MLPCARE

INTEGRATED REPORT

2024

MLPCARE

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You can access the report **here.**

Feedback
We welcome your feedback to enhance the quality of our integrated report and supplementary information. Please feel free to share your questions, opinions, and suggestions by contacting us at **investor@mlpcare.com.**

For detailed information about MLP Care's Annual Reports, please visit: **https://investor.mlpcare.com/en/financial-information/annual-sustainability-reports/** and for further information on our sustainability initiatives, please visit: **https://mlpcare.com/tr/sustainability.**

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ABOUT THE REPORT

As one of Türkiye's leading private healthcare groups, we are delighted to present our first Integrated Report for the year 2024. This report aims to provide transparent information on the resources we utilize in our operations and the relationships we establish with our stakeholders, in line with our innovative approach to healthcare services and our global expansion goals.

Since our establishment, we have remained committed to delivering high-quality healthcare services across all areas of the sector, advancing with a steady growth strategy. As the first healthcare services company listed in the BIST Sustainability Index, we embrace this responsibility while continuing our operations as a global leader in advanced healthcare services, medical innovation, and patient experience. We prioritize patient satisfaction above all else and uphold the highest service standards in this regard. In addition, by adopting the UN Women's Empowerment Principles (WEPs), we actively promote female's participation in the workforce, embedding diversity and inclusion as fundamental aspects of our corporate culture. By leveraging the latest advancements in science and technology, we continuously enhance our service quality, offering more effective and accessible healthcare solutions. Guided by our vision of "Excellence in Healthcare, Sustainability in the Future," we strive to make a meaningful impact on people's lives across Türkiye and beyond. This outlook ensures an inclusive perspective in all our activities.
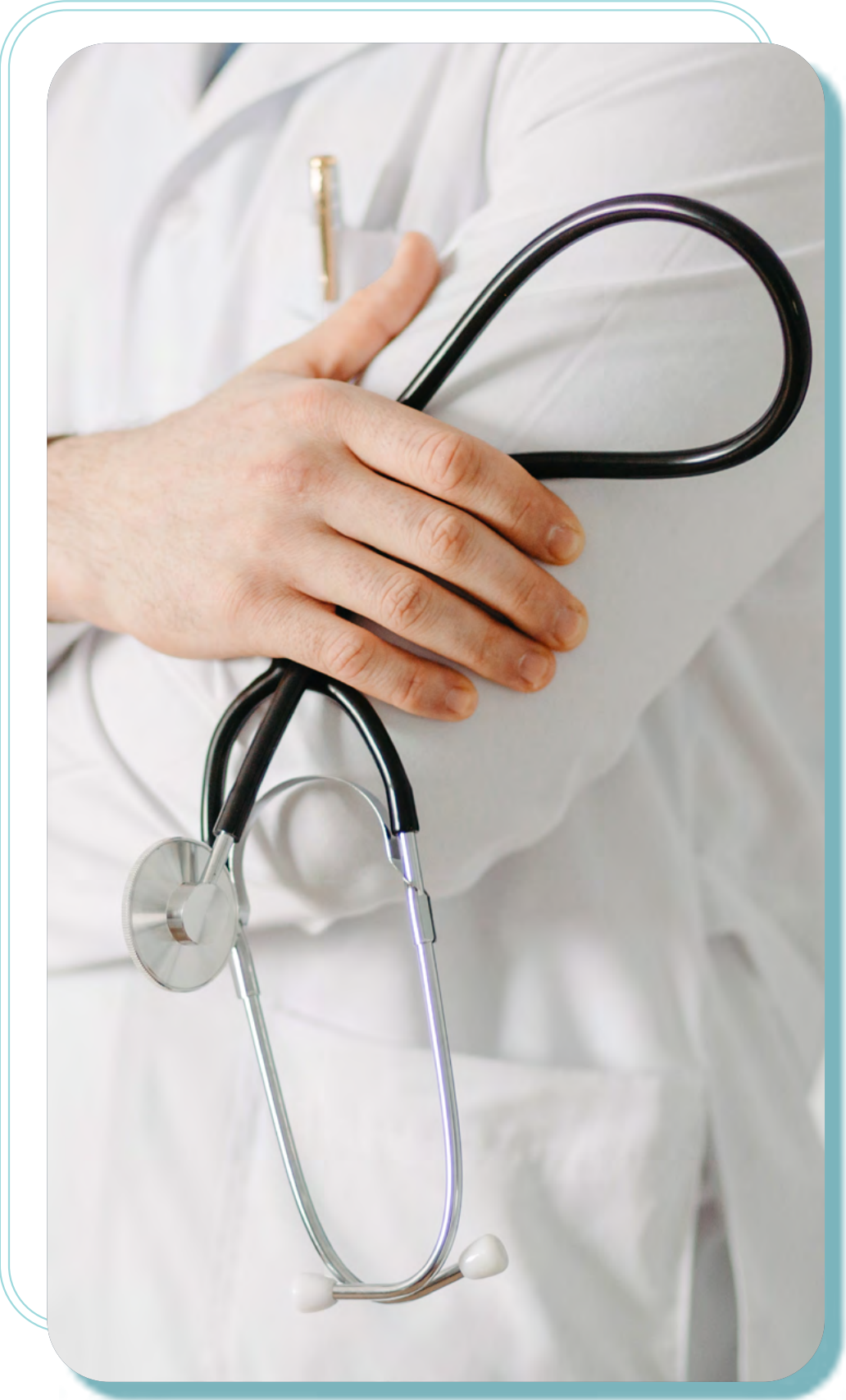
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Highlights

MLPCARE

Scope of the Report

This report covers our healthcare service delivery model, corporate strategy, sustainability priorities, the practices, and initiatives we have undertaken in alignment with these priorities as well as our goals, with financial and non-financial data for the period from January 1, 2024, to December 31, 2024. Unless otherwise stated, all financial statistics presented in the report are expressed in Turkish lira (TL). Our financial and non-financial outcomes are assessed from a holistic perspective.

References to "MLPCARE," "MLP Care," "Group," or "Company" throughout this report denote MLP Sağlık Hizmetleri A.Ş. The data and information presented—unless otherwise specified—encompass healthcare service provision, patient admissions and treatment, facility management, and equipment maintenance operations. Unless otherwise stated, all financial and non-financial data presented in this report pertain to the year 2024 and cover a total of 35 hospitals located in Türkiye, Azerbaijan, Hungary, Kosovo, and Dubai.

Principles and Standards

This report has been prepared in accordance with the Integrated Reporting <IR> Framework developed by the International Integrated Reporting Council (IIRC) and the sustainability reporting standards of the Global Reporting Initiative (GRI).

This report comprehensively presents the social, environmental, governance, and financial impacts of our healthcare sector operations while offering detailed insights into the strategic initiatives and operational performance driving our sustainability goals. Our independently audited financial statements and explanatory notes form integral components of this report.

Limited Assurance

Independent assurance has been provided for the Scope 1 and Scope 2 emissions performance indicator (KPI) data presented in this report.

The assurance review, conducted by DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. in accordance with ISAE 3000 and ISAE 3410 standards, provides limited assurance regarding the accuracy and reliability of the information disclosed.

Details and definitions of the relevant KPIs report can be found in our Reporting Guide, while the Independent Assurance Report is available in the **Annexes** section.

Chairman's Message

Dear Stakeholders,

It is with great pleasure that we present the 2024 Integrated Report, which outlines both the financial and non-financial performance of our company in the healthcare sector. This report provides a comprehensive overview of the progress we have achieved across our key focus areas digitalization, people and culture, fight against climate change, contribution to society, and responsible governance.

2024 was a year in which we began to reap the benefits of our strategic investments and operational efforts. We achieved higher capacity utilization in our flagship hospitals and leveraged economies of scale by increasing our patient volume. With the addition of newly opened facilities, we delivered revenue growth that outpaced inflation.

We continue to strengthen our leadership in the healthcare sector and invest in the future. Between 2018 and 2024, we achieved significant growth both in Türkiye and internationally. During this period, we expanded our healthcare network by adding a total of 16 new hospitals—4 of which were built from the ground up—resulting in a substantial increase in our capacity.

With the opening of 6 new hospitals in 2024, we reached a total of 35 hospitals. In doing so, we began to provide high-quality healthcare services to more people both domestically and abroad. As part of this expansion, we launched our first Medical Park hospital outside Türkiye—Medical Park Kosovo—and opened the third international branch of our Liv Hospital brand—Liv Hospital Dubai.

In the same period, we increased the number of patients we served by 10% compared to the previous year, delivering care to more than 7 million individuals. Our new hospitals abroad marked a significant step toward becoming a global healthcare network. Through this, we aim to enhance our brand recognition and create new opportunities in the field of health tourism.

Guided by our motto "Excellence in Healthcare, Sustainability in the Future," we are committed to making a meaningful difference in the lives we touch—both in Türkiye and across the globe, while continuing to adopt an inclusive approach in all our activities. We integrate innovative practices that have the potential to enhance our performance and elevate the quality of care we provide. We remain proactive in tracking global and local trends, emerging risks, and new opportunities that may affect our industry and our performance.

Keeping pace with global technological advancements, we continue to equip our facilities with cutting-edge infrastructure to elevate patient experience, improve operational efficiency, and make healthcare more accessible. In 2024, the influence of digitalization and artificial intelligence on healthcare became increasingly pronounced. In this era marked by accelerated digital transformation, we at MLP Care have implemented digitalization initiatives aimed at integrating AI-powered hospital management, enhancing efficiency across both hospital operations and patient care, while helping to alleviate workforce and cost pressures. We will continue to advance our efforts in this area in the years ahead.

At MLP Care, we are committed to leading advancements in medical technology by prioritizing innovation in healthcare services. Our initiatives include robotic surgery, AI-supported decision systems, hybrid operating rooms, and automated billing solutions aimed at enhancing patient satisfaction and operational efficiency.

As part of our sustainability efforts, we remained firmly committed to addressing key environmental responsibilities throughout 2024. We bolstered our environmental management systems across all hospitals and worked steadily toward our emission reduction targets.

Four of our hospitals successfully completed JCI accreditation audits as planned in 2024, underscoring the effectiveness of our quality management systems. Each year, we increase the number of JCI accredited hospitals, further affirming our alignment with international quality standards. We closely track our emissions and their underlying drivers, implementing targeted operational improvements. As in previous years, we calculated our emissions using the globally recognized GHG (Greenhouse Gas) Protocol, developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Within the scope of our Solar Power Plant (SPP) Project, we have initiated efforts to meet the energy needs of our hospitals through renewable sources. Accordingly, in 2024, we began supplying the energy needs of 6 hospitals through solar power plants, following the projects we launched in Gaziantep İslahiye, Yozgat Boğazlıyan, and Sivas Hasbey. These projects are expected to generate annual energy savings of 62,000 MWh. Our investments in LED lighting, HVAC systems, and other energy-saving solutions, along with renewable energy initiatives, underscore our commitment to a sustainable future. In a further step to support our sustainability strategy, we made the decision in 2024 to issue a Green Bond—providing a solid financing foundation for our

environmental investments. Among our goals for 2025 is to launch a comprehensive carbon reduction roadmap project aligned with Türkiye's Net Zero 2053 Target. These efforts both support our environmental sustainability objectives and help strengthen our operational efficiency.

We are also proud of the progress we made in sustainability assessments. In our first participation in the S&P Global Corporate Sustainability Assessment, we scored above the industry average—an important milestone. Last year, thanks to our Carbon Disclosure Project (CDP), we raised our climate change and water management scores from C to B-, reflecting our tangible progress in environmental sustainability. In the coming year, in alignment with CDP's evolving methodology, we plan to expand our disclosures to include water security and deforestation alongside climate change.

Our people-centric approach and commitment to social responsibility remain top priorities. We shape our social responsibility initiatives—one of the most meaningful ways to contribute to society—with a focus on creating impact and raising awareness. In 2024, we increased our total donations and spending on social responsibility projects by 36% compared to the previous year.

By fostering a work environment that promotes diversity, we aim to help each of our employees reach their full potential. The fact that 65% of our workforce consists of women and that women hold 42% of managerial positions across all levels reflects our inclusive human resources policies.

We continue to invest in the personal and professional development of our employees. We believe that employee training plays a critical role in creating a productive work culture by enhancing awareness and empowered performance. Through the MLP Care Development Academy, we offer a wide range of tailored training programs designed to help employees enhance their skills and careers. Through our Development Academy, we continued to provide training to all our employees, increasing the average training hours per employee by 33% to 51.1 hours.

Through these strategic initiatives, we not only consolidate our position in the sector but also continuously enhance service quality, maintaining our commitment to ongoing development. With a structure that sets global standards in healthcare services, a strong management team, an innovative mindset, and a focus on patient satisfaction, we continue to play a leading role in shaping the industry.

I would like to extend my heartfelt thanks to all who contributed to our success in 2024, including our dedicated employees, our patients who placed their trust in us, and our stakeholders who stand by our side.

With sincere regards,

Dr. Muharrem Usta
Chairperson of the Board of Directors

Strategic Outlook for 2024

Global Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Technological Transformation As the pace of technological transformation accelerates worldwide, businesses must adapt to these changes and develop strategies to maintain a competitive edge. Technological advancements are reshaping business processes, increasing efficiency, and paving the way for new business models. Rapid progress in artificial intelligence (AI), 5G, cloud computing, and cyber security is exceptionally noteworthy[1]. AI and machine learning not only boost operational efficiency of businesses but also drive sectoral transformations, offering personalized experiences. In particular, AI is accelerating the energy transition by helping companies in high-emission industries achieve their sustainability goals. Investments in AI and cloud technologies are shaping the growth trajectory of modern, successful businesses while playing a crucial role in security. This is how organizations become more resilient against potential threats and take substantial steps towards ensuring operational continuity. These developments herald a significant transformation in the technology landscape[2].	With the rapid advancement of technological transformation, businesses are expected to develop more integrated solutions in AI, cloud computing, and cyber security to align with the world of the future.	Digitalization and Innovation Cyber Security	Top Management Employees Suppliers Financial Institutions and Analysts Insurance Companies	At MLP Care, we consider digitalization and digital transformation fundamental elements of our corporate culture, reinforcing our business practices across various domains, from R&D to supply chain management, and from human resources to financial and operational activities. Through our Digital Transformation Office, we align with the evolving healthcare landscape and take the lead in leveraging technological innovations at national and international levels. The primary focus of our Digital Transformation Office is to enhance healthcare service quality, improve guest satisfaction, optimize planning and organization, and achieve a more efficient and effective business operation. We regard digital transformation projects as an integral part of our business processes, prioritizing initiatives that enhance service quality. For further details on the actions and measures we have implemented regarding technological transformation, please refer to the section titled **"Excellence in Technology".**	- Service Excellence - IT Infrastructure & Security - Digital Transformation

Global Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Climate Change and Environmental Challenges Climate change, driven by rising temperatures and extreme weather events, continues to pose a global threat. It is anticipated that 2024 will mark the first year in which global temperatures exceed pre-industrial levels by 1.5°C. This increase brings heightened global risks such as floods, heatwaves, and wildfires[3]. The impacts of climate change extend beyond the environment, presenting serious economic and social challenges. What's more, issues like resource depletion, economic instability, conflicts, and social polarization leave societies increasingly vulnerable. While technological advancements hold significant potential in mitigating climate change, failing to implement concrete measures to enhance public safety could further expose communities to risks[4]. Achieving the goals of the Paris Agreement necessitates urgent global collaboration and swift action. The transition towards climate resilience not only yields environmental benefits but also paves the way for economic opportunities and green business models, fostering a more sustainable future.	International collaborations and urgent measures are expected to play a crucial role in addressing climate change. In addition to mitigating environmental impacts, the fight against climate change is anticipated to be instrumental in ensuring economic and social sustainability.	Climate Change Waste and Hazardous Materials Management Energy & Water Management	Local Communities and Non-Governmental Organizations Regulatory and Supervisory Authorities Suppliers	In line with our commitment to achieving net-zero emissions by 2053, we have outlined our roadmap and accelerated our sustainability efforts through short-, medium-, and long-term initiatives. We measure and report our carbon footprint, closely monitoring our energy consumption, waste levels, and water usage while implementing reduction strategies. Our hospitals are increasing energy efficiency through LED lighting, climate control optimization, and renewable energy projects. We are committed to minimizing our environmental impact through waste reduction and recycling programs. Regular inspections under our Environmental Consulting Service help identify areas for improvement, enabling us to take swift corrective actions. While optimizing electricity and natural gas consumption, we continue to advance our renewable energy efforts through our Solar Power Plant (GES) Project. For further details on the actions and measures we have implemented regarding climate change and environmental challenges, please refer to the section titled **"Excellence in Environment".**	- Climate-related Risks

Global Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
The New Business Landscape Recent research suggests that currently 34% of corporate tasks are performed by machines, while 66% are carried out by human workers[5]. However, by 2027, it is anticipated that automation will increase, with machines handling 42% of tasks. This shift will likely lead many organizations to restructure their operations and adopt more agile and flexible organizational models. In addition to technological advancements, factors such as geopolitical fragmentation, economic uncertainty, demographic shifts, and the green transition are considered as drivers that will be shaping the global labor market through 2030. The increasing accessibility of digital tools and technological progress will drive fundamental changes in business processes. It is estimated that 60% of employers will actively participate in this transformation by 2030[6]. Furthermore, factors like economic downturns and the green transition are expected to accelerate corporate adaptation efforts.	Technological advancements and global dynamics are expected to bring significant changes to the labor market, compelling organizations to adopt more flexible and adaptive structures. These transformations are projected to have a profound impact on business processes and accelerate corporate transitions.	Quality of Service	Top Management Employees Shareholders and Investors Suppliers	At MLP Care, we remain committed to delivering high-quality services while placing our guests at the heart of our operations. We closely follow global technological advancements and leverage state-of-the-art equipment and infrastructure to enhance patient experiences, increase healthcare personnel efficiency, and improve accessibility to healthcare services. In 2024, we successfully completed JCI Accreditation audits in four hospitals. When setting our goals, we take into account factors such as seasonal patient demand, protocol volumes, and location-specific criteria to implement the necessary actions effectively. For further details on the actions and measures we have implemented regarding the evolving business landscape, please refer to the section titled **"Excellence in Governance".**	- Service Excellence - Crisis Management - Market Fluctuations - Cash Flow/Liquidity

5. https://www.nexford.edu/insights/future-of-jobs
6. https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf

Global Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Economic and Financial Trends The year 2024 marks a period of transformation in the global economic structure, characterized by increased financial system digitalization, greater transparency, and improved efficiency. Despite ongoing economic threats posed by inflation, supply shortages, and supply chain disruptions, the rise of digital assets and blockchain technology is driving a major shift in financial markets. In recent years, Environmental, Social, and Governance (ESG) investments have surged, with global ESG assets projected to exceed $40 trillion in 2024, potentially doubling by 2030[7]. The tightening of regulations surrounding corporate environmental and social impact disclosures is a key driver behind this growth. These pressures encourage companies to adopt sustainable practices and making ESG-oriented investments increasingly attractive.	As the global economic landscape evolves with digitalization, financial systems are expected to become more transparent and efficient. The increasing adoption of digital assets and blockchain technology is driving transformation in financial markets, alongside the continued expansion of ESG investments.	Sustainable Economic Growth	Shareholders and Investors Top Management Financial Institutions and Analysts	In alignment with our sustainable economic growth objectives and corporate strategy, we have developed a sustainability framework aimed at delivering long-term value for both our company and stakeholders, as well as the wider society. Prioritizing resource efficiency through digitalization, providing environmentally responsible healthcare services, and making meaningful contributions to society remain central to our mission. In 2024, we took a significant step by issuing a Green Bond, securing financial support for our sustainability-focused investments. We integrate sustainability principles into our supply chain management and economic activities, ensuring benefits extend beyond corporations to society and the environment. Our supplier selection criteria prioritize not only financial performance but also sustainability considerations. For further details on the actions and measures we have implemented regarding Economic and Financial Trends, please refer to the section titled **"Excellence in Governance".**	- Crisis Management - Market Fluctuations - Cash Flow/Liquidity - Revenue Management

7.https://www.bloomberg.com/company/press/global-esg-assets-predicted-to-hit-40-trillion-by-2030-despite-challenging-environment-forecasts-bloomberg-intelligence/

Global Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
ESG Regulations In today's world, it is of great importance for companies to engage in sustainability reporting and transparently disclose their environmental, social, and governance (ESG) performance. The European Union continues to introduce regulations aimed at supporting climate change and environmental sustainability goals[8]. In this context, 2024 marks a significant turning point in sustainability and ESG reporting. The EU, Türkiye, and various other countries and supranational entities are implementing sweeping regulatory changes to reinforce sustainability standards. This year, sustainability reporting standards are set to become mandatory, with companies facing increased obligations to disclose ESG risks. Under the new regulations, large corporations, and publicly traded companies (excluding publicly traded micro-enterprises) will be required to report their social and environmental impacts, outline their related strategies, and share their sustainability objectives. New directives such as the Corporate Sustainability Due Diligence Directive (CSDDD) and the Corporate Sustainability Reporting Directive (CSRD) mandate that companies not only report their financial performance but also provide comprehensive disclosures on their environmental and social impact[9]. Meanwhile, in Türkiye, the Türkiye Sustainability Reporting Standards (TSRS), in effect as of 2024, ensure that companies prepare their sustainability reports in accordance with a series of specific standards[10].	With the implementation of new regulations, companies are expected to assume greater responsibility in reporting ESG risks. This shift is anticipated to drive long-term growth in sustainable investments.	Sustainable Economic Growth	Top Management Shareholders and Investors Regulatory and Supervisory Bodies	In 2024, we will fulfill our obligations under the TSRS by publishing our report, which includes all required disclosures. We prepare our reports annually and make them accessible to stakeholders via our corporate website. At the same time, we engage in CDP Climate Change reporting, continuously striving to improve our score each year. Moreover, we are included in key indices and assessments such as the BIST Sustainability Index, BIST Sustainability Participation Index, and S&P CSA, providing our stakeholders with a transparent evaluation of our sustainability performance through proven assessment methodologies. For further details on the actions and measures we have implemented regarding ESG Regulations, please refer to the section titled **"Excellence in Governance".**	- International Patient Processes - Revenue Management - Crisis-related Risks

8. https://www.consilium.europa.eu/en/press/press-releases/2024/11/19/environmental-social-and-governance-esg-ratings-council-greenlights-new-regulation/
9. https://finance.ec.europa.eu/document/download/ec293327-af1d-432c-8523 cfe7eec8367e_en?filename=250123-building-trust-transition-report_en.pdf
10. https://www.kgk.gov.tr/SustainabilityDetailForm/11455/Raporlama%20Standartlar%C4%B1

Sectoral Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Technological Transformation in Healthcare Services As of 2024, technological transformation in healthcare services remains one of the most significant areas of development in the sector. The potential of artificial intelligence (AI) in healthcare presents major opportunities to bridge the gap between patient expectations and existing services, enhancing efficiency and improving patient care[11]. AI-driven systems accelerate treatment processes by increasing diagnostic accuracy in early disease detection, making treatments more effective. In addition, digital health applications and wearable health technologies empower users to monitor their health data in real time, strengthening personal health management. These innovations not only support the seamless operation of healthcare systems but also contribute to delivering higher-quality patient care. To maximize the benefits of technology, healthcare institutions must adopt a comprehensive transformation approach and implement these processes effectively.	Transformation in healthcare services is expected to gain momentum in the coming years, thanks to greater adoption of AI and digital health solutions. It is also projected that they will drive operational efficiency in healthcare systems, enabling the delivery of faster, higher-quality services.	Digitalization and Innovation Cyber Security	Guests Top Management Shareholders and Investors Regulatory and Supervisory Authorities	At MLP Care, we are committed to leading advancements in medical technology by prioritizing innovation in healthcare services. Our initiatives include robotic surgery, AI-supported decision systems, hybrid operating rooms, and automated billing solutions aimed at enhancing patient satisfaction and operational efficiency. We have integrated digital technologies into radiology processes and developed transparent, trackable systems for performance management and business intelligence. By prioritizing mobile and cloud-based applications in our workflows, we are optimizing payment systems with our "Cashierless Hospital" model. As part of our AI and R&D efforts, we have developed CMRA cardiology decision support algorithms and successfully completed the TÜBİTAK-supported project on AI-Assisted Lesion Detection in Mammography Imaging. Additionally, our Human Resources team has been driving digital transformation in finance and supply chain processes through automated verification systems and process optimization. Through digitalization and innovative technologies, MLP Care aims to ensure sustainable growth in the healthcare sector while enhancing patient-centric service quality. For further details on the actions and measures we have implemented regarding Technological Transformation in Healthcare Services, please refer to the section titled **"Excellence in Technology".**	- Facility Maintenance & Management - Medical Device Management - Physician Strategies & Communication - Service Excellence - Digital Transformation

11. https://www.pwc.com/us/en/industries/health-industries/library/ai-in-healthcare.html

Sectoral Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Healthcare Equity and Social Determinants Disparities in access to healthcare and differences in life expectancy pose significant challenges to individual well-being. Amid rapidly changing geopolitical conditions around the globe, access to affordable healthcare and demands for social justice have become critical issues in achieving healthcare equity. As of 2024, healthcare equity and social determinants have become key focus areas in health policies. They are recognized as critical factors directly impacting healthcare accessibility and overall public health outcomes. Global efforts for monitoring inequalities aim to identify necessary trends and ensure the efficient allocation of resources. However, in resource-limited regions, inadequate healthcare infrastructure often leads to further deterioration in healthcare systems[12]. Developing regions continue to struggle with insufficient infrastructure and education-related challenges, making it essential to bridge these gaps. The World Health Organization (WHO) considers eliminating these inequalities a vital step toward achieving global health goals. In 2024, WHO and other international health organizations are developing solutions based on social determinants to promote more equitable access to healthcare and are establishing global strategies in this direction. These initiatives are expected to play a crucial role in improving overall public health.	Healthcare equity and social conditions are anticipated to gain increasing importance in the coming years, with improvements in these areas playing a critical role in achieving global health goals. Moreover, it is projected that international health organizations will continue to develop strategies for ensuring equitable access to healthcare services in low-income regions.	Equity, Diversity & Inclusion Corporate Social Responsibility	Employees Suppliers Guests	We strive to raise awareness on healthcare issues by posting informative content on our website and work to improve accessibility through complementary health insurance. At MLP Care, we implement various social responsibility projects designed to promote health awareness and reduce inequalities. We continue to run awareness campaigns on healthcare-related topics and emphasize the importance of equal access to medical services. In Türkiye, private health insurance penetration stands at 12%, while the affordability of complementary insurance contributes to market growth. The health tourism sector has expanded from $200 million in 2003 to $3 billion in 2023, with 1.5 million medical tourists visiting Türkiye. Thanks to competitive pricing and modern infrastructure, Türkiye has become a key destination, with government support further strengthening healthcare facilities. Medical Park and Liv Hospital continue to expand their market share by offering high-quality medical services at competitive prices, reinforcing Türkiye's leadership in the sector. For further details on the actions and measures we have implemented regarding Healthcare Equity and Social Determinants, please refer to the section titled **"Excellence in Society"**.	- Occupational Health & Safety - Clinical Processes & Patient Safety - Physician Strategies & Communication - Human Resources Management

12. https://www.who.int/publications/i/item/9789240102606

Sectoral Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Personalized and Preventive Healthcare Approaches Personalized and preventive healthcare approaches offer a strategic roadmap for delivering healthcare services in a more efficient, effective, and sustainable manner. As populations age, rising healthcare demands and workforce shortages place significant pressure on healthcare professionals, leading to burnout and increased resignation rates. This vicious cycle threatens the sustainability of healthcare systems. To address these challenges, personalized healthcare is evolving beyond pharmaceuticals, incorporating medical devices, supplements, and wellness products to drive a transformation in patient care. As the importance of personalized patient care grows, home healthcare services, alternative treatment methods, and patient-centered technologies are making treatment processes more efficient. Transformative innovations such as 3D printing, robotics, and augmented/ virtual reality (AR/ VR) technologies are enhancing healthcare efficiency while optimizing workforce utilization. Notably, the expansion of home healthcare services and the projected 21% increase in home care assistant employment by 2033—outpacing the average growth of all occupations—are expected to improve access to care while creating new opportunities within the healthcare workforce[13].	The continued growth of personalized and preventive healthcare approaches is expected to drive more efficient and sustainable healthcare services. Advances in technology and the expansion of home healthcare services are anticipated to make medical care increasingly tailored to individual needs.	Sustainable Economic Growth Digitalization and Innovation Cyber Security	Guests Employees	We solidify our digitalization efforts through innovative projects along our digital transformation journey, making our business processes more efficient and ensuring high-quality, personalized care for our patients. Through oncology decision support systems, we track advancements in the field of oncology and facilitate more effective, personalized cancer treatments. Through our Personalized Digital Diet and Exercise Programs, we not only support individuals in achieving their healthy eating goals but also help them cultivate a healthier lifestyle and sustainable nutritional habits. At the same time, we leverage technology to make this process more accessible. The MLP Online USBS software enables video consultations and messaging-based remote healthcare services for seamless doctor-patient interaction. In addition, Medical Park and Liv Hospital mobile applications offer 24/7 AI-powered chatbots designed to provide patients with rapid, efficient, and responsive support. The mobile applications also feature a story module offering informative health content and a survey system that gathers patient feedback after specific interactions, allowing us to enhance user experience and boost engagement. Our home healthcare services are designed to improve patient satisfaction by enabling high-quality care in the comfort of one's home. Furthermore, recognizing the impact of urbanization and migration, we prioritize multilingual staff and cultural sensitivity training to adapt healthcare services to diverse cultural needs. For further details on the actions and measures we have implemented regarding Personalized and Preventive Healthcare Approaches, please refer to the section titled **"Excellence in Technology".**	- Service Excellence - Digital Transformation - Medical Device Management - Clinical Processes & Patient Safety - IT Infrastructure & Security

13. https://www.pwc.com/us/en/industries/health-industries/library/healthcare-trends.html

