Operating Sustainably

WE Soda Ltd
Sustainability Report 2023

Our Purpose

To responsibly produce essential ingredients for a sustainable future

Read more on page 8

We are the largest, and most sustainable, producer of natural soda ash

You may not have heard of soda ash, but it impacts your everyday life. It is a key ingredient in all glass windows and bottles, as well as for electric vehicle batteries, photovoltaic solar panels, powdered detergent and a host of other products. It is an essential ingredient for the modern world, supporting the energy transition and pathway to Net Zero.

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About this report

Our 2023 Annual Report was approved by the WE Soda Board of Directors on 25 April 2024 and was signed on its behalf by the Board. This report presents our annual performance for the financial year 1 January to 31 December 2023 for the WE Soda Group and our operations Kazan Soda and Eti Soda in Türkiye.

External independent assurance was provided over selected non-financial information presented in the Annual Report. Refer to the Annual Report, where indicators subject to assurance are denoted with a Δ across the report. Refer to the Independent Limited Assurance Statement prepared by ERM CVS on page 138.

Queries with regards to the report should be directed to Edward Westropp, Head of Investor Relations & Communications.

All page references in this report refer to the online 2023 Annual Report.

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WE Soda is a privately owned UK registered and headquartered company

1. Non-financial group data is based on Turkish operations and UK and Turkish corporate and administrative functions; it does not include US associates, discontinued operations and subsidiaries.

Chair’s introduction

“We are in a strong position to execute our sustainable growth strategy, with a robust balance sheet, world class assets and sound governance.”

Didem Ciner
Chair

Another year of significant progress

2023 was another year of significant progress for our business, albeit with changing opportunities and challenges.

We entered the year against a buoyant market backdrop and strong demand for our products. However, starting from the mid year, the general economic slowdown in Europe and Asia began to affect our sector and demand for soda ash softened, particularly in flat glass.

Our response demonstrated the inherent strength and resilience of our business, as our structural cost advantage, due to our production method and comparatively low energy intensity, ensured that we were able to continue generating strong margins and cashflow even in more challenging market conditions.

From a strategic perspective, we began the year with the objective of executing an IPO on the London Stock Exchange; however, despite extensive engagement with investors, the prevailing negative market sentiment towards UK IPOs meant that this was not the right time. While this was disappointing, we benefitted from the considerable work involved to prepare our business for the public markets. We now operate broadly as a listed company with strong governance, transparent reporting and disclosure and a robust compliance and risk framework, all of which position us well for the future.

In March 2024, we transferred our governance arrangements from Kew Soda to WE Soda. The Independent Non-Executive Directors stepped down from the Kew Soda Board and joined the WE Soda Board. We also disbanded the Kew Soda Board Committees, which were replaced with equivalent Committees, both in terms of membership and duties, at WE Soda level. This is explained in more detail in the Governance section starting on page 106.

Chair's introduction continued

Our IPO preparations also meant that we were well positioned to access the public debt markets during the year, and we were pleased to see such a positive reception for our inaugural bond issuance in October, which allowed us to diversify our capital structure and strengthen our balance sheet. We attracted a broad range of international bond investors and I welcome all of our bond holders to WE Soda. This was our first issuance of publicly listed securities and the first significant opportunity to assess the public market's perception of our business; since issue, our bonds have traded consistently above par, showing strong aftermarket support for our company.

Growth: On plan

Despite the currently softer market environment, the medium and long-term demand outlook for soda ash is projected to remain strong, mainly driven by the importance of soda ash as an energy transition material.

To satisfy this growing global demand, we remain fully committed to our strategically important expansion projects in Türkiye and in Wyoming, US. If developed as planned, these projects will more than double our current production and reach over 10 million mtpa of soda ash production by the end of this decade.

Safety: Our priority

Ensuring a safe working environment for all of our people is extremely important to me, and it is an area that we, as a company, need to keep in sharp focus and remain continuously vigilant. As such, we are actively engaged in developing and nurturing a culture of heightened safety awareness through our "Safety Excellence Journey", through which we aim to permanently reduce serious and avoidable workplace accidents.

Unfortunately, our safety performance in 2023 was not in line with our objectives, and our total number of lost time injury (LTI) workplace accidents increased significantly. Our Board and executive leadership team are all focused on reversing this trend, remaining vigilant around safety risk and ensuring consistent adherence to new and enhanced safety practices and protocols that we have put in place. We are determined to embed a world-class safety culture throughout our business; already in 2024 we are starting to see the positive impact of the programme, and I look forward to reporting on the progress of this three-year programme, as it develops.

Operating sustainably: Our core

We take great pride in the low environmental impact, cavern-based solution-extraction process that we have pioneered and which, when compared with synthetic alternatives, has considerably lower energy intensity, carbon emissions, water usage and process waste. This sustainability advantage also provides competitive advantage, as our customers know that our products are produced in a way that not only reduces their own Scope 3 emissions but also helps with the decarbonisation of their entire value chain. We are always looking to do more, and innovation is an essential part of our operating philosophy and culture.

During 2023, we continued to invest in PV solar power at our sites in Türkiye and we remain on track to achieve our ambitious renewable energy generation plans. We also established an R&D team who are seeking to develop innovative new process technologies that we can use, and also to develop innovative product solutions for our customers, with the objective of enhancing and accelerating the decarbonisation of the soda ash value chain. In this regard, I was delighted to see that the hard work of our team has also been recognised externally, with WE Soda being awarded a Platinum Medal by EcoVadis, a globally trusted sustainability ratings provider, which places our company in the top 1% of all comparable companies assessed by EcoVadis, as well as being recognised by Morningstar Sustainalytics, as part of our pre-IPO corporate ESG risk rating assessment, as having the lowest ESG risk score within the commodity chemicals sub-sector.

Governance

I would like to record my thanks to all our Board members for their guidance and wisdom throughout the year. It has been challenging at times and I was very pleased with the support we were able to provide to the executive team and the wider business. During the year we also welcomed a new executive Board member with the addition of Nicholas Hall as our Chief Strategy & Risk Officer. His expertise has added to an excellent mix of complementary skills at Board level which now includes in-depth experience of sustainability, law, international relations, banking, industrial minerals and audit. Given the importance of sustainability to the business, the Sustainability Committee played a key role during the year, as did the Audit & Risk Committee in supporting the executive team around our successful bond issuance.

The journey continues

I believe we are an exceptional business, and every year reaffirms this view. The world needs our product and has no substitute for it. Through our unique production method, we are one of the most sustainable suppliers and we are playing our part in tackling climate change, accelerating the pathway to Net Zero and helping our customers to do the same.

I would like to take this opportunity to thank all of our people, customers and communities for their commitment and support during 2023. We look forward to continuing to deliver for every stakeholder in 2024.

Didem Ciner
Chair

The essentials of our business model

Our six key **strengths**

Scale

We are the world's largest producer of natural soda ash, producing around 5 million mtpa and delivering this to around 80 countries worldwide.

Outside China, there are two other places in the world with commercially exploitable deposits of trona ore (used to make soda ash), and our Group has a significant presence in both.

In Türkiye, we have production sites at Eti Soda (with a capacity of 2.0 million mtpa) and Kazan Soda (with a capacity of 3.2 million mtpa) today and expanding to around 4.0 million mtpa by 2027).

In the US, we are developing two greenfield projects in Wyoming: West Soda[1] (targeting initial production of around 2.5 to 3.0 million mtpa) and Pacific Soda[1] (targeting production of around 2.5 to 5.0 million mtpa).

#1
world's largest producer of natural soda ash

Sustainability leader

In response to accelerating climate change, customers and consumers are seeking low-carbon, sustainable products.

Sustainability is at our core; it is embedded in everything we do.

Our natural soda ash is the most sustainable and environmentally-friendly choice – in terms of energy intensity, CO2e emissions, water, waste and impact on nature.

We produce soda ash with around one-third of the CO2e emissions, and require less than one quarter of the water, and generate almost no waste per unit of production by comparison with synthetically produced alternatives.

1/3
of emissions[2]

and less than
1/4
water intensity[2]

1. Net to WE Soda (WE Soda has 100% of West Soda and a 40% working interest in Pacific Soda). **2.** By comparison with synthetically produced alternatives.

The essentials of our business model continued

Unique production method

We use the cavern-based solution-extraction production method, which we developed and have optimised through operating practice over the last 15 years.

Outside China, we believe we are the only producer to use this method on a commercial scale and we hold several patents protecting different aspects of the process.

We use it at both of our facilities in Türkiye and (if developed as planned) our US greenfield projects will use substantially the same method.

Our production method means we are one of the lowest cost producers and also the most sustainable producer globally, with "locked-in" environmental and economic advantages over other producers in our industry.

#1

most sustainable producer globally

Essential ingredient

Our product is an essential industrial ingredient with no economic or environmentally viable substitute.

Soda ash is essential for glass manufacturing, and over half of our output goes into the glass industry, whether it be windows for buildings, windscreens for cars, or containers for food and beverage.

As the world strives for Net Zero, soda ash is an essential energy transition material. Many energy transition products depend on soda ash in their production processes including PV solar panels, energy-efficient windows, and the batteries for EVs and solid-state renewable energy storage.

70–75%[1] of global soda ash demand growth to 2030 will be driven by these sustainable applications.

70–75%

of soda ash demand growth driven by sustainable applications

Exceptional cost curve

Due to the economics of cavern-based solution-extraction, and the structurally higher cost of synthetic production, our production method for natural soda ash will always be towards the lowest end of the cost curve.

Over 60% of global soda ash production comes from higher cost synthetic production methods; this is unlikely to change for the foreseeable future, even as more natural soda ash production comes on-stream.

Our main cost advantage is due to our lower energy intensity; we produce soda ash with less than half the energy intensity of synthetic alternatives.

We are able to deliver on a cost competitive basis to every major soda ash market globally; coupled with our ability to meet customers' low-carbon procurement needs, thereby reducing their Scope 3 emissions, our proposition is compelling.

Low cost

one of the lowest cost producers compared with synthetic alternatives

Robust financials, resilient cash flow

Our low cost of production drives consistently strong profitability, in even the most challenging market conditions. We are also highly cash generative, due to our robust margins and well invested, well maintained, modern production facilities.

With target leverage within a 1.5–2.5x LTM EBITDA range, we maintain a prudent balance sheet, enabling us to invest for long-term growth and sustainability within our business.

By 2030, we plan to have invested more than $5 billion of growth capital, expanding our operations in Türkiye and bringing the enormous potential of our Wyoming projects on-stream, more than doubling our production.

We are able to do this because of our unique operating capabilities and our robust financials.

$5bn

investing in growth by 2030

1. Advancy Research and Analysis, February 2024.

2023 highlights

2023 was another year of significant progress for our business, albeit with changing opportunities and challenges.

We entered the year against a buoyant market backdrop and strong demand for our products. However, starting from the mid year, the general economic slowdown in Europe and Asia began to affect our sector and demand for soda ash softened, particularly in flat glass.

Despite the currently softer market environment, the medium and long-term demand outlook for soda ash is projected to remain strong, mainly driven by the importance of soda ash as an energy transition material.

Financial Highlights

A year of sustained margins and robust cash generation

Total sales volume

4.98 million mt

(2022: 5.0m mt).

Free cash flow[2]

$587 million

with FCF Conversion[2] of 78% (2022: FCF $743 million and FCF Conversion: 89%).

Netback Margin[5]

60%

(2022: 59%) maintained despite lower netback pricing in all regions during the second half of the year, partially offset by decreasing energy costs in the second half of the year.

Strong balance sheet

Year-end WE Soda Restricted Group Net Debt[3] of less than

$1.5 billion

(2022: $1.4 billion), equivalent to a WE Soda Restricted Group Net Leverage Ratio[4] of ~1.9x (2022: ~1.6x). Year-end cash balance in excess of $169 million (2022: $300 million).

Adjusted EBITDA[1]

$751 million

(2022: $839 million) decreased due to lower volumes and lower netback margins in all regions during the second half of the year.

Completed inaugural bond offering

October 2023

$980 million

five-year bond issued to refinance operating company debt and partial prepayment of term loan facility.

1. Adjusted EBITDA ($ millions) is calculated as EBITDA adjusted for certain items, either positive or negative, which we consider to be non-recurring in nature and further items that we do not consider to be representative of the underlying performance of the business. **2.** Free Cash Flow (FCF) is calculated as Adjusted EBITDA minus Maintenance Capital Expenditure minus tax payments. FCF Conversion is calculated as Free Cash Flow divided by Adjusted EBITDA. **3.** Net Debt is calculated as the sum of Group's current borrowings and non current borrowings (including in each case transaction costs capitalised on initial recognition of the borrowing liability) and lease liabilities, net of cash and cash equivalents (including cash held in debt service reserve accounts). WE Soda Restricted Group Net Debt consists of Net Debt less Net Debt of Unrestricted Subsidiaries, being Ciner Enterprises Inc. and its subsidiaries, and less Working Capital Loans with a maturity of less than 1 year. **4.** WE Soda Restricted Group Net Leverage Ratio is calculated as WE Soda Restricted Group Net Debt divided by WE Soda Restricted Group Adjusted EBITDA, which consists of Adjusted EBITDA excluding Adjusted EBITDA of Unrestricted Subsidiaries, being Ciner Enterprises Inc. and its subsidiaries. **5.** Netback Margin is calculated as Adjusted EBITDA divided by Netback Revenue. Netback Revenue is calculated as revenue from sales of soda ash and sodium bicarbonate after deducting transportation expenses and export expenses associated with the delivery of product from our production facilities to the point of delivery for the customer. **6.** For further details please refer to the APMs on page 134.

2023 highlights continued

Sustainability highlights
Reduced emissions intensity and increased renewable power generation

Lowest Scope 1 & 2 emissions intensity[1]

2.6% reduction

0.334 mt CO2e per mt, a 2.6% reduction vs. 2022 (of 0.343 mt CO2e per mt), aligned with our target to cut Scope 1 & 2 emissions by 20% by 2027 and 40% by 2032.

Focus on renewable energy to supplement our power needs

In 2023 we installed a total of

7 MW

of PV solar generation capacity and generated a total of 9,333 MWh of renewable electricity during the year, reducing our CO2e emissions by 4,025 mt.

Awarded 'Platinum' medal by EcoVadis

In 2023 we were awarded a platinum medal by EcoVadis, a leading provider of global sustainability ratings, (based on environmental impact, labour and human rights, ethics and sustainable procurement). In 2022, we received a Gold EcoVadis medal.

Low water intensity

less than 1/4

of synthetic soda ash producers

Total water intensity was 2.15 (2022: 2.04), slightly higher than the previous year due to the start-up of our new decahydrate and caustic soda units, requiring slightly more process water but still less than 1/4 of the water intensity of synthetic soda ash producers.[2]

Positive community impact

$4.9 million

During 2023, we supported a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of approximately $4.9 million.

Operational highlights
Resilient performance despite challenging operating environment

Safety is our number one priority

We started a three year

"Safety Excellence Journey"

to improve personal safety and process safety management practices.

Production

4.98 million mt

During 2023 production decreased 0.4% to 4.98 million mt of soda ash and sodium bicarbonate combined (2022: 5.0 million mt) mainly driven by reduced production during mid-2023 to allow destocking in response to a loosening of supply-demand balances globally.

Logistics

We increased logistics flexibility and efficiency with the acquisition of the controlling stake at Derince Port, and the opening of our first regional storage and distribution centre at Terneuzen in the Netherlands with 85 thousand mt storage capacity.

Senior management appointments

We strengthened our leadership in key corporate roles such as Risk, IT and HR.

1. Compared with synthetically produced alternatives. **2.** Source: NexantECA analysis, April 2024.

Our strategic framework

Our mission is to challenge the status quo, to innovate and excel in everything we do.

Our business strategy aims to maintain and extend our leadership position in the global soda ash industry. Our people strategy is built around attracting, developing, empowering and retaining the best people.

We execute our strategy in a responsible and sustainable way, ensuring WE Soda creates a positive impact on our people, our customers and our communities.

Alasdair Warren
CEO

Our purpose is to responsibly produce essential ingredients for a sustainable future

Responsible

Providing safe workplaces to protect our **people**

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Partnering with our stakeholders to maximise positive impact

Read more on page 10 2

Prioritising **environmental** stewardship to preserve our planet

Read more on page 11 3

Essential

Nurturing customer **relationships** to be their supplier of choice

Read more on page 12 4

Managing risk to reinforce business **resilience**

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Commercial excellence to maximise **profitability**

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Sustainable

Leaders in sustainable performance, guaranteeing future prosperity

Read more on page 15 7

Doubling production volume to meet market **demand**

Read more on page 16 8

Capitalising on **market growth**, driven by the energy transition

Read more on page 17 9

Our strategic framework continued

1 2 3 4 5 6 7 8 9

Responsible

Providing safe workplaces to protect our **people**

Safety is our number one priority. We aim to see every one of our people go home safely, every day.

In 2023, we started a comprehensive three-year safety programme called our "Safety Excellence Journey". We have partnered with global safety specialists dss+ who have brought objective and seasoned international safety experience to our operations. Together with dss+, we are embedding an enduring safety excellence culture within our business.

Of course, safety is about mental as well as physical wellbeing. We aim to create a safe and inclusive work environment where everyone, of any ethnicity, gender, age, sexual orientation or race, feels comfortable, valued and welcome.

Read more on page 29

2023 started our three-year "Safety Excellence Journey"

dss+

Partnering with dss+

Our strategic framework continued

1 2 3 4 5 6 7 8 9

Responsible

Partnering with our stakeholders to maximise positive impact

In 2023, we worked with our stakeholders to create more, achieve more and share more.

Our stakeholders come in many forms:

- The 25 women who have found meaningful and rewarding work through our greenhouse agriculture project.
- The customers whose Scope 3 emissions we have helped to reduce, thanks to our sustainably produced soda ash.
- The communities we support every year through a wide variety of social and economic projects.
- The approximately 11,000 disadvantaged children we reached this year with food and fun through our community partnership with the Welsh Rugby Union.

Read more on page 57

25
women working on our greenhouse project

We helped over
11,000
children and adults working with the Welsh Rugby Union

Our strategic framework continued

Responsible

Prioritising **environmental** stewardship to preserve our planet

Reducing our impact on the environment is a priority for our business and for our stakeholders.

