

Zorlu Enerji — Workforce Data Update

1. Employees by Country

Country/Ethnicity	Number of Employees	Share in Total Employees (%)	Share in Total Managers (%)
Turkey	1,834	94.05%	95.07%
Pakistan	57	2.92%	1.64%
Russia	59	3.03%	3.29%

The information is based on data as of 31.12.2025.

2. Temporary Staff Proportion

Temporary staff proportion = Number of contract or temporary employees ÷ Total Workforce × 100

Metric	Value
Direct employees — all countries (full-time, permanent)	1,950
Contractor / temporary staff (subcontractor)	549
Total workforce (employees + contractors)	2,499
Temporary Staff Proportion	21.97%

Calculation: $549 \div 2,499 \times 100 = 21.97\%$

Reason / Notes: As of 31 December 2025, direct employees total 1,950 across all countries (Turkey 1,834 + Pakistan 57 + Russia 59), all full-time permanent staff (part-time and fixed-term employees = 0). The temporary/contract workforce therefore consists entirely of contractor (subcontractor) staff, numbering 549 (Zorlu Energy Group, December 2025). Interns are excluded.

The information is based on data as of 31.12.2025.