Sectoral Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Mental Health and Psychosocial Well-being Mental health is shaped by the complex and dynamic interplay of individual, social, and environmental factors. These factors influence mental well-being from birth to old age, either supporting or weakening it[14]. As of 2024, mental health and psychosocial well-being are recognized as key components of global health policies. They also form the foundation of individuals' ability to think, feel, and act, influencing decision-making, relationships, and interactions with their environment. The post-pandemic period saw a sharp rise in mental health issues, with global rates of depression and anxiety up by 20%[15]. As a result, demand for mental health services has continued to grow rapidly in 2024, with digital solutions playing an increasingly vital role in this field. Psychological counseling and therapy services delivered through smartphones and digital platforms have become essential in addressing this growing need.	Looking ahead, the prevalence of mental health issues is expected to rise further, reinforcing the significance of digital solutions. Likewise, the demand for mental health services is projected to continue its rapid growth.	Quality of service Guest Satisfaction and Privacy Employee Health and Safety	Employees Guests	At MLP Care, we take a holistic approach to mental health disorders and related psychological challenges. We recognize the inseparable connection between the body and mind. It is well established that psychological support not only helps individuals manage emotional distress but also positively influences the course of physical illnesses. This is why our team of expert clinical psychologists, specializing in various fields, provides both individual and group programs within our hospital units. Through evidence-based psychological support programs, we take medical treatment a step further. By integrating psychological support programs into existing medical treatments, we help patients reassess lifestyle habits that may contribute to their conditions. We also foster awareness of thought, emotion, and behavior cycles, empowering individuals to make conscious choices on their journey to well-being. Through personalized interventions, we aim to equip patients with healthy coping mechanisms, enhance treatment motivation, and support long-term well-being. For further details on the actions and measures we have implemented regarding Mental Health and Psychosocial Well-being, please refer to the section titled **"Excellence in Governance".**	- Occupational Health & Safety - Service Excellence - Epidemics - Clinical Processes & Patient Safety

Sectoral Trends	Future Outlook	Material Topics	Relevant Stakeholder Group	How We Address the Trend	Relevant Risk Category
Workforce Challenges and Burnout in the Healthcare Sector The effectiveness of healthcare systems relies on the competence and well-being of healthcare professionals. The scope and quality of services are directly influenced by the availability and capability of the workforce. However, as of 2024, the healthcare workforce has been facing significant challenges. The burnout rates among healthcare professionals have risen considerably, particularly due to the lasting impact of the pandemic. The World Health Organization (WHO) projects a global shortage of 11 million healthcare workers by 2030, with the most significant gaps affecting low- and lower-middle-income countries[16]. Regardless of their level of socioeconomic development, countries face numerous challenges related to the education, employment, distribution, retention, and performance of healthcare professionals. These issues threaten the sustainability of healthcare services and pose a risk to the quality of care provided.	In the years ahead, the challenges faced by the healthcare workforce are expected to intensify. Specifically, the projections indicate a surge in burnout rates, leading to severe staff shortages. These problems are anticipated to negatively affect both the sustainability and quality of healthcare services.	Employee Satisfaction and Talent Management Ethical Business Culture Sustainable Economic Growth	Employees	Ensuring optimal and supportive working conditions for our healthcare staff is our top priority. We are committed to continuously improving the work environment, not only to retain our current employees but also to create an attractive and sustainable workplace for new healthcare professionals. We believe that staff training programs are crucial in fostering a productive work culture by enhancing awareness and competence. These training sessions are available through our academy portal, both in-person and online. By effectively managing occupational health and safety (OHS) processes, we aim to provide a safe and supportive working environment for our employees. Tasked with overseeing these processes, the OHS Directorate reports directly to the Board of Directors. Within our hospitals, occupational safety experts, recruited in compliance with the applicable regulations, work under the General Manager while also reporting to the OHS Directorate. Our risk management approach follows the Hazard Identification and Risk Assessment Procedure, and we collaborate with the OHS Board, Facility Management and Safety Committee, and Risk Management Committee to ensure a multidisciplinary approach. By 2026, we plan to make our OHS performance reports publicly available. To further enhance the employee experience and improve the work environment, we have established an ethics hotline, ensuring that our employees' concerns are heard and addressed at all times. Additionally, we conduct annual employee satisfaction surveys and take necessary actions based on the results. For our central office employees, we offer a hybrid work model to support a healthy work-life balance. For further details on the actions and measures we have implemented regarding Workforce Challenges and Burnout, please refer to the section titled **"Excellence in Society "**.	- Human Resources Management - Revenue Management - Occupational Health & Safety - Physician Strategies & Communication - Crisis Management

16. https://www.who.int/health-topics/health-workforce#tab=tab_1

MLPCARE

Highlights

Corporate Identity

Total Revenue (Million TL)	39,690
Annual Growth Rate (%)	22%
EBITDA (Million TL)	10,203
EBITDA Growth Rate (%)	22%
Net Profit (Million TL)	5,786
Net Profit Growth Rate (%)	-16%
Total Number of Hospitals	35
Number of Countries with Hospitals	5
Total Number of Beds	6,353

Sustainable Economic Growth

Direct Economic Value Generated (Million TL)	39,690
Economic Value Distributed (Million TL)	36,225
Economic Value Retained (Million TL)	3,465

Our Corporate Social Responsibility Approach

Donations (Million TL)	6.1
Social Responsibility Projects (Million TL)	36.3

Employee-Oriented Corporate Culture

Female's Representation on the BoD (%)	33%
Female in Top Management (%)	29%
Ratio of Female Employees (%)	65%
Female Recruitment Rate (%)	68%
Female's Promotion Rate (%)	76%
Employees with Disabilities (%)	1.87%
Employee Satisfaction Rate (%)	77%
Employee Turnover Rate	47%
Total Training and Orientation Hours	1,157,278
Accident Frequency Rate (%)	35.71
Number of Fatal Accidents	0
Lost Day Rate (LDR) Due to Accidents	3.61
Total Lost Days	639
Total OHS Training Hours	324,418

Digitalization and Innovation

Investment in Digitalization as a Share of Total Budget (%)	17
Number of Innovation Projects	4
Total R&D Expenditures (Million TL)	54.3
Number of R&D Employees	52
Total Number of R&D Projects	7

Combating Climate Change

Total Carbon Footprint (Total Emissions) (tons CO_2e)	147,593
Scope 1 Emission Intensity (kg CO_2e / Number of Patients)	3.4
Scope 2 Emission Intensity (kg CO_2e / Number of Patients)	10.4
Renewable Energy Utilization Rate (%)	12%
Scope 1 and 2 Emissions (tons CO_2e)	115,612 ✅
Scope 3 Emissions (tons CO_2e)	31,981
Total Energy Consumption (GJ)	867,730
Renewable Energy Consumption (MWh)	23,272
Hospitals Certified with ISO 50001 Energy Management System	27
Facilities Certified with ISO 14001 Environmental Management System:	1
Total Water Consumption (m³)	1,005,134
Water Intensity (m³ / Total Number of Patients)	0.14
Total Waste Amount (tons)	4,156
Hazardous Waste Amount (tons)	3,492
Hazardous Waste Intensity Rate (kg / Total Number of Patients)	0.49

Our Memberships and Awards

Business World and Sustainable Development Association

skd Türkiye

Service Exporters' Association

HİB
HİZMET İHRACATÇILARI BİRLİĞİ

United Nations Women's Empowerment Principles

WOMEN'S EMPOWERMENT PRINCIPLES

UN Global Compact

THE GLOBAL COMPACT
United Nations
Global Compact

Private Hospitals and Healthcare Institutions Association

OHSAD

Istanbul Chamber of Commerce

İSTANBUL TİCARET ODASI 1882

Impact Investment Advisory Board

EYDK | Etki Yatırımı Danışma Kurulu

Turkish Investor Relations Society

tüyid yatırımcı ilişkileri derneği

Corporate Governance Association of Türkiye

Türkiye Kurumsal Yönetim Derneği

European Best Digital Innovation Award

Liv Hospital was recognized at the European Digital Health Excellence Forum in Rotterdam, winning the "Best European Digital Health Innovation of the Year 2024" award for Healthverse PanoramicWEB, a cutting-edge 360-degree online platform that seamlessly connects patients, hospitals, and doctors worldwide.

Extel Awards

MLP Care was honored in the "Extel Emerging EMEA Executive Team" survey, based on evaluations by investment professionals (fund managers & analysts), securing six first-place awards in the EMEA region's Healthcare, Pharmaceuticals, and Biotechnology sector for the fifth time:

- Best Chief Executive Officer (CEO)
- Best Chief Financial Officer (CFO)
- Best Investor Relations Professional (IRO)
- Best Company
- Best Investor Relations Team
- Best ESG (Sustainability) Performance

Felis Awards

At the 18th Felis Awards, which celebrate excellence in creativity, our "Disease Profiles" Project won first place in the Media Felis – Health & Wellness category.

Istanbul Employment Contribution Awards

MLP Care Healthcare Group ranked among the top 36 of 355 companies, earning the Training-Supported Employment Award at the Istanbul Employment Contribution Awards Ceremony. Through our Guest Services Training Project, 123 people were successfully employed.

"Türkiye's Top 500 Service Exporters" Recognition

As part of the annual research conducted by the Turkish Exporters Assembly (TİM), MLP Care was recognized in the Healthcare Services Export category for its outstanding contributions to the sector.

MLPCARE

Our Certifications

Our Achievements

- Joint Commission International Accreditation Standards

- ISO 27001 Information Security Management System Certification
  - MLP Care Headquarters

- ISO 9001 Quality Management System Certification
  - İstinye University Hospital Medical Park Gaziosmanpaşa
  - VM Medical Park Pendik Hospital

- ISO 14001 Environmental Management System Certification
  - VM Medical Park Pendik Hospital

- ISO 50001 Energy Management System Certification
  - MLP Care Headquarters
  - 27 Hospitals

- ISO 45001 Occupational Health and Safety Management System
  - VM Medical Park Pendik Hospital

- ISO 15504 SPICE Software Process Assessment Certification

- ISO 10002 Customer Satisfaction Management System Certification
  - VM Medical Park Pendik Hospital

- In 2024, we successfully completed the JCI Accreditation audits at four of our hospitals as planned. Additionally, we obtained the JCI Accreditation certificates for IAÜ VM Medical Park Florya Hospital and VM Medical Park Maltepe Hospital. Furthermore, 19 of our hospitals successfully passed the audits conducted under the Ministry of Health's Healthcare Quality Standards.

- In 2024, we successfully maintained a score above 85 in all of our hospitals audited for the International Health Tourism Certificate.

- In 2024, we continued to meet the electricity needs of six of our hospitals through our two active solar energy fields located in Boğazlıyan (Yozgat) and İslahiye (Gaziantep).

- We were included in the BIST 100 and BIST Participation 30 indices. Additionally, we participated for the first time in the S&P Corporate Sustainability Assessment (CSA) and achieved a score above the sector average.

- In 2024, we expanded our network by opening four new hospitals, including the first international hospital under our Medical Park brand in Kosovo. Additionally, we opened the third international hospital under our Liv Hospital brand at Dubai City Walk.

- Compared to 2023, we increased the number of visits by 11% and raised our guest satisfaction score by 4.2 percentage points, reaching 63%.

- We participated for the first time in the S&P Corporate Sustainability Assessment (CSA) and achieved a score above the sector average.

- We became a signatory of the United Nations Global Compact (UNGC) and improved our CDP score to B-.

ABOUT MLPCARE

MLPCARE at a Glance

Since our establishment in 1993, we have been committed to being a pioneer in Türkiye's healthcare sector, delivering high-standard medical services. Through our hospitals in Türkiye and abroad, we provide global healthcare services under our Medical Park and Liv Hospital brands. In addition to healthcare services, we also operate in the fields of medical tourism and digital health.

By integrating into the global healthcare network, we uphold international healthcare standards. With our accredited hospitals, expert staff, and innovative treatment methods, we serve patients worldwide. Beyond Türkiye, we continue to expand our operations in Hungary, Azerbaijan, Kosovo, and Dubai, strengthening our presence in these regions. With 35 hospitals and a bed capacity exceeding 6,300, we provide world-class healthcare services to more than 7 million patients annually.

Our strong academic and clinical infrastructure sets us apart. Many of our hospitals operate as teaching institutions through university hospital agreements, playing a key role in the education and training of healthcare professionals. Our extensive network of over 3,200 doctors enables us to conduct highly specialized medical procedures, including advanced radiotherapy, oncology services, and approximately 1,500 kidney, liver, and bone marrow transplants each year.

In addition to prioritizing patient experience, MLP Care is also a leader in robotic surgery. To this date, we have successfully performed over 5,000 robotic procedures across various disciplines, including OB-GYN[17], general surgery, cardiology, and urology. Furthermore, as a healthcare group, we operate one of the rare stem cell laboratories that comply with GMP (Good Manufacturing Practices) standards[18], offering our patients the most advanced and innovative treatment options.

35 Hospitals	1 Office	2 Brands
31 Domestic, 4 Overseas		Medical Park, Liv Hospital

7 Million Total Number of Guests	1,500 Transplants
(Total Number of Inpatients and Outpatients)	Kidney, liver and bone marrow transplants every year

| 3,272 Doctors 4,059 Nurses	212 Operating Rooms	31 Years of Healthcare Experience

17. Obstetrics and gynecology
18. GMP establishes quality standards for production and quality control, ensuring that manufacturing and testing processes are clearly defined, validated, reviewed, and documented. These standards guarantee the suitability of personnel, facilities, and materials for the production of pharmaceutical and biological products, including vaccines.

MLP Sağlık Hizmetleri A.Ş. Shareholding Structure (As of December 31, 2024)

Pie chart values: 37.76%, 16.72%, 9.78%, 3.26%, 1.30%, 0.98%, 0.98%, 29.22%
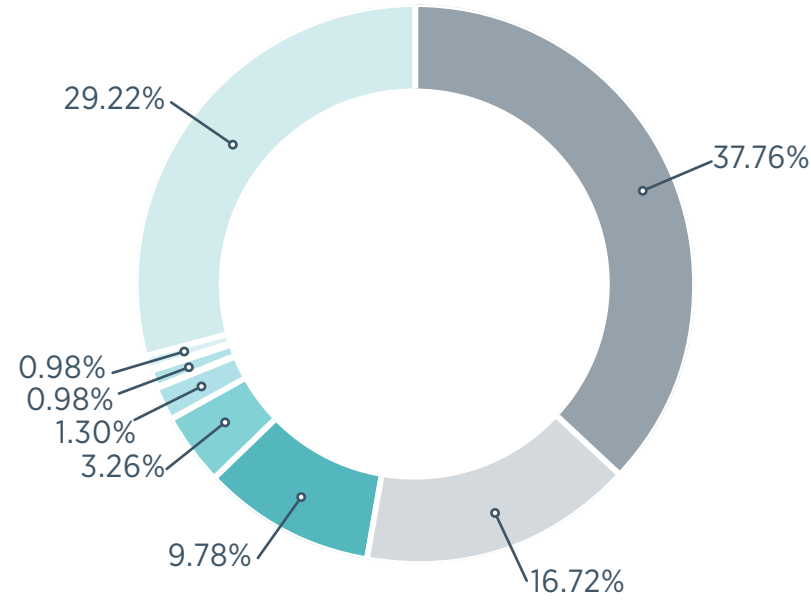
Shareholder's Name	Share in Capital (%)	Share in Capital (thousand TL)
Lightyear Healthcare B.V. (*)	37.76%	72,131
Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş.	16.72%	31,944
Muharrem Usta	9.78%	18,678
Adem Elbaşı	3.26%	6,226
İzzet Usta	1.30%	2,490
Saliha Usta	0.98%	1,868
Nurgül Dürüstkan Elbaşı	0.98%	1,868
Publicly Traded (**)	29.22%	55,808
Nominal Capital (***)	100.00%	191,012

(*) Turk Ventures Adv. Ltd. provides consultancy services in its Istanbul liaison office to Dutch shareholders TPEF (Hujori Financieringen B.V. ("Hujori") and Lightyear Healthcare B.V. ("Lightyear")). Consulted Hujori and Lightyear have merged under Lightyear. With this merger, 8,287 thousand shares corresponding to 3.98% of the non-public portion and 418 thousand shares corresponding to 0.57% of the publicly traded portion owned by Hujori were transferred to Lightyear.
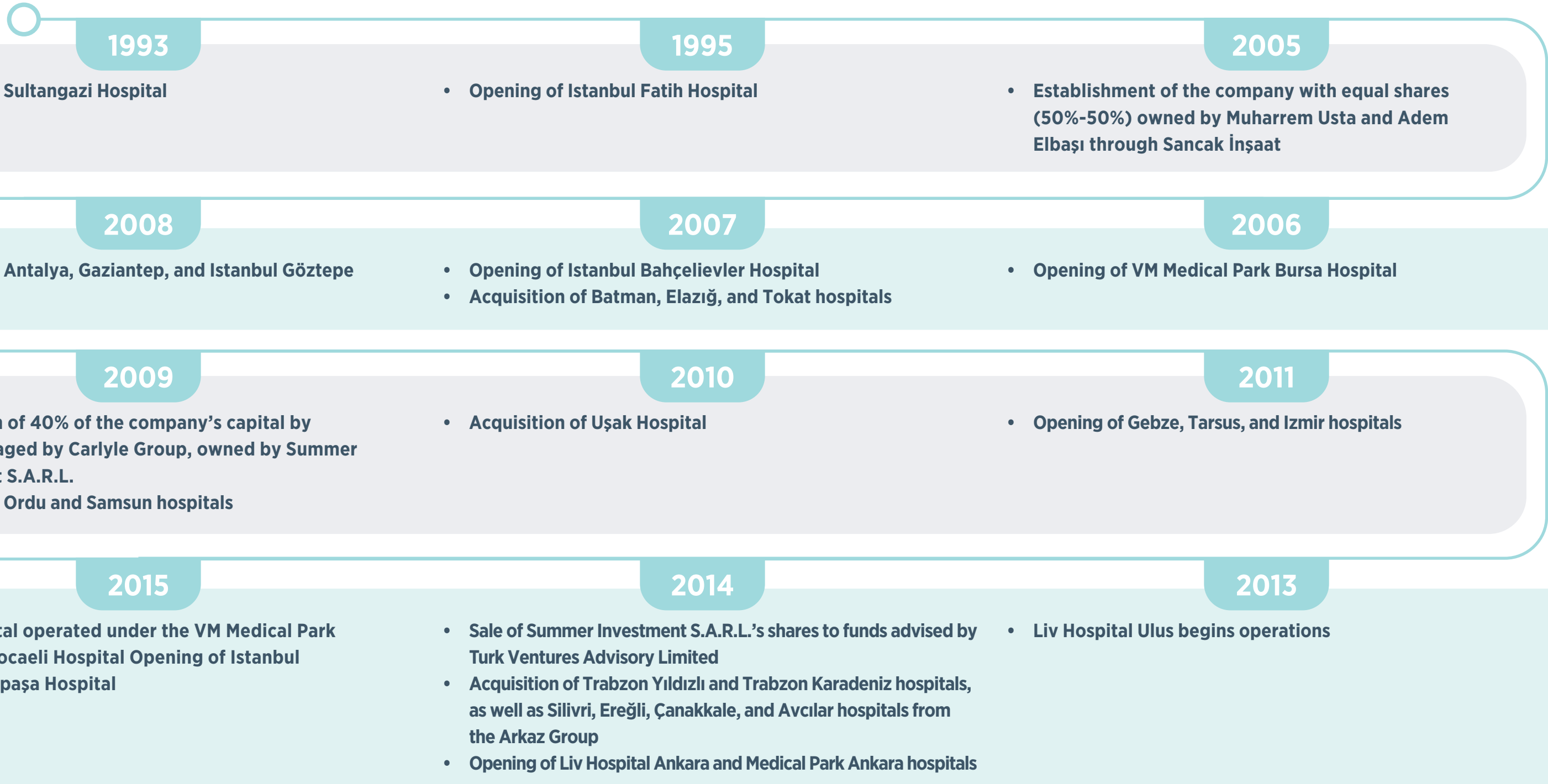
(**) The shareholders of the Group purchased 6,827 thousand shares from the publicly traded portion of the capital. Distribution of the shares purchased is as follows; 3,224 thousand shares representing 4.43% of the publicly traded portion were purchased by Lightyear, 1,613 thousand shares representing 2.21% of the publicly traded portion of the capital were purchased by Sancak İnşaat, 943 thousand shares representing 1.29% of the publicly traded portion of the capital were purchased by Muharrem Usta, 418 thousand shares representing 0.57% of the publicly traded portion of the capital were purchased by Hujori, 314 thousand shares representing 0.43% of the publicly traded portion of the capital were purchased by Adem Elbaşı and lastly other shareholders purchased 314 shares representing 0.43% of the publicly traded portion. 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on September 24, 2018. 126 thousand shares purchased by Izzet Usta and 18 thousand shares purchased by Adem Elbaşı from the publicly traded portion were sold.

(***) On October 9, 2024, 17,025,000 shares, corresponding to 8.18% of the company's capital, were redeemed through capital reduction methods that do not require fund outflows, resulting in a decrease in the issued capital from 208,037,202 TL to 191,012,202 TL.

MLPCARE

Our Milestones

1993
- Opening of Sultangazi Hospital

1995
- Opening of Istanbul Fatih Hospital

2005
- Establishment of the company with equal shares (50%-50%) owned by Muharrem Usta and Adem Elbaşı through Sancak İnşaat

2008
- Opening of Antalya, Gaziantep, and Istanbul Göztepe hospitals

2007
- Opening of Istanbul Bahçelievler Hospital
- Acquisition of Batman, Elazığ, and Tokat hospitals

2006
- Opening of VM Medical Park Bursa Hospital

2009
- Acquisition of 40% of the company's capital by funds managed by Carlyle Group, owned by Summer Investment S.A.R.L.
- Opening of Ordu and Samsun hospitals

2010
- Acquisition of Uşak Hospital

2011
- Opening of Gebze, Tarsus, and Izmir hospitals

2015
- First hospital operated under the VM Medical Park concept: Kocaeli Hospital Opening of Istanbul Gaziosmanpaşa Hospital

2014
- Sale of Summer Investment S.A.R.L.'s shares to funds advised by Turk Ventures Advisory Limited
- Acquisition of Trabzon Yıldızlı and Trabzon Karadeniz hospitals, as well as Silivri, Ereğli, Çanakkale, and Avcılar hospitals from the Arkaz Group
- Opening of Liv Hospital Ankara and Medical Park Ankara hospitals

2013
- Liv Hospital Ulus begins operations

MLPCARE

Our Milestones

2016
- Management Consultancy Agreement signed for the operation of İstanbul İstinye University Hospital Liv Hospital Bahçeşehir

2017
- VM Medical Park Florya enters into a management consultancy agreement
- Opening of Samsun Hospital

2018
- MPARK stock code listed on Borsa Istanbul in February
- Opening of VM Medical Park Pendik and VM Medical Park Mersin hospitals

2021
- Opening of Liv Hospital Vadistanbul in Istanbul
- Closure of Istanbul Fatih Hospital

2020
- Opening of Liv Hospital Gaziantep
- Transfer of Uşak Hospital
- Acquisition of Ankara Hospital

2019
- Transfer of 57% of the shares of Avcılar, Ereğli, and Silivri hospitals to Arkaz Sağlık Hizmetleri A.Ş. (Arkaz)
- Increase of ownership stake in Çanakkale Hospital to 100%
- Acquisition of Maltepe Hospital

2022
- Transfer of 56% of the shares in Gaziantep Hospital to MP Sağlık Hizmetleri A.Ş. (MP Sağlık)
- Opening of Liv Hospital Vadi
- Liv Hospital brand expands to 7 hospitals and launches its first international hospital, Liv Bona Dea
- Opening of Tarsus and Medical Park Seyhan hospitals

2023
- Opening of Liv Duna Medical Center, the 8th hospital of our Liv Hospital brand and the second hospital abroad

2024
- 4 new hospital inauguration in major cities across Türkiye
- In July, Medical Park Kosovo, the first overseas hospital of the Medical Park brand, was inaugurated.
- In October, opening of Liv Hospital Dubai Citywalk, the 3rd overseas hospital of our Liv Hospital brand
- First time S&P-CSA reporting and scoring above the industry average
- BIST 100 Index and BIST Participation 30 Index involvement
- Being a UNGC signatory

Our Corporate Identity and Governance

OUR MISSION

We work to ensure a healthy life for all people.

OUR VISION

We aim to be a global reference organization through continuous improvement of our employees, our healthcare approach that meets the global standards, our creativity and scientific contributions.

We will reach our vision by;
- Always keeping our patients in the first place,
- Achieving measurable and high-quality clinical results,
- Continuously investing in people, infrastructure and technology,
- Being the institution that doctors and other healthcare personnel most want to work with.

OUR VALUES

We value people, being reliable is indispensable.

We are exemplary with our ethical principles and business ethics.

We make a difference with all kinds of services we offer.

We are an agile, goal-oriented team with a high determination to succeed.

We believe in scientific approaches and continuous development.

MLPCARE

MLP Care Operational Scope

HUNGARY
KOSOVO
TÜRKİYE
AZERBAIJAN
UNITED ARAB EMIRATES

Sustainable Healthcare Services

We operate with state-of-the-art infrastructure and cutting-edge technology.

Through strategic partnerships with universities and schools of medicine, we continuously expand our scientific expertise.

Leveraging high-tech equipment and innovative methodologies, we employ globally recognized surgical and operational systems.

Our hospitals hold top-tier medical quality accreditations, reflecting our commitment to excellence.

We maintain a strong track record of sustainable financial growth.

For further details on our sustainable healthcare services, please refer to the **MLP Care Annual Report 2024.**

Our Growth Strategy

At MLP Care, we are committed to delivering high-quality, sustainable healthcare services to a diverse patient base. In pursuit of this goal, we aim to maintain our leadership in the private healthcare industry by expanding new investments and acquisitions while increasing our revenues through private and complementary health insurance solutions. We reinforce our dedication to medical innovation through digital transformation and technological advancements. By leveraging mobile applications and digital services that enhance patient experience, we ensure seamless access to healthcare, adopting a patient-centric approach. Furthermore, we remain steadfast in our efforts to increase the share of revenue generated from health tourism and strengthen our collaborations with universities. Through these strategic initiatives, we not only consolidate our position in the sector but also continuously enhance service quality, maintaining our commitment to ongoing development. With a structure that sets global standards in healthcare services, a strong management team, an innovative mindset, and a focus on patient satisfaction, we continue to play a leading role in shaping the industry. For more detailed information on our operations, please refer to the **"Innovations and Key Developments in Our Hospitals"** section of our annual report.
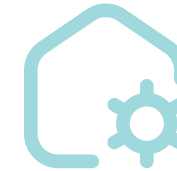
## Advanced infrastructure and state-of-the-art technology

- 35 hospitals across **14** provinces in Türkiye, as well as in Baku (Azerbaijan), Budapest (Hungary), Kosovo, and Dubai (UAE)
- **22,000+** employees, including over 3,200 doctors and more than 15,000 payroll staff

Strategic partnerships with universities and schools of medicine

- **6** university-affiliated hospitals within the Group
- A total of **453** academicians serve as doctors across the Groups hospitals (representing 17.8% of all doctors)
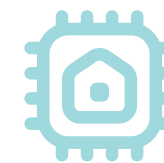
High-tech medical equipment and cutting-edge treatment methods

- Da Vinci Robotic Surgery
- Gamma Knife Treatment
- MAKOplasty
- Holmium Laser Technology

Prestigious medical quality accreditations

- JCI Accreditation
- Global Surgical Review Corporation Award for Excellence in Surgical Intervention

For further details on our growth strategy, please refer to the **MLP Care Annual Report 2024.**

EXCELLENCE IN GOVERNANCE

3

Taking a sustainability-focused approach, we closely monitor developments in the healthcare sector, aligning our objectives and performance with the UN Sustainable Development Goals. We foster strong stakeholder engagement and continuously refine our business processes through our solid commitment to excellence.

Our Organizational Structure

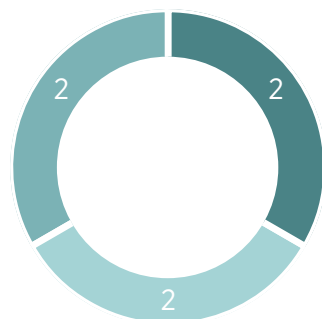| Chairman of the Board of Directors & CEO	Vice Chairperson of the Board of Directors	Member of the Board of Directors	Member of the Board of Directors	Independent Member of the Board of Directors	Independent Member of the Board of Directors
DR. MUHARREM USTA	SEYMUR TARI	HAYDAR SANCAK	HATİCE HALE ÖZSOY BIYIKLI	TEMEL GÜZELOĞLU	BETÜL EBRU EDİN

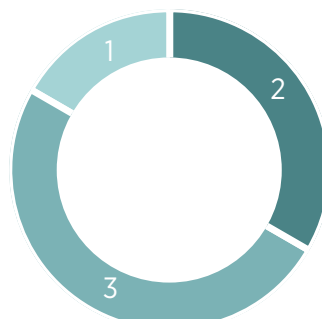**Educational Background (person)**
- 1
- 1
- 4

● Undergraduate
● Postgraduate
● Doctorate

Tenure on the Board of Directors of the Company (Person)
- 2
- 2
- 2

● <5 Years
● 5-10 Years
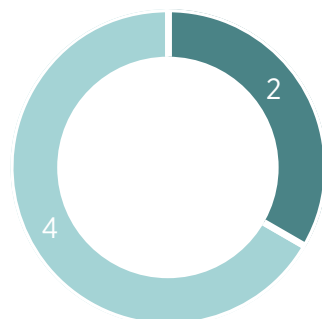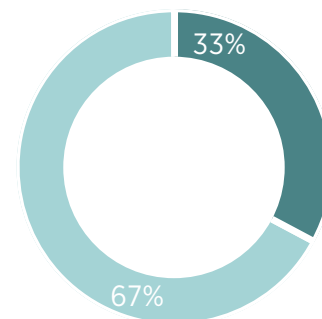● <10 Years

Work Experience (person)
- 1
- 2
- 3

● 20-30 Years
● 30-40 Years
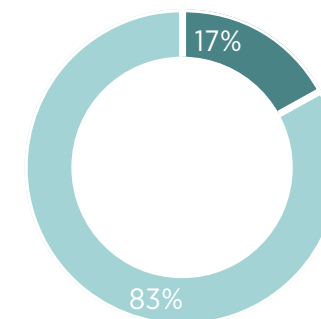● 40 Years Over

Independence Status (Person)
- 2
- 4

● Independent
● Non-Independent

Board Gender Distribution (%)
- 33%
- 67%

● Female
● Male

Age Distribution of the Board of Directors (%)
- 17%
- 83%

● 30-50 Years
● 50 Years Over

Board of Directors
- 25%
- 75%
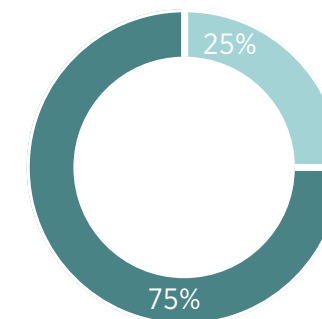
● Members
● Independent Members

Executive Committee
- 29%
- 71%
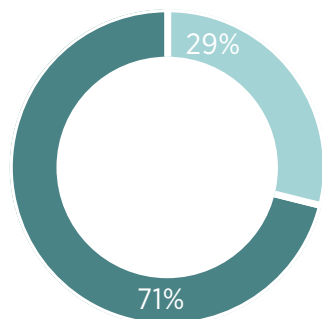
● Executive Members
● Non-Executive Members

MLPCARE

Board of Directors and Their Competencies* (%)

Competency	%
Core Industry Experience	67%
Executive Management Experience	100%
Finance/Audit/Risk	67%
Mergers/Acquisitions/Capital Markets Experience	100%
International Markets/multi-Geography Experience	67%
Information Technologies (Cyber Security)	33%
Sustainability (Environmental, Social and Governance)	33%
Occupational Health and Safety	50%
Public Policy and Law	33%

(*) The Glass Lewis Board Skills Matrix was taken into consideration during the assessment.