Our soda ash is produced with less than one half the energy intensity, requires less than one quarter of the water and emits far less carbon than most of our competitors. This means that our Scope 1 & 2 CO2e emission intensity is around one-third of synthetic producers.

We are committed to further reducing our already low environmental impact; by reducing our CO2e intensity and water intensity, leveraging cutting edge technologies, from new cooling systems to carbon capture and storage, to reach our goals.

As for waste, almost none is produced from our operations, due to the circular nature of our production processes.

The reward: a highly sustainable, low-carbon product that the world wants and needs.

Read more on page 47

Our production process has less than ⅓ of the emissions

and ¼ of the water intensity of synthetic producers

Our strategic framework continued

1 2 3 4 5 6 7 8 9

Essential

Nurturing customer **relationships** to be their supplier of choice

Our ability to work in partnership with our customers generates trust and brings valuable reward.

We understand the critical importance of our products being delivered to the right place at the right time to keep production lines moving. With over 80% of our production being exported, logistics and efficient global supply chains come naturally to us.

We aim to strengthen our customer relationships by understanding what they – and their customers and consumers – require, and this includes transparency and impeccable sustainability credentials.

As the world's most sustainable producer of soda ash, we actively contribute to reducing our customers' Scope 3 emissions.

Read more on page 55

80%

of production is exported

We're actively helping our customers reduce their Scope 3 emissions

Our strategic framework continued

Essential

Managing risk to reinforce business **resilience**

Our production economics are robust and can withstand considerable volatility

We're a highly cash-generative model, even in weaker markets

We believe the way we run our business is inherently resilient and this is a significant risk-mitigator.

Our production economics can withstand considerable volatility. Even in softer markets, like those we experienced in the second half of 2023, our business supports robust EBITDA margins and is highly cash generative.

With customers wanting and needing more sustainable, lower-carbon raw materials, we can also see multiple opportunities to develop a sustainability-based price premium for our products over time.

We are never complacent; we recognise that strong risk management is an essential component of our business. In 2023, we appointed a Chief Strategy & Risk Officer and a global Head of Compliance.

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Essential

Commercial excellence to maximise **profitability**

Our success and financial resilience are based on multiple factors.

This starts with a significant structural cost advantage: we are one of the lowest cost producers of soda ash and we are able to deliver our products on a cost competitive basis to every major market globally.

At the same time, we explore every angle to identify areas where we can bring commercial excellence to bear, reducing cost and risk, whilst improving profitability and sustainability.

Read more on page 65

We're one of the lowest cost producers of soda ash

We are globally cost-competitive

Our strategic framework continued

Sustainable

Leaders in sustainable performance, guaranteeing future prosperity

Sustainable business – encompassing climate, financial and operational sustainability

We've created a low-cost, sustainable business model

Sustainability in business is not only about operating responsibly, responding to climate change, and improving the world we live in.

Financial sustainability enables us to invest in growth, attract finance, invest in our people and support our customers and communities by cultivating their own prosperity.

Operating sustainability means we manage risk and opportunity in a balanced way – innovating to solve problems and being prepared to challenge and amend the status quo.

At the heart of sustaining our business is our unique production process – cavern-based solution-extraction – the only natural production method of its kind outside China.

This enables us to create a model where low cost, sustainable production and growth come together, to provide reward and opportunity for our stakeholders for many years to come.

Read more on page 27 and 36

Our strategic framework continued

Sustainable

Doubling production volume to meet market **demand**

By the end of this decade, global demand for soda ash is projected to increase by around 15 million mtpa, from around 66 million mtpa today to around 81 million mtpa.

Around 70–75% of this growth is expected to be driven by demand for essential sustainable products supporting the energy transition.

Currently, around 70% of global soda ash is supplied from synthetic producers. However, given its sustainability limitations, no significant new synthetic capacity is expected. The vast majority of new production capacity growth will have to come from natural production, and within this cavern-based solution-extraction has significant economic, operational and sustainability advantages. We have an advantaged position due to our operating capabilities and financial strength, and we plan to more than double our production capacity by 2030, in a responsible and disciplined manner.

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By 2030, global demand for soda ash is forecast to increase by 15 million mtpa

Our production capabilities, strong balance sheet and asset base allows us to address this growth in demand

Our strategic framework continued

Sustainable

Capitalising on **market growth**, driven by the energy transition

Our natural and sustainable production process ensures we are ready to support the growth in demand for energy transition products

Ours is a business of its time.

As climate change accelerates, the world has to prioritise sustainability and we are providing a critical, sustainably produced energy transition material.

Thermal glass for energy-efficient construction, PV glass for solar panels, recyclable container glass, industrial-scale battery storage for renewable power and lithium carbonate for EV batteries all require soda ash, in addition to many other sustainability-led industrial applications.

We stand ready to serve these needs, in a responsible and sustainable way, with quality in quantity.

Read more on page 64

CEO's statement

"A challenging operating environment, but also a year of positive change and progress."

Alasdair Warren
CEO

2023 presented a rapidly changing and often challenging operating environment for our Group. In the first half of the year, we experienced a very tight global soda ash market with robust pricing. This started to change in the second quarter, mainly due to weaker demand in all markets, a loosening of supply-demand balances and increased competitive pressures. Soda ash prices in all regions significantly reduced in the second half of 2023, negatively impacting our profitability per mt.

Producing safe tonnes

During 2023, we produced 4.98 million mt and sold 4.91 million mt of soda ash and sodium bicarbonate combined (2022: 5.01 and 5.06 million mt, respectively), a 3.1% sales volume decrease versus 2022, mainly driven by the need to allow de-stocking in mid-2023 in response to weakening market conditions.

Despite our focus on safety, during 2023 our total number of lost time injury ("LTI") workplace accidents increased significantly. In response, we developed a three-year "Safety Excellence Journey", designed to elevate our safety practices to best-in-class, international standards and we are now starting to see encouraging results. During the first quarter of 2024, we have already experienced a more than 80% reduction in LTI lost workdays (by comparison to the 2023 average) and we are focused on maintaining this progress during the remainder of 2024.

CEO's statement continued

"During 2023, we faced an increasingly difficult external operating environment, but still delivered a strong financial and sustainability performance, whilst also maintaining a prudent balance sheet. 2024 is expected to remain challenging, but we will adapt and grow to meet market demands."

We believe that with a relentless focus on safety, over time we will be able to eliminate LTI workplace accidents entirely.

Strong financial performance

Despite the increasingly challenging market backdrop, in 2023 we delivered another strong financial performance. Our Adjusted EBITDA[1] was $751 million, 11% below our record 2022 (2022: $839 million), but our Netback Margins[1] improved to 60% (2022: 59%) and FY 2023 EBITDA per mt was $153, only 8% lower than FY 2022. We generated $587 million of Free Cash Flow[1] resulting in a year-end cash balance of over $169 million and Net Debt[1,2] of less than $1.46 billion, equivalent to a Net Leverage Ratio[1,3] of ~1.9x.

Corporate structure

During 2023 and early 2024, as part of our ongoing strategy to manage risk and strengthen our corporate structure, we made further progress on simplifying our capital structure and significantly reducing our related party transactions.

In the fourth quarter of 2023 and first quarter of 2024, we completed the full re-financing of our existing term loan bank debt, significantly increasing the duration of our debt and the efficiency of our balance sheet, through the issuance of approximately $1.5 billion of five and seven-year bonds; the largest ever debut issuance in the EMEA chemicals sector. These transactions were a milestone for us in relation to our ability to successfully access the capital markets and attract a well-diversified and high-quality investor base.

During 2023, we completed the full transition of all export sales to WIDT, our 100% owned export intermediary and foreign trade company, which now acts as our exclusive export intermediary exporting 100% of our products from Turkey on behalf of Kazan Soda and Eti Soda. In June 2023, we also acquired a 60% controlling stake in Denmar from the Ciner Group, ensuring we now have full and direct control of port handling services for our bulk product export shipments at Derince Port.

During early 2024, we agreed with the Ciner Group to unwind part of the receivables balance owed to us from Park Holding (the main holding company of the Ciner Group) via the suspension of royalty payments from Kazan Soda until 2032, simplifying our balance sheet and reducing our intergroup receivables whilst also improving our profitability. Over time, we plan to unwind all remaining receivables from other members of the Ciner Group.

Our communities

Tragically, the start of 2023 presented great challenges and terrible heartbreak for the communities in Türkiye, following the earthquakes in early February. None of our operations were impacted and we provided immediate relief in the form of equipment, clothing and food, as well as one hundred prefabricated buildings. We also provided a $1.0 million charitable commitment to support the many orphaned children who lost their families in the disaster.

During 2023, we supported a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of around $4.4 million. Our aim is to maintain and increase our community engagement with the aim of having a positive impact on more people over time.

Emissions

In 2023, our Scope 1 & 2 CO_2e emissions intensity[1] reduced by 2.4% to 0.334 (2022: 0.343), mainly due to reduced coal consumption and increased purchases of renewable electricity. We remain on track to achieve our five and ten-year emissions intensity[1] reduction targets, as we ramp up production, increase process efficiencies, invest more in renewable power, increase biomass usage, and begin piloting carbon capture technologies. By 2027, we aim to fully implement and seek validation for our Science Based Targets initiative ("SBTi") commitments.

During 2023, we established a new R&D team who are developing innovative new process technologies to accelerate our decarbonisation goals. We are also committed to enhancing our disclosure around the environmental impact of our products throughout their full life cycle and in 2023 we commenced an updated Life Cycle Assessment of all our products.

1. For further details please refer to the APMs on page 134. **2.** Net Debt referred to in this paragraph is WE Soda Restricted Group Net Debt. **3.** Net Leverage Ratio referred to in this paragraph is WE Soda Restricted Group Net Leverage Ratio.

CEO's statement continued

Our Key Sustainability Commitments

	Timing	Target	FY 2022 Performance	FY 2023 Performance
An equal number of women and men within our senior (S) and middle (M) management combined	By 2032	50%	S 8% : M 35%	**S 25% : M 35%**
A significant reduction on LTI workplace accidents	2023	–	26	**39**
Scope 1 & 2 CO_2e intensity reduced by 20% / 40%[2]	By 2027 / 2032	0.274 / 0.206	0.343	**0.334**
Install 200 MW of solar PV and wind capacity[3]	By 2027	200 MW	0	**7 MW**
Eti Soda Cogen fuelled by 4% / 12% biomass[4]	By 2023 / 2027	4% / 12%	0	**7.8%**
Reduce water intensity by 20%[5]	By 2027	1.63	2.04	**2.15**
Register 80% of our suppliers on Sedex platform[6]	By 2023	80%	46%	**81%**
All major distributors operating with the same sustainability governance as our Group	By 2025	6	–	**–**
EcoVadis submission (Group)[7]	Annual	–	Gold	**Platinum**
CDP submission (Group)[8]	Annual	–	B rating[9]	**B Rating**

Renewable Energy

Decarbonising our power and heat sources is a priority for us, as these are our largest carbon emission sources. During the year, we installed 7 MW of PV solar capacity and in 2024 we plan to install another 8 MW of PV solar, bringing our total installed renewable capacity to 15 MW.

During 2023, we also revised our renewable energy targets in Türkiye, and we are now planning up to 85 MW of PV solar and 95 MW of wind capacity by 2027, and to reach approximately 250 MW of renewable capacity by 2032. During the year, we also increased the use of biomass at Eti Soda to almost 8% of all cogeneration fuel consumed (by weight), significantly exceeding our target of 4% for the year. In 2024, we plan to increase our biomass usage to 10%.

Water

During 2023, our total water intensity unfortunately increased by around 5% to 2.15 (2022: 2.04), versus our target of 1.97. This was mainly due to the installation and ramp up of the additional decahydrate and caustic units at Kazan Soda, which resulted in unexpectedly elevated absolute water consumption for cooling and evaporation. To bring our water intensity back into line with our 20% five-year reduction target, during 2024 we are planning to install dry air-cooling systems, an enhanced water recovery project and to re-use 2-bar condensate from our cogeneration units.

Growth

During early 2023, we completed the debottlenecking expansion at Kazan Soda, bringing on-stream new caustic and decahydrate units that will allow us to increase our run-rate production capacity by around 0.3 million mtpa.

We also sanctioned the construction of an additional 0.6 million mtpa of production capacity and a sodium chloride re-processing unit at Kazan Soda. We have recently received the required permits to start construction and we plan to bring these new units on-stream during 2026, increasing our total production in Türkiye to around 6.0 million mtpa.

Our longer-term growth ambitions also remain on track, to more than double our annual global production volumes to over 10 million mtpa by 2030, as we develop our greenfield projects of West Soda and Pacific Soda in the US.

CEO's statement continued

Supply Chain

The reliability and stability of our supply chain is critical for our customers. During 2023, we opened our new European logistics hub in Terneuzen to serve our customers in northern Europe and the UK with up to 85,000 mt of storage capacity, strengthening our global supply chain, improving our customer service and further reducing our downstream Scope 3 CO2e emissions.

We also continued to develop ConnexSA, our block-chain based ecosystem delivering sustainability transparency across the entire supply chain. We plan to introduce other industry participants into the project during 2024, with the aim that the platform will be operative during late 2024 or early 2025. During 2023, we also registered over 80% of our suppliers (by value) on the Sedex platform, allowing us to more effectively screen our suppliers in accordance with our own sustainability criteria, particularly in relation to ethical trading and responsible supply chain practices.

External benchmarking

During 2023, Kazan Soda was awarded an EcoVadis Gold medal and Eti Soda received a Platinum Medal, and at the end of 2023 our Group also received a Platinum Medal, placing it among the top 1% of basic chemicals companies assessed globally. Morningstar Sustainalytics[10] also performed a broad-based corporate ESG assessment of our Group. We received an industry-leading corporate ESG assessment score of 14.7 (2022: 16.1), which placed us as the only soda ash producer in the "low risk" category and with the best ESG risk rating score in the entire Morningstar Sustainalytics global commodity chemicals subsector (first out of 274 companies).

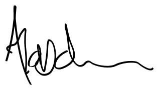
Outlook for 2024

During 2024, we expect that our safety performance will significantly improve whilst also increasing our total combined production volumes by around 0.3 million mtpa to 5.2 million mt, mainly driven by efficiency improvements coming from the new decahydrate and caustic units at Kazan Soda, which came on-stream during 2023. We have also contracted to sell 5.2 million mt of soda ash and sodium bicarbonate combined during 2024.

With the continued weakness in global soda ash demand, particularly from flat glass manufacturers, we have witnessed aggressive competitive behaviour from all soda ash suppliers in all regions, and this has impacted netback pricing from all regions. Some North American based natural soda ash producers have sought to significantly increase the volumes which they supply into Europe (by comparison with historic norms), mainly driven by the softening in Asian demand and the more attractive netback pricing which Europe offered. As a result, certain customers have referred to some European higher cost synthetic producers selling at or below their marginal cost of production during the first half of 2024, a position which we believe is not economically sustainable for a prolonged period.

We expect soda ash netback pricing will remain weak in all regions during the first half of the year, at around or in some cases below the levels experienced in the fourth quarter of 2023, although we believe that this is likely to represent trough pricing in most regions. We expect to see a tightening of supply demand balances and an associated improvement in netback prices ($ per mt) when global soda ash demand increases, which we expect will mainly be driven by global economic recovery, although we do not currently expect to see evidence of this until late 2024 or 2025 in many regions, and particularly in Europe.

We believe that we will maintain our strong market position in 2024 and beyond, albeit against a weaker market environment, given our low cost, low CO2e intensity production process, combined with our integrated global customer supply chain and long-term customer relationships, which together support our global export capabilities.



Alasdair Warren
CEO

1. See Alternative Performance Measures on page 134. **2.** 20% reduction in Scope 1 & 2 CO2e intensity by 2027 (to 0.274) and a 40% reduction in Scope 1 & 2 CO2e intensity by 2032 (to 0.206), both relative to a 2022 baseline (of 0.343). Scope 1 & 2 CO2e emissions intensity calculated as Scope 1 & 2 market-based emissions mt of CO2e emissions per mt of soda ash and sodium bicarbonate production, combined, for Eti Soda and Kazan Soda, combined (Scope 1 & 2 as defined by the GHG Protocol). **3.** Total installed PV solar and wind renewable electricity power generation capacity at Eti Soda and Kazan Soda, combined as at year end. **4.** Percentage of biomass fuel by weight consumed in the cogeneration boiler at Eti Soda. **5.** 20% reduction in water intensity by 2027 (to 1.63), relative to a 2022 baseline (of 2.04). Water intensity is calculated as cubic metres of water withdrawal per mt of soda ash and sodium bicarbonate production combined, at Eti Soda and Kazan Soda combined. **6.** Sedex is a platform to enable companies to identify, manage, and assess social and environmental supply chain risks using a suite of tools, data services, and reporting on ethical trading practices. **7.** EcoVadis is a globally trusted sustainability ratings provider, which assesses businesses on their sustainability standards across four key performance areas: environmental impact, labour and human rights, ethics and sustainable procurement. **8.** CDP is an independent nonprofit organisation that collects, benchmarks and communicates information about the life cycle environmental impact of products and processes for companies globally. **9.** Eti Soda and Kazan Soda individually assessed in 2022. **10**. See references on page 143.

Operating sustainably

Sustainable future

We define our purpose as “to responsibly produce essential ingredients for a sustainable future”.

This is our guiding principle upon which we make our strategic decisions and conduct our corporate activities.

Sustainability is at our core

Sustainability is integrated into everything we do. We are committed to operating sustainably, in an environmentally and socially responsible way. We are a leader within our industry because we believe we have the most sustainable and environmentally-friendly production process in the global soda ash industry.

Operating sustainably continued

How we manage sustainability

Today, we are the only soda ash producer in the world (outside China) to use the cavern-based solution-extraction production method on a commercial scale. This allows us to produce soda ash with the lowest Scope 1 & 2 CO2e emissions intensity and water intensity. Within our industry, we also believe that we have the lowest impact on nature and the environment[1].

