition of the Board of Directors, in line with the corporate governance approach of Akfen Holding Anonim Sirketi ("Akfen Holding" or the "Company") and its subsidiaries (Akfen Holding and its subsidiaries collectively referred to as the "Companies").

The Policy has been established to promote a diversity and inclusion perspective in the process of identifying candidates for the Board of Directors and to encourage the appointment of individuals with diverse knowledge, expertise and experience, thereby contributing to a more effective Board composition.

Akfen Holding believes that fostering diversity and inclusion among its managers and all employees will enhance company performance.

Diversity encompasses all dimensions of difference such as race, gender, belief, religion, ethnic origin, nationality, political opinion, age, disability, marital status and sexual orientation.

The principles set out in the Corporate Governance Communiqué of the Capital Markets Board, as well as local and international good practices, have been taken into consideration in the development of this Policy.

ARTICLE 2. DEFINITIONS

The specific terms and concepts used in this Policy are briefly defined below:

Discrimination refers to unequal treatment of individuals on the basis of gender, age, language, religion, ethnic origin, disability, marital status or any other similar difference.

Diversity refers to the individual characteristics of employees, including gender, age, ethnic origin, cultural background, education, experience, ways of thinking and similar differences, which contribute to organizational richness.

Equity refers to a fair and non-discriminatory approach that ensures equal access to opportunities for all employees and candidates in recruitment, remuneration, career development and other business processes.

Inclusion refers to a participatory and supportive working environment in which employees, regardless of their differences, feel valued, respected and included in decision-making processes.

ARTICLE 3. PRINCIPLES AND GUIDELINES

Identification of Candidates for the Board of Directors:

The process for identifying candidates for the Board of Directors shall be carried out in accordance with the provisions set out primarily in the Company's Articles of Incorporation, as well as the Turkish Commercial Code and other applicable legislation.

In the process of identifying candidates for the Board of Directors, candidates possessing the knowledge, experience and competencies required for the position and the qualifications necessary to protect the interests of all stakeholders shall be identified, taking into account the corporate culture, investment and fields of activity, financial scale and strategic objectives of the Companies.

Such candidates shall be selected from among individuals who have gained professional experience at national and international levels in the sectors in which the Companies operate or which they strategically prioritize. In addition to sector-specific experience, consideration shall also be given to candidates' technical and strategic expertise in areas such as auditing, risk management and digital technologies.

Diversity and inclusion shall also be given due consideration in the process of identifying candidates for membership of the Board of Directors. The aim is to ensure diversity on the Board of Directors in terms of age, race, nationality, ethnic origin, language, disability, political and religious beliefs, sect, gender identity and gender, cultural background and professional experience. Taking these characteristics into consideration, efforts shall be made to foster greater inclusion in the composition of the Board of Directors. Within this framework, Akfen Holding aims to maintain the proportion of female members on its Board of Directors at no less than 40%.

During the candidate identification process, candidates shall not be asked to provide information regarding the aforementioned characteristics unless they have voluntarily disclosed such information themselves, as requesting such information may be unlawful and may infringe upon the privacy of their private lives. However, based on voluntary disclosures regarding such characteristics, a candidate pool shall be established from among individuals whose relevant characteristics are known or become known, with a view to ensuring the greatest possible degree of diversity. Any personal data obtained from candidates shall be retained in accordance with the applicable legal obligations.

ARTICLE 4. CONTACT

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ARTICLE 5. EFFECTIVE DATE

This Policy was adopted pursuant to the resolution of Akfen Holding's Board of Directors dated 10.09.2026 and entered into force on the date of its publication.

This Policy shall remain in force unless repealed or amended by the Board of Directors.

ARTICLE 6. RELATED POLICIES AND PROCEDURES

Human Rights Policy
Human Resources Policy
Diversity, Equity and Inclusion Policy
Business Ethics Rules and Codes of Ethics