Annual Meetings of the Board of Directors and Related Committees

Committee/Meeting	%
Annual Generaly Assembly (5 times a year)	100%
Audit Committee Meetings (5 times a year)	100%
Corporate Governance Committee (4 times a year)	100%
Risk Early Detection Committee Meetings (6 times a year)	100%
Nomination & Remuneration Committee Meetings (Once a year)	100%

MLPCARE

We uphold excellence across all operational areas, from supply chain and infrastructure to human resources and service delivery.

Top Management

Dr. Muharrem Usta	Chairman, CEO
Burcu Öztürk	Chief Financial Officer
Dr. Adem Elbaşı	Chief Operations Coordinator
Dr. Hikmet Çavuş	Chief Strategy and Performance Coordinator
Şerafettin Demiray	Human Resources Coordinator
Gürkan Cağlıoğlu	Information Systems and Digital Transformation Coordinator
Müzemmil Hevadpal	Internal Audit Director (*)
Deniz Can Yücel	Strategy and Investor Relations Director (**)

(*) Independent directorate reporting to the Board
(**) Directorate reporting directly to the CEO on investor relations and to the Strategy and Performance Group Coordinator on strategy-related matters.

Our Corporate Governance Approach

As a leader in the industry, we conduct all our operations with a sustainability-focused perspective, integrating this approach into our business plans and growth strategies. Within our governance framework, we embrace a strong corporate governance model based on transparency, accountability, and equitable governance principles, fostering an ethical business culture.

Accordingly, we consider corporate governance principles an inseparable part of our business ethos and remain committed to continuously enhancing our contributions to the healthcare sector. We exercise due diligence to ensure that all our operations adhere to these principles.

Our Group's management and operations are overseen by a six-member Board of Directors, appointed by the General Assembly, in compliance with the Turkish Commercial Code and the Capital Markets Law. In line with corporate governance principles, we conduct our activities with transparency, accountability, fairness, and responsibility. The Board of Directors convenes regularly to fulfill its duties effectively and holds urgent meetings, when necessary, in response to extraordinary circumstances.

With a people-centric approach, we prioritize reliability while upholding ethical principles rooted in scientific methods and a commitment to continuous improvement. To further strengthen our corporate governance framework, we continue our efforts through various committees.In accordance with Article 17 of our Articles of Association, titled 'Duties and Authorities of the Board of Directors,' committees required by law and deemed necessary by the Board of Directors have been established to ensure the effective execution of the Board's duties and responsibilities under the Capital Markets Legislation Corporate Governance Principles. These committees include:

- Corporate Governance Committee
- Audit Committee
- Risk Early Detection Committee
- Nomination and Remuneration Committee

For further details about our committees, please refer to the **MLP Care Annual Report 2024.**

Ethical Business Culture

At MLP Care, we are committed to conducting all our activities guided by the principles of transparency, integrity, and responsibility. With this in mind, we continuously work to ensure the satisfaction of our guests and stakeholders. Our business processes are built on a foundation of open and transparent communication, fostering a strong culture of collaboration.

Through the **Business Ethics Policy** we have developed, we uphold fairness, honesty, and transparency across all our operations making continuous efforts to instill this awareness in our stakeholders. This policy is designed to promote the efficient use of resources, ensure transparent and compliant service management, prevent unfair competition, and enhance corporate and social responsibility awareness. At MLP Care, we apply the same diligence at every stage of our business processes and continuously monitor the effectiveness of this policy through internal audit mechanisms. Furthermore, we provide an Ethics Reporting Hotline, enabling employees to anonymously report unethical behavior. Reports submitted via **etikihbar@mlpcare.com** are handled with the utmost confidentiality.

In an effort to promote compliance with the code of ethics, we offer regular ethics training via the MLP Care Academy portal, ensuring continuous awareness among employees. Reports submitted to the Ethics Reporting Hotline are reviewed in collaboration with our Internal Audit Unit, with necessary follow-ups carried out through the Disciplinary Committee under our Anti-Bribery and Anti-Corruption Procedure. In 2024, two reports were submitted to our Ethics Whistleblowing Hotline, both of which were addressed in line with our Business Ethics Policy.

As part of our Regulatory Compliance Risk Management, which we consider a fundamental pillar of our overall risk strategy, we rigorously oversee Code of Conduct and Fraud Risks, Personal Data Protection Compliance, and Legislation & Regulatory Compliance. Committed to fostering a transparent and equitable business environment, we regularly publish our **Anti-Bribery and Anti-Corruption Policy** on our corporate website. We also continuously assess the effectiveness of our anti-bribery and anti-corruption policies through internal audits and independent external audit processes, implementing corrective measures as needed.

Findings from our audit processes are first shared with department managers, who then develop corrective action plans. We closely monitor identified issues and conduct follow-up audits to ensure resolution within the specified timeframe.

Through our Code of Conduct Procedure, we clearly communicate our ethical standards to employees and stakeholders. This approach strengthens our commitment to fair competition and transparency, fostering a corporate culture where ethical standards are upheld at all levels.

By implementing these mechanisms, we uphold the highest standards in ethics, transparency, and anti-corruption efforts, creating a secure and principled work environment. At MLP Care, we are dedicated to fulfilling our responsibilities to all stakeholders at the highest ethical and professional standards.

For more details on our policies, please visit **our corporate website.**

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Internal Audit

At MLP Care, we prioritize independent and impartial internal audits to enhance the effectiveness and integrity of our operations. Our internal audit function ensures that the company and its affiliated hospitals are managed in accordance with strategic objectives, legal regulations, and corporate governance principles. Through this framework, we not only align our operational planning and execution with defined goals but also ensure information security and data integrity.

We conduct internal audit activities in line with an annual audit plan, with audit reports on our financial statements submitted to the Board of Directors. In addition, we closely monitor independent audit processes and conduct thorough reviews of related-party transactions. This systematic approach strengthens our financial and operational transparency, making a significant contribution to our company's long-term sustainability.

Our Internal Audit Unit, operating under the Board of Directors, conducts audits in compliance with The Institute of Internal Auditors' (IIA) international standards. This unit carries out independent and objective assessments aimed at improving hospital operations and creating added value. We meticulously analyze audit findings and adopt a transparent management approach to optimize processes. Through our modern and innovative audit methodology, we continuously strive to enhance our organization.

According to our Internal Audit Manual, each hospital undergoes an audit at least once every two years. Newly acquired hospitals and facilities with management changes are subject to more frequent audits within their first year. Furthermore, we conduct follow-up audits based on prior findings to ensure corrective actions are effectively implemented. As part of the Risk-Based 2024 Audit Plan, we conducted 16 audits, including 8 Comprehensive Audits, 1 Follow-Up Audit, and 7 Other Audits, along with 6 Investigations and Inquiries.

Moreover, our Internal Audit Unit serves as a "contributor" on the Audit and Early Risk Detection Committees, which meet quarterly. Through these efforts, we reinforce our mission of creating value for our hospitals, continuously driving organizational improvement and excellence. By establishing a robust internal audit framework, we enhance financial and operational transparency, ultimately contributing to the efficiency and effectiveness of healthcare services.
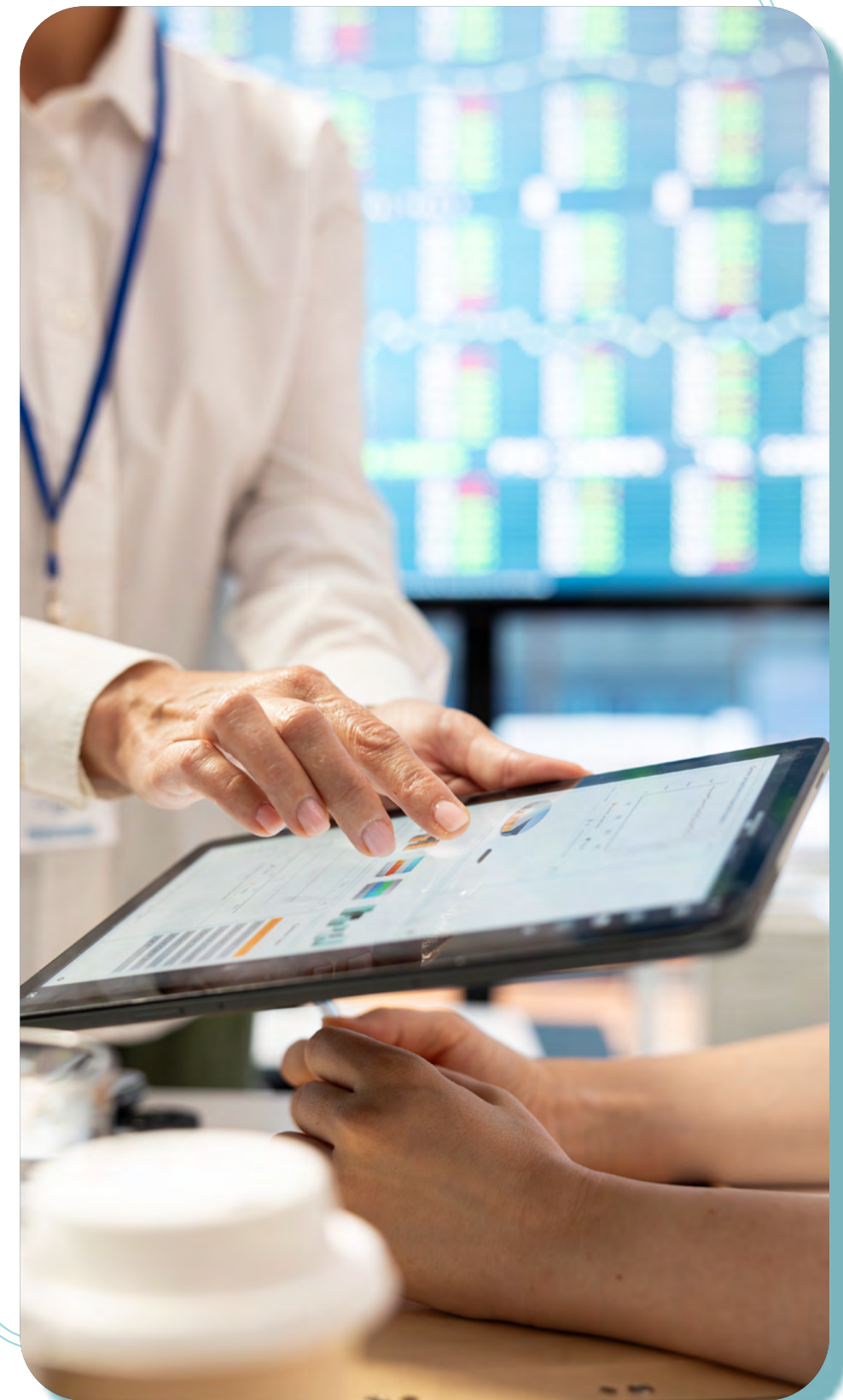
Risk Management

In the healthcare sector, risk management is a fundamental pillar of our strategy, ensuring patient safety, employee well-being, and the continuous delivery of high-quality healthcare services.

At MLP Care, we are fully aware of the risks and opportunities inherent in our industry. Accordingly, we have developed a comprehensive risk management framework to proactively identify, assess, and address both potential risks and opportunities. Our Corporate Risk Management Program is designed with a holistic approach, covering all aspects of our operations. Through this program, we identify risks and opportunities, evaluate their impact and likelihood, implement appropriate measures, and take action to mitigate risks or capitalize on opportunities. Our risk management framework is embedded within our business operations and decision-making processes. This holistic approach guarantees that the activities we carry out in an effort to achieve our strategic objectives align with our risk tolerance levels. At the same time, it reinforces our commitment to enhancing the socioeconomic and environmental value we deliver to our stakeholders and society.

For more details on our Corporate Risk Management vision, mission, and strategy, please refer to the **MLP Care Annual Report 2024.** Additionally, insights into climate-related risks and opportunities can be found in the MLP Care 2024 TSRS Report.

This year, we conducted a comprehensive risk assessment by addressing our risks and opportunities under four key categories: Operational Risks, Strategic Risks, Regulatory Compliance Risks, and Financial Risks. To ensure a thorough evaluation, we analyzed risks and opportunities based on a series of criteria, including maturity, financial impact, probability of occurrence, value chain implications, mitigation strategies, and associated costs. Each category was assessed independently, with average risk and opportunity calculations made for key focus areas.

Our analysis was also aligned with the Task Force on Climate-related Financial Disclosures (TCFD) risk categories. Furthermore, we incorporated sector-specific risks, opportunities, and metrics outlined by the Sustainability Accounting Standards Board (SASB) into our Risk and Opportunity Inventory. This holistic approach enables us to gain deeper insights into our current position, strengthening the foundation for future strategic planning and sustainable growth. The risk and opportunity table we have developed is presented on the next page.

Operational Risks | Operational Opportunities

Operational Risks	Operational Opportunities
M-T 2 2	M-T 3 3
Emergency Management	Emergency Management
Occupational Health & Safety	Occupational Health & Safety
Facility Maintenance & Management	Facility Maintenance & Management
Medical Device Management	Medical Device Management
Clinical Processes & Patient Safety	Clinical Processes & Patient Safety
Service Excellence	Service Excellence
IT Infrastructure & Security	IT Infrastructure & Security
Digital Transformation	Digital Transformation

Strategic Risks | Strategic Opportunities

Strategic Risks	Strategic Opportunities
M-T 2 2	M-T 4 3
Human Resources Management	Human Resources Management
Epidemics	Epidemics
Revenue Management	Revenue Management
Climate-Related Risks	Climate-Related Risks
International Patient Processes	International Patient Processes
Crisis Management	Crisis Management
Physician Strategies & Communication	Physician Strategies & Communication

Financial Risks | Financial Opportunities

Financial Risks	Financial Opportunities
M-T 2 3	M-T 4 3
Market Fluctuations	Market Fluctuations
Cash Flow/Liquidity	Cash Flow/Liquidity

Regulatory Compliance Risks | Regulatory Compliance Opportunities

Regulatory Compliance Risks	Regulatory Compliance Opportunities
M-T 4 1	S-T 3 3
Legislation and Compliance	Legislation and Compliance
Personal Data Protection Law Compliance Process	Personal Data Protection Law Compliance Process

Legend

Timeframe	Financial Impact	Likelihood
Short-Term: 0-2 years	**1 :** Very Low	**1:** Low: Occurs once every 5–10 years
Medium-Term: 2-10 years	**2 :** Low	**2:** Medium: Occurs once every 3–5 years
Long-Term: 10-20 years	**3 :** Medium	**3:** High: Occurs once every 1–3 years
	4 : High	**4:** Very High: Occurs once a year or more frequently
	5 : Very High	

Our Value Chain

We manage every process within our value chain in alignment with our corporate goals and values, maintaining transparency and accountability in our relationships with stakeholders at every level. With a commitment to building a sustainable value chain and delivering high-quality healthcare services, we continuously assess and improve not only our own operations but also the pre- and post-operation processes.
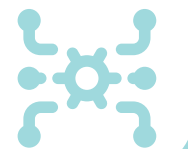
From procurement, human resources management, and infrastructure preparation to patient satisfaction, billing, payment processing, and waste management, we address each step with a sustainability-focused perspective. By enhancing these processes to generate value for society, the environment, and our stakeholders, we actively fulfill our responsibilities and strive for continuous improvement. This approach is a key element of our pursuit for long-term success.

PRE-OPERATION

SUPPLY CHAIN MANAGEMENT

INFRASTRUCTURE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

MLP Care OPERATION

CORE OPERATION

GUEST SERVICES

POST OPERATION

WASTE MANAGEMENT

BILLING AND INSURANCE PROCEDURES

Infrastructure Management

Both physical and digital infrastructure play a vital role in ensuring the provision of world-class healthcare services that meet contemporary global standards.

We recognize the importance of well-designed physical environments for the health, comfort, and safety of both our employees and patients. To this end, we actively work to improve our facilities. Ensuring hygiene in settings where core operations take place would help minimize infection and contamination risks while contributing to the seamless execution of operational processes. With this in mind, we maintain the highest hygiene standards.

A modern digital infrastructure is equally crucial, supporting key areas such as electronic health record management, telemedicine services, digital imaging, and patient management systems. The use of advanced technologies enhances operational efficiency by supporting effective decision-making, while a robust digital infrastructure ensures uninterrupted operations and data security. Accordingly, we invest in strengthening and advancing our digital infrastructure, delivering healthcare services through state-of-the-art facilities and cutting-edge technology.

Supply Chain Management
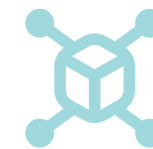
Our supply chain encompasses the procurement of both medical and non-medical materials. To deliver high-quality healthcare services, we meticulously manage our supply chain to ensure that the right quantity and quality of materials are procured on time. The efficient and seamless supply of essential materials aligned with our predefined standards and requirements is critical to our operational excellence. That is why we build strong partnerships with suppliers who share our corporate values and maintain strategic collaborations to uphold quality and efficiency across all processes.

Human Resources Management

A skilled workforce is an indispensable component of delivering high-quality healthcare services. The effective management of our workforce-comprising doctors, nurses, staff, interns, and subcontracted employees is among the most critical factors directly influencing our institution's success. The efficient administration of recruitment, training and development, employee satisfaction programs, and workforce planning processes contributes to the success of our core operations, which form the next link in our value chain.

Core Operations

The provision of healthcare services, patient admission, diagnosis and treatment of cases, facility management, and maintenance of medical devices and equipment are carried out within the "core operations" segment of our value chain. Outpatient clinic services, surgical procedures, and radiology services utilized during diagnosis and treatment constitute the key elements of this segment. This is the area where we engage in the most intensive communication with our guests, showcase our service quality, and build our success.

Waste Management

This process refers to the safe and environmentally compliant management of non-hazardous, hazardous, and medical waste. Effective waste management, which plays a crucial role in regulatory compliance, facility safety, and public health protection, encompasses waste segregation, prevention at the source, and disposal through licensed firms. We also consider every step we take to minimize our environmental impact from waste within this framework.

Guest Services

Ensuring patient safety and satisfaction, providing various services and amenities to patient companions during their stay, and managing treatment processes are all part of our guest services. From appointment scheduling to guidance, information, and hospitality services throughout the hospital stay, as well as the overall management of treatment processes, we handle all aspects within the "guest services" framework, striving to enhance our service quality and improve the satisfaction of both patients and their companions.

Billing and Insurance Procedures

Billing and insurance processes involve pricing our services, ensuring transparent and accurate communication with patients regarding payment procedures, and managing partnerships with insurance companies. These procedures are designed to help manage the financial aspect of healthcare services. Efficient and error-free execution of these processes not only enhances hospital management efficiency but also positively impacts patient satisfaction.

Sustainable Economic Growth

By embracing sustainability principles, we adopt an economic growth model that delivers long-term positive contributions to the business world, society, and the environment while aligning these principles with our company's overall business strategy.

In 2024, we continued our financial growth while maintaining our operations. With a balanced business model supporting both field operations at our hospitals and central management, MLP Care has achieved rapid and profitable growth. From 2018 to 2024, our sustained expansion led to significant progress both in Türkiye and internationally. During this period, we expanded our healthcare network with 16 new hospitals, four of which were built from the ground up—and increased our total number of hospitals by 21% compared to 2023, reaching a total of 35. Through acquisitions and greenfield investments, we added 1,885 new beds during this growth period while streamlining our portfolio through the transfer of 10 facilities to enhance efficiency and focus. The net expansion in this period amounted to 6 hospitals and 230 new beds, bringing our total bed capacity to over 6,300 in 2024, marking a 10% increase. In addition, we treated 10% more patients than the previous year, reaching over 7 million patients.

The launch of Medical Park Kosovo-Pristina in September and Liv Hospital Dubai in October represent significant milestones in our vision of delivering healthcare services beyond borders. These steps toward our goal of operating in five countries stand as concrete examples of our sustainable growth strategy.

As a private healthcare provider, we take pride in making a substantial contribution to public health. In 2024, through our domestic and international investments, we aim to further support Türkiye's branding efforts in the healthcare sector with our group hospitals.

Our revenue from health tourism, which plays a crucial role in generating added value for our country, reached TL 4.326 million in 2024. Driven by our strong operational performance, we continued to create value and generate substantial economic benefits for our stakeholders. In 2024, our total revenues increased by 22% to TL 39.690 million, while our EBITDA grew by 22% to TL 10,203 million. Operating cash flow increased by 15.5% to TL 9,479 million in 2024 on the back of strong EBITDA growth, while free cash flow increased by 17.4% to TL 5,739 million in 2024 on the back of strong operational performance. Additionally, our consolidated net profit amounted to TL 5,786 million.

These achievements underscore transparency, strong corporate culture, and ethical values that define our way of doing business. While maintaining our leadership in the industry, we prioritize not only financial performance but also environmental and social value creation. The investments we make within our sustainability strategy contribute to both our company and society overall, bringing us closer to our sustainable economic growth objectives. Guided by the idea that building a sustainable value chain is not just an investment in our hospitals but also in future generations, we lead the way for other organizations operating in our sector.

We integrate environmental sustainability criteria into our supplier selection and business processes, choosing them based on their level of compliance with these criteria. When evaluating our suppliers' sustainability performance, we prioritize compliance with laws and regulations, efficient use of natural resources, and the mitigation of negative environmental impacts. In 2024, we introduced the MLP Care Climate Change Mitigation Policy, which defines our approach to sustainability across our supply chain. As a key component of our sustainable growth strategy, this policy encourages our suppliers to embrace the same sustainability principles.

Through our digitalization initiatives, Climate Change Mitigation Policy, and Occupational Health and Safety Policy, we are committed to promoting meticulous supply chain management and diligent implementation of related policies.

Moreover, we actively involve our suppliers in projects aimed at reducing the environmental impact of our operations. To reinforce this commitment, we incorporate environmental sustainability criteria into our supplier contracts, addressing compliance with these standards as a prerequisite in our procurement processes.

As part of our digitalization strategy, we have introduced TrackMat Mobile, a solution compatible with both iOS and Android devices. This application facilitates mobile-based processes such as goods receipt, internal goods transfers, supplier returns, internal dispatches, patient deductions, and inter-warehouse transfers. By enabling these transactions to be performed accurately and in real time, TrackMat Mobile minimizes errors and enhances efficiency in inventory management.

	2023* (thousand TL)	2023 (%)	2024 (thousand TL)	2024 (%)
Economic Value Created	32,412,088	100	39,689,926	100
Economic Value Distributed	29,541,912	91	36,224,593	91
Operating Expenses	12,333,332	38.1	14,136,792	35.6
Employee Benefits	13,945,163	43	18,049,525	45.5
Benefits to the State	823,716	2.5	1,042,175	2.6
Benefits to Capital Providers	2,408,522	7.4	2,953,681	7.4
Benefits to Society	31,179	0.1	42,420	0.1
Economic Value Held	2,870,176	9	3,465,333	9

(*) Data for 2023 has been revised as inflation adjustment has been made according to IAS 29.

For further details about our financial performance, please refer to the **MLP Care Annual Report 2024.**

Our Quality and Guest-Oriented Service Approach

> ⭐ Placing our valued guests at the heart of our service philosophy, we continuously monitor technology-driven advancements, updating and improving our equipment and infrastructure accordingly. Our primary goal is to enhance guest experience, maintain a quality-driven business process, and further boost the effectiveness of our healthcare professionals.

Our Quality of Service

Operating across five countries with 35 hospitals, we use our best efforts to ensure that our facilities are in accessible locations. For guests residing farther away, we provide video consultation services and private hospital care covered by the Social Security Institution (SSI). We operate with state-of-the-art hospitals and cutting-edge infrastructure, achieving globally recognized surgical and operational success. We hold prestigious certifications, including JCI accreditation, demonstrating our commitment to international healthcare standards. Furthermore, through close academic partnerships with university hospitals, we deliver comprehensive services across a wide range of medical specialties, ensuring excellence in every field.

Our Quality Management System is built upon patient-centered, employee-focused, environmentally safe, and facility security-driven principles. It aligns with international and national hospital management frameworks, integrating the United States-based **Joint Commission International (JCI) Accreditation Standards, ISO 9001:2015 Quality Management System Standards,** and **Ministry of Health's Healthcare Quality Standards.**

We also consider JCI Accreditation Standards related to environmental factors in all our operations. Each hospital benefits from environmental consultancy and hazardous material safety advisory services, where continuous evaluations are conducted, and hospital management collaborates with consultants to implement necessary improvement actions to ensure regulatory compliance. As part of our commitment to quality, all our activities undergo annual Healthcare Quality audits by the Ministry of Health Auditors. In 2024, four more hospitals obtained the JCI Accreditation Certificate.

Our internal quality assurance activities continue to maintain high standards. Our Data-Driven Quality Performance System, established in 2007 in line with JCI and ISO 9001 standards, remains instrumental in identifying and implementing improvements. In 2024, 82% of 11,359 corrective and preventive actions were completed within the operational year, further advancing our continuous improvement initiatives. By maintaining this commitment, we consistently refine our service quality based on guest demands, employee insights, and sector expertise.

BAU Medical Park Göztepe Hospital Complex, Medical Park Bahçelievler Hospital, IAUH VM Medical Park Florya Hospital, Liv Hospital Vadistanbul, Liv Hospital Ulus, and Liv Bona Dea Hospital have successfully undergone rigorous evaluations and earned internationally recognized accreditation from the Joint Commission International (JCI), a globally renowned and highly reliable organization dedicated to advancing the quality and safety of healthcare services. Liv Hospital Ulus has successfully undergone an international evaluation and earned the globally recognized "Center of Excellence" certification from the Surgical Review Corporation (SRC).

Likewise, İSÜ Medical Park Gaziosmanpaşa Hospital has been audited under TÜV (Technical Inspection Association) Cert procedures and certified for its diagnostic and treatment services in accordance with the internationally recognized TS EN ISO 9001:2015 Quality Management System Standards. Shortly after opening, Liv Hospital Vadistanbul established and implemented a management system that meets ISO 9001:2015 standards, earning certification. In 2023, it successfully completed the JCI Accreditation audit, securing the prestigious JCI Accreditation Certificate.

Guest Satisfaction and Privacy

With guest satisfaction at the heart of our operations, we have been measuring satisfaction levels using the NPS (Net Promoter Score) methodology since 2022. These assessments are conducted through personalized surveys tailored to outpatients, inpatients, and day-case guests. When satisfaction levels fall below our standards, our Central Patient Rights Unit proactively engages with guests to identify areas for improvement and implement targeted enhancements at the departmental level. In 2024, our guest satisfaction rate was measured at 60.44%, and in 2025, it rose to 62.99% among over seven million guests.

To sustain and further elevate guest satisfaction, closely monitor industry trends, and lead the integration of cutting-edge technologies in healthcare at both national and international levels, we established our Digital Transformation Office. Created in line with this vision, the Digital Transformation Office is dedicated to advancing healthcare quality, enhancing guest experiences, optimizing planning and organization, and ensuring operational efficiency. Through this office, we implement various projects designed to improve guest satisfaction.

Prioritizing seamless service, we refine processes such as appointment scheduling, time management, and analysis, ensuring they are transparent, efficient, synchronized, and seamlessly coordinated across all our hospitals. Recognizing the importance of minimizing appointment delays and organizational inefficiencies, we place significant emphasis on these initiatives. Our International Patient Center enables end-to-end tracking of guest satisfaction, consolidating all relevant parameters on shared platforms to enhance management and coordination.

Furthermore, we uphold the highest standards of data security, privacy, and confidentiality as a fundamental aspect of guest satisfaction. Through our Information Security Management System Policy, we implement stringent measures to safeguard the accessibility, integrity, and confidentiality of sensitive data, including health records.

By adopting best practices in healthcare information security, we ensure full compliance with national and international regulations, enhance stakeholder awareness, and continuously refine our processes to provide secure and seamless access to information.

4

EXCELLENCE IN SUSTAINABILITY

With our commitment to excellence in healthcare, we develop innovative solutions to achieve our sustainability goals while fostering strong partnerships with stakeholders to enhance public health and satisfaction.

Our Sustainability Approach

> Guided by a management approach that is responsive to global challenges, we lead the way in sustainability practices across the healthcare sector.