Our sustainability strategy comprises seven fundamental pillars, informed by our biennial materiality assessment last conducted in 2022:

- Safe & Inclusive Workforce
- Carbon Emissions
- Water Stewardship
- Circular Economy
- Community Engagement
- Climate Resilience
- Responsible Supply Chain

Each pillar is underpinned by our business ethics and sustainability governance framework which applies to everyone within our Group. It is our ambition that all our upstream and downstream supply chain partners will also adopt a similarly rigorous sustainability framework within their own operations.

Safety is our number one priority

Notwithstanding our safety focus, we are not satisfied with our current safety performance. So in late 2022 we appointed the internationally renowned safety consultants dss+ to undertake a comprehensive review of personal safety and process safety management practices. Following this review, together with dss+ we developed a three-year "Safety Excellence Journey", designed to elevate our safety practices to best-in-class, international standards.

We started the roll-out of our "Safety Excellence Journey" in May 2023 with six key workstreams: Behavioural Based Safety Observations, Asset Integrity Management, Risk Recognition, Operations Management, Safety Communication and Health & Safety Governance.

This has resulted in a significant improvement in our safety culture and has led to important changes in many of our working practices. However, these take time for our employees to adopt and assimilate, as they adapt to international safety standards and a greater vigilance around safety-related incidents and near misses.

Despite our focus on safety, during 2023 our total number of lost time injury ("LTI") workplace accidents and the number of LTI lost workdays both increased significantly. Following analysis, this is due to the combined effects of a number of factors:

- We have experienced higher employee turnover thereby losing some inherent know-how, because new team members require time to develop necessary experience and competencies.
- We started a significant number of new initiatives, exposing more staff to new, and sometimes more complex, processes and procedures.
- The cultural and process changes that will improve our operations in the medium to long term can, in the short term, lead to a temporary impact on KPIs, such as LTIs.

We have more to do if we are to permanently reduce serious and avoidable workplace accidents, but we are confident that with the "Safety Excellence Journey" that we now have in place we will see a significant reduction in LTI workplace accidents. During the first quarter of 2024 we have already experienced a more than 80% reduction in LTI lost workdays (by comparison with the 2023 average) and we are focused on maintaining this progress during the remainder of 2024. We believe that with a relentless focus on safety, over time we can eliminate LTI workplace accidents entirely. Read our Job Safety Analysis case study on page 30.

We care for our people

We are an inclusive, performance and capability-based employer that does not discriminate, among others, based on gender, ethnicity, religion, nationality, or disability. As of 31 December 2023, approximately 37% of our white-collar employees[2] and 21% of our senior and middle management[3] were female. Approximately 36% (2022: 31%) of our workforce were under 30 years of age.

We believe that providing opportunities for young men and women is fundamental to driving the growth and prosperity of our business. By 2032, we aim to have an equal number of women and men within our senior and middle management. Investing in our people as well as transparent, two-way communication between our leaders and our workforce are core parts of our culture. During 2023, we appointed a Chief Human Resources Officer ("CHRO"), who is now leading our people strategy and associated engagement programmes. We have also initiated an HR transformation project to review and enhance our HR systems and processes with the support of Mercer, a leading global human resources consultancy.

1. We determine our impact on nature and the environment in comparison to our peers through the assessment of our Scope 1 & 2 CO2e emissions intensity of 0.334, water intensity of 2.15, and total waste directed to disposal of 85,850 mt (in each case for 2023) as these metrics provide a relative and comparable measure of performance across our industry. 2. White Collar Employees: Supervisor/Chief/Responsible for Department/Engineer/Office & Admin Staff, Specialist, Analyst. 3. Senior Management: C-level, Director, General Manager, Vice General Manager, Head of Corporate Function. Middle Management: all other Managers.

Operating sustainably continued

Supporting the energy transition

Soda ash is an essential material for the energy transition. Amongst other applications, it is used for example in thermal glass for energy-efficient construction, PV glass used in solar panels, recyclable container glass in the food and beverage industry, industrial-scale battery storage for renewable power and lithium carbonate used in lithium-ion batteries for EVs. From around 66 million mt of global demand in 2023, the annual demand for soda ash globally is forecast to grow by approximately 15 million mtpa by 2030, with 70–75% of the growth being driven by sustainable applications[1]. Raw materials represent an important contributor to the Scope 3 CO2e emissions of our customers, many of whom are increasingly recognising the benefits of using sustainably produced low-carbon natural soda ash, like we produce, instead of higher carbon synthetic product[2], which today accounts for over 70% of global soda ash supply[1]. Read our case study on its use in the energy transition on page 26.

Lowest Scope 1 & 2 CO2e emissions[2] intensity

We have the lowest Scope 1 & 2 CO2e emissions intensity of any soda ash producer globally. We operate modern, efficient plants where the process related CO2 released during soda ash production is captured and re-used in the production of sodium bicarbonate.

During 2023, our Scope 1 & 2 CO2e emissions intensity was 0.334, a 2.6% reduction by comparison with 2022 (2022: 0.343) and around one-third of the Scope 1 & 2 CO2e emissions intensity of synthetic soda ash producers. During 2023, we established our strategy for decarbonisation which includes a broad set of strategic, tactical and behavioural activities, aligned with our target to cut our Scope 1 & 2 CO2e emissions intensity by 20% within five years and by 40% within ten years (both relative to a 2022 baseline) and to achieve net zero Scope 1 & 2 CO2e emissions ("Net Zero") by 2050. During 2023, we focused on production efficiency, renewable energy and use of biomass as a fuel at Eti Soda, all of which are key to achieving our 2027 target. In addition, we established an R&D team who are seeking to develop innovative new process technologies, with the objective of enhancing and accelerating our ability to achieve our decarbonisation goals. Read our Championing Innovation case study on page 34.

Focus on renewable energy

WE Soda produces soda ash with the lowest energy intensity, which is less than half that of synthetic soda ash production.[3] Despite our leadership position, we are aiming to drive our energy intensity even lower by continuously improving the energy efficiency of our facilities and processes. However, during 2023, our energy intensity increased slightly to approximately 1.37 (2022: 1.30), mainly due to a decrease in production volumes (relative to 2022) and increased number of shutdowns at Eti Soda and Kazan Soda in 2023.

Decarbonising our electricity and heat sources is an important focus for us, as these are our largest sources of emissions. In 2023, we installed a total of 7 MW of PV solar generation capacity and generated a total of 9,333 MWh of renewable electricity during the year, reducing our CO2e emissions by 4,025 mt. This is 3 MW lower than we had planned during 2023, mainly resulting from delays in permitting. In 2024, we plan to install another 5 MW of PV solar generation at Kazan Soda and a total of 3 MW at Eti Soda, bringing our total installed renewable capacity to 15 MW.

During 2023, we revised our renewable electricity generation plans in Türkiye, and we are now planning up to 85 MW of PV solar and 95 MW of wind generation capacity by 2027, and to reach approximately 250 MW of PV solar generation capacity by the end of 2032 (comprising approximately 120 MW for Eti Soda and 130 MW for Kazan Soda). This will result in approximately half of Eti Soda's electricity needs being supplied by our own renewable generation, while the remainder will be sourced from the grid, using certified renewable power purchase agreements, resulting in 100% green electricity at Eti Soda by 2032.

In the US, we are planning to develop the first soda ash production facility globally to source the majority of its electricity needs from renewable power sources and we are also assessing the potential to capture combustion and process related CO2 emissions, significantly reducing Scope 1 & 2 emissions intensity – an important step in our journey towards Net Zero.

1. Source: Advancy research and analysis, February 2024 – growth in PV glass, lithium carbonate, flue gas treatment, green tyres, container and flat glass. **2.** Calculated as Scope 1 & 2 market mt of CO2e emitted per mt of combined soda ash and sodium bicarbonate production at Eti Soda and Kazan Soda, combined compared with the Ammonia process based synthetic production method. **3.** Calculated as MWh of energy consumed per mt of soda ash and sodium bicarbonate production, combined with energy consumed being the sum of all renewable, non-renewable and purchased energy consumed less energy sold, at Eti Soda and Kazan Soda, combined compared with the Ammonia process based synthetic production method.

Operating sustainably continued

Low water intensity

Our production process uses a substantially closed-loop system, with consumed process water limited mainly to the steam produced during evaporation and drying, and with very limited wastewater released to the environment. This helps us to operate with significantly lower water intensity compared with synthetic soda ash producers. During 2023, our total water intensity was approximately 2.15 (2022: 2.04), slightly higher than the previous year due to the start-up of our new decahydrate and caustic soda units, which required slightly more process water but still less than one-quarter of the water intensity of synthetic soda ash producers[1]. To help achieve our water intensity reduction target of 1.63 by 2027, we are planning in 2024 to utilise new technologies at Kazan Soda, including the installation of dry air-cooling systems and reverse osmosis technology to increase the volume of water we are able to re-use and recycle.

Circular economy

We aim to apply the principles of circular economy to recover, re-use or recycle by-products and waste arising from our production process, helping us to improve our plant efficiency and sustainability, whilst also opening additional revenue generating opportunities. During 2023, we signed an EPC contract for the construction of a second calciner unit at Kazan Soda which, when completed, will allow us to reduce waste. In addition, during 2024, we plan to start the construction of a sodium chloride re-processing unit at Kazan Soda, allowing us to re-process and sell the sodium chloride we generate as a by-product from our soda ash production process, reducing our Scope 1 CO_2e emissions and waste.

Our communities

We consider ourselves a part of the communities in which we operate, and we believe that by supporting and partnering with them we create mutual long-term value. During 2023, we supported a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of approximately $4.9 million. Our aim is to maintain and increase our community investment over time, with the objective of having a positive impact on more people. In 2023, we engaged S360, a Türkiye based sustainability consultancy, to carry out a comprehensive community engagement survey, the outcomes of which will inform our future community investment strategy to be implemented from 2024 onwards.

Nature

As we only use the cavern-based solution-extraction production method, we are very different from many other extractive industries because we have very limited impact on pre-existing land use, enabling our facilities to easily co-exist alongside the farming communities which surround us. Our impact on existing flora and fauna is limited by comparison with other conventional underground or open cast mining methods. This is due, in part, to the relatively easy removal of surface pipelines and wellheads upon decommissioning, without the need for rehabilitating significant waste material dumps or open cast mine areas.

Supply chain

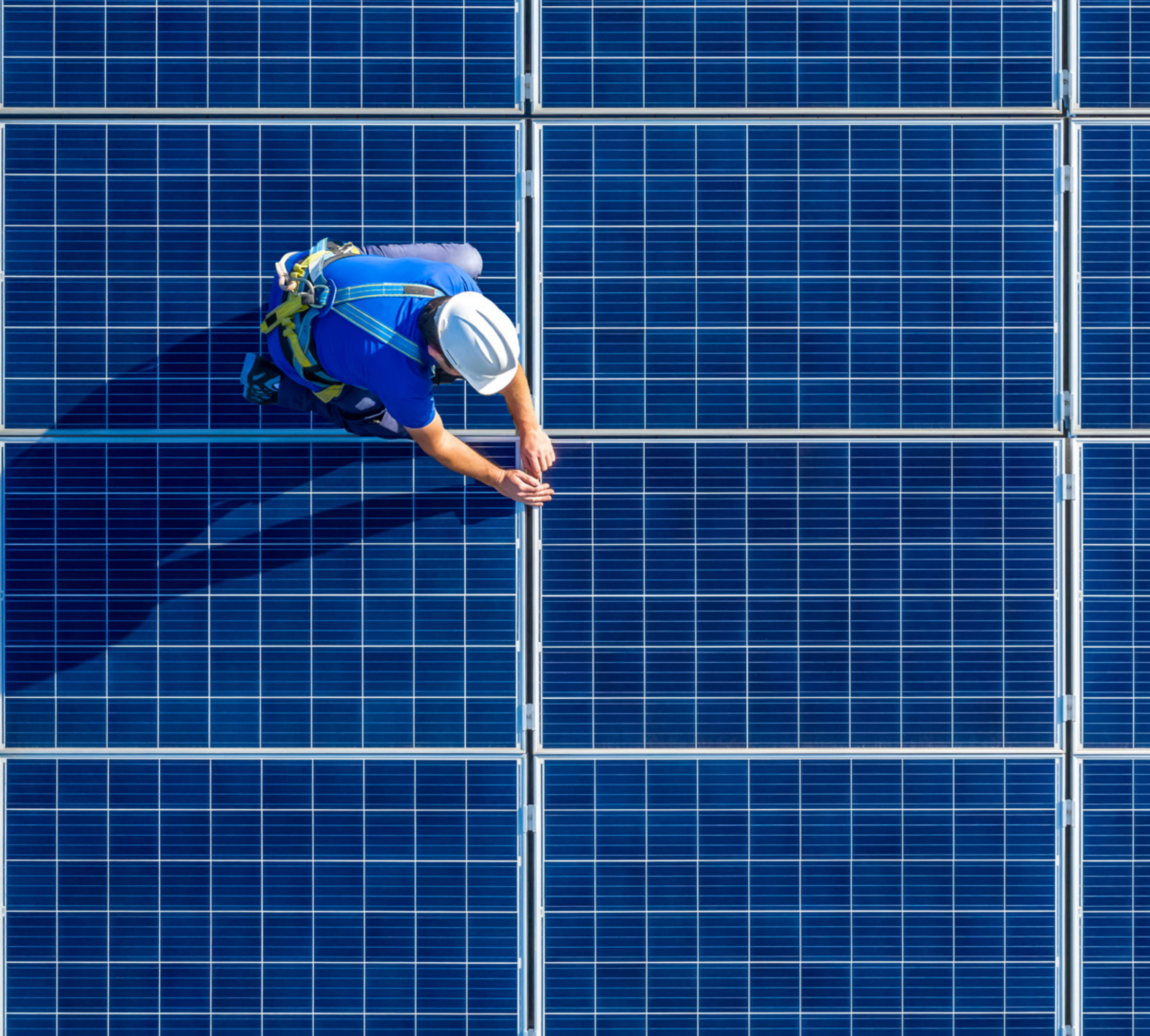
We aim to apply our own sustainability and governance principles and practices (which can be found in our Supplier Code of Conduct) to all our partners in our upstream and downstream supply chains. During 2023, we registered 81% (2022: 60%) of our core suppliers (by value) onto the Sedex[2] platform, to allow us to more effectively assess and audit our suppliers, in accordance with our own sustainability criteria, particularly in relation to ethical trading and responsible supply chain practices. We are also developing a blockchain enabled supply chain ecosystem called "ConnexSA", with the objective of delivering transparent and robust sustainability data and governance across the entire soda ash supply chain, with the aim of creating a sustainability "currency" that will allow the producers of sustainable products to achieve an economic premium for these products over time.

$4.9m

We supported a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of approximately $4.9 million

> "We are different from other extractive industries because we have limited impact on pre-existing land use."

1. Source: NexantECA analysis, April 2024. **2.** Sedex is a platform to enable companies to identify, manage, and assess social and environmental supply chain risks using a suite of tools, data services, and reporting on ethical trading practices.



Case study

The natural choice

Soda ash is an invisible ingredient in the energy transition; it's a key input in the manufacture of solar PV panels and lithium carbonate for EV batteries.

Supplying enough soda ash with the lowest possible environmental impact to meet the demand for these applications, will be key to achieving the goals of the Paris Agreement.

WE Soda's naturally produced soda ash, through the cavern-based solution-extraction method, has the lowest carbon emissions, water and energy intensity in our industry. To satisfy the growing demand we will be growing our production with our planned expansion project in Türkiye and two growth projects in Wyoming, USA.

Operating sustainably continued

Benchmarking our performance

We aim to operate in accordance with "best-in-class" global sustainability practices, frameworks and standards and since 2020, we have been a signatory to the United Nations Global Compact ("UNGC"). Our 2023 Sustainability Report has been prepared in accordance with GRI Sustainability Reporting Standards criteria and our report is registered with the GRI Content Index – Essentials service. In addition, we have prepared a comprehensive TCFD report with a full Climate Related Risk and Opportunity ("CRRO") assessment. See our TCFD disclosures on pages 89 to 97, our GRI Content Index on pages 125 to 131 and our Key Performance Indicators on pages 66 to 68 for more information.

Despite our leadership position within our industry, we continuously strive to improve. We have identified a significant number of ongoing and future initiatives to further reduce our energy consumption, lower our Scope 1 & 2 CO2e emissions intensity, reduce our water usage and intensity, increase renewable power generation and eliminate waste. Amongst other targets, we have committed to achieving Net Zero by 2050 and in 2023 we continued our engagement with international sustainability consultancy, ERM to help design and implement an enhanced CO2e emissions reduction pathway which is consistent with a "below 1.5°C" global warming outcome. For further details on our initiatives to further reduce our environmental impact, please refer to pages 36 and 56.

We believe that objective external benchmarking drives better performance. Every year, we assess our sustainability performance against a set of published targets and we disclose our performance to a number of external benchmarking bodies, some of which are summarised below.

ISO certification

To ensure 100% coverage of our production sites, both Eti Soda and Kazan Soda have a number of ISO certifications, including TS EN 9001 Quality Management System, TS EN ISO 14001 Environmental Management System, ISO 45001, Occupational Health & Safety Management System, ISO IEC 17025 Testing Laboratory Accreditation, ISO 50001 Energy Management System, ISO IEC 27001 Information Security Management System, TS ISO 26000 Guidance on Social Responsibility, ISO 37001 Anti-Bribery Management System, ISO 14064 Carbon Footprint Verification Statement, ISO 14046 Water Footprint Verification Statement and ISO 10002 Customer Satisfaction Management System. These certifications require processes and sustainable operating practices that meet internationally recognised standards.

EcoVadis

We submit annually to EcoVadis, a globally trusted sustainability ratings provider, which assesses businesses on their sustainability standards across four key performance areas: environmental impact, labour and human rights, ethics and sustainable procurement. During 2023, Kazan Soda was awarded a Gold medal and Eti Soda received a Platinum Medal, and in December 2023 WE Soda Group also received a Platinum Medal, placing it in the top 1% of all companies assessed by EcoVadis in the basic chemicals sector globally. Going forward, we intend to make EcoVadis submissions solely as the WE Soda Group.

