

## **Remuneration Policy**

### **REMUNERATION MANAGEMENT POLICY FOR BOARD MEMBERS AND SENIOR EXECUTIVES OF AKFEN GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.**

#### **A. AIM AND SCOPE**

The primary aim of the Remuneration Policy of Akfen Gayrimenkul Yatırım Ortaklığı A.Ş. is to ensure that the remuneration practices of the Company are planned, executed and managed in accordance with the relevant legislation and the scope and structure of the Company's activities, strategies, long-term goals and risk management structure, preventing excessive risk taking and based on effective risk management.

The Remuneration Policy covers executives and employees at all levels working in the Company.

#### **B. BASIC PRINCIPLES**

Wages paid to employees consist of fixed wages and variable wages.

Fixed wages are cash payments made in fixed amounts at certain times of the year on a regular and continuous basis, irrespective of performance. Such wages are determined by taking into account the financial situation of the Company and are paid to all employees based on merit, duration of employment, title and the nature of the work performed.

It is essential that the fixed wages to be given to the Members of the Board of Directors, Senior Management and employees of the Company are in line with the ethical values, internal balances and strategic goals of the Company and are not associated with short-term performance.

Variable wages, on the other hand, are all kinds of cash and non-cash payments other than fixed wages such as performance-based incentive payments and bonuses. Performance-based (such as ESG performances) wages are paid only to certain employees, taking into account the Company's performance and the contribution of the relevant unit and employee. Variable wages are determined in a way that does not weaken the Company's equity, taking into account current and potential risks, capital and liquidity status, and the probability and time of realization of future revenues.

The financial and operating performance of the Company is taken as basis for variable wages.

Performance-based incentive payments are determined and announced to all employees, without guaranteeing the amounts in advance, taking into account the maturity of the risks taken, in a way that will positively affect the corporate values of the Company, based on clear, understandable, measurable and objective conditions, and the determined criteria are regularly reviewed. If financial data such as profit and revenue are used in the determination of performance criteria, necessary measures are taken to ensure that these data reflect the truth in terms of risks and costs.

Care is taken to ensure that the Remuneration Policy and the remuneration practices within this framework do not include incentive systems that would harm the interests of partners, employees and customers.

Necessary actions are taken, including the reimbursement of performance-based variable wages, for those whose activities endanger the healthy functioning of the Company or who are found to be responsible for the deterioration of its financial structure.

### **C. DUTIES AND RESPONSIBILITIES**

The final authority and responsibility for ensuring that the remuneration practices of the Company are carried out effectively within the framework of the relevant legislation and the Remuneration Policy rests with the Board of Directors. The Board of Directors reviews the Remuneration Policy, when necessary, in order to ensure its effectiveness.

The Company's Senior Management is responsible to the Board of Directors for the effective execution and management of remuneration practices within the framework of the relevant legislation and the Remuneration Policy.

Within the framework of the relevant legislation and the Remuneration Policy, the duties and activities related to the preparation, publication, updating, effective implementation and follow-up of the regulations regarding the implementation procedures and principles regarding remuneration are carried out, managed and coordinated within the Human Resources Department. Other units and branches of the Company also fulfill their duties in this context in coordination with the relevant units.

All personnel of the Company at all levels continuously fulfill their duties fully and accurately in terms of the purposeful and effective implementation of the Remuneration Policy and relevant regulations and other regulations.

Compliance and effectiveness of the Company's practices and activities related to remuneration with the provisions of the relevant legislation and Remuneration Policy and whether they contain risk-increasing factors are regularly audited and evaluated within the scope of internal audit and reported to the Board of Directors.

### **D. PUBLIC DISCLOSURE**

The Remuneration Policy and the amendments to be made in this policy and the performance criteria based on the determination of variable wages are submitted to the information of the shareholders at the General Assembly of the Company.

The basic procedures and principles regarding the payments made to the employees are also included in the annual report.

### **E. ENFORCEMENT**

This Policy enters into force as of 26.04.2013. Amendments and updates to be made in the Remuneration Policy, depending on the conditions of the day, also come into effect with the approval of the Board of Directors.