At MLP Care, sustainability lies at the heart of our business operations. We evaluate all our activities through the lens of environmental, social, and governance (ESG) criteria, ensuring that we not only deliver healthcare services but also fulfill our responsibilities to society, the environment, and our stakeholders. In shaping our sustainability strategy, we conduct in-depth analyses that consider global risks, opportunities, and sector dynamics while integrating the insights of our stakeholders. By assessing the societal and environmental impact of every decision, we aspire to set an example for other institutions in the industry.

Aligning our sustainability strategy with our broader business objectives, we integrate ESG goals into our long-term corporate vision. This integration ensures that sustainability principles are embedded in decision-making at every level and are actively monitored at the operational level.

To this end, we incorporate climate change and other sustainability risks into our risk inventory, develop action plans for each relevant department, and maintain a continuous improvement process to achieve our sustainability goals.

We set short-, medium-, and long-term targets to translate our vision into concrete actions. And we consistently refine them to support our commitment to delivering sustainable healthcare wherever we operate. In the short term, we prioritize enhancing energy efficiency and fostering a sustainability-conscious workforce. To achieve these objectives, we integrate our sustainability approach into our operational processes and encourage all departments to work towards reaching these goals. In the long term, we are dedicated to reducing our carbon footprint, minimizing our environmental impact, and advancing sustainable healthcare practices, with the ultimate goal of becoming an industry leader in sustainability. By seamlessly integrating our sustainability vision into our business processes, we ensure a smooth transition between short- and long-term goals.

Understanding and responding to the needs of our guests is a fundamental aspect of our strategy. To accurately assess and address the needs of our guests and stakeholders, we conduct regular surveys and gather feedback.

This dynamic exchange allows us to refine our sustainability strategy, respond swiftly to emerging needs, and strengthen our sustainability initiatives. By continuously improving our processes, we strive for more effective sustainability management.

The procedures we implement to monitor and enhance our sustainability performance enable us to continuously track our journey toward achieving our goals. We regularly collect, analyze, and compare data on environmental, social, and governance issues with past records to assess our performance. Based on these insights, we update and refine our targets as needed. In addition, we report our progress quarterly to the Corporate Governance Committee, which oversees our sustainability efforts. Led by the principles of transparency and accountability, we regularly inform our stakeholders about the advancements we have made in the field of sustainability.

With this approach, we address not only today's needs but also those of the future. By fulfilling our environmental and social responsibilities, we reinforce our leadership in the sector and contribute to a more sustainable future.

Sustainability Index Performance

We share our ESG performance transparently with stakeholders and investors through internationally recognized sustainability indices. The methodologies and assessment criteria of these indices serve as valuable tools in our efforts to keep improving our performance. The ratings used in the indices help us identify our key considerations, guide our action plans and steering our efforts. This way, each year, we become more competent in pinpointing the areas for improvement and shaping our sustainability roadmap.

As of 2024, we have successfully improved our scores across nearly all the indices in which we participate—a testament to our unwavering commitment to environmental and social responsibility. In some indices, we have maintained our previous scores, demonstrating consistency in our sustainability efforts. These advancements play a pivotal role in achieving our sustainability objectives.

Last year, thanks to our Carbon Disclosure Project (CDP), we raised our climate change and water management scores from C to B-, reflecting our tangible progress in environmental sustainability. In the coming year, in alignment with CDP's evolving methodology, we plan to expand our disclosures to include water security and deforestation alongside climate change.

Furthermore, at the end of the S&P Global Corporate Sustainability Assessment (CSA), our score for the year 2024 was set at 31. This rating underscores our strategic commitment to fulfilling our environmental and social responsibilities while driving continuous improvement in ESG performance. This assessment serves as an essential benchmark in driving stronger performance aligned with our sustainability objectives.

Our inclusion in the BIST Sustainability Index and the BIST Sustainability Participation Index affirms that our sustainability initiatives align with the best practices in the industry, and that we keep consolidating our sustainability understanding. As the first and only healthcare company in Türkiye to be listed in these indices, we recognize the responsibility that comes with this distinction and remain committed to advancing a sustainable business model.

Looking ahead, we aim to further improve our index scores, reinforcing our leadership in sustainability.

REFINITIV — 0 [====64====] 100

S&P Global Ratings — 0 [==31==] 100 (24 — Industry Average)

CDP — D [====B-====] A

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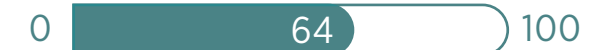
We create a sustainable value chain in every location where we operate. Our responsible governance structure is composed of five distinct pillars positioned under the main strategic framework.

Our Responsible Governance Structure

A transparent, accountable, and responsible governance structure that focuses on early detection of risks and prioritizes stakeholder communication
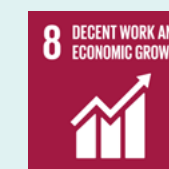
16 PEACE AND JUSTICE STRONG INSTITUTIONS

Our Fight Against Climate Change

To provide environmentally friendly healthcare services

7 AFFORDABLE AND CLEAN ENERGY **12 RESPONSIBLE CONSUMPTION AND PRODUCTION** **13 CLIMATE ACTION**

Our People and Culture

To be the preferred company for everyone, with an inclusive and development-focused culture.

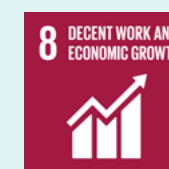**3 GOOD HEALTH AND WELL-BEING** **4 QUALITY EDUCATION** **5 GENDER EQUALITY** **8 DECENT WORK AND ECONOMIC GROWTH** **10 REDUCED INEQUALITIES**

Our Contribution to Society

To offer the best experience to our guests while caring about society

3 GOOD HEALTH AND WELL-BEING **4 QUALITY EDUCATION**

Our Digitalization Journey

To ensure time and resource efficiency by using technology

3 GOOD HEALTH AND WELL-BEING **8 DECENT WORK AND ECONOMIC GROWTH** **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

MLP Care's Sustainable Governance Structure

Our sustainability initiatives are designed to encompass every link in our value chain, ensuring that all business processes are structured to generate long-term benefits in every area where we operate. While these efforts grow more complex alongside our expansion strategy, our robust governance framework enables us to adopt agile and proactive approaches, effectively addressing evolving social and environmental needs while fostering lasting value in the business world.
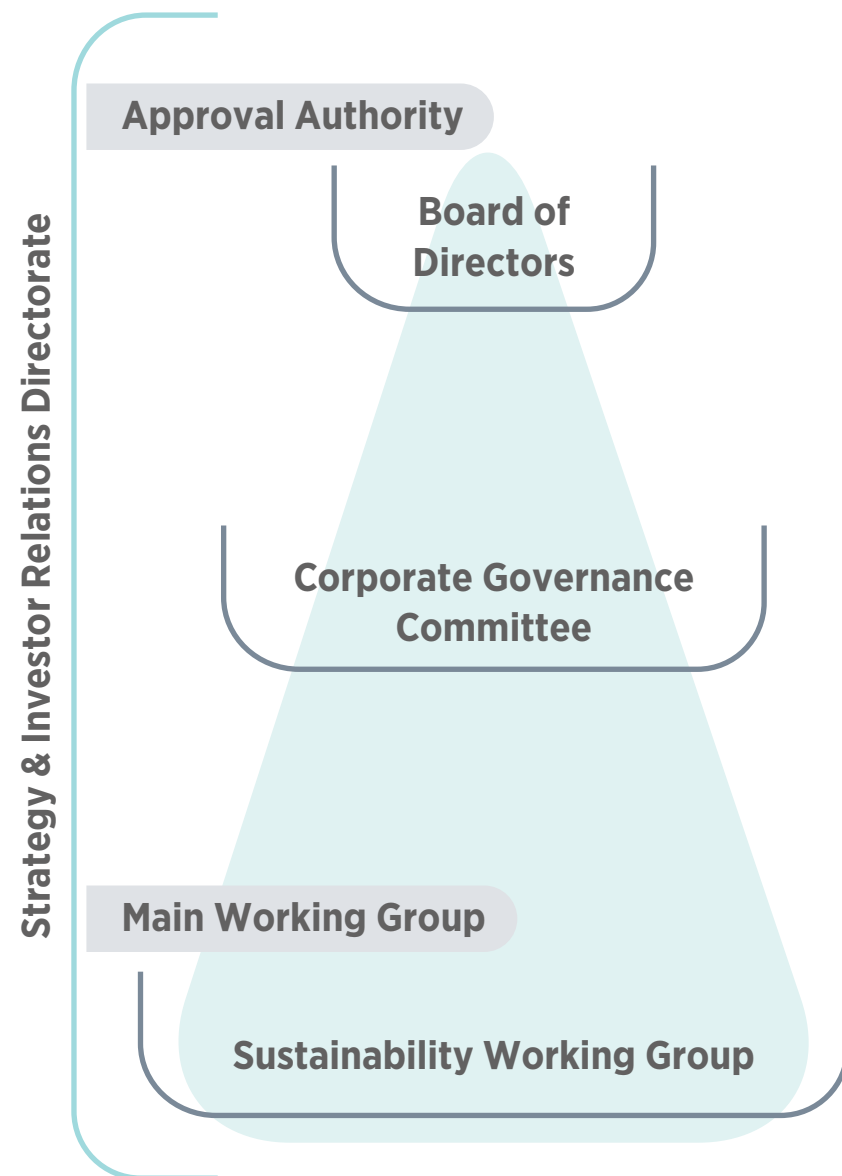
To fulfill our sustainability commitments, enhance our objectives, drive meaningful impact through best practices, and embed sustainability across our organization, we have established a dedicated Sustainability Working Group. This group operates alongside specialized sub-groups focusing on a series of key areas. Working under the titles of Digitalization & Innovation, People & Culture, Corporate Governance, Community Engagement & Stakeholder Communication, and Climate Change & Environment, each sub-group

is tasked with monitoring key priorities, setting goals, and tracking progress. Their leaders, who are also members of the Sustainability Working Group, receive updates from the sub-groups on their targets, projects, and progress, while providing strategic guidance when decisions or resources are required. The Sustainability Working Group, which convenes quarterly, is organized by the Strategy and Investor Relations Department. Leadership is provided by the Director of Strategy and Investor Relations, who reports directly to the Chairman of the Board and serves as a member of the Corporate Governance Committee.

This structured governance framework—aligned with the United Nations Sustainable Development Goals and our vision of delivering sustainable healthcare—enhances our sustainability performance, ensures the achievement of our goals, strengthens risk and opportunity management, fosters stakeholder engagement, and sharpens our competitive edge.

MLPCARE

Strategy & Investor Relations Directorate

Approval Authority

Board of Directors

Corporate Governance Committee

Main Working Group

Sustainability Working Group

Sub-Working Groups	Key Focus Areas	Departments of Members
• Climate Change and Environment Sub-Working Group	• Energy and Water Management • Climate Change • Waste and Hazardous Materials Management	• Technical Services • Administrative Affairs Directorate • Quality & Risk Management Directorate • Supply Chain Directorate
• Digitalization & Innovation Sub-Working Group	• Digitalization and Innovation • Cybersecurity	• Information Systems & Digital Transformation Coordination Office • R&D
• Community Engagement & Stakeholder Communication Sub-Working Group	• Service Quality • Guest Satisfaction and Privacy • Corporate Social Responsibility	• Corporate Promotion & Brand Experience Directorate • Medical Services Directorate • Human Resources Coordination Office
• People & Culture Sub-Working Group	• Employee Satisfaction and Talent Management • Employee Health and Safety • Diversity, Equity, and Inclusion	• Human Resources Coordination Office • Quality & Risk Management Directorate
• Corporate Governance Sub-Working Group	• Ethical Business Culture • Sustainable Economic Growth	• Strategy & Investor Relations Directorate • Supply Chain Directorate • Quality & Risk Management Directorate

Our Value Creation Model

Formulated in accordance with the International Integrated Reporting Council (IIRC) standards, our Integrated Report is designed to inform our stakeholders about the value creation models we embrace at MLP Care. Alongside the economic value we generate, we also present the social and environmental value we create—demonstrating how it is managed and how it can be amplified, all within the framework of our value creation model.

In addition, we map both the financial and non-financial value we generate to the six capitals, clarifying which types of value correspond to each capital. In this context, we have aligned our focus areas, inputs, and outputs with the six capital elements—Financial Capital, Intellectual Capital, Manufactured Capital, Human Capital, Social and Relationship Capital, and Natural Capital—and identified the stakeholder groups associated with each value created. This approach provides a clearer picture of the areas in which MLP Care delivers value.

Ultimately, our value creation model reflects a holistic perspective by illustrating how internal and external developments interact with one another. It also reveals how our strategy, key priorities, areas of focus, and capital elements are interconnected and mutually reinforced.

OUR MISSION

We work to ensure that all people live healthy lives

OUR VISION

We aim to become a reference institution abroad and the most preferred private healthcare service provider in Türkiye.

We are going to reach Our Vision by:

Keeping our patients as the top priority,

Achieving measurable and high-quality clinical results,

Investing in human, infrastructure, and technology,

Being the most attractive institution in which physicians and other medical personnel are willing to work.

OUR VALUES

We value people, being reliable is indispensable.

We are exemplary with our ethical principles and business ethics.

We make a difference with all kinds of services we offer.

We are an agile, goal-oriented team with a high determination to succeed.

We believe in scientific approaches and continuous development.

PRE-OPERATION

SUPPLY CHAIN MANAGEMENT

INFRASTRUCTURE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

MLP Care OPERATION

CORE OPERATION

GUEST SERVICES
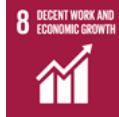
POST OPERATION

WASTE MANAGEMENT
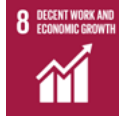
BILLING AND INSURANCE PROCEDURES
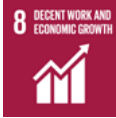
MLPCARE

Capital Element	Focus Area	Material Topics	Inputs	Our Sustainable Service Approach	Outputs	Related SDG	Value Created	Relevant Stakeholder Group
Financial Capital	Our Responsible Governance Structure	Sustainable Economic Growth	• 39,690 (million TRY) in Revenue • 10,203 (million TRY) in EBITDA • 5,786 (million TRY) in Net Profit • Growth through revenue diversification • Complementary Health Insurance Scheme • Growth through international health tourism	**OUR MISSION** We work to ensure that all people live healthy lives	• 39.690 (million TRY) Economic Value Generated • 36.225 (million TRY) Economic Value Distributed • 3.465 (million TRY) Economic Value Retained	8 DECENT WORK AND ECONOMIC GROWTH	● ● ● • Increase in our corporate value • Risk mitigation and enhanced operational efficiency • Strengthening of our financial capital • Creation of economic value • Contribution to health tourism	• Senior Management • Shareholders and Investors • Insurance Institutions • Regulatory and Supervisory Authorities • Financial Institutions and Analysts
Intellectual Capital	Our Digitalization Journey	Digitalization and Innovation / Cybersecurity	• 54.3 (million TRY) Total R&D Expenditure • 52 R&D and Innovation Employees • Da Vinci Robotic Surgery Application • Gamma Knife Application • Makoplasty • Holmium Laser	**OUR VISION** We aim to become a reference institution abroad and the most preferred private healthcare service provider in Türkiye. **We are going to reach Our Vision by:** Keeping our patients as the top priority, Achieving measurable and high-quality clinical results, Investing in human, infrastructure, and technology, Being the most attractive institution in which physicians and other medical personnel are willing to work.	• 4 Innovation Projects • 7 R&D Projects • 17% Share of Budget Allocated to Digitalization Processes	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	● ● ● • Contribution to the digitalization, R&D, and innovation ecosystem • Strengthening of business processes from R&D to supply chain, from human resources to financial and operational activities • Positioning digitalization and digital transformation as cornerstones of corporate culture • Integration of cutting-edge technologies into processes • Improvement of patient experience • Increased efficiency of healthcare professionals • Making healthcare services more accessible	• Our Guests • Our Employees • Accreditation Bodies
Manufactured Capital	Our Responsible Governance Structure	Service Quality / Guest Satisfaction and Privacy	• 35 Hospitals • 7 million Visits • 6,353 Bed Capacity		• JCI Accreditation for 7 Hospitals • Score of 95 in Healthcare Quality Standards • ISO 9001 Certification • 62.99% Guest Satisfaction Rate (NPS) • ISO 15504 and ISO 27001 Certifications in Information Systems	3 GOOD HEALTH AND WELL-BEING	● ● • Delivery of high-quality healthcare services • Positioning guests at the heart of all operations • Provision of services with state-of-the-art equipment and infrastructure • Improved guest experience • Increased efficiency of healthcare professionals • Making healthcare services more accessible	• Insurance Institutions • Regulatory and Supervisory Authorities • Accreditation Bodies

MLPCARE

Capital Element	Focus Area	Material Topics	Inputs	Our Sustainable Service Approach	Outputs	Related SDG	Value Created	Relevant Stakeholder Group
Human Capital	Our Responsible Governance Structure	Ethical Business Culture	• Ethical Principles Training via MLP Care Academy Portal • Ethics Reporting Line • MLP Care Anti-Bribery and Anti-Corruption Procedure • Anti-Bribery and Anti-Corruption Procedure	**OUR VALUES** We value people, being reliable is indispensable. We are exemplary with our ethical principles and business ethics. We make a difference with all kinds of services we offer. We are an agile, goal-oriented team with a high determination to succeed. We believe in scientific approaches and continuous development.	• 0 Confirmed Corruption Cases • 3 Ethics Violation Reports • 3 Resolved Complaints		" • Creation of a working environment based on equality and inclusiveness • Positioning the value placed on all employees and the employee-centric corporate culture as integral parts of our strategy • Contribution to employment both in Türkiye and globally • Employee satisfaction • Provision of equal opportunities to all employees within the framework of universal human rights • Promotion of a strong occupational health and safety (OHS) culture with the participation of all employees, ensuring a healthy and safe working environment	• Our Employees • Senior Management • Our Shareholders and Investors
	Human and Our Culture	Employee Satisfaction and Talent Management	• 1,157,278 Total Training and Orientation Hours		• 77% Employee Satisfaction Rate • 51.10 Training Hours per Employee • Health Insurance Coverage for All Employees	SDG 3 GOOD HEALTH AND WELL-BEING SDG 4 QUALITY EDUCATION SDG 5 GENDER EQUALITY SDG 8 DECENT WORK AND ECONOMIC GROWTH SDG 10 REDUCED INEQUALITIES SDG 16 PEACE AND JUSTICE STRONG INSTITUTIONS		
		Employee Health & Safety	• ISO 14001 Certification • MLP Care Occupational Health and Safety Policy • ISO 45001 Certification • 324,417 Total OHS Training Hours		• 11% Reduction in Total Number of Accidents • Zero Occupational Diseases • 35.71 Accident Frequency Rate • Zero Fatal Accident Rate • 35% Reduction in Lost Days Due to Accidents			
		Equality, Diversity and Inclusion	• 22,626 Total Number of Employees • 3,272 Total Number of Physicians • 4,059 Total Number of Nurses		• 47% Employee Turnover Rate • 65% Female Employee Ratio • 42% Female Managers in All Executive Levels • 60% Female Representation among Subcontracted Workers			

MLPCARE

Capital Element	Focus Area	Material Topics	Inputs	Our Sustainable Service Approach	Outputs	Related SDG	Value Created	Relevant Stakeholder Group
Social and Relational Capital	Our Contribution to Society	Corporate Social Responsibility	• 36.2 (million TRY) Total Expenditure on Social Responsibility Projects • 6.1 (million TRY) Total Donations • 453 Academics (17.8% of All Physicians)	**PRE-OPERATION** SUPPLY CHAIN MANAGEMENT INFRASTRUCTURE MANAGEMENT HUMAN RESOURCES MANAGEMENT	• 5 Corporate Social Responsibility Projects • Partnerships with 5 Universities • 58.73% Increase In Total Donations And Social Responsibility Projects Compared to 2023	SDG 3 GOOD HEALTH AND WELL-BEING SDG 4 QUALITY EDUCATION	• Establishment of strong communication with stakeholders • Raising community awareness on specific diseases or issues during dedicated health awareness days	• Local Communities and Non-Governmental Organizations • Media • Universities
Natural Capital	Our Fight Against Climate Change	Energy and Water Management Climate Change Waste and Hazardous Materials Management	• 867,959 Energy Consumption (GJ) • 1,005,134 m³ Water Consumption • 23,272 Renewable Energy Use (kWh) • 3,492 Total Hazardous Waste Generated (tons) • 664 Total Non-Hazardous Waste Generated (tons)	**MLP Care OPERATION** CORE OPERATION GUEST SERVICES **POST OPERATION** WASTE MANAGEMENT BILLING AND INSURANCE PROCEDURES	• 41,072 tons CO_2e Scope 1 Emissions ✅ • 74,540 tons CO_2e Scope 2 Emissions ✅ • 3.4 Scope 1 Emission Intensity (kg CO_2e / Number of Patients) • 10.4 Scope 2 Emission Intensity (kg CO_2e / Number of Patients) • 0.14 Water Consumption Intensity (m³ / Number of Patients) • 0.49 Hazardous Waste Intensity (kg per Patient) • 0.10 Non-Hazardous Waste Intensity (kg per Patient)	SDG 7 AFFORDABLE AND CLEAN ENERGY SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION SDG 13 CLIMATE ACTION	• Implementation of a reliable environmental management system in all hospitals, covering energy and water consumption and waste management • Conducting environmental activities in line with national regulations • Enhancing the quality of services provided to guests and improving healthcare settings • Increasing energy efficiency and achieving energy savings • Preventing emissions through the use of renewable energy sources • Minimizing our environmental impact by improving waste management processes • Setting a net-zero emission • Investing in technologies that support energy savings in line with Science Based Targets	• Our Suppliers • Regulatory and Supervisory Authorities • Accreditation Bodies

Our Materiality Topics

At MLP Care, we aim to lead sustainability efforts in the healthcare sector by developing impactful solutions for global challenges. Through continuous evaluation of industry trends, stakeholder expectations, and our current positioning, we refine our sustainability strategy and priorities.

As Türkiye's leading healthcare provider, we are strengthening our commitment to advancing sustainability practices across the sector. To ensure our priorities remain relevant and impactful, we regularly update them through stakeholder engagement and executive meetings. By maintaining an open dialogue with stakeholders and closely monitoring sustainability developments, we keep our strategy aligned with the latest industry standards.

As part of our ongoing efforts, we have updated our key material analysis, identifying 13 core areas that will guide our sustainability initiatives. These priorities were determined through comprehensive research incorporating global trends, industry benchmarks, and sustainability frameworks. In addition, we conducted an online survey with approximately 725 stakeholders to gain insights into their expectations. The survey included 12 stakeholder groups, including suppliers, financial institutions, top management, employees, local communities, NGOs, universities, shareholders, investors, the media, accreditation bodies, and regulatory authorities.

Through this rigorous process, we have further refined our sustainability priorities, ensuring they align with both our strategic goals and stakeholder concerns. At MLP Care, we prioritize areas where we can maximize positive impact while minimizing negative externalities. The 13 strategic focus areas identified within our sustainability framework are continuously reviewed and updated to reflect emerging challenges and opportunities. By doing so, we remain committed to taking decisive action toward a more sustainable future.

How We Conducted Our Analysis?

External Environment Analysis

We conducted a thorough review of internal and external data sources, evaluating global trends and industry best practices to determine our key priorities.

Survey Analysis

We integrated stakeholder feedback into our prioritization matrix, ensuring a data-driven approach to decision-making.

Identifying Key Priorities

Following a comprehensive assessment, we identified 13 key sustainability priorities that will guide our long-term strategy.

Prioritization Matrix

We evaluated each topic based on its impact on our business and sustainability objectives, and we formulated a strategic ranking.

Stakeholder Engagement Survey

To validate our priorities and identify potential gaps, we conducted an extensive online survey with 725 stakeholders.

Categorizing Key Priorities

We grouped our key priorities under five main themes which we previously identified as part of our sustainability efforts.

Our Responsible Governance Structure

- Sustainable Economic Growth
- Ethical Business Culture

Our Fight Against Climate Change

- Climate Change
- Energy and Water Management
- Waste and Hazardous Materials Management

Our People and Culture

- Employee Satisfaction and Talent Management
- Equality, Diversity and Inclusion
- Employee Health and Safety

Our Contribution to Society

- Corporate Social Responsibility
- Service Quality
- Guest Satisfaction and Privacy

Our Digitalization Journey

- Digitalization and Innovation
- Cybersecurity

SIGNIFICANCE FOR EXTERNAL STAKEHOLDERS

Employee Health and Safety
Service Quality
Guest Satisfaction and Privacy
Ethical Business Culture
Equality, Diversity and Inclusion
Employee Satisfaction and Talent Management
Waste and Hazardous Materials Management
Cybersecurity
Digitalization and Innovation
Sustainable Economic Growth
Energy and Water Management
Corporate Social Responsibility
Climate Change

SIGNIFICANCE FOR MLPCARE

Our Contributions to the Sustainable Development Goals

Under MLP Care's motto **"Excellence in Healthcare, Sustainability for the Future,"** we contribute to the United Nations Sustainable Development Goals (SDGs) through targeted efforts. We integrate sustainability principles into every aspect of our operations, ensuring that healthcare services are accessible, environmentally responsible, and socially equitable. We are undertaking strategic initiatives to reduce our environmental impact, enhance public health, and promote equality. In this context, we are not only striving for excellence in our business operations but also taking significant steps toward building a long-term sustainable future for our planet and communities. Our sustainability efforts are shaped around four main themes: Excellence in Governance, Excellence in Environment, Excellence in Society, and Excellence in Technology. Within each of these themes, we aim to increase sustainability in our organizational processes while formulating strategies to improve the health and quality of life of communities, progressing in alignment with the 11 Sustainable Development Goals (SDGs).

SDG 3: Good Health and Well-Being

- Through the integration of our MLP Online USBS software with hospital information management systems and the Ministry's data registration system, we offer telemedicine services, including video consultations and messaging features, leveraging a custom infrastructure we developed.
- In our hospitals, we prioritize user experience both in processes and technology by using the Hospital Information Management System (HIMS), which allows us to track operations in an integrated manner with new technologies.
- Under our "My Mobile Hospital" project, we continue our mobile and web-based initiatives, which aim to provide services such as product sales, video consultation, wallet-based payment solutions, medication procurement, and home care services.
- As part of our "Patient Admission Applications in New Generation Healthcare Services" project, we are actively working to create a seamless structure that allows patients to complete their processes online, from appointments to treatments, billing to payments from insurance companies, during their visits to our hospitals.

SDG 4: Quality Education

- Through MLP Care Development Academy, we organize face-to-face orientation programs, technical training, leadership programs, competency-based education, and corporate culture training.
- As part of the MLPCAD Plus Project, we have published two papers, one of which was published internationally, contributing to academic knowledge.

SDG 5: Gender Equality

- As a signatory to the Women Empowerment Principles (WEPs), we support the empowerment of women, encouraging their active roles in society and business.

SDG 6: Clean Water and Sanitation

- We regularly conduct water usage assessments to enhance efficiency in water consumption and implement improvement measures based on the collected data.

SDG 7: Affordable and Clean Energy

- Under our Solar Power Plant Project, we continue our efforts to increase renewable energy use in our hospitals.
- Through our LED Conversion initiative, we replace outdated, energy- consuming fixtures with environmentally friendly, long-lasting LED technology, promoting energy savings.

SDG 8: Decent Work and Economic Growth

- Within the scope of the Solar Power Plant Project, we continue our efforts to increase the use of renewable energy in our hospitals.

SDG 9: Industry, Innovation, and Infrastructure

- We offer telemedicine services, including video consultations and messaging features, leveraging a custom infrastructure we developed, through the integration of our MLP Online USBS software with hospital information management systems and the Ministry's data registration system.
- In our hospitals, we prioritize user experience both in process and technology by using the Hospital Information Management System (HIMS), which allows us to track operations in an integrated manner with new technologies.
- Through our Medical Park and Liv Hospital mobile apps, patients can make appointment payments online, and we encourage wallet usage for payments made via the app through electronic wallet technology.
- At MLP Care, we use our own application called Digital-Job, which is available on both web-based and mobile platforms (iOS and Android), to enhance shift planning and tracking for our growing organization. This product allows us to manage team shifts and helps our employees easily report their shift start and end times via a mobile app.

- With ISO 15504 Information Technology - Software Process Assessment and ISO 27001 Information Security certifications, we monitor our information security processes and ensure system continuity through annual audits.
- Through Oncology Decision Support Systems, we facilitate more effective, personalized cancer treatments for our patients. This way, we support healthcare professionals by digitizing the treatment process.
- We also implement clinical decision support systems in digital pathology, genetic cardiology, and gastroenterology departments.
- Through our HIMS program, we provide the infrastructure for decision support systems and artificial intelligence efforts, aiming to integrate new technologies and ensure a user-friendly experience both operationally and technically.

SDG 10: Reduced Inequalities

- We support the employment of disabled individuals from disadvantaged groups to bring down societal biases.
- In our hospitals, we offer equal opportunities to all employees, regardless of ethnic background, gender, color, race, nationality, economic status, or religious belief, based on universal human rights.

SDG 12: Responsible Consumption and Production

- We collaborate with companies licensed by the Ministry of Environment, Urbanization, and Climate Change to dispose of and recycle hazardous waste.
- By promoting the recycling of waste materials and mitigating their negative impacts on climate and the environment, we carefully and efficiently manage our waste.
- Through our Paperless Hospital project, we ensure that forms filled out for patient care services are securely completed and time-stamped on a digital platform. This way, we are reducing resource consumption, enhancing patient data security, and optimizing processes.

SDG 13: Climate Action

- To contribute to global and national efforts in mitigating the climate crisis, we have set a net-zero carbon emission target by 2053.
- We are working on our roadmap to achieve net-zero carbon emissions, setting various targets to accelerate the process.

SDG 16: Peace, Justice, and Strong Institutions

- In line with our goal of creating a transparent and equitable work environment, we implement an Anti-Bribery and Anti-Corruption Policy.
- In an effort to promote compliance with the code of ethics, we offer regular ethics training via the MLP Care Academy portal, ensuring continuous awareness among employees.