Sustainalytics

In 2023, Morningstar Sustainalytics[1] performed a broad-based corporate ESG assessment of the WE Soda Group dated 16 May 2023[1]. We received an industry leading corporate ESG assessment score of 14.7 (2022: 16.1), which placed us as the only soda ash producer in the "low risk" category. As of the date of the corporate ESG assessment, the score would place our Group as having the best ESG risk rating score in the entire Morningstar Sustainalytics commodity chemicals subsector (first out of 274 companies) and the fifth best ESG risk rating score in the wider Morningstar Sustainalytics global chemicals sector (comprised of 559 companies).

CDP

We make annual climate change and water security submissions to the CDP, an independent nonprofit organisation that collects, benchmarks and communicates information about the life cycle environmental impact of products and processes for companies globally. In 2023, we made our first consolidated WE Soda Group submission and were awarded a "B" performance score for our climate change and a "B" performance score for our water security submissions, reflecting the strong corporate management we apply around coordinated action on climate and water issues.

1. For information about Morningstar Sustainalytics please see references on page 143.

Operating sustainably continued

Our people

Employees

1,570

excluding contractors (2022: 1,373)

Opportunity

36%

under 30 years of age (2022: 31%)

Diversity

21%

women in management roles (2022: 15%)

WE Soda Group Safety KPIs	For the Year Ending 31 December 2023	2022	2021
Total workforce headcount[1]	1,722	1,382[2]	1,297
Total working hours (thousands)	3,063.7	2,737.4	2,553.4
Number of fatalities	0	0	0
Number of workplace accidents	44	29	52
Total number of LTI[3] workplace accidents	39	26	44
Number of LTI lost workdays	789	428	712
Number of non-fatal reportable injuries[4]	26	14	21
Number of recordable injuries[5]	6	2	6
Main types of accident	Thermal burn	Exposure to harmful substances	Lifting & handling
Accident Frequency Rate[6]	14	11	20
Occupational Accident Probability Rate[7]	2,555	2,098	4,009
LTI Frequency Rate[8]	13	9	17
Total safety training hours (thousands)	44.1	36.3	32.2

Safe & Inclusive Workforce

Providing a safe and healthy work environment is our number one priority. We strive to ensure that all employees adopt a "safety first" mindset through a proactive and preventative approach, with strong safety leadership. We actively manage workplace safety, with training and monitoring to ensure that our employees understand and recognise workplace safety and process safety-related risks, with appropriate risk control and mitigation strategies tailored to different types of safety-related risk. We aim to continuously improve our safety practices and policies, with the objective of bringing our performance into line with international best practice standards and, ultimately, to eliminate LTIs from the workplace. To measure our progress, we now monitor our performance with both leading and lagging indicators and we record all types of workplace accidents, injuries, near misses and hazardous events and report these to our senior executive management on a weekly basis and at every meeting of our Board. We have also successfully implemented the ISO 45001 OHS Management System at both Eti Soda and Kazan Soda.

1. OHS data for Turkish sites only (including Denmar after September 2023 – headcount includes employees/IET, trainees and leavers. **2.** Adjusted headcounts for 2022 is 1,503 (includes additional employees, trainees and Institute of Exploration Technique (IET)). **3.** LTI means Lost Time Injury. **4.** Number of non-fatal reportable injuries, according to the RIDDOR definition, represents injuries that result in seven or more days of incapacitation as well as Certain Serious Injury incidents. According to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work. **5.** Number of recordable injuries, according to the RIDDOR definition, represents injuries that result in more than three days and less than or equal to seven days of incapacitation. **6.** Accident Frequency Rate represents the number of total workplace accidents divided by total working hours, multiplied by one million, calculated based on SGK data. **7.** Occupational Accident Probability Rate represents the total number of accidents divided by the total workforce headcount, multiplied by 100,000, calculated based on SGK data. **8.** LTI Frequency Rate represents the number of LTI workplace accidents divided by total working hours, multiplied by one million, calculated based on SGK data.

Operating sustainably continued

Our "Safety Excellence Journey"

In 2022, we recognised that our safety performance was not where it needed to be and we decided to appoint dss+, an international safety consultant and a global leader in occupational safety and process safety management practices, to strengthen our safety practices, culture and performance with the objective of achieving international best practice standards. During late 2022, we conducted a thorough review of our safety practices and process safety management and, starting in early 2023, we embarked upon a bespoke three-year safety programme in partnership with dss+ which we called our "Safety Excellence Journey".

Our Safety Excellence Journey has been designed to change our safety culture and enable our workforce to better recognise safety-related hazards and associated risks, with the specific purpose of preventing injuries and incidents to personnel, assets, surrounding communities. We have developed a comprehensive Safety Excellence System which integrates all elements of our operations, across technology, facilities, processes and personnel and which is supported by strong leadership and management commitment. The primary goal of our Safety Excellence Journey is to ensure that each one of our employees goes home safely to their families, every day. We believe that with a committed, relentless focus on safety, our objective of zero LTI workplace accidents is achievable over time.

Whilst safety remained a challenge for us in 2023, we have identified six key initiatives to materially improve our performance. This involved selecting a wide range of employees from different levels of seniority across our organisation, to train and take responsibility for implementing the following activities:

Communication

Responsible for effective communication with our entire workforce at all levels of the organisation through various channels such as newsletters, posters and other tools to increase awareness of safety behaviour expectations and performance.

Safety Governance

Responsible for establishing a framework and committee structure to govern different aspects of personal and process safety and periodically conduct critical analysis.

Safety Observations

A programme of field safety observations designed to capture safety related events and establish a system which enables systematic analysis, follow-up, conclusions and actions.

Recognising Risk

Training to increase awareness and better recognise safety-related risks and to ensure a common understanding of Job Safety Analysis, Risk Assessments and Risk Management.

Manage Operations

Responsible for upgrading our systems and documentation to strengthen key safety-related processes including Permit To Work, Lock Out Tag Out, and Security By-Pass Authorisations.

Manage Asset Integrity

Responsible for identifying and managing process safety critical equipment to enhance asset integrity.

During 2023, we trained over 700 people within our workforce on safety-related issues as part of our Safety Excellence Journey.

	Employees Trained during 2023		
	Eti Soda	Kazan Soda	Group
Behavioural-based Safety Observations	330	380	710
Recognising Risks	88	91	179
Manage Operations	88	94	182
Assets Integrity Management	4	7	11
Communication	2	3	5

The Psychosocial Risk Analysis ("PRA") survey conducted at the end of the year, showed there has been a significant increase in our employees' awareness of occupational health and safety during 2023. In 2024, alongside our wider Safety Excellence Journey, we plan to improve on-site safety by using artificial intelligence tools that will help us to identify workplace risks, and unsafe acts and conditions. This will enable us to alert employees to risks in real time, reducing risk exposure and lowering the chance of accidents occurring. Read our Job Safety Analysis case study on page 30.

Case study

Job Safety Analysis

In Q2 2023, we launched our "Safety Excellence Journey" in partnership with international safety consultants dss+, to improve safety culture and practices at our operating sites.

Improved Job Safety Analysis and enhanced Permit to Work processes, are leading to a reduction in injuries associated with high-risk activities, such as condensate cleaning. In H1 2023 six lost time injuries were associated with this activity.

After introducing new processes and training operators, there have been no injuries associated with this activity over the ten months.

Operating sustainably continued

Health & Safety reporting

In 2023, based on the reporting requirements of Sosyal Güvenlik Kurumu (“SGK”, the Turkish Social Security Institution), we had 39 LTI workplace accidents (2022: 26) and 789 lost workdays (2022: 428). We have reported no fatalities during the last five years. Our safety statistics for 2021 and 2022 are for WE Soda Group employees only and exclude third-party contractors. From 1 January 2023, in line with best practice global standards, we have recorded and reported our safety performance for all personnel working at our sites, including third-party contractors, and we plan to continue this in 2024 and beyond (see performance indicator table on page 99).

Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (“RIDDOR”)

RIDDOR benchmarking acts as a useful tool to compare our performance against a rigorous regulatory and reporting framework, alongside SGK. The data shows that the numbers of high impact (reportable) injuries and dangerous occurrences (indicating possible high consequence near-misses) remain at high levels. We believe that our Safety Excellence Journey will help us to significantly improve our safety performance in the coming years and, with a committed, relentless focus on safety, we believe that our objective of zero LTI workplace accidents is achievable over time.

	For the Year Ending 31 December		
WE Soda Group Safety Performance (SGK[1] reporting)	**2023**	2022	2021
Total workforce headcount[2]	1,722	1,382	1,297
Total working hours (thousands)	3,063.7	2,737.4	2,553.4
Number of fatalities	0	0	0
Number of work accidents	44	29	52
Total number of LTI[3] workplace accidents	39	26	44
Number of LTI lost workdays	789	428	712
Accident Frequency Rate[4]	*14*	*11*	*20*
LTI Severity Rate[5]	*258*	*156*	*279*
NACE 08 “Other Mining & Quarrying” Sector – Türkiye			
Accident Frequency Rate (benchmark figures)	*n/a[6]*	*29*	*27*
LTI Severity Rate (benchmark figures)	*n/a[6]*	*396*	*426*

	For the Year Ending 31 December		
WE Soda Group Safety Performance (RIDDOR reporting)	**2023**	2022	2021
Total workforce headcount	1,722	1,382	1,297
Total working hours (thousands)	3,063.7	2,737.4	2,553.4
Total non-fatal reportable injuries[7]	26	14	21
Total recordable injuries[8]	6	2	6
Deaths	0	0	0
Dangerous occurrences[9]	*18*	*9*	*1*
Total incapacitation days	750	381	639
Reportable non-fatal injury rate[10]	***1,510***	***1,013***	***1,619***
UK Chemical Manufacturing Industry			
Reportable non-fatal injury rate	*226*	*221[11]*	*176*

1. General Directorate of OHS Sosyal Güvenlik Kurumu (“SGK”). **2.** OHS data for Turkish sites only, including Denmar from September 2023. Headcount includes employees/IET, trainees and leavers. **3.** LTI means Lost Time Injury. **4.** Accident Frequency Rate represents the number of total workplace accidents divided by total working hours, multiplied by one million, calculated based on SGK data. **5.** LTI Severity Rate represents the number of LTI lost workdays divided by total working hours, multiplied by one million, calculated based on SGK data. **6.** SGK benchmark data not yet published (due in late 2024). **7.** Number of non-fatal reportable injuries, according to the RIDDOR definition, represents injuries that result in seven or more days of incapacitation as well as Certain Serious Injury incidents. According to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work. **8.** Number of recordable injuries, according to the RIDDOR definition, represents injuries that result in more than three days and less than or equal to seven days of incapacitation. **9.** Dangerous occurrences are categorised under reportable incidents; however, they are not classified under total number of accidents. **10.** Reportable non-fatal injury rate represents the number of all reported non-fatal injuries divided by workforce headcount, multiplied by 100,000. **11.** RIDDOR benchmark data updated during 2023.

Operating sustainably continued

Employee wellbeing

We recognise the importance of wellbeing within our workforce. Every year we conduct a Psychosocial Risk Analysis ("PRA") to understand where our employees would like to have further support and where improvement actions may be needed. We also provide our employees with confidential mental health and dietician services, to support their physical and mental wellbeing. In 2022 and 2023, all our managers were given Psychosocial Risk Management & Awareness training, and all our employees were given training on Family Relations and Stress Management.

In 2023, the results of our annual PRA highlighted an improved sense of commitment, belonging and value as well as improved levels of support, approval and appreciation felt by our employees from both their colleagues and managers, indicating that our focus on management training throughout 2022 and 2023 has had a positive impact on our workforce.

Notwithstanding our safety performance in 2023, the results also showed an improved familiarity with health and safety practices and procedures and indicated that managers have also become more effective in this area, highlighting the positive impact that our Safety Excellence Journey is beginning to have. The results also indicated areas where we need to improve during 2024, including a need to focus on work-life balance, recognition and a focus on enhancing our collaborative approach.

Diversity and inclusion

Diversity and inclusion are important elements of our culture; we have four generations working together and we believe that this enriches our culture. Our workforce comprises 23% Generation Z (under 27 years of age), 62% Generation Y (28 to 43 years of age), 14% Generation X (44 to 59 years of age), and 1% Baby Boomers (60 to 69 years of age). We are committed to providing everyone with a positive work environment and equal opportunities. Our Code of Business Ethics sets out our approach to ensuring that our workplace allows for the participation and inclusion of all. As at 31 December 2023, we employed 1,570 full time staff excluding contractors (2022: 1,373), we contracted a total of 109 foreign workers for construction activities, approximately 3% of our employees were registered as disabled. We recognise the right to collective bargaining, however none of our employees were members of labour unions in 2023.

We recognise that industrial manufacturing has not traditionally been a popular choice for women when looking at career and employment options. However, we believe that a diverse and inclusive workforce is an important driver of our success, and we are proactively working to improve gender diversity within our workforce, with a particular focus on management and leadership opportunities. In 2023, we welcomed a total of 61 women to the WE Soda Group which represented 20% of our total new hires, 27 of them were engineers and managers, increasing the proportion of female employees within our senior and middle management to 21% (2022: 15%).

We will continue to work hard to achieve gender balance within our leadership team. During 2023, we appointed two women as Vice General Manager at Eti Soda and Kazan Soda, respectively. We have set the target, amongst others, of having an equal number of women and men within our senior and middle management combined by 2032. To support this objective, we aim to recruit each year an equal number of female and male graduates from universities and technical high schools and, for all lateral hires for roles within senior and middle management, we require an equal number of female and male candidates to be shortlisted for the final selection process. In 2023, we recruited three women and one man onto our Junior Engineering Programme; for university students in their third and fourth years, this programme reflects our commitment to nurturing young talent and offers internships and project opportunities to students, providing them with "real-world" experience and a head start in their careers. Read our Internal Female Promotion case study on page 37.

As at 31 December 2023, Kazan Soda employed 801 staff including fixed term contractors (788 excluding fixed term contractors; 2022: 732) comprising 615 blue-collar, 160 white-collar staff and 26 management of which 706 (88%) were male and 95 (12%) were female. The 7.7% increase in employees at Kazan Soda during 2023 was mainly driven by the additional staff required for our debottlenecking and capacity expansion projects. It was also driven by our focus on improving plant efficiency and availability, which required an increase in the frequency of "washouts" in certain operating units, whilst maintaining a safe operation and without requiring excess overtime.

As at 31 December 2023, Eti Soda employed 578 staff (2022: 554) comprising 446 blue-collar, 117 white-collar staff and 15 management staff, of which 522 (90%) were male and 56 (10%) were female. The 4.3% increase in employees at Eti Soda during 2023 was also driven by our focus on improving plant efficiency and availability, whilst maintaining a safe operation.

1,570

We employed 1,570 full time staff excluding contractors (2022: 1,373) and approximately 3% of our employees were registered as disabled.

Operating sustainably continued

	Permanent Employees, as at 31 December 2023 (Excluding Contractors)									
	Total		Senior management[1]		Other Management[2]		Other White Collar Workers[3]		All Blue Collar Workers[4]	
London										
Male	17	*61%*	9	*82%*	4	*67%*	4	*36%*	n/a	*n/a*
Female	11	*39%*	2	*18%*	2	*33%*	7	*64%*	n/a	*n/a*
Total	**28**		**11**		**6**		**11**			
Türkiye[5]										
Male	1,345	*88%*	16	*70%*	32	*89%*	210	*63%*	1,087	*96%*
Female	177	*12%*	7	*30%*	4	*11%*	122	*37%*	44	*4%*
Total	**1,522**		**23**		**36**		**332**		**1,131**	
WE Soda Group[6]										
Male	1,377	*88%*	32	*78%*	40	*80%*	218	*63%*	1,087	*96%*
Female	193	*12%*	9	*22%*	10	*20%*	130	*37%*	44	*4%*
Total[4]	**1,570**		**41**		**50**		**348**		**1,131**	

Talent attraction, training and development

We aim to attract, develop and retain the best talent. We engage with potential employees through multiple channels including participating in university career days and providing internship opportunities. In 2023, we worked with 221 students as part of our internship programme, from universities across Türkiye and from local technical high schools. As at 31 December 2023, 36% of our workforce is under 30 years of age (2022: 31%). We strongly believe that offering opportunities for young women and men is vital for the prosperity of the communities where we operate. This belief forms the cornerstone of our business growth and prosperity strategy.

During 2023, four existing employees were promoted to Vice General Manager at Eti Soda and Kazan Soda, in addition to two Vice General Managers, five Directors and eight Managers that were also promoted in accordance with our culture of prioritising internal candidates for promotion, thereby retaining internal expertise and providing a pathway for employee development. We plan to build on this success throughout 2024. Read our Internal Female Promotion case study on page 37.

We know that attracting the best young talent to our company is key to our success, promoting sustainable development and innovation. In 2023, we started our Candidate Engineering Programme with Gazi University and Hacettepe University with the aim that young engineers will undertake an internship with us for a minimum of two days per week gaining valuable work experience, and then have the potential for full-time employment following their graduation.

Training is a key part of retaining and developing talent within our business. In 2023, we offered over 27,500 hours of vocational, social development, management, and occupational safety training to our staff at Eti Soda and over 43,400 hours of training across the same categories at Kazan Soda. We also provided almost 3,800 hours of training to our senior management team focused on compliance, health and safety and sustainability. We plan to roll out a more extensive training programme in 2024.

Employee retention

In 2023, we experienced high employee turnover relative to previous years, leading to the loss of skills, expertise and specific WE Soda business awareness. Having recognised this as a challenge, in 2024 we are putting in place plans, initiatives and incentives to ensure that not only do we attract the best talent, but we also retain it. We will report on our progress in the coming year.