Our Sustainability Goals

At MLP Care, guided by our philosophy of **"Excellence in healthcare, sustainability for the future,"** we maintain our strengths while embracing an innovative approach in an ever-evolving world. Wherever we operate, our activities are driven by our commitment to creating a sustainable value chain. Ongoing regulatory changes in Türkiye and around the world, along with sectoral shifts and global trends, have underscored the need to evolve our sustainability efforts into a more mature, traceable, and agile structure. In this context, as of 2024, we began reassessing our strategies and redefining our goals to better adapt to the pace of change in our industry and to lay the foundation for a more sustainable future.

We are now reshaping our objectives with a results-oriented approach that not only responds to emerging needs and external developments but also aims to build a robust and forward-looking framework. This process represents a critical step toward strengthening our corporate sustainability and reinforcing our commitment to environmental responsibility.

The objectives we are currently working on offer a broad and inclusive perspective, addressing not only environmental sustainability but also social and economic dimensions. Aligned with these goals, we are focused on achieving tangible outcomes at every stage—delivering meaningful, value-driven processes to all our stakeholders through well-structured short-, medium-, and long-term planning.

Focus Areas	Material Topics	Objective
Our Responsible Governance Structure	Sustainable Economic Growth	Integration of MLP Care sustainability (ESG) criteria into supplier contracts
Our Fight Against Climate Change	Climate Change	Reducing emission intensity
		Development of a decarbonization roadmap
		Net zero emissions by 2053
	Waste and Hazardous Materials Management	Improvement of the Waste Management System
Our People and Culture	Employee Satisfaction and Talent Management	Raising sustainability awareness within the organization
		Creating an equal, inclusive, and fulfilling work environment
	Employee Health and Safety	Ensuring a safe working environment
Our Contribution to Society	Corporate Social Responsibility	Maintaining academic and private sector partnerships
Our Digitalization Journey	Cyber Security	Zero information security breaches
	Digitalization and Innovation	Implementation of projects that enhance time, resource, and labor efficiency

Our Interaction with Our Stakeholders
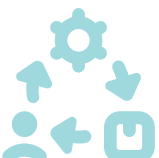
At MLP Care, we shape our sustainability journey through the diverse perspectives of our internal and external stakeholders. While identifying the most significant issues affecting both our group and the communities we serve, we leverage the insights and feedback from our stakeholders. Understanding that our stakeholders play a critical role in achieving our sustainable growth targets, we build strong relationships and collaborate with both internal and external stakeholders. This approach enables us to increase operational efficiency while enhancing the quality of service and engagement with the community. We maintain transparent and open communication with our stakeholders to develop our sustainability strategies. We believe that our interactions with stakeholders, addressing their needs and expectations, play a crucial role in shaping our strategic goals. We consider this approach as a fundamental element that boosts the long-term success of MLP Care.

Stakeholder Group		Significance for MLP Care	Value Created for Stakeholders	Material Topics by Stakeholder Group	Communication Channels and Frequency of Engagement
Internal Stakeholders	Employees	Our employees are the cornerstone of MLP Care's success and sustainable growth. They are the driving force behind our operational processes, directly influencing critical goals such as patient satisfaction and the delivery of high-quality healthcare services.	We prioritize their professional development and motivation, fostering an ethical, inclusive, and supportive work environment. By promoting a culture of equity, transparency, and equal opportunity, we ensure our employees feel valued through open communication, continuous training, and career development programs.	**Guest Satisfaction and Privacy** **Quality of Service** **Ethical Business Culture**	• MLPCARE Development Academy (As needed) • Employee Satisfaction Surveys (Annually) • Phone (Ongoing) • Email (Ongoing)
	Top Management	Top management plays a pivotal role in steering MLP Care's strategic vision and sustainability policies. They drive long-term success, oversee risk management, and maintain effective engagement with stakeholders. By providing strong leadership, they enhance operational efficiency and ensure sustainable growth.	We support them with the necessary resources to guide corporate sustainability efforts and maintain transparent reporting on financial, environmental, social, and governance performance, facilitating informed decision-making.	**Employee Satisfaction and Talent Management** **Energy & Water Management** **Quality of service** **Guest Satisfaction and Privacy**	• Email (Ongoing) • Social Media (Ongoing) • Meetings (Ongoing) • Phone (Ongoing)

Stakeholder Group		Significance for MLP Care	Value Created for Stakeholders	Material Topics by Stakeholder Group	Communication Channels and Frequency of Engagement
External Stakeholders	**Guests**	Our guests are at the heart of MLP Care's healthcare services. Their satisfaction and trust shape our reputation and drive our commitment to providing high-quality, innovative, and patient-centric healthcare.	We continuously enhance their experience by offering quality, reliable and accessible medical services. By prioritizing their needs, we support their well-being through expert teams and cutting-edge facilities. In addition, we invest in research and development to deliver innovative healthcare solutions		• Call Center (Ongoing) • Brochures (Ongoing) • Guest Satisfaction Surveys (Ongoing) • Social Media (Ongoing) • Sponsorship & Social Responsibility Projects
	Local Communities and Non-Governmental Organizations (NGOs)	Local communities and NGOs play a crucial role in MLP Care's commitment to social responsibility and value creation. By maintaining strong engagement with these groups, we gain deeper insights into community needs and expectations, enabling us to design meaningful initiatives that amplify our social impact.	Through communication and strategic partnerships with the local communities and non-governmental organizations, we develop projects that enhance societal well-being and support local development. Through our social responsibility projects, we seek to improve the quality of life in these communities, while at the same time supporting their development. In addition, under our Medical Park and Liv Hospital brands, we sponsor and provide healthcare support for various sports clubs, facilities, athletes, and sporting events across multiple disciplines. We serve as the healthcare sponsor of many sports clubs from a wide range of sports disciplines.	**Waste and Hazardous Material Management** **Energy & Water Management** **Quality of Service** **Employee Health and Safety** **Equality, Diversity, and Inclusion**	• Meetings (Ongoing) • Phone (Ongoing) • Email (Ongoing) • Sponsorship & Social Responsibility Projects (As needed) • Public Disclosure Platform (As needed)
	Shareholders and Investors	Shareholders and investors are vital to MLP Care's sustainable growth and financial stability. They provide the capital and strategic backing essential for achieving long-term objectives while also serving as a key stakeholder in long-term value creation. Maintaining their trust requires transparency, strong financial performance, and consistent stakeholder engagement.	MLP Care is committed to generating long-term financial value for our shareholders and investors through sustainable growth and profitability. By ensuring transparent reporting and effective communication, we reinforce investor confidence while offering long-term returns for shareholders and the potential to achieve strategic goals. We take a strong governance approach in an effort to safeguard the interests of our shareholders.	**Quality of Service** **Guest Satisfaction and Privacy** **Cyber Security** **Ethical Business Culture** **Employee Satisfaction and Talent Management** **Employee Health and Safety**	• Email (Ongoing) • Meetings (Ongoing) • Phone (Ongoing) • Official Website (Proje boyunca) • Public Disclosure Platform (As needed)

Stakeholder Group		Significance for MLP Care	Value Created for Stakeholders	Material Topics by Stakeholder Group	Communication Channels and Frequency of Engagement
External Stakeholders	Media	The media serves as a key stakeholder in amplifying awareness of MLP Care's achievements, projects, and sustainability efforts. Effective and accurate communication through media channels strengthens our corporate reputation and fosters public trust.	Maintaining a proactive and constructive relationship with media outlets helps us enhance our brand credibility. Through media organizations, we reinforce awareness of our sustainability and social responsibility initiatives.	**Waste and Hazardous Material Management** **Energy & Water Management** **Quality of service** **Employee Satisfaction and Talent Management**	• Seminars and Conferences (As needed) • Sponsorship & Social Responsibility Projects (Proje boyunca) • Interviews (As needed)
	Insurance Institutions	We consider insurance companies as a key stakeholder group in providing financial security and supporting risk management within the scope of healthcare services. These institutions play a vital role in issuing insurance policies, covering medical expenses, and managing potential health risks. Moreover, our strong partnerships with insurance providers enhance customer satisfaction and trust, contributing to our long-term success. At MLP Care, we are committed to delivering high-quality healthcare services, ensuring that patients covered under insurance policies receive the care they need in a safe environment. This approach enables insurance companies to expand their customer base, manage health insurance claims more efficiently, and optimize costs.	By providing top-tier healthcare services, we strengthen our partnerships with insurers while enhancing operational efficiency. This approach not only helps insurance companies expand their customer portfolios but also enables them to manage health insurance claims more efficiently and optimize costs. Furthermore, our collaboration fosters a sustainable business model, reinforcing the synergy between MLP Care and insurance providers.		• Email (As needed) • Phone (As needed) • Corporate Websites (As needed)
	Suppliers	We recognize suppliers as key stakeholders in ensuring the reliable procurement of essential resources for delivering high-quality healthcare services. By fostering strong and sustainable partnerships, we aim to enhance both service quality and operational continuity. We source medical supplies, pharmaceuticals, technology, and infrastructure through trusted supplier partnerships, ensuring the seamless delivery of healthcare services. Suppliers play a critical role in maintaining the efficiency and continuity of our operations by providing reliable, timely, and high-quality products, systems, and services.	At MLP Care, we cultivate strong relationships with our suppliers based on mutual trust and collaboration, fostering sustainable growth and shared success. We develop strategic partnerships, uphold ethical business practices, and maintain rigorous quality standards while embracing innovation. By optimizing supply chain efficiency, we contribute to its long-term resilience. Our supplier relationships are built on mutual benefit and continuous progress.	**Waste and Hazardous Material Management** **Quality of Service** **Guest Satisfaction and Privacy** **Cyber Security** **Sustainable Economic Growth** **Employee Satisfaction and Talent Management** **Employee Health and Safety**	• Email (Ongoing) • Meetings (As needed) • Trade Fairs (As needed) • Corporate Websites (As needed)

Stakeholder Group		Significance for MLP Care	Value Created for Stakeholders	Material Topics by Stakeholder Group	Communication Channels and Frequency of Engagement
External Stakeholders	Regulatory and Supervisory Bodies	As a key stakeholder, regulatory and supervisory authorities ensure that our operations align with legal and industry standards. By maintaining strong partnerships, we enhance operational security and sustainability, contribute to public health, and strengthen our corporate reputation. Regular engagement with these authorities allows us to understand their priorities and expectations. By sharing our objectives, initiatives, and perspectives, we work collaboratively to ensure full compliance with regulations. We conduct our operations transparently, strictly adhering to legal frameworks to foster public trust. This collaboration streamlines audit processes and facilitates the development of more efficient and sustainable solutions based on mutual trust.	We operate in accordance with ethical standards, ensuring transparency in all operational processes. By maintaining full regulatory compliance, we reinforce public confidence and contribute to broader public health goals. Compliance facilitates audit processes and helps us develop more efficient and sustainable solutions based on cooperation and mutual trust.		• Audits (As needed) • Reporting (As needed) • Seminars and Conferences (As needed)
	Financial Institutions and Analysts	We recognize financial institutions and analysts as key stakeholders who assess our financial performance, evaluate growth potential, and provide strategic insights for financial decision-making. These entities influence our market value and reputation while serving as primary sources of information for investors. By maintaining transparency, we offer financial institutions and analysts a clear view of our financial health and long-term sustainability, supporting informed decision-making.	The value we create for financial institutions and analysts transparently communicates our company's financial integrity and sustainable growth, and provides accurate and timely information, enabling investors and other stakeholders to make reliable decisions. This allows for a better understanding of our financial performance and contributes to steering strategic investments in the company.	**Quality of Service** **Guest Satisfaction and Privacy** **Ethical Business Culture** **Sustainable Economic Growth** **Employee Health and Safety**	• Email (Ongoing) • Meetings (As needed) • Phone (As needed)

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Stakeholder Group		Significance for MLP Care	Value Created for Stakeholders	Material Topics by Stakeholder Group	Communication Channels and Frequency of Engagement
External Stakeholders	Universities	Universities are vital stakeholders that create value for MLP Care through research, innovation, and academic collaborations. By partnering with universities, we stay at the forefront of healthcare advancements, integrate scientific and technological innovations into our operations, and develop data-driven strategies to support sustainability. Through active engagement with the academic community, we embrace a science-based approach and provide young professionals with opportunities to explore their talents. This strengthens our relationships with universities while advancing knowledge exchange within the healthcare sector.	We support universities through financial contributions, research collaborations, and talent development initiatives. Our partnerships transform academic knowledge into real-world solutions, fostering research projects and educational opportunities. By sharing industry insights with students, researchers, and academics, we expand MLP Care's expertise while advancing applied research in healthcare.	**Waste and Hazardous Material Management** **Guest Satisfaction and Privacy** **Employee Satisfaction and Talent Management** **Employee Health and Safety**	• Social Responsibility Projects (As needed) • Career Fairs (As needed) • Phone (As needed)
	Accreditation Bodies	We view accreditation bodies as critical stakeholders that assess the quality and safety of MLP Care's healthcare services while ensuring compliance with international standards and legal requirements. These organizations play a key role in maintaining service excellence, strengthening professional credibility, and fostering patient trust. We are committed to continuously improving the quality and safety of our healthcare services while maintaining full compliance with accreditation requirements.	At MLP Care, we constantly improve the quality and safety of healthcare services in accordance with accreditation requirements and work towards compliance with international standards. Through this approach, we aim to improve our service quality while strengthening patient satisfaction and trust.		• Audits (As needed) • Email (As needed)

EXCELLENCE IN ENVIRONMENT

By meticulously fulfilling our environmental responsibilities, we focus on waste and hazardous material management as well as energy and water efficiency, striving for excellence in the healthcare sector's fight against climate change through sustainable practices.

Climate Change

On our journey toward achieving net-zero emissions by 2053, we embrace the principle of "Excellence in Environment" and contribute to the sustainability transformation of our sector through the efforts we undertake.

The World Economic Forum's Global Risks Report 2024 emphasizes that the majority of the potential global risks we may face over the next decade are environmental in nature. According to this annual report, extreme weather events, critical shifts in Earth's systems, loss of biodiversity and ecosystem collapse, scarcity of natural resources, and pollution are listed among the ten most pressing long-term threats[19]. The increasingly severe effects of climate change from rising temperatures to water scarcity are already disrupting daily life and becoming a critical global environmental challenge.

At MLP Care, we continue our efforts with a sense of environmental responsibility and a commitment to producing sustainable solutions in light of the growing impacts of climate change. By using natural resources responsibly and implementing sustainable practices, we remain committed to driving an eco-friendly transformation in the sector. Upholding our environmentally conscious service approach, we continue to lead by example in our industry.

We manage sustainability at the board level, ensuring the adoption of environmentally sensitive practices and monitoring the implementation of our sustainability strategies.

We are committed to ensuring that all our operations are environmentally safe and sustainable and that our environmental practices comply with national regulations. In our hospitals, we take into account the environmental standards outlined in the Global Health Impact section of the Joint Commission International (JCI) Accreditation Standards and adopt a patient- and institution-centered approach in line with both national and international regulations. This enables us to reduce our environmental impact while fostering sustainable hospital management.

Under our Environmental Management System, we meticulously manage energy and water consumption as well as waste management processes across our hospitals. In this regard, we operate in line with our **Environmental Policy,** developed within the framework of our Environmental Management System. Driven by the commitments of our **Climate Change Mitigation Policy**, we uphold environmental responsibility across all our locations.

All our hospitals receive environmental consultancy services, and we work in coordination with both our consultants and Infection Control Committees.

Monitoring and reducing energy consumption, waste, and water usage are among the key components of our sustainability goals. To this end, we actively pursue efforts to conserve natural resources and move toward our targets. We continue our initiatives to reduce electricity and natural gas consumption, thereby lowering carbon emissions from energy use. We also implement waste reduction and recycling programs to minimize our environmental footprint.

19. WEF Global Risk Report, 2024

At MLP Care, we set our objectives around reducing greenhouse gas emissions, mitigating the climate crisis, and optimizing energy consumption, and we shape our business processes accordingly:

- **In the short term,** we aim to reduce energy consumption,
- **In the medium term,** we plan to transition to sustainable energy solutions,
- **In the long term,** we are committed to achieving net-zero emissions across all operations.

We are committed to our roadmap toward **net zero emissions** by **2053**, and we are intensifying our efforts by setting short-term milestones along the way.

By taking an active role in mitigating climate change, we support a sustainable future through our decarbonization initiatives.

In 2024, we calculated our emissions using the globally recognized Greenhouse Gas (GHG) Protocol methodology, developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). The data for 35 of our hospitals and our headquarters were included in this calculation.

- **Scope 1 emissions** include those from gasoline and diesel generators, fuel oil consumption in liters, natural gas used for heating, diesel used in operational vehicles, gasoline and diesel used in company cars, anesthetic gases (such as isoflurane, sevoflurane, and desflurane), refrigerant gases, and fire extinguishing gases.
- **Scope 2 emissions** consist of emissions from electricity consumption.
- **Scope 3 emissions** cover emissions from freight transportation and distribution, disposal of solid and liquid waste, business travel, domestic and international accommodation, catering services, environmental measurement services, and private security services.

2024 Total Emissions

- Scope 1: 28%
- Scope 2: 51%
- Scope 3: 22%
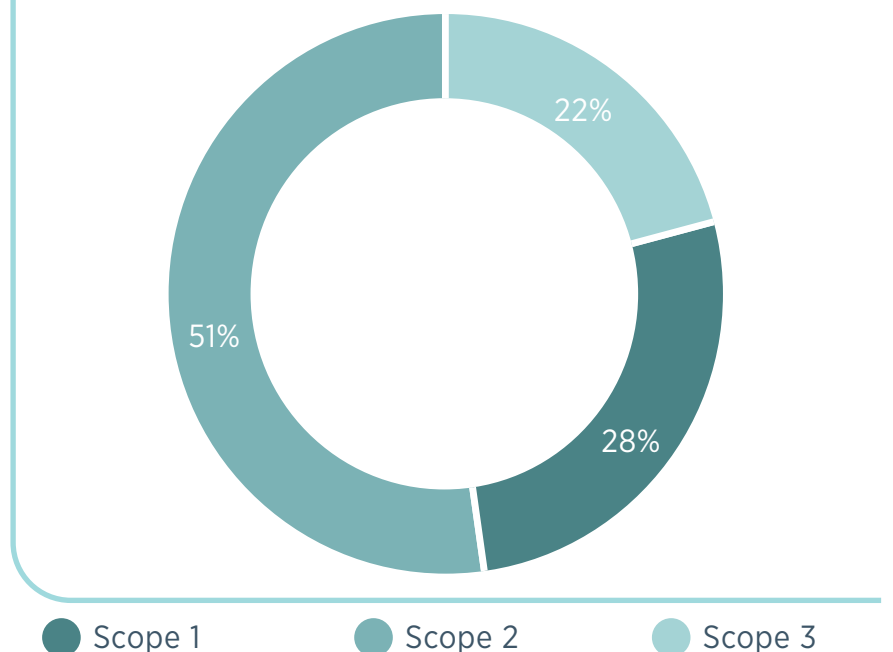
As a result of the efforts carried out in 2024, our total Scope 1 and Scope 2 emissions increased by 18% compared to the previous year. The primary reasons for this increase include a 21% rise in the number of hospitals and a 10% increase in the number of patients.

*This year, we adopted a broader perspective in calculating our Scope 1 emissions by expanding the inventory to include detailed data on refrigerant and fire extinguisher usage, in addition to the previously reported consumption categories. As a result, the Scope 1 emission data for 2023 and 2024 are not directly comparable. However, when these newly included emission sources are excluded, we observe a 10% reduction in our Scope 1 emissions compared to the previous year. This decrease is primarily driven by reduced generator usage, leading to lower diesel and gasoline consumption. In addition, we successfully reduced our emission intensity per patient by 20% and per square meter by 21%.

**Our Scope 2 emissions increased by 9% compared to the previous year, in line with the rise in patient numbers. Nevertheless, thanks to our energy efficiency initiatives, we succeeded in reducing our Scope 2 emission intensity by 3%, despite the growing operational load. On the other hand, our emission intensity per square meter increased by 6%. The primary reason for this rise is the increased service intensity and equipment usage in certain areas, while, in line with our intensity calculation methodology, the total square meter area of hospitals included in the calculation (those operating uninterruptedly for 24 months) remained unchanged.

***While calculating our Scope 3 emissions, we made improvements to our emissions inventory and included emissions from purchased services and incoming logistics (e.g., cargo) to our company in the calculation. Despite these enhancements, our Scope 3 emissions increased by only 0.2%. This limited increase was offset by a significant reduction in emissions from business travel—mainly due to minimizing flights—and from employee commuting, thanks to our continued support for the hybrid working model.

By expanding the scope of our emission calculation methodology in 2024 and adopting a more comprehensive and detailed approach, we not only laid a solid foundation for our decarbonization efforts but also gained deeper insight into the environmental impact of our operations.

With this target in mind, we remain committed to reducing emissions and adopting an environmentally conscious approach.

Scope	2022 Total Emissions[20] (ton CO_2e)	2023 Total Emissions[20] (ton CO_2e)	2024 Total Emissions (ton CO_2e)
Scope 1*	26,458	29,335	41,072 ✅
Scope 2**	57,416	68,243	74,540 ✅
Scope 3***	30,297	31,918	31,981
Total	114,171	129,496	147,593

Scope 1 Emission Intensity[21] (kg CO_2e / Patient)		
2023	2024	Difference
4.2	3.4	-20%

Scope 2 Emission Intensity[21] (kg CO_2e / Patient)		
2023	2024	Difference
10.7	10.4	-3%

20. For the Scope 1 emission calculations of 2022 and 2023, the Global Warming Potential (GWP) values for one of the anesthetic gases used — "SUPRANE Volatile 100% Inhalation Vapor, Solution" — have been revised based on updated scientific sources, and the calculations have been reprocessed accordingly. As a result, there are differences in the emission figures compared to the previous year. These differences stem not from a change in methodology, but solely from the updates made to the GWP conversion factors.

21 . The Scope 1 and Scope 2 intensity calculations for 2023 and 2024 were based on the consumption data and patient numbers of 28 hospitals that had been in operation for a full 24-month period. There is a methodological difference between the intensity calculation applied last year and the one used this year. To ensure comparability between the emission intensities of 2024 and 2023, the 2023 emission intensity has been recalculated using data from 28 hospitals, instead of the original 25 hospitals used in last year's calculation.

Our Energy and Water Management

Energy Management

As the impacts of climate change become increasingly evident, the transition to sustainable energy sources and the adoption of environmentally friendly technologies that foster energy efficiency have gained critical importance. Studies suggest that energy efficiency plays a key role in achieving global targets such as moving away from fossil fuels and reducing emissions[22]. Moreover, recent findings underline the urgency of developing climate-conscious and diverse energy solutions to triple global renewable energy capacity and double energy efficiency by 2030[23].

At MLP Care, we are committed to an energy management system that prioritizes the safe and efficient use of energy, grounded in the principle of continuous improvement. In this context, we manage and track our operations in line with our **Energy Policy** and remain dedicated to its core principles.

We meticulously manage the process by regularly monitoring our energy consumption. In this context, we determine savings percentages based on assessments made using the consumption data from the previous year.

With a view to reducing our emissions and minimizing our environmental impact, we are making efforts to improve energy efficiency and to shift toward renewable energy sources. In an effort to secure a sustainable future, we promote energy-saving practices and make significant investments in the field of renewable energy.

As part of our Solar Power Plant (SPP) Project, we have initiated efforts to meet our hospitals' energy needs through renewable sources. In 2024, we launched projects in Gaziantep İslahiye and Yozgat Boğazlıyan, enabling us to supply a portion of the energy needs of six hospitals through solar energy. That year, Medical Park Ankara, VM Medical Park Bursa, Liv Hospital Bahçeşehir, Medical Park Gaziosmanpaşa, VM Medical Park Mersin, and VM Medical Park Pendik collectively met 23,272 MWh of their electricity demand from renewable sources. Thanks to this initiative, these six hospitals will achieve a total annual energy saving of 62,000 MWh in the coming years. In 2025, we aim to complete the installation of SPPs across four additional plots in Çankırı and Yozgat. Once operational, these plants will enable Medical Park Gebze, VM Medical Park Kocaeli, Medical Park Bahçelievler, Medical Park Ordu, VM Medical Park Pendik, Medical Park Trabzon Karadeniz, Medical Park Trabzon Yıldızlı, Medical Park Ankara, and VM Medical Park Florya to meet a portion of their electricity needs through renewable energy.

With the commissioning of our three SPP projects, along with those we plan to launch in the coming years, we aim to meet our energy needs through clean and sustainable sources, supporting projects in this field and becoming part of the sustainable transformation.

In an effort to mitigate the effects of climate change and support the adaptation process, we place great importance on the efficient and sustainable use of energy at our hospitals. We adopt innovative solutions in energy management through various practices such as LED lighting systems and the optimization of heating, ventilation, and air conditioning (HVAC) systems.

- **LED Conversion:** We continue to implement energy-saving solutions in our operations by replacing outdated, high-energy-consuming fixtures with environmentally friendly and long-lasting LED technology.

- **Real-Time Energy Monitoring System:** We monitor energy usage in our hospitals in real time. Through this technology-supported process, we can pinpoint hospitals with rising consumption early on and take necessary actions to reduce energy use. In doing so, we not only adopt an environmentally conscious approach but also support the budget planning of our hospitals.

- **Hospital Automation System:** In line with our sustainable hospital management approach, we automatically shut off energy in unused outpatient clinics, rooms, and corridors during nighttime hours in our large hospitals. This enables us to minimize energy consumption in non-operational areas and generate savings.

- **Mechanical Installation Insulation:** In order to reduce natural gas and electricity losses, we insulate mechanical installations. With insulation, we aim to prevent energy losses, save energy, and reduce our environmental impact.

- **Boiler Renewal Efforts:** We replace outdated or inefficient boilers to ensure energy efficiency. As part of this effort, we ensure that the identified boilers are replaced or repaired when necessary.

- In 2025, we plan to include the **Lighting and HVAC systems** at our Göztepe Hospital in automation, limiting their use based on specific scenarios. In doing so, we aim to save 945 MWh of energy annually while also improving patient comfort.
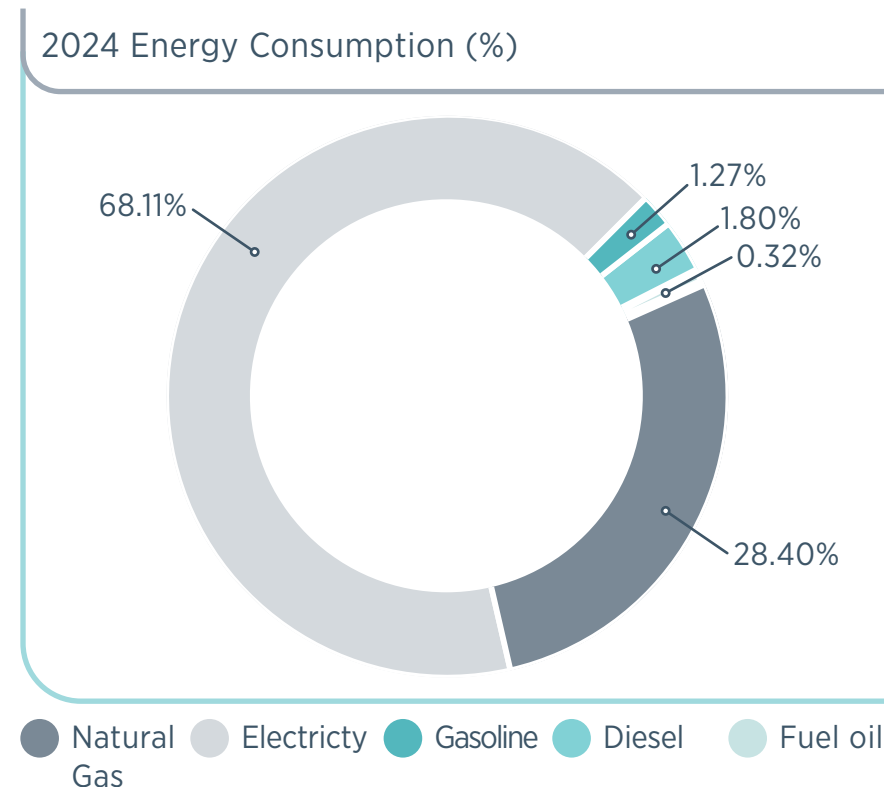
At MLP Care, our total energy consumption in 2024 amounted to **867,730 GJ.** Of this total, electricity accounted for the largest share, with **590,970 GJ** corresponding to 68% of total consumption.

In this context, as a result of various improvements made throughout the year, our total energy consumption increased by 9% compared to 2024, in parallel with a 10% increase in patient numbers and an 11% increase in the number of beds—reflecting improvements in the quality of our operations. Meanwhile, our diesel consumption decreased by 13% compared to the previous year. The main reason for this decline is the replacement of diesel vehicles in our fleet with gasoline models. This change has also led to an increase in our gasoline consumption.

In the upcoming period, we will continue our efforts to achieve energy savings through the projects we plan to implement.

2024 Energy Consumption (%)

- Natural Gas
- Electricty
- Gasoline
- Diesel
- Fuel oil

68.11% · 1.27% · 1.80% · 0.32% · 28.40%

Energy Consumption (GJ)	2022	2023	2024
Natural Gas	215,675	232,766	246,415
Electricity	471,802	523,135	590,970
Gasoline	6,407	10,700	11,898
Diesel	18,499	18,026	15,660
Fuel oil	2,682	2,726	2,787
Total	715,065	787,353	867,730

Water Management

Water is one of the essential components of life and sustainable development. Projections indicate that nearly 50% of global drinking water sources have been significantly degraded due to factors such as climate change, population growth, poor planning, and improper land use[24]. Nearly half of the world's population faces severe water scarcity for at least part of the year[25]. As pressure on water resources continues to grow, the adoption of sustainable water management practices, water conservation, and proper management have become increasingly critical and essential. If we fail to protect this finite resource, it will inevitably become even scarcer, with devastating consequences.

We are fully aware of the value of water for both our sector and the planet and act with the utmost care in this regard. Within the scope of our **MLP Care Climate Change Mitigation Policy**, we remain committed to our pledges and shape our responsibilities concerning water efficiency accordingly.

At MLP Care, we make a concerted effort to use water responsibly, effectively, and efficiently in our operations. To this end, we regularly assess our water usage to increase efficiency, identifying opportunities for improvement. Moreover, we carry out water efficiency measurements through technical units in our hospitals and the Technical Services Department at our head office, ensuring close monitoring of the process.

Through various efficiency initiatives, we contribute to the conservation of water resources and take meaningful steps toward saving water. To that end, we invest in water-saving technologies and optimize our water usage processes.

- By using **sensor faucets** in many of our hospitals, we prevent unnecessary water use and manage water resources more efficiently. In this regard, we aim to install sensor faucets in all our hospitals by 2025.

- Through **regular maintenance and inspection** of filters, we aim to minimize the loss of softened water used in mechanical systems and medical devices. This reduces water loss during the softening process and improves the efficiency of mechanical systems and medical equipment.

- By installing **aerators** on faucets in various hospitals, we reduce water consumption and support the preservation of natural resources for future generations.
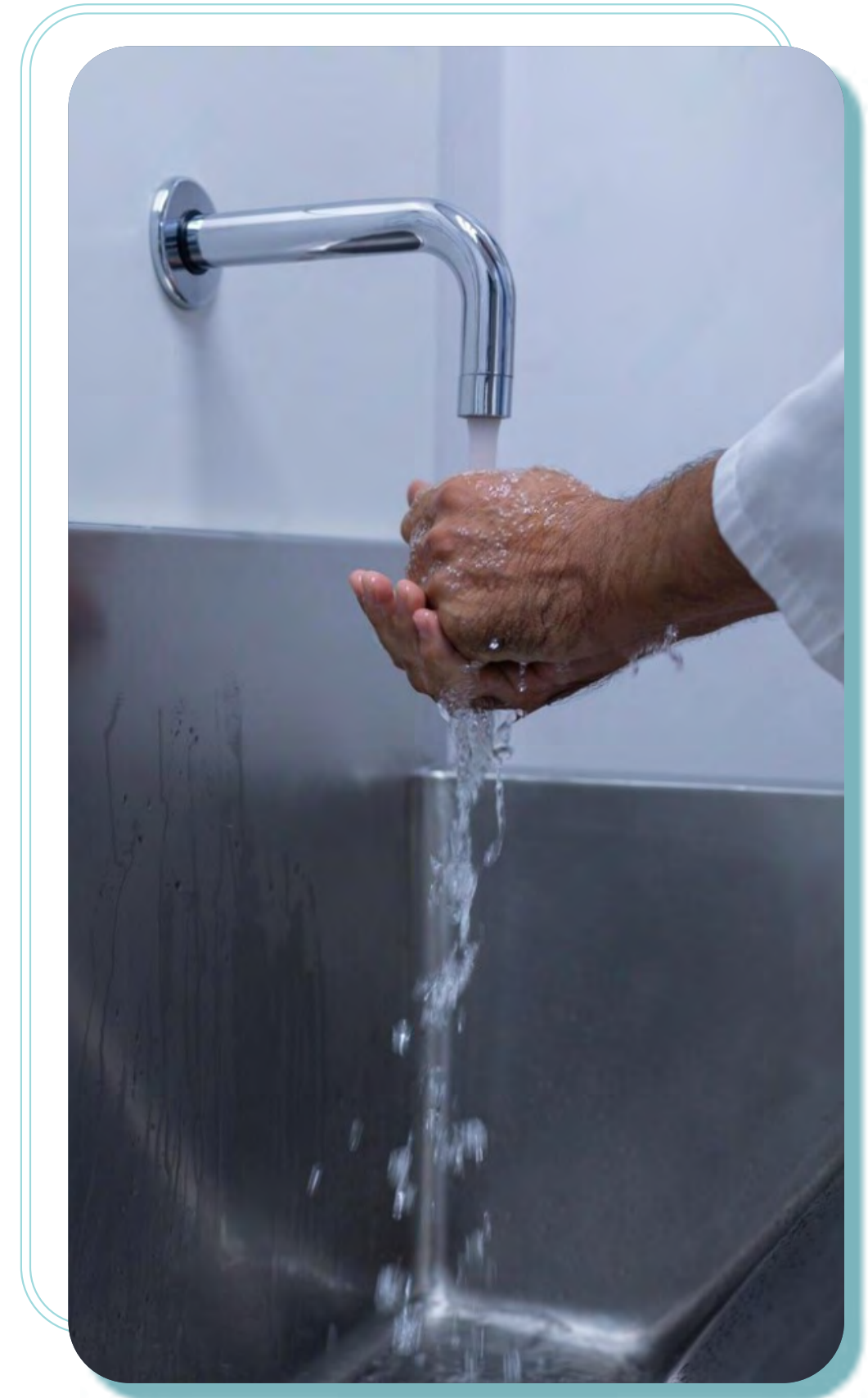
24. https://www.weforum.org/stories/2024/12/investing-in-water-resilience-untapped-opportunity/
25. Un World Water Development Report, 2024

We aim to unify the monitoring of water meters across all our hospitals in Türkiye under a single system through the **Water Meter Monitoring System.** In this context, we plan to phase out manual consumption tracking and integrate the process into a digital platform, enabling remote monitoring of water, natural gas, and electricity usage. This system will allow us to monitor hospital water consumption and take necessary actions in response to excessive use warnings from the system, with a view to saving water. Through this project, which we plan to implement in 2025, we aim to save **17,280 m³** of water annually.

Within the scope of ongoing operations across our **35** hospitals, which operate uninterruptedly throughout the year, we calculated our water intensity based on total water consumption and patient numbers. Accordingly, at MLP Care, we increased our total water consumption by only **0.03%** in 2024 compared to the previous year, while achieving a 13% reduction in water intensity.

Water Consumption (m³)		
2022	**2023**	**2024**
938,534	1,004,883	1,005,134

Water Consumption Intensity (m³/Patient)[26]		
2023	**2024**	**Change**
0.16	0.14	-13%

26. The consumption and patient numbers of 28 hospitals that operated continuously for 24 months between 2023 and 2024 have been included in the calculation of water consumption intensity. There is a difference between the intensity calculation method used last year and the methodology applied this year. To ensure comparability of water consumption intensity between 2023 and 2024, the 2023 water consumption intensity was recalculated based on the data of the 28 hospitals considered this year. This approach has created a consistent basis for comparative analysis across both years.

Waste and Hazardous Material Management

A combination of factors such as rapid population growth, changing consumption habits, industrialization, and economic expansion has led to a steady increase in waste generation and the accelerated depletion of natural resources. According to the Global Waste Management Outlook 2024[27], global municipal solid waste generation is expected to rise from 2.1 billion tons in 2020 to 3.8 billion tons by 2050, marking a 56% increase. Despite growing awareness of the global waste crisis, the report highlights that progress in waste prevention and improved waste management remains insufficient.

At MLP Care, we act with a strong sense of environmental responsibility and make every effort to minimize the negative impacts of the waste generated through our operations on the climate and environment. As part of our commitment to leaving a clean environment for future generations, we continue to develop our efforts and actively engage in every stage of this process. Through our waste reduction and recycling programs, we are taking significant steps toward minimizing our environmental footprint.

Fully aware of the importance of waste and hazardous material management in our sector, we take necessary actions in line with this awareness. In all our processes, we comply with the Waste Management Regulation, the **ISO 14001 Environmental Management System,** and the requirements set out in the Global Health Impact section of the **Joint Commission International (JCI) Standards** regarding waste management.

27. Global Waste Management Outlook Report, 2024

At the beginning of each year, we develop action plans for every hospital and shape our activities accordingly. We also undergo waste audits conducted by municipalities, provincial health directorates, and licensed disposal firms in order to identify opportunities to improve our performance and ensure compliance with applicable legal regulations and procedures.

We regularly monitor both hazardous and non-hazardous waste generated through our operations and digitally track our waste records via the Mobile Waste Tracking System (MOTAT).

We place great emphasis on ensuring that all waste generated in our hospitals is managed in compliance with legal regulations. We sort all hazardous and non-hazardous waste generated through our services and ensure their proper disposal in accordance with legislation. In this context, we collaborate with municipalities and authorized firms for the disposal of hazardous and medical waste. We operate in line with the requirements set out in the Medical Waste Regulation, ensuring the safe destruction of our medical waste.

In addition, we collect expired medications separately from other waste in compliance with the Waste Management Regulation and ensure their delivery to licensed waste treatment facilities. Particular care is taken in managing radioactive waste in our Bursa, Pendik, Bahçelievler, İstinye Liv, Antalya, Ulus Liv, and Göztepe hospitals.

For the disposal and recycling of hazardous waste, we work with companies licensed by the Ministry of Environment, Urbanization and Climate Change and ensure the proper transfer of such waste using licensed vehicles. Through these efforts, we help protect natural resources and contribute to environmental sustainability.

We continue to implement various efforts to improve our waste management processes and make them more efficient. In 2024, for example, we took a significant step toward reducing single-use items by **removing paper bags containing cutlery** from our cafeterias. We also minimized plastic plate usage in our hospitals, restricting it to specific areas.

In **2025**, we will continue our efforts to reduce plastic with the same determination by eliminating plastic cups and switching to paper cups.

Our **Paperless Hospital** initiative marked an innovative step in reducing waste generation. By digitizing our services, we aim to prevent excessive resource consumption, enhance patient data security, and improve the overall efficiency of our processes. For more information, please refer to the section titled **Excellence in Technology.**

In 2024, the services we provided resulted in a total of 4,156 tons of hazardous and non-hazardous waste. Thanks to our prevention-focused approach to waste management, we succeeded in reducing our hazardous waste intensity by 4%. Despite this significant progress, our operational volume increased alongside the growth in the number of hospitals and patients. This growth led to an increase in our non-hazardous waste volume. However, we evaluate this increase in the context of our expanded service capacity and continue to closely monitor and manage the process in line with our resource efficiency and waste reduction targets.

Waste Type	Amount (Tons)		
	2022	**2023**	**2024**
Hazardous Waste	3,354	3,246	3,492
Non-Hazardous Waste	482	525	664
Total	3,836	3,771	4,156

Waste Type	Waste Consumption Intensity (kg / Number of Patients)[28]	
	2023	**2024**
Hazardous Waste	0.51	0.49
Non-Hazardous Waste	0.08	0.10

We also work to raise awareness among our employees regarding waste management. Through online, in-person, and e-learning training sessions, we involve them in our sustainability journey. These training programs focus on topics such as proper waste management, correct segregation at the source, safe transportation, proper storage conditions, delivery to licensed companies, recordkeeping, and tracking. In this regard, we not only provide healthcare services but also foster an environmentally conscious mindset among our employees. In addition, our environmental consultants provide periodic training at our hospitals to encourage the more conscious participation of our healthcare personnel in waste management processes.

With a strong sense of responsibility for both the environment and human health, we prioritize creating a sustainable, clean, and healthy environment within our hospitals. Accordingly, we place great importance on awareness-raising efforts to ensure that everyone from our patients to our visitors can contribute to this process. Through clear guidance placed on our hospital waste bins, we encourage proper waste disposal practices, and with the use of informative visuals, we promote the reduction of paper consumption.

28. The consumption and patient numbers of 28 hospitals that operated continuously for 24 months during 2023–2024 have been included in the calculation of waste intensity. There is a difference between the intensity calculation method used last year and the methodology applied this year. To ensure comparability of waste intensity between 2023 and 2024, the 2023 waste intensity was recalculated based on the data from the 28 hospitals considered this year. This approach provides a consistent basis for comparative analysis across both years.

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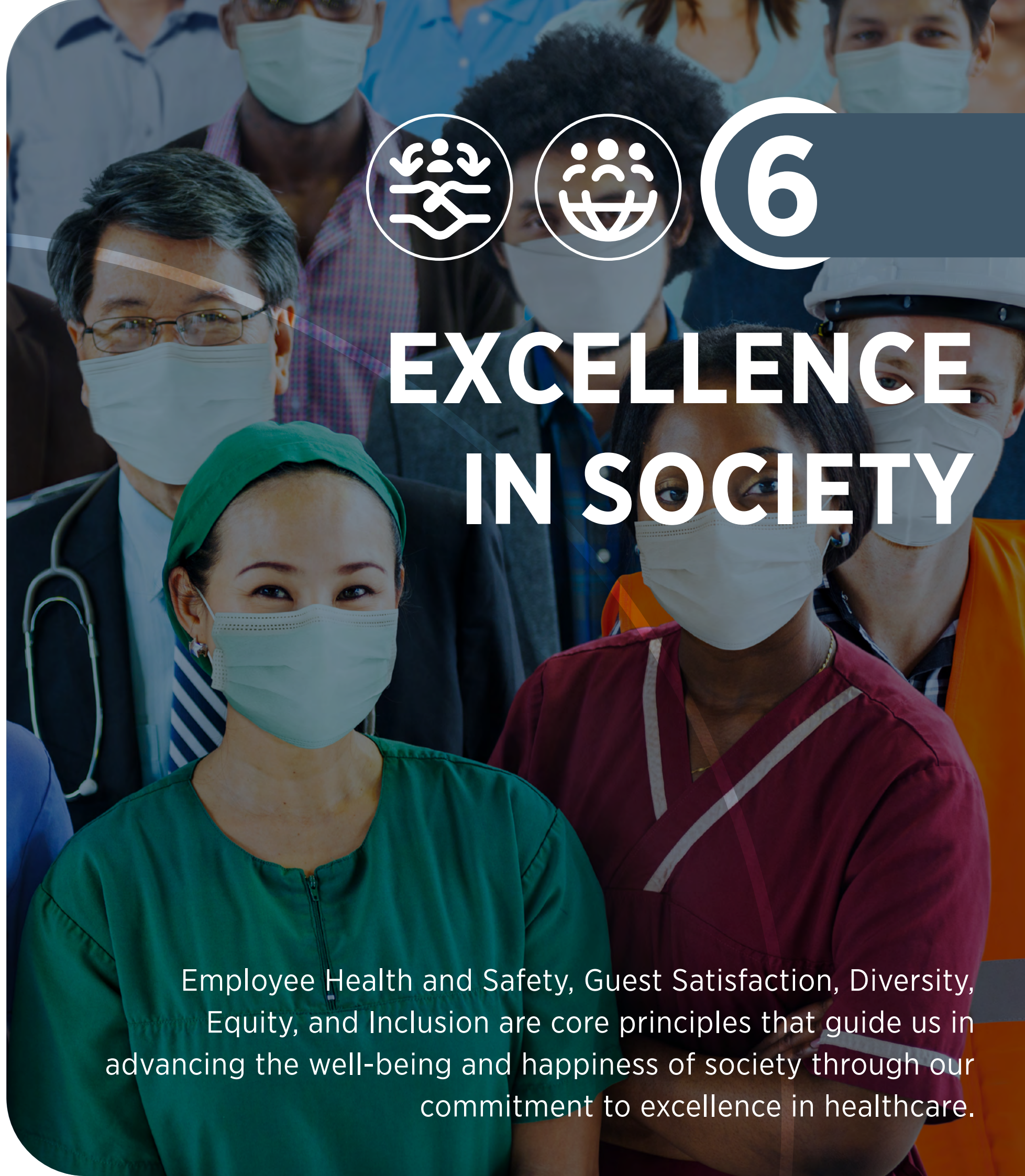
EXCELLENCE IN SOCIETY

Employee Health and Safety, Guest Satisfaction, Diversity, Equity, and Inclusion are core principles that guide us in advancing the well-being and happiness of society through our commitment to excellence in healthcare.

MLPCARE

Our Employee-Oriented Corporate Culture

We are continuously expanding our efforts by strengthening our commitment to building a qualified and continuously developing workforce in order to meet global standards.

At MLP Care, the value we place on our employees and their contributions is an integral part of our brand identity. We regard employee-oriented corporate culture as one of the core elements of our strategy and, within this framework, adopt the understanding of excellence in healthcare.

In line with our **Human Resources Policy,** we aim to provide the best environment for both the professional progress and personal development of our employees through equitable and transparent human resources practices. By upholding our **Human Rights Policy,** which we have created by considering international references such as the United Nations Universal Declaration of Human Rights, International Labour Organization Fundamental Conventions, and the United Nations Guiding Principles on Business and Human Rights, we ensure human rights are respected in all our activities with stakeholders. Through open communication channels, we make everyone feel valued, encourage teamwork, and foster participation.

We respect the work-life balance of our employees by providing them with efficient working conditions and strive to enhance employee satisfaction. This approach enables us to create a high-performance workforce, ensuring that we continue to provide quality healthcare services. We adhere to high standards under our **Occupational Health and Safety Policy** to safeguard the health, safety, and well-being of our employees. In this regard, at MLP Care, we are committed to managing workplace accident risks and providing a safe and healthy work environment. With a sense of social and environmental responsibility, we are constantly improving to enhance the well-being of both our employees and society.

At the same time, we make human rights the cornerstone of our interactions with employees, patients, and all stakeholders, ensuring that we act in accordance with both national laws and international agreements.

Employee Satisfaction and Talent Management

As a leader in sustainability within Türkiye's healthcare sector, we are consistently advancing our efforts to meet global standards. We are dedicated to fostering a qualified and continually evolving workforce by offering comprehensive development programs that enhance our employees' competencies and strengthen our talent management processes. By investing in our employees, we aim to encourage both individual and professional growth, ultimately improving job performance and long-term success. We believe these initiatives are critical to reinforcing our corporate culture, fostering innovation, and maintaining our leadership position in the industry.

Our development-focused and inclusive culture aims to make us an employer of choice for all. In pursuit of this objective, we focus on the training needs of our employees and offer leadership programs designed to help them improve their skills. We are committed to maximizing our employees' potential by channeling internal resources for career development, ensuring equal opportunities for advancement.

In order to boost job loyalty and motivation, we respond promptly to the expectations and needs of all employees working for our group companies. We measure satisfaction annually, and as of 2024, our employee satisfaction rate stands at 77%, with plans to improve this figure in the next reporting period. Based on the insights gathered, we take action to optimize our training and development programs and enhance overall employee satisfaction. By focusing on employee satisfaction, we continue to improve team stability and performance. This approach helps us strengthen long-term employee loyalty and minimize turnover, which stood at 47% in 2024. Furthermore, by adopting a hybrid working model, we offer employees flexibility, allowing them to work both remotely and in the office, thus fostering a better work-life balance. We believe this arrangement increases both team efficiency and employee satisfaction.

Employee Turnover Rates*		
	2023	2024
Employee Turnover Rate	39%	47%
Voluntary Employee Turnover Rate	46%	50%
Involuntary Employee Turnover Rate	4%	5%

*This represents the total employee and nurse turnover rate for the period between January and December 2024. The turnover rates do not include our international hospitals (Kosovo, Dubai, Baku, and Hungary hospitals)

MLPCARE

At MLP Care, we prioritize providing equal opportunities for our employees in recruitment, promotion, and transfer processes, adopting an inclusive approach as an employer. With a development-focused management strategy, we continuously seek candidates who are open to growth and self-improvement. One of our key projects launched last year, the "program", is designed to accelerate the careers of top managers through internal talent development. In this framework, we conduct a competency-based screening process for candidates in managerial positions and include those who successfully pass the stages in the development program. Over a six-month period, we aim to nurture future leaders from within and ensure the sustainability of a strong leadership structure.

Recruitment Table			
	2022	**2023**	**2024**
Total Number of New Hires	6,630	6,610	8,485
Ratio of Vacancies Filled by Internal Candidates	25%	26%	26%

Candidate Deputy General Manager Selection and Development Project

| Orientation in Central Functions | Orientation in Hospital Departments | Leadership Training | Technical Training | Mentoring Support |

For further details about the program, please refer to the **MLP Care Annual Report 2024.**

We actively contribute to the development of a qualified workforce through strong academic partnerships with universities and sector-specific internship programs. In 2024, we hosted 209 interns, taking significant steps to discover the next generation of talent. We continue to work with the understanding that the energy and diverse perspectives of young people play a vital role in our company's growth. Through our collaboration with İstinye University, we offer tailored training programs, internships, and career opportunities for new graduates and interns. In addition, we provide them with opportunities to develop themselves and get to know the healthcare sector by taking an active role in digital transformation projects. We are committed to meeting the future demand for qualified personnel through these programs.

At MLP Care, we provide a range of training and development opportunities to support the continuous growth of all our employees. Our employees and executives have access to digital training modules such as e-orientation, technical processes, and software training. We offer personal development training on topics like 'Taking a Solution-Oriented Perspective,' 'Conflict Management,' 'Non-Violent Communication,' 'Stress Management,' and content on psychological support, such as 'Managing Anxiety in Challenging Times' and 'Emotional Resilience.' Moreover, we offer e-training programs such as 'Waste Management,' 'Neck Exercises,' 'Personal Image in Professional Life,' 'Ethical Principles,' and 'Effective Presentation Techniques.' We aim to enhance our employees' individual knowledge and skills through these training programs, helping them specialize in their areas of expertise and adding value to their professional careers.

At the same time, under the "MLP Care Development Academy," we offer various opportunities such as orientation programs, technical training, competency-based training (including communication, teamwork skills, etc.), leadership programs, and corporate culture training to all our employees. In 2024, we provided a total of 1,157,278 hours of training, or 51.10 hours per person, through both in-class and online platforms.

We added around 25 new e-training courses and e-books to the MLP Care Development Academy as part of our commitment to supporting the ongoing development of our employees. Among the new courses made available is the "Gender Equality" training, which is designed to offer our employees the opportunity to enhance their awareness on gender equality. Through these training courses, we aim to foster a more inclusive workplace culture while supporting the professional growth of our employees.

The participation rate of our employees in e-training stands at 77%, which reflects their engagement in the training processes and their commitment to their personal development. To emphasize the importance, we place on the growth of our employees, we regularly update the training content to ensure it continues to add value to their professional careers and enables them to further specialize in their fields of expertise. Additionally, through the ongoing "İSMEK-Guest Services Certificate Program" in 2024, we provide comprehensive training to candidates for Guest Services roles at our hospitals in İstanbul, with MLP Care in-house trainers and İSMEK instructors. This program offers both theoretical and practical training on guest satisfaction, communication, conflict management, and the Hospital Information Management System. Running successfully for two years, this program has allowed us to contribute to employment in the "Training- Supported Employment" category, earning us an award from the İstanbul Metropolitan Municipality.

Employee Training Hours (Person*Hour)			
	2022	**2023**	**2024**
Employees	431,723	571,453	653,361
Doctors	45,281	71,114	56,754
Nurses	261,264	329,975	344,446
Interns	8,845	6,484	16,552
Contractors	55,412	81,316	86,165

Diversity, Equity, and Inclusion

> While the ratio of female employees continues to rise, we remain committed to creating an inclusive working environment by providing opportunities for disadvantaged groups.

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At MLP Care, we provide equal opportunities to all our employees within the framework of universal human rights, without discrimination based on ethnicity, gender, color, race, nationality, economic status, or religious belief. We consider women's social and economic empowerment as one of the cornerstones of building a strong and equal society. To that end, as a company that has signed the Women's Empowerment Principles (WEPs) Implementation Guide, we place great importance on the employment of women.

As of 2024, we serve 22,626 employees in line with our understanding of excellence in healthcare. Compared to the previous year, we have increased the proportion of female employees by 14%, which reflects our concrete efforts to uphold the right to equal employment. The fact that 65% of our workforce consists of women also demonstrates our firm commitment to enhancing diversity.

At MLP Care, we recognize that increasing the role of women in management processes contributes to greater diversity in our corporate culture and helps develop more inclusive and innovative approaches in decision-making mechanisms. We also believe that the cultural diversity of our board members facilitates the emergence of alternative perspectives. This is why, in line with our **Board of Directors Policy,** we aim to establish a more inclusive and balanced board structure. We believe that this balanced representation is critically important for enabling our company to serve all stakeholders with a broader perspective and for strengthening our strategic goals.

We aim to create a work environment that promotes diversity and allows each individual to realize their potential. We are aware that different perspectives and experiences contribute to the development of innovative solutions. In this context, through our efforts that reflect the importance we place on young talent, we increased the proportion of employees under the age of 30 to 46% in 2024. Accordingly, we value the contribution of young, dynamic, and innovative individuals to our company, and we offer various development programs and opportunities to support their career growth.

Distribution of Employees by Gender

- 2022: 12,048 (Female) / 6,882 (Male)
- 2023: 12,800 (Female) / 7,267 (Male)
- 2024: 14,626 (Female) / 8,000 (Male)

Female Male

Distribution of Employees by Age

- 11% Over 50
- 43% 30-50
- 46% Under 30

Under 30   30-50   Over 50
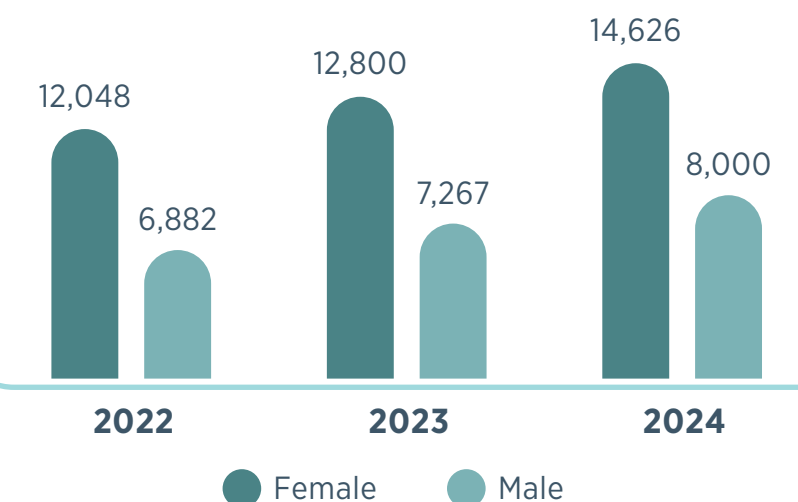
MLPCARE
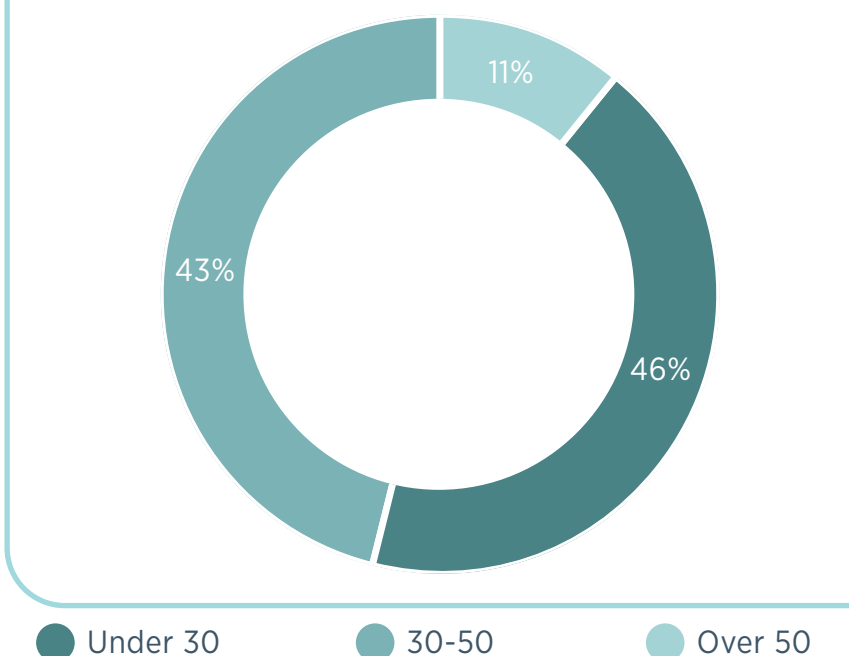
In addition to our efforts for women, we also undertake effective initiatives for persons with disabilities and other disadvantaged groups. By offering equal opportunities, we strive to overcome social prejudices and to establish an inclusive workforce.

Female Employee Ratios	2022	2023	2024
Total Female Employee Ratio	64%	64%	65%
Female Managers in All Executive Levels	41%	43%	42%
Junior Female Managers	44%	46%	45%
Top Female Managers	30%	30%	29%

Distribution of Employees by Category	2022	2023	2024
Personnel	10,002	10,482	11,857
Doctors	2,543	2,815	3,272
Nurses	3,624	3,739	4,059
Interns	236	225	209
Contractors	2,525	2,806	3,229
Total	**18,930**	**20,067**	**22,626**

Employees with Disabilities Ratio	2022	2023	2024
Total Employees with Disabilities	1.79%	1.95%	1.87%

Distribution of Employees by Age	2022	2023	2024
Under 30 Years of Age	8,843	9,424	10,420
30-50 Years of Age	8,407	8,685	9,723
Over 50 Years of Age	1,680	1,958	2,483
Total	**18,930**	**20,067**	**22,626**

Employee Health and Safety

As part of our occupational health and safety (OHS) efforts at MLP Care, our goal is to keep potential workplace accident risks under control and establish a healthy and safe working environment. With a view to strengthening the culture of OHS through the engagement of our employees, we implement an effective OHS Management System and shape all our activities in line with our **Occupational Health and Safety Policy,** which is publicly available on our corporate website. Accordingly, we expect all individuals present in our workplaces including all MLP Care employees as well as short-term contractors, to comply with the OHS rules we have set forth.

We manage our occupational safety processes through a comprehensive organizational structure. Within our central organization, the Health-Safety-Environment (HSE) Directorate is responsible for designing and overseeing OHS and environmental processes, while continuously monitoring performance in these areas. Reporting directly to the Board of Directors, our HSE Directorate ensures the effective implementation of a company-wide occupational safety culture and practices. At the hospital level, we employ a sufficient number of occupational safety specialists at each facility. These specialists report both to the hospital's General Manager and functionally to the HSE Directorate, which enhances the effectiveness of OHS processes across all locations.

We have established OHS Committees and Facility Safety Committees at our hospitals, where we hold monthly meetings to evaluate issues such as facility safety, infrastructure compliance, and OHS risks. We determine and implement necessary actions by considering requests and feedback received during these meetings. We conduct in-depth analyses of all aspects of our operations, identify risks, and take the necessary preventive measures. Adopting the risk-based approach of our OHS Management System, we proactively identify hazards and take relevant precautions. For every defined risk or threat, we initiate appropriate mitigation efforts and implement improvement measures. Throughout these improvement processes, we also take temporary precautions to ensure the safety of the area or situation.