Employee satisfaction

We conduct employee satisfaction surveys on a biennial basis, with the next one taking place in Q2 2024. A cycle of two years enables our HR teams to analyse feedback and subsequently implement changes to our employee programmes to enhance our working environment as well as remediate areas which can be improved. Thereafter, new initiatives and programmes are monitored to assess impact and effectiveness before a further survey is undertaken. Please refer to our 2022 Sustainability Report for more information on the outcomes of the previous survey. https://www.wesoda.com/assets/documents/42222-we-soda-sr-2022.pdf

1. Includes C-level, Director, General Manager, Vice General Manager, Head of Function. **2.** Includes: Managers. **3.** Includes: Supervisor/Chief /Responsible for the Department/ Engineer / Office & Admin Staff, Specialist, Analyst. **4.** Includes: Head Foreperson, DCS Operator, Chemist, Laboratory, Technical Worker, Security, Driver & Service/Maintenance, Worker, Operator, Technician. **5.** Includes Eti Soda, Kazan Soda, Istanbul office and Derince Port. **6.** Includes London office, US office, Eti Soda, Kazan Soda, Istanbul office and Derince Port.

Case study

Championing innovation

In early 2023, we formally established a research and development ("R&D") function, located at Kazan Soda.

The new R&D team's objective is to identify and develop new, high-value, sustainable uses for our products, developing production process improvements through the use of innovative technologies and identifying and developing new technologies to capture, store, re-use and/or monetise residual process and combustion-related CO2e emissions.

In 2024, we plan to pilot several of the technologies which the team began to develop in 2023.

Operating sustainably continued

Business ethics and compliance

Our values guide our employees to operate responsibly, doing the right thing in the right way. We believe that "how we do things" is as important as "what we do" and we have a "zero tolerance" approach to misconduct. Our Code of Conduct and Business Ethics Policy applies to all of our directors, officers and employees, and set the tone for our broader compliance and ethics programme, supported by our global or entity level compliance policies and procedures. In 2023, our commitment to ethics and compliance was acknowledged by EcoVadis as "advanced".

We have the objective that all of our upstream and downstream supply chain partners should operate to the same ethical standards as our Group. In this regard, in 2021 we introduced our Supplier Code of Conduct, which sets out our minimum expected standards from our suppliers. During 2024, we plan to introduce a Distributor Code of Conduct with the objective that this will be adopted by all of our major regional distributors by 2025.

Digitalisation and cyber security

In 2023, we appointed a Chief Information Officer ("CIO") responsible for enhancing our information systems, the digitalisation of our non-financial data management systems, the implementation of our cyber security roadmap and supporting our sustainable development programmes. During 2023, we completed a thorough analysis of digitalisation within our business, benchmarked against industry best practices, and this allowed us to develop a five-year digitalisation roadmap and IT governance framework. During 2024, our key priority will be restructuring our IT organisation and systems to support our digitalisation plans. Cyber security is an important part of our commitment to the safety and security of our operations and people. In late 2023, the international services firm KPMG undertook a thorough analysis of the cyber security risks associated with our business, from both an IT and an operational technology perspective. During 2024, KPMG will work with us to further develop our cyber security framework and systems.

> "Cyber security is an important part of our commitment to the safety and security of our operations and people."

Operating sustainably continued

Our Operations

Production

4.98 million

mt soda ash and sodium bicarbonate combined in 2023 (2022: 5.0 million mt)

Water intensity

2.15

of water per mt soda ash, with target to reduce by 20% in the next five years (2022: 2.04)

Production growth[1]

>10 million

mtpa by 2030 – more than doubling production

Sales to

85

countries and 204 individual port destinations

Scope 1 & 2 CO2e emissions intensity

0.334

of CO2e mt soda ash and sodium bicarbonate sold, with target to reduce by 40% in the next ten years (2022: 0.343)

Responsible and sustainable production

Our operating model is inherently circular; we have almost no solid and liquid waste by comparison to synthetic soda ash producers because, where possible, we re-use, repurpose and recycle by-products to eliminate waste, improving our plant efficiency and our sustainability. Within our industry, we believe we produce soda ash with the lowest Scope 1 & 2 CO2e emissions intensity and water intensity[2], and we believe we have the lowest impact on nature and the environment[3]. We are able to do this because we only produce natural soda ash using the cavern-based solution-extraction production method. It is our ambition to lead our industry in terms of our impact on society, through inclusive recruiting and employment, creating high-quality local job opportunities, and by active engagement to support the communities in which we operate.

We have identified a significant number of ongoing and future initiatives to improve our sustainability performance. Amongst other targets, we have committed to reducing our already low water intensity by a further 20% within five years, reducing our already low Scope 1 & 2 CO2e emissions intensity by 20% within five years and by 40% within ten years (all relative to a 2022 baseline) and to achieving Net Zero by 2050. In 2023, we continued to partner with ERM to implement a CO2e emissions reduction pathway that is consistent with a "below 1.5°C" global warming outcome.

Production

We operate two large, modern facilities located in Türkiye, known as Eti Soda and Kazan Soda, which both use the cavern-based solution-extraction method to produce natural soda ash and sodium bicarbonate. We are the only soda ash producer to successfully use this production method on a commercial scale outside China, and we are one of the lowest cost producers in the world, with a robust global supply chain allowing us to deliver on a cost-competitive basis to all major soda ash markets globally.

During 2023, we produced 4.98 million mt of soda ash and sodium bicarbonate combined (2022: 5.0 million mt), a 0.4% production volume decrease versus 2022, mainly driven by the need to reduce production volumes to allow de-stocking during mid-2023 in response to a loosening of supply-demand balances globally. We continuously seek to drive operational efficiency improvements at our facilities, and we experience generally high levels of operational availability driven by our core operating philosophy: to maintain 24/7 production through a regular and comprehensive programme of preventative maintenance with high levels of operating redundancy and back-up in all the key operating units throughout our facilities.

1. Forecast annual production capacity, assuming all currently planned projects are developed as planned. **2.** Source: NexantECA analysis, April 2024. **3.** We determine our impact on nature and the environment in comparison to our peers through the assessment of our energy intensity of 1.37 MWh per mt, Scope 1 & 2 CO2e emissions intensity of 0.334 per mt, water intensity of 2.15 per mt, and total waste directed to disposal of 85,850 mt (in each case for 2023) as these metrics provide a relative and comparable measure of performance across our industry.

Case study

Internal female promotion

Gender diversity is an important tenet of our operating philosophy and particularly within our leadership team, setting the right tone and culture throughout our organisation.

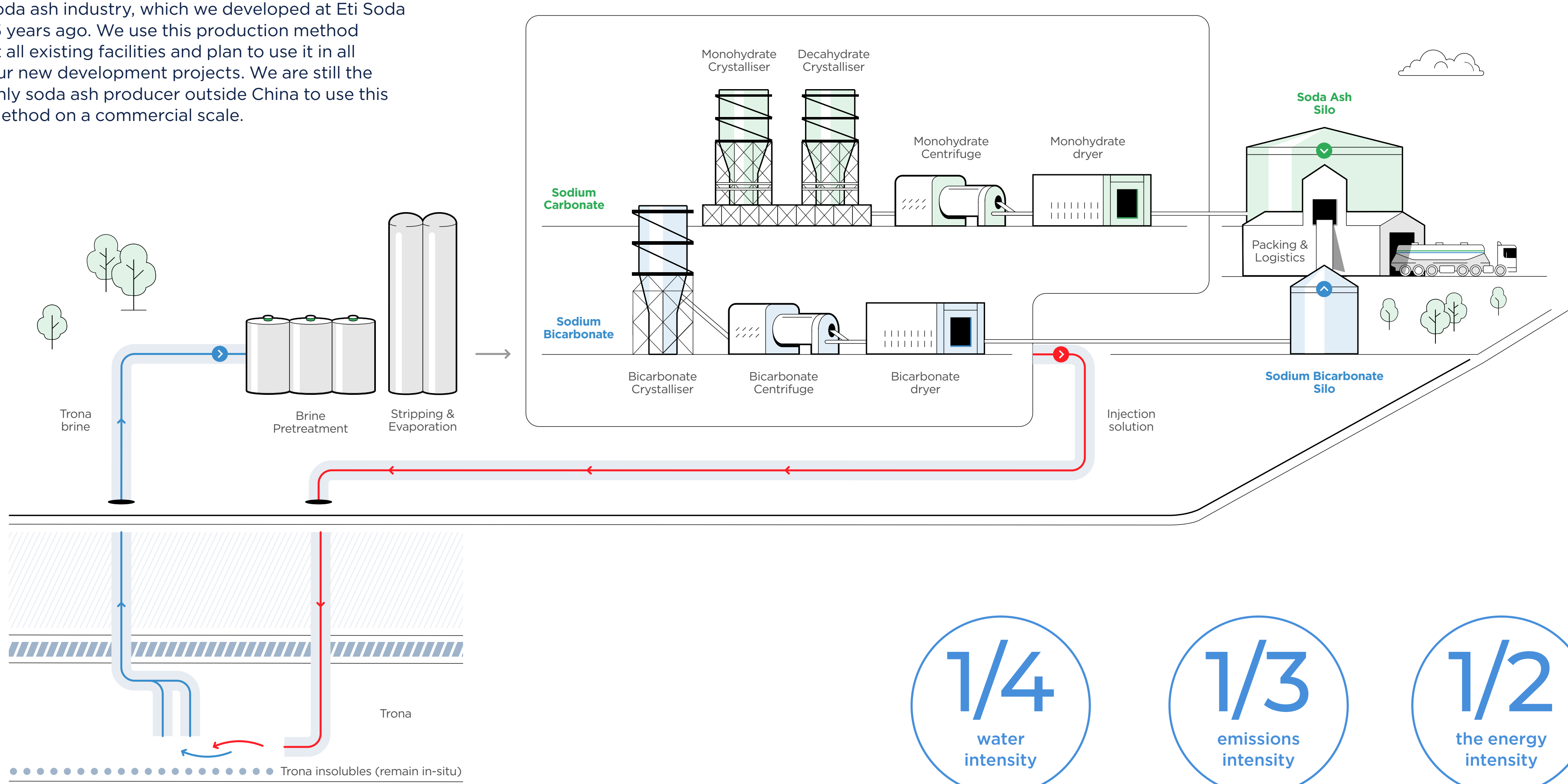
An even more powerful example is when we can promote internal female candidates into senior leadership roles.

During 2023, we appointed three women as Vice General Managers, Tuğçe Beşir and Tuğçe Can at Eti Soda and Ecehan Aksoy at Kazan Soda. All are senior leaders with technical backgrounds who have been with WE Soda for over 10 years.

Operating sustainably continued

Our "game-changing" production process: solution-extraction

We were the first to use the cavern-based solution-extraction production method within the soda ash industry, which we developed at Eti Soda 15 years ago. We use this production method at all existing facilities and plan to use it in all our new development projects. We are still the only soda ash producer outside China to use this method on a commercial scale.



1/4 water intensity

1/3 emissions intensity

1/2 the energy intensity

Compared to synthetic soda ash producers


Sodium Carbonate/ Soda Ash monohydrate crystallisation unit
Sodium Bicarbonate Silos
Sodium Carbonate Silos
Stripping and evaporation
Brine storage
Warehouse and packaging
Brine Treatment
Sodium Bicarbonate Production unit
Cogeneration Unit
Switchyard
Monohydrate centrifuge and drying unit
Decahydrate Crystallisation unit
Water demineralisation unit

Operating sustainably continued

Production (thousand mt)	2023	2022	2021
	For the Year Ending 31 December		
Eti Soda			
Soda ash	1,748.0	1,809.5	1,744.5
Sodium bicarbonate	214.0	218.5	207.5
Eti Soda Total	**1,962.0**	**2,028.0**	**1,952.0**
Kazan Soda			
Soda ash	2,819.5	2,788.0	2,713.0
Sodium bicarbonate	193.5	185.0	187.0
Kazan Soda Total	**3,013.0**	**2,973.0**	**2,900.0**
Group			
Soda ash	4,567.6	4,597.5	4,457.5
Sodium bicarbonate	407.5	403.5	394.5
Group Total	**4,975.1**	**5,001.0**	**4,852.0**

Soda ash is an essential material for the energy transition, with highly visible long-term demand growth[1]. From around 66 million mtpa of global demand in 2023, annual global demand for soda ash is forecast to grow by approximately 15 million mtpa, to around 81 million mtpa by 2030[1]. Around 90% of the 15 million mtpa global growth is expected to come from the higher growth economies of Asia, China and South America, and 70–75% is expected to be driven by the long-term structural demand growth within sustainable applications mainly driven by the energy transition[1], such as PV solar glass and lithium carbonate used in lithium-ion EV batteries.

The world needs more responsibly produced natural soda ash which we believe is ultimately likely to command a price premium relative to synthetically produced soda ash. To satisfy this growing demand, we are investing more and growing faster than any other company in our industry[1]. In total, we plan to invest more than $5 billion, mainly in the US, to more than double our annual production volumes, with the aim of delivering more than 10 million mtpa of low-carbon natural product by 2030. In the short to medium term, we plan to further optimise and expand Kazan Soda, and our combined annual production of soda ash and sodium bicarbonate from Türkiye should reach 6.0 million mtpa by 2027.

In Wyoming, US, we own a 40% non-controlling interest in an early-stage greenfield development project known as Pacific Soda, and a 100% ownership interest in an early-stage greenfield development project known as West Soda. Both projects are in the basic engineering and permitting phase and both are located near Green River, Wyoming. If developed as planned, both projects will use the same cavern-based solution-extraction production method that we developed and use in our Turkish operations. Read our Natural Choice case study on page 26.

Eti Soda

Eti Soda is 74% owned and operated by WE Soda, with the remaining 26% owned by the Eti Maden Operations General Directorate ("Eti Maden"), a state-owned company whose main focus is the production of boron in Türkiye which it sells globally. Eti Soda is located 100km north-west of Ankara, approximately 270km by road from our bulk export facility at Derince and 80km from Kazan Soda.

Eti Soda was the first soda ash production facility in the world to use the cavern-based solution-extraction production method on a commercial scale. The Beypazarı trona ore deposit was originally discovered in 1979 by the Turkish General Directorate of Mineral Research and Exploration, and Eti Soda was established in 1998 by the Ciner Group to exploit the trona ore deposit at this location.

In 2004, a cavern-based solution-extraction pilot plant was established at the site and construction of the current Eti Soda production facility commenced in 2007, with first production in late 2009 at an initial production capacity of 1.1 million mtpa. In early 2017, the production capacity was increased to 1.7 million mtpa and, following additional debottlenecking, the current plateau production rate has been stable at approximately 2.0 million mtpa since 2021.

Going forward, total combined production from Eti Soda is expected to remain at around 2.0 million mtpa. Eti Soda has three soda ash production units and two sodium bicarbonate production units. Approximately 16% of the electrical power needs and 100% of the steam needs of the facility are provided by a coal and biomass fuelled cogeneration unit, with the remaining electrical power purchased from the grid.

In 2023, Eti Soda produced 1.75 million mt of soda ash and 0.21 million mt of sodium bicarbonate, a decrease in total combined production of 3.3% versus 2022, mainly driven by grid outages in the second half of the year and production curtailments in mid-2023 to allow de-stocking in response to a loosening of global supply-demand balances. During the year, Eti Soda achieved a plant efficiency of 97.7% (measured as the ratio of soda ash equivalent volume of combined soda ash and sodium bicarbonate production to the soda ash equivalent volume of trona ore extracted; 2022: 98.0%) with an operational availability of 93.9% (the ratio of total hours of operation to total hours in a year; 2022: 97.8%), mainly driven by total outage days of 22 days equivalent (2022: 8 days equivalent) resulting from grid outages and production curtailments.

1. Source: Advancy research, February 2024.

Operating sustainably continued

During 2023, we drilled 26 new exploration wells and seven appraisal wells which resulted in the discovery of approximately 4.23 million mt of additional trona resources to the northwest of the existing mineralisation zone. In addition, within the mine area we constructed four additional well sets (together comprising 23 vertical wells and seven deep wells equipped with submersible pumps), taking the total number of well sets in operation to 42 (2022: 38 well sets). During 2024, we plan to construct 19 new well sets and drill a further ten exploration wells within the existing mineralisation zone and nine exploration wells outside the existing mineralisation zone together with workover operations on eight existing production wells, to improve production efficiency.

Kazan Soda

Kazan Soda is 100% owned and operated by WE Soda and is located 35km northwest of Ankara, 340km by road from our bulk export facility at Derince and 80km from Eti Soda. The Kazan trona deposit was originally discovered by Rio Tinto in 1998, before being acquired by the Ciner Group in 2011, when a cavern-based solution-extraction pilot plant was established at the site. Construction of the current Kazan Soda production facility started in late 2014 with first production in late 2017. Kazan Soda has five soda ash and two sodium bicarbonate production units, and a 379 MW cogeneration plant fuelled by natural gas which is used to provide 100% of the steam and 100% of the electrical power needs of the facility, selling the excess electricity to the grid.

In 2023, Kazan Soda produced 2.82 million mt of soda ash and 0.19 million mt of sodium bicarbonate, an increase in total combined production increase of 1.3% versus 2022. As planned, in early 2023 we commissioned the additional decahydrate and caustic units, increasing total production by approximately 0.2 million mtpa and reducing the amount of purge we generate, thereby increasing efficiency and reducing waste. The full effect of this debottlenecking expansion will be seen in 2024, when our total combined production capacity at Kazan Soda is expected to be approximately 3.2 million mtpa. During 2023, Kazan Soda achieved a plant efficiency of 98.5% (2022: 96.4%) with an operational availability of 92.3% (2022: 96.5%), mainly driven by total maintenance days of 28.3 days equivalent (2022: 12.8 days equivalent). Although plant efficiency increased during the year, operational availability decreased mainly driven by production curtailments in mid-2023 to allow de-stocking in response to a loosening of global supply-demand balances and changes in safety procedures and systems.

To optimise mine efficiency, during 2023 we constructed 12 additional well sets (each comprising one horizontal injection well and two vertical extraction wells), taking the total number of well sets in operation to 123 (2022: 111). In 2024, we plan to complete the fourth phase of the Kazan Soda mine area development, with the construction of four new well sets, taking the total fourth phase development to 16 additional well sets. Phase five is scheduled to be completed by the end of 2025, with a total of 20 new well sets (comprising 29 horizontal injection wells and 69 vertical extraction wells), which will provide sufficient mine capacity to support the approximately 1 million mtpa expansion and further optimisation of Kazan Soda during 2026.