At MLP Care, we are firmly committed to fulfilling our obligations in the area of occupational health and safety. We consider all workers present in our workplace, including subcontractors and short-term staff—as part of the MLP Care workforce and include them within the scope of our OHS efforts. All our activities are carried out in full compliance with Law No. 6331 on Occupational Health and Safety and in accordance with international standards, underpinned by a robust risk management approach. With the aim of strengthening the OHS culture within our organization, we provide all employees with 16 hours of OHS training each year.

As of 2024, we delivered a total of 324,417 hours of OHS training. Although MLP Care is not party to any collective labor agreement, we fully support our employees' legal right to freely join labor unions. Upon request, we facilitate the deduction of union membership fees directly from their salaries and transfer them to the relevant unions.

Through these methods and practices, we are committed to cultivating a strong culture of occupational safety and safeguarding the well-being of our employees.

Accident Frequency	2022	2023	2024
Accident Frequency Rate (%)	29.37	34.80	35.71

Our Occupational Health and Safety Performance	2022	2023	2024
Number of Accidents	604	1,169	1,301
Number of Fatalities	0	0	0
Lost Workdays	486	982	639
Occupational Diseases	0	0	0
Lost Day Rate (LDR) Due to Accidents[29]	3.24	5.85	3.61
Injury Rate (IR)[30]	29.37	34.80	35.71
Absentee Rate (AR)[31]	5.96	12.04	6.83

OHS Training	2022	2023	2024
Total OHS Training Hour (employee*hour)	275,979	321,072	324,417

29. (Lost Days Due to Incidents*200.000) / (Total hours of work)
30. Injury Rate: Number of injuries / Total hours of work * 1.000.000
31. (Days of Absence / Total Number of Days) *100
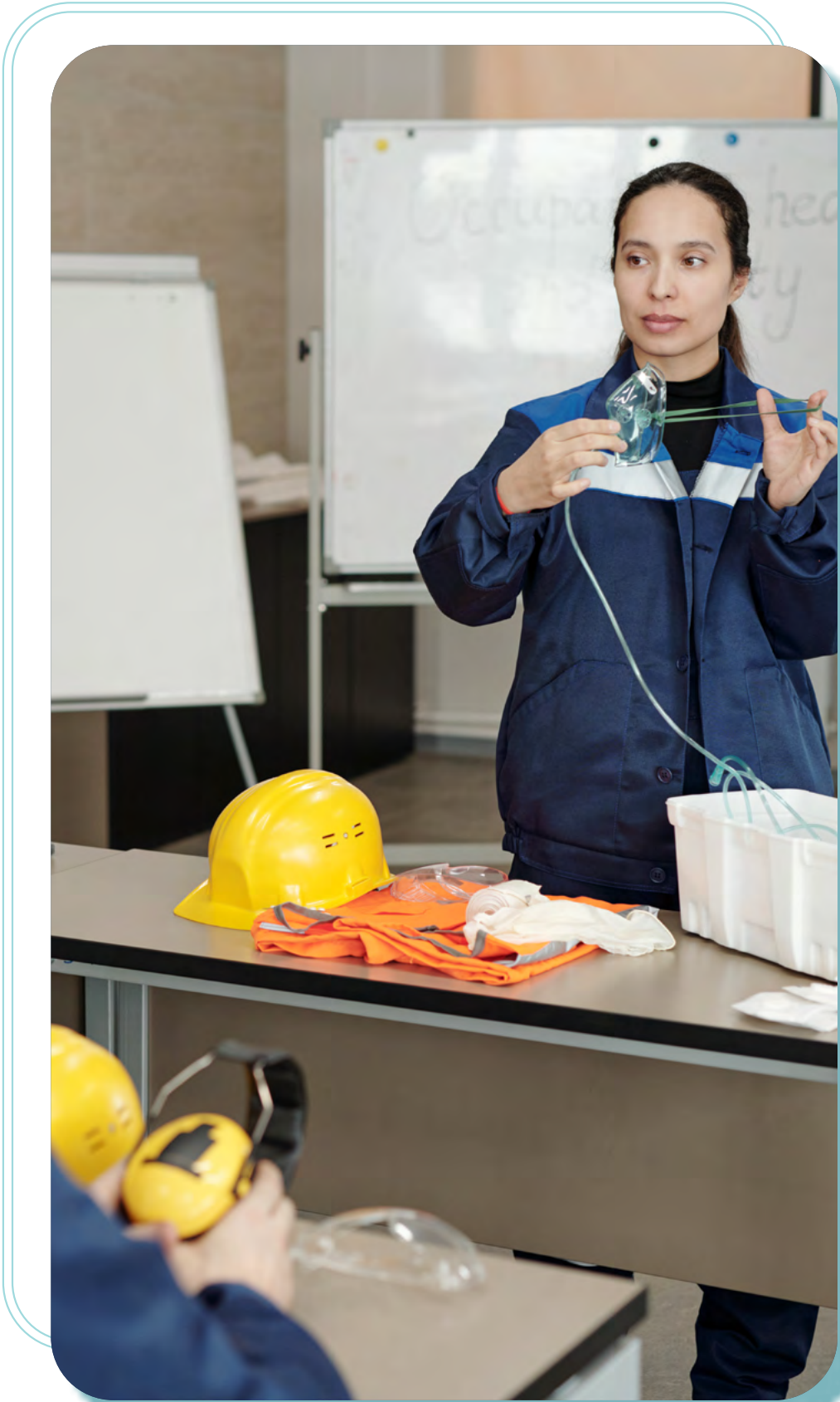
Our Corporate Social Responsibility Approach

> In 2024, we increased our total donations and spending on social responsibility projects by 36% compared to the previous year.

As one of our key priorities, corporate social responsibility (CSR) plays a significant role in both our organization and the wider healthcare sector. Guided by this awareness, we engage in a variety of initiatives, firmly believing that individuals with a strong sense of social responsibility contribute positively to public health.

To prevent fear and confusion that may arise from misinformation, we organize educational and awareness-raising activities and strive to actively participate in every project that serves the public good. We regularly implement CSR projects every year and aim to raise awareness on specific diseases or issues through activities held on dedicated awareness days.

Corporate Social Responsibility Projects (Million TL)	2022	2023	2024
Donations	6,735,307	8,300,446	6,102,222
Social Responsibility Projects	15,519,145	22,879,447	36,318,380
Total	22,254,452	31,179,893	42,420,602

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We Touched the Future with the Power of Women: "The Magnetic Power of Women" Project

To mark Mother's Day and International Family Day, Liv Hospital launched a meaningful CSR project titled "The Magnetic Power of Women" in collaboration with the Parıltı Association for the Visually Impaired and Dünya Newspaper.

The project was introduced at the İstanbul Lale Foundation Museum in a well-attended launch event. Our special edition planner, featuring messages and photos from public figures, was created with the support of Liv Hospital physicians and prominent women figures from business and social life. All proceeds from the planner's sales were donated to support the education of visually impaired children.

We are proud to highlight the transformative and healing power of women and contribute to a brighter future for these special children.

We Took a Step Together for Children's Rights: "Children Are Right Workshop"

Child rights, as a universal value, encompass access to education, healthcare, shelter, and physical and psychological protection for every child. In line with this understanding, we organized the "Children Are Right Workshop" in Samsun to emphasize the importance of providing children with the necessary support to lead healthy and protected lives.

The event was held in collaboration with Liv Hospital, TAMEV, TODEV, and the Caucasian Women's Association, with valuable contributions from Prof. Asiye Nuhoğlu and Prof. Ozan Özkaya.

We Ran for Good at the Istanbul Marathon!

As the Liv Hospital family, we participated in the 46th Istanbul Marathon, organized by Türkiye İş Bankası, taking steps for a good cause! Running alongside the Parıltı Association, we came together to help visually impaired children gain access to technology, aiming to make a meaningful impact in their lives.

Every step we took in the marathon symbolized our dedication to supporting children's education and shaping their future. Through the projects carried out by the Parıltı Association, we aimed to increase access to technology for visually impaired children and offer them a brighter future.

We extend our heartfelt thanks to all volunteers and donors who stood with us during this impactful run. Together, we will continue running for good!

We Enhanced Breast Cancer Awareness with the "Everything Starts with Awareness" Conference

As part of Breast Cancer Awareness Month in October, we organized an impactful event under the theme "awareness is the first step." Held by Liv Hospital in collaboration with Siveno and Meva, this conference aimed to underscore the life-saving importance of early detection.

Hosted by influencer Merve İpek Öztürk, the event sought to raise awareness and inform the public about breast cancer. During our conference, titled "Everything Starts with Awareness," our expert physicians shared invaluable insights with the participants.

- Prof. Levhi Akın, General Surgery Specialist, detailed the symptoms and diagnostic methods of breast cancer, emphasizing the critical nature of early diagnosis.
- Prof. Duygu Derin, Medical Oncology Specialist, highlighted the role of screening programs in early detection and stressed that the best treatment starts with early diagnosis.
- Prof. Mustafa Tükenmez, General Surgery Specialist, explained how women can contribute to the process by learning self-examination techniques.

Throughout the event, participants gained access to scientific information and developed a deeper understanding of early detection and preventive steps. At Liv Hospital, we believe in the power of raising awareness in the fight against breast cancer and will continue to stand with society in this important cause.

We Organized a Meaningful Workshop with TODEV Children for Mother's Day

At Liv Hospital Vadi Istanbul, we held a special candle-making workshop in memory of Liv Hospital Aromatherapy Specialist Aslı Yazıcıoğlu. The event was organized in collaboration with the Turkish Foundation for Support and Education of Autistic Individuals (TODEV) and La Fann. In this heartfelt workshop, we brought together TODEV children for a joyful and creative experience.

The children handcrafted aromatic candles, expressed their creativity, and carefully boxed their creations to present as heartfelt gifts to their mothers for Mother's Day.

7

EXCELLENCE IN TECHNOLOGY

We support our commitment to delivering quality healthcare services with cutting-edge technology and innovative solutions, and we continue to streamline and enhance our business operations through efforts in cyber security, digitalization, and innovation.

Digitalization and Innovation

> Through paperless hospital practices, patient safety enhancement projects, and digital mobile applications, we have significantly improved the efficiency and safety of the healthcare services we provide.

At MLP Care, we embrace digitalization and digital transformation fundamental elements of our corporate culture, reinforcing our business processes across various domains, from R&D to supply chain management, and from human resources to financial and operational activities.

Through our Digital Transformation Office, we align with the evolving healthcare landscape and take the lead in leveraging technological innovations at national and international levels. The primary focus of our Digital Transformation Office is to enhance healthcare service quality, improve guest satisfaction, optimize planning and organization, and achieve a more efficient and effective business operation.

To this end, we have implemented the completed projects initiated with a focus on current priorities across the Group. We plan to maintain and further develop our efforts to generate new projects with the same determination to go forward.

We view digital transformation projects as an integral part of our business operations and prioritize initiatives that enhance quality of service. In this context, we not only adapt to technological advancements but also concentrate on understanding the needs within our hospitals and producing tailored solutions based on stakeholder feedback.

For us, digitalization and digital transformation are not merely goals—they are foundational pillars of our institutional culture. As part of our efforts, we aim to enhance the patient's experience, increase the effectiveness of healthcare staff, and most importantly, make healthcare services more accessible by integrating the latest technologies into our processes. With this vision, we have made significant strides throughout the year through a wide range of projects.

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In 2024, we collaborated with various departments to implement joint projects:

- **With the Radiology Processes Directorate,** we conducted end-to-end assessments of our radiological imaging workflows. We implemented necessary adjustments to optimize patient planning at the Radiology Department, finalize service delivery, and ensure full integration of imaging equipment with our systems. We are also working on teleradiology, image analysis on SS scans, and clinical decision support processes. Moreover, in partnership with Istinye University, we accelerated output processing through the use of a supercomputer within the scope of our image processing collaboration.

- **In collaboration with the Human Resources Coordination Office,** we carried out comprehensive evaluations of all processes related to workforce management and employee satisfaction. We continue to improve task planning and promote active staff participation in patient satisfaction. We have made significant progress through digital HR, digital business, learning systems, and various software and process development projects. We have decided to introduce a new digital learning platform to replace our existing training management system to enhance learning experience, support training planning processes, and promote employee development. In this regard, the necessary system installation has been completed, and the

HR Training Team has received orientation training on how to use the platform. Furthermore, we are integrating next-generation technologies into the MLP Care Academy portal, which consolidates internal communication, facilitates information/ document sharing, and supports effective process management. We are continuing our interface development efforts for the portal, which we are working to relaunch with a user-friendly design. We plan to complete the infrastructure and interface improvements in 2025 and introduce the new MLP Care Academy portal to users across the organization.

- **Together with the Performance Management and Business Intelligence Directorate,** we developed Leonardo, which plays a key role in making performance management within our Group transparent, effective, easily planning, and trackable. Leonardo also enables centralized management in physician contract management, audit-related topics, and reporting processes. In the field of health tourism, which is a key area of activity in the healthcare sector, we developed robust frameworks to support the industry by implementing effective control and tracking solutions for patient procedures.

- **Together with the International Patient Center Directorate,** we launched the process of managing all health tourism projects across the organization through a unified platform. In addition, we worked on developing a hybrid organizational model for processes jointly managed by the Center and the hospitals. By evaluating all infrastructure tools, we devised the most effective process planning. Furthermore, through the Healthverse system, we enabled international patients to explore and gather information about our hospitals in a virtual environment.

- **In collaboration with the Process and Business Analysis and Project Management Teams,** we continue our efforts to digitalize business processes across the organization. With valuable contributions from our mobile development teams and business development partners, we prioritized mobile and cloud applications in our business processes. In addition to the steps, we have taken to improve payment processes through our Cashierless Hospital model, we have enabled patients to quickly submit requests for cleaning and room services via QR codes. We enhanced the tracking of our inventory and maintenance management processes through more up-to-date systems, incorporating functional features via mobile applications. Furthermore, by establishing the necessary infrastructure at our hospitals, we enabled active utilization of advanced monitoring systems for facility security purposes.

- **Together with the Business Intelligence Directorate and other stakeholder directorates,** we are working on implementing new dashboards aimed at facilitating effective decision-making. To this end, we created transparent, fast, and synchronized systems for appointment scheduling, time management, and time analysis, placing patient satisfaction at the center of our efforts. These tools, now accessible to hospital and center managers, are designed to function in a coordinated manner across the Group. We believe this initiative will serve as a foundation for improving many internal processes, and we aim to minimize appointment delays and planning inefficiencies caused at the hospital level. Furthermore, by consolidating all parameters related to the end-to-end tracking of international patients onto shared screens, we are offering streamlined management and organizational processes. Embracing our role as a pioneer in business intelligence planning and management within the healthcare sector, we are taking important steps through ongoing development and analysis projects. We remain confident that our **Digital Management System** project, launched in 2023, will continue to carry our vision forward, building on our robust business intelligence infrastructure.

- **In cooperation with the Biomedical Directorate,** we are maintaining our momentum on projects aimed at improving device inventory management, calibration, and maintenance processes. In this context, we are focusing on device integration and developing workflows to build a digital infrastructure for data collected from medical devices within the Group. We have also implemented clinical decision support infrastructure projects tailored to digital pathology, genetic cardiology, and gastroenterology departments.

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Through our Artificial Intelligence and R&D efforts, we are actively contributing to the digital transformation of healthcare and delivering meaningful value with the projects we have developed and continue to advance.

- With the **C-MIRA** project, we are planning to integrate cardiology decision-support algorithms into hospital systems. This integration will enable earlier identification of at-risk individuals, accelerate treatment timelines, and play a critical role in the care process. Patients undergoing treatment will be able to easily access appointments, treatment planning, and care-related information through our mobile application.

- In 2023, our TÜBİTAK-supported project, **"AI-Assisted Lesion Detection in Mammography Imaging,"** led by our R&D and Artificial Intelligence Unit, marked a significant success. In parallel, we continued to contribute to the ongoing rollout of our MLPCAD Plus product across Türkiye in 2024. This product, now equipped with multiple AI models capable of processing various radiology image types, has the potential to serve as a foundational platform for future AI models in radiology.

- As of 2024, our Artificial Intelligence Team has begun working with large language models to explore text analysis, intent recognition, and semantic interpretation. Following successful pilot studies, the team has moved forward with projects involving natural language processing models. In this scope, we developed and launched the testing phase of the **Chatbot-Based User Support Project** via our mobile applications.

- In 2024, our R&D Project Unit continued its pursuit of an active role in European-funded projects, submitting one application each to the Horizon and ITEA programs. The ITEA application was selected for support. Within this scope, we are contributing to the **"PHRESH – Patient Health Response in Emergent and Secure Habitats for Connected Healthcare"** project, which aims to provide AI-powered remote healthcare services to accelerate emergency response within a multinational consortium.

- In recent years, with the rapid advancement of artificial intelligence technologies, we have focused on maximizing patient satisfaction through the use of software developed using new large language models and web-based AI tools. Simultaneously, we have developed numerous algorithms, analysis studies, and reports to improve our systems and operational workflows in line with emerging technologies. Based on these outcomes, we conducted evaluations and implemented planning processes that translated into concrete organizational actions.

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We continue to take significant steps in our digital transformation journey through various initiatives implemented in our Human Resources processes.

We are shaping our supply chain processes through digital solutions and strengthening our operational model with the applications we develop.

- In 2023, we launched **Dijital İş,** laying the foundation for a web-based platform. In this context, we consolidated the applications developed by our R&D unit and used across departments under a single umbrella. This enabled us to offer an accessible, user-friendly experience to end users and to monitor and manage application traffic through the Dijital İş platform.

- As our organization continues to grow, we are further developing Dijital İş—available on web, iOS, and Android—to simplify and streamline staff shift planning and tracking. With this platform, managers can create team schedules, while employees can clock in and out via the mobile app without the need for physical timecards or manual signature sheets. In turn, both staff and managers can easily access shift records through the reports generated. The platform also enables the automatic transfer of attendance data to Oracle and payroll service providers. In 2025, we will begin upgrading the web interface of Dijital İş, bringing together multiple web applications into a single portal with a refreshed design and new features. Alongside these developments, we will continue to enhance the mobile app with new capabilities.

- In 2023, we developed TrackMat, a mobile solution compatible with both iOS and Android, for use in supply chain processes. This application enables real-time execution of tasks such as stock inquiries, goods receipt, internal goods receipt, returns to suppliers, internal distribution, work order creation and fulfillment, and manual transfers. By minimizing error margins and inventory discrepancies, we aim to boost efficiency in inventory planning. As of 2024, the app has been fully deployed across all our hospitals with all functionalities active. In addition, we piloted several new modules at two hospitals in 2024, including screens for Material Deduction to Patient Protocol, Material Return from Patient Protocol, Patient and Medication Verification, Patient and Sample Verification, and Patient and Blood Product Verification. We are continuing our efforts to roll these out across all hospitals in 2025.

- We launched R&D efforts to develop customized, locally developed software packages designed to replace imported licensed products, tailored to our organizational needs. As part of this effort, we implemented a pilot in 2024 at five hospitals, using Robotic Process Automation (RPA) in SSI (Social Security Institution) processes. The pilot proved successful, reducing our reliance on licensed products. Accordingly, we are planning to scale this solution further in 2025. To address the increase in errors and rejections during billing periods, we also developed real-time monitoring and reporting tools to enable immediate intervention in field automation processes. This allows for faster classification of system integration issues and quicker resolution in coordination with central process owners and technical teams. These improvements resulted in an up to a 45% increase in operational efficiency compared to the previous year. Furthermore, we conducted performance studies to manage RPA infrastructure and control related expenses. We also enhanced our digital billing processes for complementary health insurance (TSS) and SSI by developing new technological architectures and algorithms to improve system performance and processing speeds. By managing the entire operation on a limited number of servers, we aim to improve monitoring while optimizing server utilization. This led us to design a more flexible project architecture based on the total time robots spend on tasks rather than the number of robots.

- We manage our medical and non-medical supply chain operations through two distinct but integrated processes. Across all procurement operations, we foster transparent and trust-based relationships with our suppliers, guided by a partnership mindset and a commitment to sustainable competition. In this regard, we have developed and enhanced both web- and mobile-based applications in 2024.

MLPCARE

By integrating digital tools into our Financial and Operational activities, we are accelerating business processes and achieving more efficient and effective management.

- In 2024, MLP Care launched a strategic initiative to enhance financial processes and improve operational efficiency through one of the industry's most advanced analytics platforms. The platform, which leverages advanced analytics and artificial intelligence, will act as a command center for hospital management. It will also define, model, and test various financial planning and management scenarios for implementation in the field. Our goal is to establish a guiding system that enhances the capabilities of the MLP Care leadership team.

- To ensure a more efficient E-Invoicing process, we began transitioning to a new e-invoicing service provider in 2024. So far, we have completed the migration for 8 legal entities and 12 branches, including incoming and outgoing e-invoices and e-archives. We will continue to roll out this transition to the remaining entities and branches throughout 2025.

- In 2024, we initiated the development of an E-Reconciliation Portal to help our finance team carry out reconciliation processes end-to-end in a more streamlined, traceable, and modern way. The portal will enable digital tracking of reconciliations, the sending of Oracle-generated reconciliation letters directly to suppliers, the ability for suppliers to respond with their financial data, and automated comparison functions. Additional features include email reminders to non-responsive suppliers, visibility into reconciliation statuses, reporting capabilities, and full integration of all account and supplier data from Oracle into the portal. Following the successful completion of development and user acceptance testing in 2024, we plan to go live with the portal in January 2025 and send out the December 2024 reconciliations via this new platform.

- We also launched a project aimed at making our internal audit processes digitally traceable and reportable, while enabling real-time monitoring of audit findings and corrective actions. By the end of 2024, we had begun system setup in collaboration with a solution partner.

- Through our partnership with Istinye University, we provide recent graduates and interns with specialized training, internship, and employment opportunities within our Group. These young professionals are actively involved in our digital transformation projects, where they gain firsthand experience and insight into the healthcare sector and our organization. These efforts are also designed to help us cultivate the skilled workforce we will need in the future.

We continue to support our digital transformation with innovative projects, making our operations more efficient while delivering higher quality services to our patients.

As part of our Dijital İş Mobile – Personnel Information Update service, we enabled employees to upload their address and military service records registered with Human Resources using documents obtained from the e-Government portal, allowing for automatic verification and updating. Launched as a pilot project at our Head Office in 2024, this initiative aims to reduce the need for physical document submission. In 2024, we also introduced the **Dijital İş Mobile – Cafeteria Use** service across all our domestic hospitals. This service allows meal access via QR code and generates reports on usage. By digitizing the process, we eliminated the need for employees to sign for meals and enabled more precise numerical tracking of meal expenses. Through this initiative, we aim to reduce food waste caused by suppliers and minimize unnecessary costs.

We piloted our **Trackmat – Bedside Verification** project in two hospitals in 2024 with a focus on ensuring patient safety. This application allows mobile entry of orders related to medication, blood products, and sample collection procedures. Through this process, we aim to enhance patient safety and prevent the misuse of medications or medical supplies not intended for the patient, thereby reducing waste.

Our pilot **RPA – Smart Billing Optimization** project, launched in 2024, is an optimization initiative aimed at improving performance, resource efficiency, and speed in SSI and private health insurance billing processes by enhancing previously developed RPA-based smart billing systems. Through this project, we aim to optimize our use of bots to process more billing transactions at lower costs, using algorithms we have developed in-house.

As a reflection of our environmental responsibility, our **Paperless Hospital** project aims to reduce resource consumption, improve patient information security, and make our processes more efficient. With this project, 75% of patient care forms previously completed on paper are now filled out digitally. In compliance with regulations, we have ensured that all such forms are securely completed on a digital platform and saved with a timestamp.

In addition, by developing a physician council module within the Hospital Information Management System (HIMS), we supported the digitization of council decision forms and encouraged a multidisciplinary approach within this process.

Through **oncology decision support systems,** we track advancements in the field of oncology and aim to facilitate more effective, personalized treatment approaches for cancer patients. These systems digitize complex and sensitive treatment plans and provide valuable support to healthcare professionals. They leverage artificial intelligence and machine learning technologies to analyze large datasets related to medical history, genetic characteristics, tumor features, and many other factors. This allows for the timely and comprehensive presentation of critical information to physicians during the treatment process.

These systems guide physicians in both designing and implementing treatment plans while highlighting critical considerations. They contribute to preparing the most appropriate and effective treatment plan for each patient by identifying treatment options and potential side effects. In addition to supporting physicians' decision-making, these systems also help minimize the risk of overlooking important treatment details, thus enabling more successful and personalized therapies.

With our Personalized Digital Diet and Exercise Programs, we aim to help individuals achieve their healthy eating goals. This initiative is designed to support the adoption of healthier lifestyles and improved dietary habits, while also making this journey more accessible through the power of technology. Delivered via our mobile application, this program performs a comprehensive analysis of users' age, gender, weight, health conditions, dietary habits, allergies, and food preferences to create a personalized nutrition plan. Thanks to technologies like artificial intelligence and data analytics, the program helps users track how their choices and goals interact over time and contributes to the improvement of their nutrition plans. Meanwhile, our Digital Exercise Programs offer personalized fitness plans to support individuals in achieving their fitness goals. These programs evaluate various personal factors such as age, gender, weight, physical condition, movement habits, and current training levels to develop a tailored exercise plan and continuously adjust it. Through technologies such as artificial intelligence and data analytics, users' performance and progress are tracked, making the programs more effective. Our Digital Exercise Programs, which we plan to launch on our mobile platform, will allow individuals to create and follow fitness routines tailored to their goals without the need to visit a gym or work with a personal trainer.

Within our **Digital Satisfaction** project, guests receiving services from our hospitals can participate in personalized surveys that include recommendation scoring (Net Promoter Score – NPS) through decision-support algorithms. This allows guests to provide feedback on physicians, nurses, front desks, operating rooms, inpatient services, and other aspects contributing to the improvement of our ecosystem.

We use precise measurement methods to evaluate guest satisfaction with the services they receive. Successful examples are shared across our Group hospitals, and best practices are implemented in similar departments to further improve satisfaction. Furthermore, we continue to run various integrated projects aimed at guest satisfaction. We design different satisfaction frameworks based on the type of service received and develop algorithms to ensure the most accurate calculation of NPS.

Through our **Digital Billing** project, we utilized Robotic Process Automation (RPA) technologies to simplify revenue cycle operations by enabling automated invoices for hospital services. We reduced the additional documentation pressure imposed by insurance providers during reimbursement assessments. By designing rule- and permission-based processes that connect multiple existing systems, we created a nearly error-free billing cycle. The digitization of this cycle, along with the improved data quality and compliance provided by RPA, helped reduce claim rejections, positively impacting accounts receivable and improving cash flow. We continue to periodically improve our RPA algorithms and processes. In 2023, we developed over 10 new control factors in the fields of RPA and smart pricing modules, integrating them into our operational systems.

We use the **Hospital Information Management System (HIMS)** in our core hospital operations. As part of our HIMS digital transformation program completed in 2022, we supported a big data environment and created a system that includes parametric and structured data storage capabilities. By integrating our web-based application with mobile platforms, we made it more user-friendly and laid the groundwork for decision-support systems and artificial intelligence efforts. Both operationally and technically, we prioritize user experience and aim to keep the system in sync with new technologies.

As part of this, we integrated medical devices such as ECG and endoscopy equipment with HIMS, allowing imaging results from devices in 14 hospitals to be transferred parametrically and stored digitally. We are continuing efforts to roll out this integration across all our hospitals.

Our R&D unit under the Information Systems Coordination Office developed our **MLP Online** product in 2022 in accordance with the regulation published by the Ministry of Health's Directorate General for Health Information Systems. In this context, we offer telemedicine services, including video consultations and messaging features, leveraging the custom infrastructure we developed, through the integration of our MLP Online USBS software with hospital information management systems and the Ministry's data registration system. As part of this product's development, we aim to meet basic healthcare needs by reaching people in various parts of Türkiye through our mobile applications. As part of our 2024 activities, we added new features such as emotion analysis through image processing and AI-based machine translation and subtitle generation. We are steadily advancing toward our goal of offering our product as a full-service platform through continuous development.

This year, we also modernized the integration program between HIMS and ERP, which had been based on older technologies and causing performance issues and deployed the improved version in many of our hospitals.

Under **My Mobile Hospital** project—where we plan to offer product sales, video consultation, wallet-based payment, medication delivery, and home care services, we continued both mobile and web-based development activities throughout the year. We plan to launch this service in the near future.

As part of our **"Patient Admission Applications in New Generation Healthcare Services"** project, we are relentlessly continuing our efforts to establish an uninterrupted infrastructure enabling our patients to manage all procedures online during their hospital visit— from appointment to treatment, from billing to payments from insurance companies. With this initiative, we aim to ensure that procedures at our hospitals can be carried out online without the need to visit registration desks. We activated the pilot phase of this application for self-paying patients, offering them the opportunity to meet their doctors directly via the mobile check-in feature without stopping at the reception.

Through the Medical Park and Liv Hospital mobile applications, we also allow patients with SSI coverage to benefit from discounted appointment payments online at our SSI-contracted hospitals, eliminating the need to wait in line at the desk. Furthermore, our mobile applications support video consultations between doctors and patients, as well as post-consultation messaging. To enhance support, we have added a chatbot feature that provides 24/7 uninterrupted service within the Medical Park and Liv Hospital apps. Additional features include a story module that offers informative and educational health-related content, and a survey module designed to collect feedback from patients after specific in-app actions, allowing us to improve user experience and boost engagement. We have also introduced a medication tracking feature that records all prescriptions—regardless of whether they were entered into the Hospital Information Management System (HBYS) into the app and provides voice reminder notifications, helping patients monitor their medication usage.

Under the coordination of the Digital Transformation Directorate, we aim to establish a system infrastructure that enables the digital realization of our healthcare management philosophy through our upcoming Digital Management System. Previous initiatives such as our command center, Business Intelligence Projects, Decision Support Systems, AI algorithms, corporate know-how, and extensive experience in business processes have paved the way for this project. At MLP Care, we are committed to actively supporting next-generation management philosophy and digital governance systems, aspiring to pioneer unique achievements both in Türkiye and globally.