In 2023, we had planned to start the construction of additional 0.5 million mtpa soda ash and 0.1 million mtpa sodium bicarbonate production units at Kazan Soda. However, we experienced delays in permitting and, following receipt of the required permits in March 2024, we are now planning to start construction during 2Q 2024 and commission the new units during mid 2026. Once completed, our operating efficiency will further improve, reducing our Scope 1 CO2e emissions intensity and unit operating costs. During the year, we also signed an EPC contract with China Tianchen Engineering Company ("TCC") and FLSmidth & Co. for the construction of a second calciner unit at Kazan Soda during 2024 and 2025. Following the commissioning of this unit, approximately 165,000 mt of calcium carbonate waste which was previously sent to the purge pond will now be fully recycled, reducing waste and unit operating costs. In addition, during 2024, we plan to construct and commission a 0.1 million mtpa sodium chloride re-processing unit at Kazan Soda, allowing us to re-process and sell the sodium chloride generated as a by-product from the soda ash production process, reducing and monetising waste as well as reducing our Scope 1 CO2e emissions.

98.5%
plant efficiency achieved at Kazan Soda

Operating sustainably continued

West Soda

West Soda is an early-stage greenfield soda ash and sodium bicarbonate development project based only on private land leases with a targeted production capacity of around 2.5–3.0 million mtpa. The Air Permit application report and the Mine Permit application report for West Soda were submitted to the relevant agencies in October and December 2023, respectively, and the Industrial Siting application report was submitted in February 2024. Additionally, to establish mineral reserves and resources, three exploration wells were drilled in 2023 and three further wells are planned in 2024.

While substantial further development activity is required, we plan to bring West Soda into production as soon as practicable, given the more streamlined development timeline afforded by our exclusive control over the project and the absence of any federal land permitting requirements, while taking into account anticipated future levels of global market demand for soda ash and sodium bicarbonate. Although we have so far only completed basic engineering design work, we currently intend to develop West Soda from the outset to source the majority of its electricity needs from renewable power sources and/or capturing the combustion and process related CO2e emissions from the plant – an important step in our journey towards Net Zero by 2050. We also intend to design the plant to have the potential, over time, to be progressively expanded on a modular basis to meet growing global demand.

Pacific Soda

Together with Şişecam, we are in the early stages of evaluating Pacific Soda, which is 60% owned and controlled by Şişecam, but where we contribute the cavern-based solution-extraction development "know-how" and our 40% share of the capital required for the development. Pacific Soda is based on both federal and private land leases and Şişecam and we plan to develop Pacific Soda with a production capacity of up to 5.4 million mtpa. If developed as planned, Pacific Soda is not expected to achieve full run rate production until 2028 at the earliest and, once developed, we will be responsible for the sales and marketing of our 40% share of production (equivalent to up to approximately 2.2 million mtpa).

Şişecam Chemical Resources

On 21 December 2021, we completed the sale of 60% of our controlling interest in its formerly wholly-owned US subsidiary, Ciner Resources Corporation (subsequently renamed and converted into Şişecam Chemicals Resources LLC). Following the sale, we no longer control Şişecam Chemicals Resources and our remaining 40% interest in Şişecam Chemicals Resources is reported as an equity-accounted investment with effect from 21 December 2021. Please refer to the 2023 Annual Report Notes on page 151 of the Consolidated Financial Statements for further details.

2.5-3.0 million mtpa

targeted production capacity of West Soda

"We intend to develop West Soda to source the majority of its electricity needs from renewable power sources – an important step in our journey towards Net Zero by 2050."

Operating sustainably continued

Türkiye reserves

Estimates of Proven and Probable Mineral Reserves and Measured and Indicated Mineral Resources in Türkiye as at 31 December 2022 have been prepared by Agapito Associates, Inc. in accordance with the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) Definition Standards on Mineral Resources and Reserves (2014 edition). Estimates of Proven and Probable Mineral Reserves and Measured and Indicated Mineral Resources have been updated based on 2023 production volumes:

	Extraction method	Effective ownership percentage[1]	Trona ore area	Mineral resources[2] *(in million mt)*	Mineral reserves[3] *(in million mt)*	Estimated minimum remaining life of mine
Eti Soda[4]	Solution	74%[5]	~6.7km^2	Measured: 141.9 Indicated: – Total: 141.9	Proven: 54.5 Probable: – Total: 54.5	~20 years[6]
Kazan Soda	Solution	100%	~19.7km^2	Measured: 258.0 Indicated: 90.6 Total: 348.6 Inferred: 12.3	Proven: 85.8 Probable: 31.8 Total: 117.6	~27 years[7]

At Eti Soda, the trona ore body is located at a depth of between approximately 200 and 500 metres below the surface, within a trona ore area of approximately 6.7 square km. There are 13 major trona beds, six upper and seven lower beds separated by 20–25 metres of interburden, comprising claystone, bedded tuff and oil shale delineated to the north by the east-north-east trending Çakıloba Fold and Fault Zone and to the south by the similarly oriented Zaviye Fault. It is divided into the western (Elmabeli) and eastern (Ariseki) sectors by the north-south trending Kanlıceviz Fault. In general, faulting does not significantly affect the trona beds within the basin.

As of 31 December 2023, the combined soda ash and sodium bicarbonate equivalent Proven and Probable Reserves were estimated to be 54.5 million mt, equivalent to a minimum remaining useful mine life of approximately 19 years (based on a total combined production rate of 1.95 million mtpa).

At Kazan Soda, the trona ore body is located at a depth of approximately 650 metres below the surface, within a trona ore area of approximately 19.7 square at Behiçbey, approximately. There are 12 major trona beds and the "trona zone" is composed of alternating individual beds of trona and oil shale-dolomitic mudstones. The strike of the trona zone is from south-west to north-east and dipping from north-west to south-east and there are no significant faults in the trona zone.

As of 31 December 2023, the combined soda ash and sodium bicarbonate equivalent of Proven and Probable Reserves were estimated to be approximately 117.6 million mt, equivalent to a minimum remaining useful mine life of approximately 27 years (based on a total combined current production rate of 3.0 million mtpa and taking into account the planned capacity expansion, adding a further 0.95 million mtpa of production during 2026).

Production costs

We believe we are one of the lowest cost producers of soda ash globally. During 2023, our cash costs decreased by 13%, mainly due to a reduction in the cost of energy and royalty expenses.

Our historically lower cash costs are mainly due to the fact that we produce only natural soda ash using the cavern-based solution-extraction production method, which has lower energy intensity and lower raw material input costs by comparison with synthetic soda ash production. In addition, some of our cash production costs are denominated in Turkish lira, allowing us to benefit in US dollar terms when the Turkish lira depreciates against the US dollar. We use our production cash cost advantage together with our efficient global customer supply chain to deliver competitively priced products to all the major soda ash consuming markets globally.

For further details on our production costs see "Our financial review" on pages 69 to 71.

1. Mineral Reserves and Mineral Resources figures are shown on a 100% basis and have not been reduced to reflect our less than 100% ownership interests in Eti Soda. **2.** Mineral Resources describe a concentration or occurrence of solid material of economic interest in or on the Earth's crust in such form, grade or quality and quantity that there are reasonable prospects for eventual economic extraction. Measured and Indicated Mineral Resources figures include the Probable and Proven Mineral Reserves shown in this table. Mineral Resources are presented on a combined soda ash and sodium bicarbonate equivalent basis. Total Mineral Resources in the above table do not include Inferred Mineral Resources, due to the lower level of confidence compared to Indicated Mineral Resources and Measured Mineral Resources. **3.** Probable and Proven Mineral Reserves are the economically mineable part of a Measured and Indicated Mineral Resource, respectively. Presented on a combined soda ash and sodium bicarbonate equivalent basis. **4.** The additional discovered resource at Eti Soda in 2023 is not included in the Agapito Associates, Inc. report. **5.** Turkish state-owned commercial enterprise Eti Maden has a 26% non-controlling interest in Eti Soda. **6.** Assumes a production rate of 1.95 million mtpa of combined soda ash and sodium bicarbonate as at 31 December 2022. **7.** Assumes a production rate as at 31 December 2023 of 2.95 million mtpa of combined soda ash and sodium bicarbonate and, following receipt of permitting in April 2024, a production rate increase of 0.95 million mtpa to 3.9 million mtpa with effect from mid 2026, which would reduce the existing estimated minimum remaining mine life from 33 years to 27 years.

Operating sustainably continued

Operational efficiency

Optimising our processes and seeking efficiency gains are key tools to reduce our environmental impact. In 2023, we created a Research & Development ("R&D") function to develop, assess and pilot new process technologies, with the objective of improving the efficiency of our operations and reducing our impact on the environment. During 2024, we plan to expand this R&D function to also work with our customers to help them develop new processes using our products to reduce their impact on the environment.

In 2023, at Kazan Soda we completed a debottlenecking project involving additional decahydrate and caustic soda units. This resulted in increased plant availability, improving efficiency whilst also reducing CO2e emissions intensity and waste. Additionally, in 2023 we started a number of energy efficiency projects including the installation of variable frequency drives ("VFDs") on well injection pumps and more energy efficient lighting systems, which together are forecast to save around 180 MW of energy per year.

At Eti Soda, in 2023 we achieved a 2% reduction in electricity consumption through a series of energy efficiency projects which were initiated in 2022 including the use of alternate cooling tower fan materials, the addition of VFDs to well injection pumps, enhanced dust filtering systems and more energy efficient lighting systems. Further energy efficiency projects will be pursued at both production facilities in 2024.

Within our logistics operation, in 2023 we started multiple initiatives to improve efficiency, reduce our CO2e emissions intensity and lower our unit transportation costs. These include increasing our sales in bulk format to reduce waste and handling costs, the use of larger bulk ships, which can reduce our CO2e emissions intensity by up to 85% per voyage, the development of our first regional logistics hub at Terneuzen in the Netherlands, and the use of bulk inland rail transportation from Kazan Soda which we aim to progressively develop in the medium term.

Raw materials

Our main raw materials are natural gas, coal and electricity to provide energy (heat in the form of steam used in our production process) and electrical power for our production facilities. Other raw materials used in our production process are water and chemicals, such as lime, caustic soda and antifoam. As part of our sustainable operations, we are particularly focused on strategies to increase the proportion of our electrical power needs which can be generated from renewable energy sources as well as strategies to reduce our consumption of water.

We believe we operate the most energy efficient soda ash production facilities globally, at less than one-half of the energy intensity of synthetic soda ash producers. In 2023, our energy intensity[1] increased by approximately 4% to 1.37 (2022: 1.30), mainly driven by a 1% reduction in our production during the year.

	For the Year Ending 31 December		
Energy consumption (MWh)	**2023**	2022	2021
Eti Soda			
Diesel	11,155	7,911	6,966
Coal	872,638	922,095	943,543
Biomass	115,482	0	0
Solar	2,195	0	0
Purchased electricity	518,926	529,451	497,919
Total consumption[2]	1,520,397	1,459,458	1,448,428
Energy Intensity	**0.775**	**0.720**	**0.742**
Kazan Soda			
Diesel	37,318	12,584	6,948
Natural Gas	6,143,068	5,881,722	5,714,085
Solar	7,138	0	0
Purchased electricity	111,396	94,094	155,028
Sold electricity	(1,025,195)	(948,324)	(987,733)
Total consumption[2]	5,273,724	5,040,075	4,888,329
Energy Intensity	**1.750**	**1.695**	**1.686**
Group Energy Intensity	**1.37**	**1.30**	**1.31**

1. Energy intensity is calculated as MWh of energy consumed per mt of soda ash and sodium bicarbonate production, combined (energy consumed being the sum of all renewable, non-renewable and purchased energy consumed less energy sold). **2.** Total energy consumption is the sum of all renewable, non-renewable and purchased energy consumed less energy sold.

Operating sustainably continued

Power and energy

As well as being the largest producer of natural soda ash in the world, we are also a large electrical power producer. We have cogeneration plants at Kazan Soda and Eti Soda, which produce electricity used in our operations and steam used as a heat source in our production process, reducing our energy costs and ensuring stable supply.

Kazan Soda has a large natural gas fuelled 379 MW cogeneration plant, which provides 100% of our electrical power and 100% of our heat (steam) needs for the plant and also generates electricity beyond our operational requirements which is sold to the open market. At Eti Soda, we generate approximately 16% of our electrical power and 100% of our heat (steam) needs through a 12 MW capacity coal and biomass fuelled cogeneration facility, with the remainder of Eti Soda's electrical power produced by solar PV as well as purchased from the grid.

In 2023, the Kazan Soda cogeneration plant produced 3.6 million mt of steam and 2.06 million MWh of electricity, consuming approximately 577 million standard cubic metres of natural gas, and our new solar PV installation, which was commissioned in May 2023, produced 7,138 MWh of renewable electrical power. 1.025 million MWh of electrical power beyond our operational needs was sold to the grid during the year (equivalent to approximately 50% of the total electricity produced). There were no major cogeneration plant maintenance or overhaul operations in 2023 and the next major overhaul is planned for early 2024, when our production facilities will temporarily source electrical power from the grid, with steam (for heat) generated from our natural gas fuelled auxiliary boilers.

In 2023, the Eti Soda cogeneration plant produced 1.12 million mt of steam and 93,758 MWh of electrical power, and our new solar PV installation, which was commissioned in June 2023, produced 2,195 MWh of renewable electrical power.

In 2023, the cogeneration plant consumed approximately 370,000 mt of coal (2022: 403,000 mt) and 31,285 mt of biomass (2022: 9,100 mt). Following an initial pilot in 2022, we increased the use of biomass to approximately 7.8% of all cogeneration fuel consumed (by mass) in 2023, significantly exceeding our 2023 target of 4% and in line with our target to increase biomass usage to 12% by 2027, reducing our Scope 1 & 2 CO2e emissions intensity and the amount of waste we generate. The increased use of biomass in 2023, increased our operating costs by approximately $2 million during the year due to the higher costs of biomass in comparison to coal. In 2024, we plan to increase our biomass usage at the Eti Soda cogeneration plant to 10%.

Renewable energy growth

As part of our commitment to further reduce our already low Scope 1 & 2 CO2e emissions, we have started generating renewable energy to supplement our power needs at Eti Soda and Kazan Soda. During 2023, we generated 9,333 MWh of solar PV electricity which reduced our CO2e emissions by approximately 4,025 mt. In the medium to longer term, as part of our decarbonisation strategy, we are planning to significantly increase the amount of renewable electricity we produce and use at both facilities.

In 2023, to supplement the renewable energy we generated ourselves, we procured the supply of 150,000 MWh of renewable electricity at Eti Soda and 111,464 MWh at Kazan Soda, thereby reducing the emissions associated with the electricity we purchase from the Turkish grid. In 2024, we will join the Renewable Resource Guarantee System (YEK-G) to further improve our access to renewable electricity produced throughout Türkiye.

	For the Year Ending 31 December		
Energy sourcing (million MWh)	**2023**	2022	2021
Energy from non-renewable sources			
Natural gas	6.14	5.88	5.71
Coal	0.87	0.92	0.94
Energy From renewable sources			
Renewable electricity purchased	0.26	0.14	0.09
Biomass	0.12	0	0
Solar	0.01	0	0

Operating sustainably continued

In addition to increasing the proportion of biomass we used as fuel in the Eti Soda cogeneration plant, during 2023 we constructed 7 MW of solar PV capacity (5 MW at Kazan Soda which came on-stream in May 2023, and 2 MW at Eti Soda). During 2024, we plan to install a further 5 MW of solar PV capacity at Kazan Soda and 3 MW at Eti Soda, in line with our decarbonisation strategy and bringing our total solar PV capacity to 15 MW by the end of 2024.

Total 85 MW of PV solar and 95 MW of wind generation capacity by 2027, and to reach approximately 250 MW of PV solar generation capacity by 2032 (comprising approximately 120 MW for Eti Soda and 130 MW for Kazan Soda).

Following the results of the solar PV feasibility studies and wind station tests at Eti Soda and Kazan Soda, we have decided to increase our longer term installed renewable electricity capacity target by 25% to 250 MW by 2032, but to adjust downwards our medium term target to 180 MW by 2027 (a 10% reduction from our original target of up to 100 MW of solar PV and over 100 MW of wind power by 2027) mainly related to expected permitting and approval timelines.

We believe that the opportunity for renewable energy generation is even greater in the US, given the attractive solar PV and wind potential of many areas including Wyoming and the possibility to implement innovative renewable power and heat technologies for our new projects which, together with fiscal and other investment incentives that are available in the US for renewable projects, makes it a very attractive prospect. If developed as planned, West Soda will be the first soda ash production facility globally to source the majority of its electrical power needs from renewable sources and/or to use carbon capture and storage, significantly reducing Scope 1 & 2 CO_2e emissions intensity. Over time, we intend that all heat (steam) needs will also come from carbon-neutral sources – an important step in our journey towards Net Zero by 2050.

Natural gas

In 2023, energy costs represented approximately 58% of our total cash production cost (2022: 65%) mainly as a result of the significant reduction in natural gas prices. We have historically benefitted from low-cost supplies of natural gas and coal in Türkiye, which have, on average, historically been lower than those paid by soda ash producers in Europe and other parts of the world. Natural gas prices in Türkiye generally decreased in 2023, supported by tariffs introduced by BOTAŞ, the state-owned natural gas trading company. In 2024, unless there is a major gas supply crisis, we expect that natural gas prices will remain relatively stable, on average at or below 2023 price levels.

Eti Soda does not use natural gas as an energy source, but it is the main source of energy at Kazan Soda. To reduce our reliance on natural gas at Kazan Soda, and to protect against potential interruptions of the supply of natural gas which could disrupt our ability to operate, during early 2023 we changed the burner systems of our back-up steam boilers at Kazan Soda so that they could be dual fuelled with either natural gas or diesel. In addition, and with the objective of further mitigating our reliance on natural gas, in 2022 we applied for the necessary permits for three additional back-up steam boilers at Kazan Soda, which could be fuelled with either biomass or coal. However, in 2023 we decided to cancel this project due to the limited availability of biomass.

Chemicals

At Kazan Soda, we use lime to produce caustic soda which is used to decompose sodium bicarbonate into soda ash as part of our production process at that facility. In 2023, following the commissioning of the additional caustic soda production unit at Kazan Soda, we almost eliminated our need to purchase caustic soda from third parties, reducing our costs and increasing the efficiency of our operations.