In 2023, we improved operational discipline across our Group by utilizing effective **BPM (Business Process Management)** tools. In this context, we integrated all minor processes not covered by automation systems into our ERP, CRM, and other platforms through BPM structures, thereby laying the necessary groundwork in this field. Furthermore, several business processes of strategic importance to our Group are now being modeled using these tools. As part of our 2024 initiative, we also implemented process-based designs for contract management and commercial execution management practices.

Our Cyber Security Practices

In today's fast-paced and ever-evolving digital landscape, the rapid advancement of technology and the acceleration of digitalization continue to amplify the risks associated with cyberattacks and data breaches, both of which are becoming increasingly sophisticated and threatening. The Global Risks Report 2024, published annually by the World Economic Forum, ranks cyber insecurity among the top ten most critical global risks for both the short (2-year) and long (10-year) horizons. In this context, the growing concern around cyber threats and personal data protection has made the implementation of effective security measures more essential than ever. In addition, research continues to highlight the vital role of cyber resilience for organizations aiming to safeguard their operations and reputation, emphasizing that resilience must be regarded not merely as a component of IT infrastructure but as a core strategic imperative.

At MLP Care, we are acutely aware of the integral role that information technologies play in the continuity of our operations and the delivery of healthcare services to our guests. Accordingly, we remain firmly committed to strengthening our investments in this area.

We ensure the protection of our data by keeping our cyber security software and hardware solutions continuously up to date. Our Intrusion Prevention System allows us to detect potential cyber-attacks and data leakage attempts in real time, while prompt countermeasures enable us to safeguard both patient data and institutional information with maximum efficiency.

Our information security processes are managed in line with international best practices, as demonstrated by our ISO 15504 SPICE (Software Process Improvement and Capability Determination) and ISO 27001 Information Security certifications. Our Information Security Management System Policy outlines our guiding principles, objectives, commitments, and responsibilities—is publicly available on our corporate website.

To maintain robust digital security, we leverage a comprehensive ecosystem of tools and services, including IPS (Intrusion Prevention System), Firewalls, DDoS (Distributed Denial of Service) protection, SOAR (Security Orchestration, Automation, and Response), MDR (Managed Detection and Response), SIEM (Security Information and Event Management), and SOC (Security Operations Center) services. We further strengthen our cyber resilience with CTI (Cyber Threat Intelligence), EDR (Endpoint Detection and Response), Penetration Testing, and Phishing simulations, all of which support a proactive and adaptive defense strategy. Since 2022, we have conducted phishing tests on a regular basis to monitor and reinforce internal awareness across the organization.

We prioritize the security of our data as a key corporate objective. In light of the rising number of global cyberattacks, we have placed increased focus on penetration testing in an effort to minimize vulnerabilities. As part of our external validation and vulnerability analysis protocols, we conduct at least one penetration test and one redundancy test annually.

In response to the shift to remote work during the COVID-19 pandemic, we have continued to develop and enhance our IT infrastructure to ensure the secure, seamless, and uninterrupted operation of all administrative and information systems units. These efforts include increasing bandwidth and strengthening cyber security protocols to support remote working conditions.

Since the launch of our Cyber Security Operations Service in 2020, we have adopted a proactive stance in our security posture.

We have also ensured full compliance with the Personal Data Protection Law by fulfilling all relevant requirements related to anonymization in data analysis processes.

In addition to regular internal communications aimed at raising awareness, we offer online information security training to our employees in order to cultivate a strong culture of security across the organization. In this regard, MLP Care delivered a total of 11,224 hours of cyber security training to its employees in 2024.

In the event of a cyberattack or information security incident, we respond instantly and manage the situation with precision. As a result of our comprehensive cyber security practices, we experienced no security breaches in 2024.

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ANNEXES

Financial Performance Indicators

Revenue	Unit	2023	2024
Revenues	Million TL	32,412	39,690
EBITDA[1]	Million TL	8,350	10,203
EBITDA Margin[1]	%	25.8	25.7
Net Profit / (Loss) Before Tax	Million TL	9,128	7,744
Net Profit / (Loss)	Million TL	6,855	7,744
Net Profit / (Loss) equity holders of the parent	Million TL	6,540	5,210
Net Profit/(Loss) excluding Monetary Gain/(Loss)	Million TL	1,663	4,231
Net Debt	Million TL	4,683	5,261

1. EBITDA and EBITDA margin calculated by deducting general administrative expenses from gross profit and adding depreciation and amortization expenses

Revenue	Unit	2023	2024
Total Revenues	Million TL	32,412	39,690
Domestic Patient Revenues	Million TL	26,700	34,425
Inpatient Revenues	Million TL	14,527	18,161
Outpatient Revenues	Million TL	12,263	16,264
Foreign Medical Tourism Revenues	Million TL	4,803	4,326
Other Ancillary Business	Million TL	819	939

Shareholding Structure	Unit	2024
Lightyear Healthcare B.V.(*)	%	37.76
Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş.	%	16.72
Muharrem Usta	%	9.78
Adem Elbaşı	%	3.26
İzzet Usta	%	1.30
Saliha Usta	%	0.98
Nurgül Dürüstkan Elbaşı	%	0.98
Publicly Traded (**)	%	29.22
Nominal Capital (***)	%	100

(*) Turk Ventures Adv. Ltd. provides consultancy services in its Istanbul liaison office to Dutch shareholders TPEF (Hujori Financieringen B.V. ("Hujori") and Lightyear Healthcare B.V. ("Lightyear")). Consulted Hujori and Lightyear have merged under Lightyear. With this merger, 8,287 thousand shares corresponding to 3.98% of the non-public portion and 418 thousand shares corresponding to 0.57% of the publicly traded portion owned by Hujori were transferred to Lightyear.

(**) The shareholders of the Group purchased 6,827 thousand shares from the publicly traded portion of the capital. Distribution of the shares purchased is as follows; 3,224 thousand shares representing 4.43% of the publicly traded portion were purchased by Lightyear, 1,613 thousand shares representing 2.21% of the publicly traded portion of the capital were purchased by Sancak İnşaat, 943 thousand shares representing 1.29% of the publicly traded portion of the capital were purchased by Muharrem Usta, 418 thousand shares representing 0.57% of the publicly traded portion of the capital were purchased by Hujori, 314 thousand shares representing 0.43% of the publicly traded portion of the capital were purchased by Adem Elbaşı and lastly other shareholders purchased 314 shares representing 0.43% of the publicly traded portion. 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on September 24, 2018. 126 thousand shares purchased by Izzet Usta and 18 thousand shares purchased by Adem Elbaşı from the publicly traded portion were sold.

(***) On October 9, 2024, 17,025,000 shares, corresponding to 8.18% of the company's capital, were redeemed through capital reduction methods that do not require fund outflows, resulting in a decrease in the issued capital from 208,037,202 TL to 191,012,202 TL.

Sustainable Economic Growth	Unit	2023*	2023 (%)	2024	2024 (%)
Economic Value Created	Thousand TL	32,412,088	100.0	39,689,926	100
Economic Value Distributed	Thousand TL	29,541,912	91.0	36,224,593	91
Operating Expenses	Thousand TL	12,333,332	38.1	14,136,792	35.6
Employee Benefits	Thousand TL	13,945,163	43.0	18,049,525	45.5
Benefits to the State	Thousand TL	823,716	2.5	1,042,175	2.6
Benefits to Capital Providers	Thousand TL	2,408,522	7.4	2,953,681	7.4
Benefits to Society	Thousand TL	31,179	0.1	42,420	0.1
Economic Value Held	Thousand TL	2,870,176	9.0	3,465,333	9

* Data for 2023 have been revised as inflation adjustment has been made according to IAS 29

Social Performance Indicators

Overall Employee Demographics		Unit	2022	2023	2024
Total Number of Employees		#	18,930	20,067	22,626
	Female	#	12,048	12,800	14,626
	Male	#	6,882	7,267	8,000
Number of Personnel		#	10,002	10,482	11,857
	Female	#	6,704	7,093	8,116
	Male	#	3,298	3,389	3,741
Number of Doctors		#	2,543	2,815	3,272
	Female	#	891	991	1,181
	Male	#	1,652	1,824	2,091
Number of Nurses		#	3,624	3,739	4,059
	Female	#	2,905	2,977	3,233
	Male	#	719	762	826
Number of Interns		#	236	225	209
	Female	#	138	141	146
	Male	#	98	84	63
Number of Subcontractor		#	2,525	2,806	3,229
	Female	#	1,410	1,598	1,950
	Male	#	1,115	1,208	1,279

MLPCARE

Overall Employee Demographics	Unit	2022	2023	2024
Number of Subcontractor	#	2,525	2,806	3,229
Female	#	1,410	1,598	1,950
Male	#	1,115	1,208	1,279
Number of full-time employees	#	18,545	19,645	22,037
Female	#	11,875	12,596	14,365
Male	#	6,670	7,049	7,672
Number of part-time employees	#	385	422	589
Female	#	173	204	261
Men	#	212	218	328
Number of employees in overseas operations	#	783	892	1,238
Female	#	580	669	861
Male	#	203	223	377
Number of employees with disabilities	#	338	391	424
Female	#	106	132	163
Male	#	232	259	261
Total employees with disabilities	%	1.79	1.95	1.87

Overall Employee Demographics	Unit	2022	2023	2024
Number of employees working for the company for 0 to 6 months	#	4,047	4,117	5,257
Female	#	2,610	2,678	3,559
Male	#	1,437	1,439	1,698
Number of employees working for the company for 6 Months to 2 years	#	5,783	6,395	6,954
Female	#	3,690	4,053	4,509
Male	#	2,093	2,342	2,445
Number of employees working for the company for 2 to 5 years	#	4,643	4,598	5,234
Female	#	3,038	2,982	3,351
Male	#	1,605	1,616	1,883
Number of employees working for the company for 5 to 10 years	#	3,082	3,511	3,289
Female	#	1,927	2,250	2,093
Male	#	1,155	1,261	1,196
Number of employees working for the company for more than 10 years	#	1,375	1,446	1,892
Female	#	783	837	1,114
Male	#	592	609	778
Average employment duration (years)	#	3	3	3
Female	#	3	3	3
Male	#	3	3	2
Ratio of female employees	%	64	64	65

Overall Employee Demographics	Unit	2022	2023	2024
Board of Directors	#	6	6	6
Female	#	2	2	2
Male	#	4	4	4
Independent Board of Directors	#	2	2	2
Female	#	1	1	1
Male	#	1	1	1
Non-Independent Board of Directors	#	4	4	4
Female	#	1	1	1
Male	#	3	3	3
Management Team (Coordinator, Deputy General Manager)	#	40	43	47
Female	#	9	9	11
Male	#	31	34	36
Director	#	32	37	36
Female	#	12	15	13
Male	#	20	22	23
Manager	#	365	381	468
Female	#	158	176	217
Men	#	207	205	251

Overall Employee Demographics	Unit	2022	2023	2024
Junior Management (First level management)	#	23	27	26
Female	#	15	10	13
Male	#	8	17	13
Female Managers in All Executive Levels	%	41	43	42
Junior Female Managers	%	44	46	45
Top Female Managers	%	30	30	29

Overall Employee Demographics - Age	Unit	2022	2023	2024
Under 30 years of age	#	8,843	9,424	10,420
Female	#	6,327	6,755	7,605
Male	#	2,516	2,669	2,815
30-50 years of age	#	8,407	8,685	9,723
Female	#	5,029	5,203	5,931
Male	#	3,378	3,482	3,792
Over 50 years of age	#	1,680	1,958	2,483
Female	#	692	842	1,090
Male	#	988	1,116	1,393

New Hires - Age		Unit	2022	2023	2024
Total number of new hires		#	6,630	6,610	8,485
	Female	#	4,264	4,221	5,730
	Male	#	2,366	2,389	2,755
Under 30 years of age		#	4,352	4,219	5,385
	Female	#	2,978	2,914	3,919
	Male	#	1,374	1,305	1,466
30-50 years of age		#	1,937	2,022	2,527
	Female	#	1,152	1,164	1,560
	Male	#	785	858	967
Over 50 years of age		#	341	369	573
	Female	#	134	143	251
	Men	#	207	226	322

New Hires - Age		Unit	2022	2023	2024
Interns hired in one year		#	419	326	164
	Female	#	281	221	110
	Male	#	138	105	54
New graduates hired		#	903	814	1093
	Female	#	676	638	858
	Male	#	227	176	235
Number of Vacancies Filled by Internal Candidates		#	426	387	437
	Female	#	302	291	299
	Male	#	124	96	138
Foreign nationals hired		#	312	267	162
	Female	#	172	162	103
	Male	#	140	105	59
Number of Vacancies Filled by Internal Candidates		#	2,262	2,760	2,937
Ratio of Vacancies Filled by Internal Candidates		%	25	29	26

Employee Turnover Rate*	Birim	2022	2023	2024
Employee Turnover Rate	%		39	47
Voluntary employee turnover rate	%		46	50
Involuntary employee turnover rate	%		4	5

*This represents the total employee and nurse turnover rate for the period between January and December 2024. The turnover rates do not include our international hospitals (Kosovo, Dubai, Baku, and Hungary hospitals)

Employee Satisfaction Rate	Unit	2022	2023	2024
Employee Satisfaction Rate	%	80	80	77

Occupational Health and Safety	Unit	2022	2023	2024
Number of Accidents	#	604	1,169	1,301
Number of Fatalities	#	0	0	0
Lost Workdays	#	486	982	639
Occupational Diseases	#	0	0	0
Lost Day Rate (LDR) Due to Accidents*	%	3.24	5.85	3.61
Injury Rate (IR)**	%	29.37	34.80	35.71
Absentee Rate (AR)***	%	5.96	12.04	6.83

(*) (Lost Days Due to Incidents*200.000) / (Total hour of work)

(**) Accident Frequency Rate: Number of injuries / Total hour of work * 1.000.000

(***) (Days of Absence / Total Number of Days) *100

OHS Training	Unit	2022	2023	2024
Total OHS Training Hour	employee*hour	275,979	321,072	324,417

Donations	Unit	2022	2023	2024
Donations	TRY	6.735.31	8.300.45	6.102.22
Social Responsibility Projects	TRY	15.519.15	22.879.45	36.318.38

Talent Development	Unit	2022	2023	2024
Number of employees promoted	#	62	385	494
Female	#	45	248	377
Male	#	17	137	117

Employee Trainings	Unit	2022	2023	2024
Total Orientation Training Hour	person*hour	188,215	220,611	285,046
Personnel	person*hour	91,858	108,982	145,416
Doctor	person*hour	11,808	14,932	19,427
Nurse	person*hour	63,770	74,518	79,216
Intern	person*hour	3,451	2,310	11,930
Subcontractor	person*hour	17,328	19,869	29,058
Total Orientation Training Hour per Employee	hour	9.94	10.99	12.50
Total Training Hour	person*hour	803,526	1,060,343	1,157,278
Personnel	person*hour	431,723	571,453	653,361
Doctor	person*hour	45,281	71,114	56,754
Nurse	person*hour	262,264	329,975	344,446
Intern	person*hour	8,845	6,484	16,552
Subcontractor	person*hour	55,412	81,316	86,165
Total Training Hour per Employee	hour	42.45	52.84	51.10
Total Anti-Bribery and Anti-Corruption Training Hour	person*hour	-	10,315	10,667
Total ESG/ Sustainability Training Hour	person*hour	2,806	7,426	5,054
Total Data Security and Privacy Training Hour	person*hour	8,649	9,443	11,224
Total Equality, Equal Opportunity, and Inclusion Training Hour	person*hour	-	4,538	3,510

Environmental Performance Indicators

Energy Consumption	Unit	2022	2023	2024
Total	GJ	715,065	787,353	867,730
Natural Gas	GJ	215,675	232,766	246,415
Electricity	GJ	471,802	523,135	590,970
Gasoline	GJ	6,407	10,700	11,898
Diesel	GJ	18,499	18,026	15,660
Fuel oil	GJ	2,682	2,726	2,787

Water Consumption	Unit	2022	2023	2024
Total Water Consumption	m³	938,534	1,004,883	1,005,134

Waste	Unit	2022	2023	2024
Total Waste	tons	3,836	3,771	4,156
Hazardous and Medical Waste	tons	3,354	3,246	3,492
Non-Hazardous Waste	tons	482	525	664

Emissions*	Unit	2022	2023	2024
Total	tons CO_2e	114,171	129,496	147,593
Scope 1	tons CO_2e	26,458	29,335	41,072 ✅
Scope 2	tons CO_2e	57,416	68,243	74,540 ✅
Scope 3	tons CO_2e	30,297	31,918	31,981

*See p.71 for table explanation

Reporting Principles

This reporting guideline ("Guideline") provides information on the methodologies for the preparation, calculation, and reporting of the data related to the indicators under the scope of limited assurance included in the 2024 Integrated Report of MLP Sağlık Hizmetleri A.Ş.

It is the Company's management's responsibility to ensure that appropriate procedures are in place to prepare these indicators, in all material respects, in line with the guidelines.

General Reporting Principles Key Definitions and Reporting Scope

The following principles have been considered in the preparation of this guidance document:
• In the preparation of information - to emphasize the basic principles of relevance and reliability of information to users of information,
• In reporting information - emphasizing the principles of comparability/consistency of information with other data, including previous year, and the principles of understandability/ transparency providing clarity to users.

Key Definitions and Reporting Scope

For the purpose of this report, the Company makes the following definitions:

Carbon Emission (tonCO$_2$e)	
Scope 1 Emission (tonCO$_2$e)	It represents the direct greenhouse gas emissions of the Company during the reporting period, calculated based on the consumption of fuels such as natural gas, generator fuel (diesel), diesel used for heating purposes, and fuel-oil monitored from invoices; the diesel and petrol consumption of operational and company vehicles monitored by third-party companies; as well as the consumption of anesthetic gases (isoflurane, sevoflurane/sevorane, desflurane/suprane), refrigerant gases, and gases used in fire extinguishers, all monitored from maintenance company invoices.
Scope 2 Emission (tonCO$_2$e)	It represents the amount of indirect greenhouse gas emissions of the Companies resulting from electricity consumption during the reporting period.

Independent Assurance Report

Deloitte.

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INDEPENDENT ASSURANCE REPORT

DRT Bağımsız Denetim ve SMMM A.Ş. ("Deloitte") independent auditor's limited assurance report to the Board of Directors of MLP Sağlık Hizmetleri A.Ş. ("Company") and its subsidiaries (together referred to as "Group") on the 2024 Integrated Report for the year ended 31 December 2024.

Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 ("Standards") on whether the Selected Sustainability Information listed below (the "Selected Information") in the Company's Integrated Report for the year ended 31 December 2024 (the "2024 Sustainability Report") has been prepared in accordance with the principles set out in the Reporting Guidance section of the Company's Annual Report on pages 19-56-71 and 112.

Our assurance engagement does not cover information related to previous periods, other information included in the 2024 Integrated Report, or Sustainability Information or any other information related to the 2024 Integrated Report (including any images, audio files, or embedded videos).

Selected non-financial performance data for limited assurance

We have been engaged by the Group to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2024 Integrated Report for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and found on pages 19-56-71 and 112 marked with an of the 2024 Integrated Report for the year ended 31 December 2024 is as follows:

Environmental Indicators

• Scope 1 Emission (ton CO2e)
• Scope 2 Emission (ton CO2e)

Deloitte; İngiltere mevzuatına göre kurulmuş olan Deloitte Touche Tohmatsu Limited ("DTTL") şirketini, üye firma ağındaki şirketlerden ve ilişkili tüzel kişiliklerden bir veya birden fazlasını ifade etmektedir. DTTL ve üye firmalarının her biri ayrı ve bağımsız birer tüzel kişiliktir. DTTL ("Deloitte Global" olarak da anılmaktadır) müşterilere hizmet sunmamaktadır. Global üye firma ağımızla ilgili daha fazla bilgi almak için www.deloitte.com/about adresini ziyaret ediniz.

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Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 ("Standards"). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Special Purpose

Our work has been undertaken to inform the Group's Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Group's Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority ("POA") in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024. According to the POA Decision published in the Official Gazette on 5 September 2024, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. In the upcoming period, a separate sustainability report and limited assurance report will be prepared within this framework.

Our Independence and Competence

We comply with the independence and other ethical provisions of the *Code of Ethics for Accounting Professionals* published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

Responsibilities of Management

The Group Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Group Management is responsible for setting the Group's sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

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Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section "Selected non-financial performance data for limited assurance" related to 2024 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 ("Standards") requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Group responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Group's 2024 Integrated Report for the year ended 31 December 2024, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the "Auditor's Responsibilities" section above.

Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of MLP Sağlık Hizmetleri A.Ş. to assist in reporting the Group's performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Integrated Report prepared for the year ending 31 December 2024, to enable MLP Sağlık Hizmetleri A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of MLP Sağlık Hizmetleri A.Ş. and MLP Sağlık Hizmetleri A.Ş. in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.
Member of **DELOITTE TOUCHE TOHMATSU LIMITED**

Tolga Sirkecioğlu, SMMM
Partner

İstanbul, 24 July 2025

GRI Content Index

Statement of Use	MLP Care has prepared its report covering the period of January 1, 2024 - December 31, 2024 in accordance with the Global Reporting Initiative (GRI) Standards.
GRI Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s):	-

GRI Standard	Indicator	Disclosures	
		Descriptions	Page
GRI 2: General Disclosures 2021	2-1 Organizational details	About MLPCARE	Page 3
	2-2 Entities included in the organization's sustainability reporting	About the Report	Page 4
	2-3 Reporting period, frequency, and contact point	About the Report	Page 4
	2-4 Restatements of information	About the Report	Page 4
	2-5 External assurance	About the Report	Page 4
	2-6 Activities, value chain, and other business relationships	About MLPCARE Excellence in Governance	Page 23, Page 31
	2-7 Employees	Our Employee-Oriented Corporate Culture	Page 79
	2-8 Workers who are not employees	Our Employee-Oriented Corporate Culture	Page 79
	2-9 Governance structure and composition	Our Organizational Structure	Page 32
	2-10 Nomination and selection of the highest governance body	Our Corporate Governance Approach	Page 35
	2-11 Chair of the highest governance body	Our Corporate Governance Approach	Page 35
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance Approach	Page 35
	2-13 Delegation of responsibility for managing impacts	MLP Care's Sustainable Governance Structure	Page 50
	2-14 Role of the highest governance body in sustainability reporting	MLP Care's Sustainable Governance Structure	Page 50
	2-15 Conflicts of interest	Our Corporate Governance Approach	Page 35
	2-16 Communication of critical concerns	Our Corporate Governance Approach Our Stakeholder Engagement	Page 35, Page 63
	2-17 Collective knowledge of the highest governance body	Our Corporate Governance Approach	Page 35
	2-18 Evaluation of the performance of the highest governance body	Our Corporate Governance Approach	Page 35
	2-19 Remuneration policies	-	-
	2-20 Process to determine remuneration	-	-

MLPCARE

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GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	-	-
	2-22 Statement on sustainable development strategy	Chairperson's Message	Page 7
	2-23 Policy commitments	Our Corporate Governance Approach	Page 35
	2-24 Embedding policy commitments	Our Corporate Governance Approach	Page 35
	2-25 Processes to remediate negative impacts	Our Corporate Governance Approach	Page 35
	2-26 Mechanisms for seeking advice and raising concerns	Our Corporate Governance Approach	Page 35
	2-27 Compliance with laws and regulations	Our Corporate Governance Approach	Page 35
	2-28 Membership associations	About the Report	Page 4
	2-29 Approach to stakeholder engagement	Our Interaction with Our Stakeholders	Page 63
	2-30 Collective bargaining agreements	Employee Health and Safety	Page 84
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Key Priorities	Page 57
	3-2 List of material topics	Our Key Priorities	Page 57
	3-3 Management of material topics	Our Key Priorities	Page 57
Sustainable Economic Growth			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainable Economic Growth	Page 43
	201-2 Financial implications and other risks and opportunities due to climate change	Risk management	Page 38
	201-3 Defined benefit plan obligations and other retirement plans	Employee Satisfaction and Talent Management	Page 79
GRI 203: Indirect Economic Impacts 2016	Infrastructure investments and services supported	Sustainable Economic Growth	Page 43
	203-2 Significant indirect economic impacts	Our Value Chain	Page 40
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Economic Growth	Page 43
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Our Value Chain	Page 40
GRI 207: Tax 2016	207-1 Approach to tax	Our Corporate Governance Approach	Page 35
	207-2 Tax governance, control, and risk management	Our Corporate Governance Approach	Page 35

GRI Standard	Indicator	Disclosures	
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Energy and Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Water Management	Page 72
	302-3 Energy intensity	Energy and Water Management	Page 72
	302-4 Reduction of energy consumption	Energy and Water Management	Page 72
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Energy and Water Management	Page 72
	303-2 Management of water discharge-related impacts	Energy and Water Management	Page 72
	303-3 Water withdrawal	Energy and Water Management	Page 72
	303-4 Water discharge	Energy and Water Management	Page 72
	303-5 Water consumption	Energy and Water Management	Page 72
Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change	Page 69
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change	Page 69
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change	Page 69
	305-4 GHG emissions intensity	Climate Change	Page 69
	305-5 Reduction of GHG emissions	Climate Change	Page 69
Waste and Hazardous Materials Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste and Hazardous Materials Management	Page 76
	306-2 Management of significant waste-related impacts	Waste and Hazardous Materials Management	Page 76
	306-3 Waste generated	Waste and Hazardous Materials Management	Page 76
	306-4 Waste diverted from disposal	Waste and Hazardous Materials Management	Page 76
	306-5 Waste directed to disposal	Waste and Hazardous Materials Management	Page 76

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Employee Satisfaction and Talent Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Satisfaction and Talent Management	Page 80
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Satisfaction and Talent Management	Page 80
	401-3 Parental leave	Employee Satisfaction and Talent Management	Page 80
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Employee Satisfaction and Talent Management	Page 80
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Satisfaction and Talent Management	Page 80
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Satisfaction and Talent Management	Page 80
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Satisfaction and Talent Management	Page 80
Employee Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety	Page 85
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety	Page 85
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety	Page 85
	403-5 Worker training on occupational health and safety	Employee Health and Safety	Page 85
	403-6 Promotion of worker health	Employee Health and Safety	Page 85
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety	Page 85
	403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety	Page 85
	403-9 Work-related injuries	Employee Health and Safety	Page 85
	403-10 Work-related ill health	Employee Health and Safety	Page 85
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Equity, Diversity and Inclusion	Page 83

GRI Standard	Indicator	Disclosures	
		Descriptions	Page
Equity, Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equity, Diversity and Inclusion	Page 83
	405-2 Ratio of basic salary and remuneration of women to men	Equity, Diversity and Inclusion	Page 83
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equity, Diversity and Inclusion	Page 83
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Equity, Diversity and Inclusion	Page 83
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Equity, Diversity and Inclusion	Page 83
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility	Page 87
Guest Satisfaction and Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Guest Satisfaction and Privacy	Page 46
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Guest Satisfaction and Privacy	Page 46

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Cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity	Page 101
Digitalization and Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization and Innovation	Page 101
Ethical Business Culture			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Key Priorities	Page 57
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Business Culture	Page 36
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Business Culture	Page 36
	205-3 Confirmed incidents of corruption and actions taken	Ethical Business Culture	Page 36
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethical Business Culture	Page 36
Service Quality			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Service Quality	Page 45

Glossary

Term	Description
Total Number of Patients	Total number of outpatients and inpatients receiving health care services in a given period.
Number of Inpatients	The total number of patients receiving inpatient treatment in the hospital.
Direct Economic Value Generated (Million TL)	The total amount of value created by the company as a result of its economic activities.
Economic Value Distributed (Million TL)	Total economic value distributed to stakeholders such as employees, shareholders, suppliers and the government.
Economic Value Retained (Million TL)	It is the value retained within the company after deducting the distributed part from the economic value created.
SRC Center Of Excellence	SRC Center of Excellence Certificate is an international accreditation certificate awarded to institutions that demonstrate excellence in patient care and high surgical expertise.
American Accreditation Standards - JCI Joint Commission International	Joint Commission International (JCI) is an independent, non-profit organization to ensure healthcare quality and patient safety. JCI's accreditation framework includes the goals of accurately identifying patients, improving effective communication, enhancing medication safety, making surgery safe and reducing the risk of healthcare-associated infections.

Term	Description
NPS (Net Promoter Score)	NPS is a metric that measures the likelihood of customers recommending a company's product or service to others.
HIMS (Hospital Information Management System)	HIMS is a group of software that computerizes the operations of hospitals.
BPM (Business Process Management)	BPM (Business Process Management) is a method used to improve and automate business processes and increase efficiency.
Hazardous Waste Intensity	Hazardous waste intensity refers to the amount of hazarodus waste generated per number of guests served and assesses the waste generation efficiency of a business or industry.
Emission Intensity	Emission intensity is a measure of the amount of greenhouse gas emissions per guest served.
Water Consumption Intensity	Water consumption intensity expresses the amount of water used per number of guests served, and helps to assess water efficiency and the use of water resources.
Junior Female Managers	Proportion of female executives in the first level management of the company.
Top Female Managers	Proportion of female executives in the company's senior management positions.

Term	Description
Advanced Radiotherapy	Tomotherapy, EDGE, MR-LINAC, MR-LINAC, Trilogy, TrueBeam, Gamma Knife are techniques that enable the target cancerous tissue to be treated using lower radiation doses by choosing the appropriate device.
Da Vinci Robotic Surgery	It is a technological system that allows surgeons to perform surgery with high precision and control, sitting at a console and managing surgical instruments through a robotic system called "Da Vinci".
Gamma Knife Treatment	Gamma Knife is a modern treatment method that allows neurosurgeons to perform surgery without the need for any incisions.
MAKOplasty	Makoplasty is a treatment method used in knee and hip replacement applications and performed with robotic surgery technology.
Holmium Laser	It is a treatment method used surgically in prostate treatment, which can clean and remove the entire prostate tissue in a closed procedure thanks to advanced laser technology.
Health Tourism	Foreign health tourism is the practice of foreign nationals traveling to a country other than their place of residence for the purpose of health protection, promotion or treatment of diseases and benefiting from health and tourism opportunities.

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