2050

Over time, we intend that all heat (steam) needs will also come from carbon-neutral sources – an important step in our journey towards Net Zero by 2050.

"At Eti Soda, we undertook a feasibility study for 65 MW of solar PV capacity and we also conducted a feasibility study for 100 MW of wind power generation to be located within the Eti Soda licence area."

Operating sustainably continued

Our impact on nature and the environment

Water Stewardship

Water is an essential input to our production process, as well as being important to the local communities in which we operate. We operate in a water stressed area and climate change is expected to increase the pressure on water resources and increase the risk of water scarcity. As a result, we operate a water stewardship strategy designed to protect and preserve the water resources for our communities and our operations; we aim to minimise the volume of water that we consume, and we carefully monitor our water use balances in accordance with the ISO 14046 standard, as well as the quality of the water leaving our operations. Additionally, in 2023 Eti Soda provided approximately 665,000 cubic metres of water for local community agricultural projects as part of our social responsibility activities.

During 2023, our total water intensity[1] increased by approximately 5% to 2.15 (2022: 2.04), versus our 2023 target of 1.97. This was due to several factors including the installation and ramp up of the additional decahydrate and caustic units at Kazan Soda, which resulted in slightly elevated absolute water consumption for cooling and evaporation. Changes in water quality from different water sources at Eti Soda also resulted in an increase in the water consumption required to support the backwashing of filters and increased filtration within the production facility. Greater than expected shutdown times across both Eti Soda and Kazan Soda also increased our water intensity as production was reduced while equipment requiring cooling water remained operational.

Kazan Soda has higher water intensity by comparison with Eti Soda due to the higher sodium chloride content within the trona ore, requiring additional processing units which consume larger volumes of cooling water (with associated evaporation losses from within the cooling towers). The water supply to Kazan Soda is also of lower quality than at Eti Soda because it is sourced under an extraction licence from the Kirmir River.

	For the Year Ending 31 December		
Water intensity[1]	**2023**	2022	2021
Eti Soda[2]	1.69	1.66	1.75
Kazan Soda	2.45	2.30	2.14
Group	**2.15**	**2.04**	**1.99**

To help achieve our 20% reduction in water intensity by 2027, at Kazan Soda during 2024 we are planning to install dry air-cooling systems and an enhanced water recovery project using reverse osmosis technology (to increase the volume of water we re-use and recycle, improving the efficiency of our water treatment processes and reducing the amount of water we need to withdraw). Additionally, we plan to re-use 2-bar condensate from the cogeneration units at Eti Soda and Kazan Soda, further reducing our water consumption (as we replace the use of raw water with recycled process water). During 2023, Kazan Soda was granted a rainwater capture permit, allowing the construction of 0.56 million cubic metres of rainwater storage which will start during 2024. By 2027 we plan to have constructed four rainwater storage areas at Kazan Soda with a total capacity of 2.15 million cubic metres (enhancing our water security and reducing the volume of water which will need to be supplied from external sources).

Carbon Emissions

Reducing our CO2e emissions is a priority for us. We already produce soda ash with low Scope 1 & 2 CO2e emissions intensity by comparison with synthetic soda ash producers, mainly because we have the lowest energy intensity and also because the majority of the CO2 released during our soda ash production process is captured and re-used in the production of sodium bicarbonate.

In 2023, our Scope 1 & 2 CO2e emissions intensity reduced by 2.6% to 0.334 (2022: 0.343), achieving our target despite a decrease in our total production volumes. This was mainly due to our reduced consumption of coal and increased purchases of renewable electricity at Eti Soda and Kazan Soda.

We remain on track to achieve our Scope 1 & 2 CO2e emissions intensity[1] reduction targets of 20% within five years (to less than 0.274 by 2027), and 40% within ten years (to less than 0.206 by 2032), in both cases relative to a 2022 baseline, and to achieve Net Zero by 2050.

Over the next four years, we plan to accelerate our emission intensity reduction programme, to meet our 20% reduction target by 2027, as we ramp up production, increase process

efficiencies, invest more in renewable power, increase the usage of biomass, and begin piloting carbon capture technologies.

We also benchmark our CO2e emissions performance on an "ex-works" basis, which takes into account Scope 1 & 2 CO2e emissions intensity as well as certain upstream supply chain Scope 3 categories[3], because we believe this allows a more accurate comparison of relative emissions intensity across different soda ash production methods. In 2023, our ex-works CO2e emissions intensity[1] was approximately 0.51, materially lower than ex-works CO2e emissions intensity for synthetic soda ash producers, which typically range from approximately 1.17 to 2.09.[3]

1. Water intensity is calculated as cubic metres of water withdrawal per mt of soda ash and sodium bicarbonate production, combined. 2. Including the water that Eti Soda provides for local community agricultural projects as part of our social responsibility activities. 3. Source: NexantECA analysis, April 2024.

Operating sustainably continued

CO2e emissions intensity	For the Year Ending 31 December 2023	2022	2021
Scope 1 & 2[1]			
Eti Soda	0.313	0.335	0.351
Kazan Soda	0.349	0.349	0.347
WE Soda Group	**0.334**	**0.343**	**0.348**
Ex-works[2]			
Eti Soda	0.475	0.490	n/a
Kazan Soda	0.528	0.528	n/a
WE Soda Group	**0.507**	**0.512**	**n/a**
Delivered[3]			
Eti Soda	0.525	0.530	n/a
Kazan Soda	0.569	0.566	n/a
WE Soda Group	**0.552**	**0.551**	**n/a**

During 2023, we established a R&D function focused on developing technologies to reduce our process and combustion related carbon emissions and we also commenced a detailed technical and economic assessment of all externally available decarbonisation strategies, beyond those we are already implementing, to help us achieve our emission reduction targets. Our R&D function will be at the forefront of our decarbonisation activities and has already developed and evaluated a number of innovative approaches to achieve reductions in our carbon emissions. As part of our external study, we have identified 24 technologies for further analysis during 2024, including carbon capture and storage, carbon utilisation, alternative fuels, e-boilers and high temperature heat pumps, among others, that will allow us to develop and implement the best available CO2 abatement and removal technologies for our operations, at a pace that meets our corporate objectives. Read our Championing Innovation case study on page 34.

During 2023, we continued to work on the carbon reduction initiatives we commenced in 2022, mainly based on the sourcing of renewable energy supplies and the management of our process emissions. We will continue to develop and implement these in 2024 and beyond, including:

Optimising sodium bicarbonate balance (Scope 1)

The majority of CO2 released during our soda ash production is recycled during sodium bicarbonate production, lowering overall CO2e emissions. By more optimally balancing our soda ash and sodium bicarbonate production as part of our planned capacity expansion at Kazan Soda, we believe we will be able to reduce our Scope 1 & 2 CO2e emissions intensity. This has already been substantially optimised at Eti Soda but can be further optimised at Kazan Soda, following the completion of the additional soda ash and sodium bicarbonate production units by 2026.

Renewable power (Scope 2)

We have performed wind power tests and are conducting an ongoing feasibility study to assess our full renewable power potential at our Turkish facilities. We estimate that we can deliver up to 250 MW of renewable energy capacity by 2032, significantly reducing our Scope 1 & 2 CO2e emissions intensity. In 2023, we installed 7 MW of solar capacity and advanced our permitting and land preparations for future installations. In 2024, alongside our planned installation of 8 MW of solar capacity we will also be assessing the viability of hybrid technologies within our cogeneration units.

Use of biomass as a fuel source (Scope 1 & 2)

We have increased the proportion of biomass that we use in our cogeneration plant at Eti Soda, replacing coal and reducing our Scope 1 & 2 CO2e emissions intensity. In 2023, we achieved 7.8% biomass usage, and we remain confident of reaching our 10% target during 2024 and our 12% target by 2027.

Process optimisation (Scope 1 & 2)

Predictive maintenance activities for all critical machinery and equipment aim to increase production efficiency by shortening downtimes. Optimise system start-up and upgrades to more energy efficient equipment (to burn fuel more efficiently, recover waste heat and reduce electrical losses) also reduce energy consumption. The use of the SAP maintenance module at Eti Soda and Kazan Soda allows for an improved approach to equipment maintenance that will reduce downtimes and therefore enhance our process efficiency.

Carbon capture (Scope 1)

During 2023, we used our R&D function to conduct a detailed analysis of CO2 capture, liquefaction and storage technologies which could be used within our process and combustion units at Eti Soda and Kazan Soda. In addition to developing our own innovative carbon capture technologies and processes, we also initiated discussions with several external carbon capture technology providers. In 2024, we plan to develop and install a pilot plant to further develop our own technologies, and also to evaluate other geological storage methods, with the objective of deploying a combination of these technologies at Eti Soda and Kazan Soda in the medium term. In the short term, we plan to develop a CO2 liquefaction facility at Eti Soda to capture our residual process emissions, with the objective of selling liquified CO2 to the Turkish food and beverage industry.

1. Scope 1 & 2 CO2e emissions intensity calculated as Scope 1 & 2 market-based emissions mt of CO2e emissions per mt of soda ash and sodium bicarbonate production, combined (Scope 1 & 2 as defined by the GHG Protocol). **2.** Ex-works emissions intensity calculated as Scope 1, Scope 2 and certain upstream Scope 3 mt of CO2e emissions per mt of combined soda ash and sodium bicarbonate production (Scope 1 & 2 as defined by the GHG Protocol and within Scope 3 only including categories 1, 3, 4, 5, 6 and 7 as defined by the GHG Protocol). **3.** Delivered CO2e emissions intensity calculated as Scope 1, Scope 2 and certain upstream and downstream Scope 3 mt of CO2e emissions per mt of combined soda ash and sodium bicarbonate production (Scope 1 & 2 as defined by the GHG Protocol and within Scope 3 only including categories 1, 3, 4, 5, 6, 7 and 9 as defined by the GHG Protocol).

Operating sustainably continued

West Soda (Scope 1 & 2)

If developed as planned, we believe West Soda will be the first soda ash production facility globally to source the majority of its electricity needs entirely from renewable power sources and/or to use carbon capture and storage, significantly reducing Scope 1 & 2 CO2e emissions intensity. Over time, we intend that all heat (steam) needs will also come from renewable sources – an important step in our journey towards Net Zero by 2050.

Maximising bulk logistics (Scope 3)

We intend to reduce Scope 3 emissions and costs through a combination of increased bulk sales, inland rail transportation of bulk product (using electric powered locomotives), shipping more bulk volumes in larger (50,000+ DWT) vessels and by developing further regional logistics hubs in key locations globally.

Supply chain (Scope 3)

In 2023, we developed a sustainable procurement system within our upstream supply chain with the objective of providing greater supply chain visibility, disclosure and governance. All of our largest suppliers are now reviewed according to various aspects of sustainability performance including their CO2e emissions footprint and other key sustainability criteria. In 2024, we intend to roll this out to all parts of our upstream supply chain and, by 2025, we have the objective that all of the largest distributors in our downstream supply chain will operate with the same sustainability practices and governance as our Group.

By taking these steps, we aim to significantly reduce our CO2e emissions and create a more sustainable future for our industry, our customers, our communities and for society as a whole.

Science-based targets

In 2023, we outlined our aim to reduce our Scope 1 & 2 CO2e emissions intensity by 20% within five years and by 40% within ten years, in both cases relative to a 2022 baseline. As we outlined in our 2023 CDP report, our strategic trajectory involves establishing science-based targets ("SBTs") within the next two years. By 2027, we aim to fully implement and seek validation for our SBTi commitment through the Science Based Targets Initiative ("SBTi").

Life-cycle assessment

We are committed to measuring and enhancing our disclosure around the environmental impact of our products throughout their full life cycle. In 2023, we commenced an updated Life Cycle Assessment ("LCA") of our products from Eti Soda and Kazan Soda, based on 2022 baseline data. These assessments are due to be completed in early 2024 and will provide valuable insights for us and our stakeholders on the full impact associated with our manufacturing processes, our products and how they are used. The results underscore the environmental benefits of our products in comparison with synthetically produced soda ash and the important role they can play in the decarbonisation pathways of our customers. Once our product LCAs are completed, it will enable our stakeholders to make clear comparisons between the environmental impacts of our products compared to the LCAs and the associated impacts of synthetically produced soda ash and sodium bicarbonate.

CO_2

40%

We aim to reduce our Scope 1 & 2 CO2e emissions intensity by 40% within ten years

"We aim to significantly reduce our CO2e emissions and create a more sustainable future for our industry, our customers, our communities and for society as a whole."

Operating sustainably continued

Waste management and circular economy

Approaching waste management with a circular mindset is an effective and sustainable way to reduce waste, whilst opening additional revenue streams and reducing our environmental impact. We take measures to recover, re-use or recycle the waste generated in our operations, thereby reducing the amount of waste we send for disposal. Our generated waste is classified, collected and separated at source before being sent to contracted licensed companies for recycling and disposal.

Where possible, we aim to apply the principles of circular economy to recover, re-use or recycle by-products and waste arising from our production process, helping us to improve our plant efficiency and sustainability. At Kazan Soda, most liquid waste (purge) is used to produce caustic soda for re-use in the soda ash production process. Following the start-up of the new caustic soda unit at Kazan Soda, almost all purge solution is now re-used in the production of caustic soda, eliminating liquid waste. In addition, to reduce solid waste, the lime mud resulting from caustic soda production is recycled via a lime recovery unit, where it is converted into lime for re-use in caustic soda production.

Today, not all the lime mud volume can be re-used due to a lack of capacity, however by 2025 we plan to install an additional lime recovery unit as part of the Kazan Soda capacity expansion which, when completed, will allow all lime mud to be re-used. To further reduce solid waste at Kazan Soda, in 2023 we started the construction of a plant to allow all the raw sodium chloride produced as a by-product of soda ash production, to be reprocessed and sold as industrial salt. Through these waste management and recycling processes, Kazan Soda's efficiency is increased, and our production process will become even more sustainable, both environmentally and economically.

At Eti Soda, roughly half of the solid waste produced from the cogeneration unit (in the form of fly ash and other ash or slag) is sold to local cement companies and the rest is stockpiled on site. In 2023, with the increased usage of biomass as a cogeneration plant fuel source, we reduced the amount of fly ash and slag we produced, in line with our strategy to reduce our stockpile to zero over time.

Air quality

We regularly sample and monitor the effect of our activities on the environment. Air sampling for particulate matter is carried out at defined intervals by accredited institutions in line with our regulatory and permitting requirements. At Eti Soda, dust, CO, SO2, and NO2 parameters are constantly monitored, and we take necessary actions to improve our processes and to keep air emissions as low as possible.

By 2025

we plan to install an additional lime recovery unit at Kazan Soda, which will allow all lime mud to be re-used

"Through our waste management and recycling, our production process will become even more sustainable, both environmentally and economically."

Operating sustainably continued

Our upstream supply chain

Our sustainability governance applies to everyone within the WE Soda Group, and we also aim to apply it to all our partners across our upstream and downstream supply chains. Our Supplier Code of Conduct and Modern Slavery Statement outline the behaviours and practices we expect from our suppliers. These have been developed in line with international standards such as the Principles of Corporate Governance, the UN Universal Declaration of Human Rights, International Labour Organisation Conventions, the UN Convention on the Rights of the Child, OECD Guidelines and ISO criteria, and also reflect our commitment to the United Nations Global Compact initiatives, our Sustainable Development Goals and the defence of human rights.

Given the location of our production facilities, the vast majority of our suppliers are companies based in Türkiye, who often require education, help and support to fully understand the importance of sustainability. To improve the sustainability performance of our supply chain, we work with our suppliers to increase their understanding of sustainability and to drive greater transparency in relation to ethical trading and responsible supply chain practices. In 2024, we also aim to increase the number of direct engagements that our procurement team have with our suppliers to further enhance this support. We require all our suppliers to fully comply with applicable laws and internationally recognised sustainability standards and we also expect our suppliers to enforce these standards within their own supply chains. In addition, we ask our suppliers to endorse and comply with our Supplier Code of Conduct. https://www.wesoda.com/information

Sedex

In 2021, we introduced a vetting process using the Sedex platform, to allow us to screen our core suppliers in terms of their sustainability approach and performance in accordance with our own sustainability criteria. During 2023, we registered nearly 81% of our core suppliers (by value) onto the Sedex platform and risk screened 37% using the Sedex risk screening tool. In 2024, we aim to register more than 90% of our core suppliers and to risk screen at least 50% of these suppliers. In 2023, we initiated a project with Ernst & Young to develop a procurement tool, using a platform called Promena, that will further enhance our upstream supplier engagement, driving greater sustainability transparency within our supply chain and enabling us to collect and assess the sustainability performance of our suppliers, to improve their performance.

	For the Year Ending 31 December			
	2023		2022	
Sedex participation	**Number**	**Share of spend (%)**	Number	Share of spend (%)
All Group suppliers[1]	**210**	**100%**	**210**	**100%**
Suppliers screened using Sedex	63	37%	45	39%
Suppliers onboarded to Sedex	178	81%	98	53%

ConnexSA

In October 2022, we announced the launch of a blockchain-based soda ash supply chain ecosystem called "ConnexSA", with the objective of delivering transparency and robust sustainability data and governance across the entire supply chain, from our suppliers to our end customers. ConnexSA is a decentralised, encrypted sustainability data tracking platform that will allow soda ash producers and their customers to provide verified and traceable sustainability metrics throughout the supply chain and, ultimately, to end consumers. We believe that greater sustainability transparency will transform the sustainability performance of our industry and will also, over time, support our ability to generate a "sustainability premium" in terms of the price at which we are able to sell our low carbon sustainably produced natural soda ash relative to synthetic product.

We are aiming to develop the ConnexSA ecosystem in partnership with our customers and our suppliers, with open access features and independent governance and assurance, to allow universal participation across our industry. In 2023, we partnered with Dogma Alares, a strategic consultancy specialised in machine learning and digital applications, and we appointed a team to spear-head the ConnexSA development programme. We hope that ConnexSA will be adopted across the soda ash supply chain, and we plan to introduce other industry participants into the project during 2024, with the aim that the platform will be operative during late 2024 or early 2025.

1. Core supplier perimeter defined as the suppliers critical to the production of our product and who are used on a repeat basis.

Operating sustainably continued

Our downstream supply chain

Global logistics

The soda ash industry is logistics intensive and involves detailed planning to ensure a robust and reliable global customer supply chain.

In 2023, 84% of our production by volume was exported (2022: 80%) to 204 individual port locations in 84 countries, mainly in bulk format. 16% was sold to Turkish domestic customers in a variety of formats (2022: 20%). Our 2023 global sales by volume were almost evenly split between emerging economies and developed markets, with approximately 36% sold into Europe, 16% into Türkiye, 30% into Asia (including China), 10% into the Americas (mainly Brazil) and 9% into the Middle East and Africa.

Many of our largest industrial end-user customers have operations in multiple geographies and they increasingly recognise the benefits that we can provide globally in terms of security of supply. We have built an extensive logistics and distribution network around the world, allowing us to meet our customers' needs in every major soda ash market. Today, we sell minimal volumes into China or North America but in the medium term, following the development of our greenfield projects in US, we expect that we will sell a larger proportion of our production volumes into both of these markets.

In 2023, we upgraded our supplier and customer evaluation tools, enhancing our ability to screen and evaluate supply chain and customer risks, specifically regarding sanctions and forced labour. A third-party vetting system is planned to be launched in 2024, which will also provide a sustainability risk rating throughout our supply chain.

Inland transportation

Eti Soda and Kazan Soda are located 80km apart, enabling them to coordinate logistics and operations to achieve mutual efficiencies. Eti Soda and Kazan Soda are, respectively, 270km and 340km from our bulk export port at Derince and other container port facilities, which enables us to export on a cost-competitive basis to all the key geographic markets for soda ash and sodium bicarbonate globally.

In 2023, 76% of our total global sales volumes were transported from our production facilities in bulk using silo trucks (2022: 80%), and 24% was transported in a variety of packaged formats comprising 1.25 mt "Big Bag XL" (mainly loaded as break bulk when exported), 25 mt container liner bags (mainly for export), regular 1.0 mt "Big Bag" format and 25kg capacity bags (on pallets). The decrease in bulk shipments during 2023 was driven by a need to store (and therefore sell) a greater quantity of packaged products, mainly to manage inventories. In 2024, we are planning to increase sales of our products in bulk format to reduce waste (packaging and pallets) and handling costs by leveraging our distribution hub in Terneuzen and the extensive bulk distribution networks of our partners, our current sales plan indicates that we will see increased bulk shipments to Europe, South America and Asia in 2024.

For bulk deliveries to our Turkish domestic customers and bulk exports from Derince, all of our products are today transported by road using around 450 silo trailers which we own or lease, each of which can carry 29 mt of soda ash. In 2023, on average, we transported almost 10,000 mt per day in our silo trucks, from Eti Soda and Kazan Soda combined, with approximately 380 round-trip road journeys per day from our production facilities mainly to our export port.

Reducing our downstream Scope 3 CO_2e emissions is a priority for us and we are planning to develop a rail link directly to the Kazan Soda facility which, when completed, will allow us to transport substantially all bulk export product from this facility directly to our export ports via rail using specialist railcar containers and electric powered locomotives, to materially reduce Scope 3 emissions and unit transportation costs. In 2023, the State Railway of Türkiye ("TCDD") re-initiated the tender process for the construction of the remaining civil works for the rail link, after some delays, and it is now expected to be completed by the end of 2025 allowing us to achieve our rail transportation targets from Kazan Soda by the end of 2028.

84%

of our production by volume was exported in 2023

Operating sustainably continued

To allow us to start the transportation of product by rail before the direct rail link is completed, in 2023 we rented a railcar loading facility with 6,000 mt storage capacity at Behiçbey, approximately 16km from Kazan Soda, and we plan to start rail transportation of breakbulk export product initially around 3,000 mt per week during 2024. We have also designed and tested railcar containers which will each carry 31 mt of product and we are currently in the process of procuring a railcar fleet of this design consisting of approximately 150 units which can be loaded and unloaded using our existing facilities at Kazan Soda and at Derince. Until the direct rail link is completed, these railcar containers will be transported to and from the Behiçbey loading facility using our existing road transport providers.

Export facilities

In June 2023, WE Soda acquired a 60% controlling stake in Denmar from the Ciner Group to formally bring the governance of our export port facility under our direct control. Denmar holds a lease at Derince Port until the end of 2033 and performs port handling services for bulk shipments at Derince. Following our acquisition, we have started a number of initiatives to bring Denmar systems, safety protocols and administrative functions into line with the rest of our business.

In 2024, this work will include the rollout of the "Safety Excellence Journey", already started at Eti Soda and Kazan Soda. With the objective of further reducing our supply chain risk, during 2023 we evaluated the development of a second bulk export port from Türkiye. After reviewing a range of locations, Mersin Port was selected as the most suitable location due to its lower earthquake risk in comparison to other locations including the Black Sea, Izmir and other Mediterranean ports. Ground analysis and basic engineering is underway to determine the total investment cost for construction of storage and other export infrastructure.

Terneuzen logistics hub

In 2023, to further improve efficiency, customer service and supply chain reliability whilst reducing our downstream Scope 3 emissions, we opened our first regional storage and distribution hub in Terneuzen (near Antwerp) in the Netherlands, to serve our customers in north-west Europe and the UK. The facility became operational in the fourth quarter of 2023 with 85,000 mt of storage capacity, the ability to receive vessels of up to 65,000 DWT and the capability to load, unload and transload at up to 6,000 mt per day. By the end of 2024, we plan to increase capacity to 14,000 mt per day.

26%

In 2023, our ten largest end user customers in aggregate amounted to 1.28 million mt of sales and represented 26% of our total global sales by volume

"Following the success of Terneuzen, we are planning to add further logistics hubs in key regional markets globally over time"

Operating sustainably continued

During 2024 and 2025 we plan to progressively increase the annual capacity distributed via the Terneuzen hub with the objective of ultimately serving all our bulk customers in the UK and north-west Europe via this hub. By transporting bulk product from Türkiye to Terneuzen using our own 65,000 DWT ultramax vessels, before transloading to smaller vessels, barges, rail and other local logistics alternatives, we are able to reduce transportation costs, operational risks and downstream Scope 3 CO2e emissions. Following the success of Terneuzen, we are planning to add further logistics hubs in key regional markets globally over time.

Regional distributors

As part of our customer supply chain, we maintain an efficient global network of around 30 regional distributors, who distribute our product within their designated geographic regions, while we also reserve the right to sell directly to certain large industrial end user customers within these regions. All of our regional distributor agreements were either renewed in 2023 or are in the process of being renewed, with the majority of the renewed contracts being for a five-year term. We typically aim to renew all regional distributor agreements as and when they come to term and we also plan to have all of our major distributors operating with the same sustainability governance as WE Soda by 2025.

Our distributor network gives us indirect access to medium sized and smaller local customers and those located inland, and also provides logistics and storage services and support to our larger global end user customers, as needed. In 2023, our global sales by volume were split approximately 31% direct to end user customers and 69% via regional distributors. In 2023, our ten largest end user customers in aggregate amounted to 1.28 million mt of sales and represented 26% of our total global sales by volume, and our ten largest regional distributors in aggregate amounted to 2.9 million mt of sales and represented 60% of our total global sales by volume.

Operating sustainably continued

Industrial end user customers

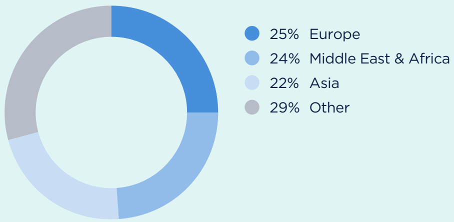
Due to the significant time it takes to transport our products to our customers, combined with the essential nature of our products, the reliability of our customer supply chain is critical, and often more important to our customers than price. In 2023, the majority of our sales were made to customers with whom we have done business for more than ten years.

Strong customer relationships are a key component of our business model and we have been able to build these long-term relationships due to our high levels of customer service, the reliability of our global supply chain and the quality of our products. This was a critical factor in 2023, when the loosening of soda ash supply-demand balances globally, particularly in the second half of the year, and volatility in the Asian market meant that best in class customer service, alongside price, was an important factor in our ability to maintain sales volumes.

We aim for high levels of customer satisfaction and in late 2023, we undertook an extensive customer satisfaction survey involving all our major end user customers, using an independent third-party survey company and the Net Promoter Score ("NPS") methodology assessing the following key service dimensions: reliability of supply, commercial offer, quality, sustainability, logistics offer, customer service and customer centricity.

Customer satisfaction survey

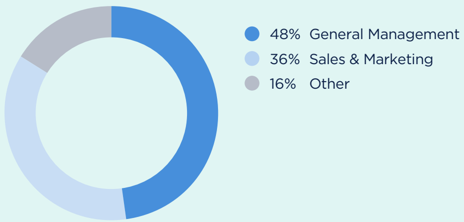
Distributors
Responses by Geography



Insight

Distributors were equally represented across key WE Soda markets

Distributors
Responses by function

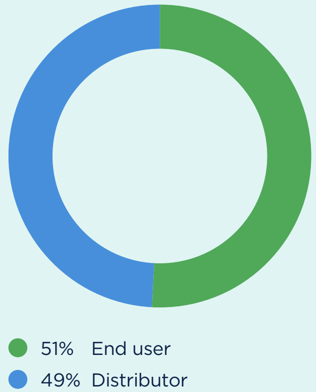


Insight

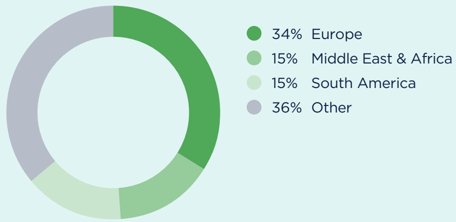
Mostly general management level reflecting the size of some distributors

Total survey responses

Total of 51 respondents participated in the survey and eight interviews were conducted



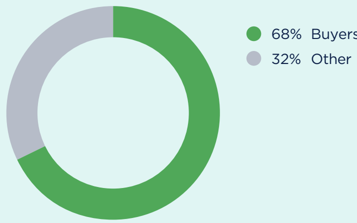
End user
Responses by Geography



Insight

End user's geography represents WE Soda's key markets

End user
Responses by function



Insight

WE Soda sales team's engagement is predominantly focused on buyers

Operating sustainably continued

On average, WE Soda scored highly across all dimensions and, in particular, we are seen by our customers as the clear leader in the dimensions of sustainability, customer service and customer centricity.

Reliability of supply, commercial offer and quality were considered to be the most important dimensions for both our end user customers and our distributors. These are the key areas we will be focusing on during 2024 to enhance our customer engagement with the objective of establishing ourselves as the leading global supplier of soda ash. The survey also highlighted that further developing our Customer Relationship Management ("CRM") systems and streamlining customer order management processes are areas where we can improve.

Global shipping

We deliver our products under several different contract structures. In 2023, we exported 78% of our product in bulk or breakbulk format, of which 15 percentage points ("ppt") was shipped with Free on Board ("FOB") or Free Carrier ("FCA") Incoterms (2022: 33ppt), where ownership of the product transfers to the customer and sales are recognised at the port of loading, and where the customer is responsible for the transportation expenses of the product. The remaining 63ppt (equivalent to 56% of our total export volumes) was shipped on Cost Insurance and Freight ("CIF") or Cost and Freight ("CFR") Incoterms (2022: 67ppt) where sales are recognised at the port of loading, but ownership of the product transfers at the port of delivery and we are responsible for the transportation cost.

Sales on CIF or CFR Incoterms are mostly to Europe, Asia and South America. For sales to domestic Turkish customers, we are responsible for transportation expenses and our products are typically delivered by us directly to the customer facilities.

In early 2023, freight and container rates continued to soften as a result of the global economic slow-down. Softer commodity prices and reduced volumes led to a stablising of rates in the first half of 2023 and by the end of the year, we experienced a notable increase in rates, mainly due to a tightening of short-term supply-demand balances. However, our shipping rates remained stable during 2023 due to the long term contracted nature of our vessel fleet. In 2024, we expect a relatively flat and stable year for freight and container rates but with the potential for some upward inflationary pressures and due to tightening EU ETS (Emission Trading System) regulations.

To reduce our Scope 3 emissions and unit transportation costs, in 2023 we initiated a programme to use larger vessels for the transportation of our bulk products. This will allow us to use fewer vessels for the transportation of our products, reducing the number of voyages and therefore emissions. We also plan to develop regional storage and distribution hubs in key locations globally. Starting in 2025, we plan to start transporting bulk product by rail from Kazan Soda and by 2028 we expect to transport substantially all of the Kazan Soda bulk product using electric powered locomotives, which we expect will result in significantly lower emissions.

Operating sustainably continued

Our communities

We consider ourselves a part of the communities in which we operate and, by supporting them, we believe we create long-term value for our communities and for our business. Our approach to community engagement focuses on five main areas:

- Building a sustainable future
- Environment and nature
- Youth and education
- Community support
- Women's empowerment

During 2023, we supported a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of around $4.9 million. Our aim is to maintain and increase our community engagement, including in the US as we expand our operations in Wyoming, with the aim of having a positive impact on more people over time. You can read more about how we create social impact in our 2022 Social Impact Report, and through our partnerships with the Welsh Rugby Union and Hestia available on our website at https://www.wesoda.com/operating-sustainably/community-engagement

Building a sustainable future

Eti Soda and Kazan Soda are both located within agricultural communities. Over several years, Eti Soda has increased the availability of agricultural irrigation water by funding the development of irrigation systems and by providing water to the nearby villages of Başören, Bağözü and Çakıloba. Prior to the establishment of the irrigation system, fields were watered using groundwater from draw wells, which was inefficient and significantly reduced the available groundwater. Eti Soda now provides water from the Sarıyar dam, out of the water quota that has been set for Eti Soda by government, increasing the efficiency of agricultural water use and improving crop yields.

Kazan Soda, in collaboration with the Provincial Directorate of Agriculture, supports local farmers in surrounding villages to improve animal welfare standards by providing animal feed, PV solar energy, ventilation and shade. Beekeeping continues to be practiced on site and during 2024 we are planning additional activities to educate local communities about apiculture.

In late 2023 we engaged sustainability consultancy S360 to support us in revising and updating our social investment strategy during 2024.

Environment and nature

Building on a project which started at Kazan Soda in 2016 focused on preserving biodiversity, during 2023 we initiated a similar project at Eti Soda and constructed an endemic plant conservation area at that site. Our 2023 activities included inviting students from local schools to a "biodiversity and world environment day" hosted by us which focused on the importance of protecting biodiversity and endemic species. In 2024, we will install a number of camera traps across our license area to support biodiversity monitoring.

Youth and education

Education underpins the long-term prosperity and sustainability of communities. We aim to do our part by providing educational support and opportunities for local people. We run a traineeship and internship programme for engineering students from technical high schools and universities. During 2023, we provided scholarships for 46 university students from the Beypazarı region, near Eti Soda, and 36 university students from the Kazan region, a net increase of three places compared to 2022.

In 2017 we opened a school which specifically caters to the needs of individuals with disabilities and special educational needs. The school has a capacity for 180 students and conforms to European standards. Whilst the school was subsequently transferred to the Ministry of National Education in the same year, Eti Soda still provides regular ongoing support. In 2023, we continued to provide sponsorship for the school and are proud of the medals which students recently received in regional athletics competitions.

Also in 2023, as a direct response to the tragic earthquakes in south-eastern Türkiye in February 2023, we committed $1.0 million to Darüşşafaka High School, the oldest non-government school for orphaned children in Türkiye, which through our donation will be increasing its capacity to be able to include extra students who sadly lost their families in the earthquake. Read our Earthquake relief assistance case study on page 59.

Community support

Sport often sits at the heart of the communities in which we operate and provides a strong medium for community engagement. We support a number of sports-centric community initiatives in Türkiye and in the UK. In 2023, we continued our role as national community partner of the Welsh Rugby Union ("WRU") in the UK, providing financial support for two major community initiatives across the nation of Wales: "Fit, Fed, Fun" and "Jersey for All". We chose to partner with the WRU because the UK is where we are headquartered and we wanted to make a real and lasting impact on a part of the UK that faces significant socio-economic challenges, with a real need for community-based support in the large concentration of poorer communities that are located in that region.

Through the "Fit, Fed, Fun" initiative we are supporting local communities with rugby-based sports camps across Wales during each of the school holidays for three years, with a specific aim of reaching children from poorer communities.

Operating sustainably continued

During 2023, we supported 214 camps through four of the main school holiday breaks: Easter, Whitsun, Summer and the October half-term and almost 11,000 children attended. The one-day camps provide inclusive sports-based activities hosted by the WRU for children of all ages and abilities, providing breakfast and lunch and educational messaging around the need to support local communities, protect the environment and reduce waste.

"Jersey for All" is an initiative providing inclusive sports-based activities for children and young adults with disabilities and special educational needs ("SEN") at five SEN community hubs across Wales for three years, culminating each year in a SEN "Olympics" held at the National Stadium in Cardiff. As part of the "Jersey for All" programme, the WRU also run an inclusion event over two days at the Principality Stadium in Cardiff which, in April 2023, was attended by over 600 individuals, targeting inner-city schools with a wide range of inclusive activities. You can read more about "Fit, Fed, Fun" and "Jersey for All" on our website: https://www.wesoda.com/wru-partnership.

Women's empowerment

Eti Soda has undertaken several projects in the Beypazarı region, near Eti Soda, predominantly focusing on agriculture as a source of sustainable livelihood. In 2020, Eti Soda started the greenhouse project, focused on creating employment opportunities for local women in agriculture. The project was developed in partnership with the ANFA on land supplied by Eti Soda adjacent to the Eti Soda facility. It involves a large, permanent glasshouse structure which uses electricity and heat (in the form of waste process water) supplied by Eti Soda, but it is managed by ANFA to grow a variety of different plants which are used in the surrounding area for the planting of communal areas, parks and roadside landscaping.

The operation is staffed exclusively by women from the local community and family members of Eti Soda employees. Kazan Soda has also developed a beekeeping initiative, providing support to local women who were primarily involved in the agriculture sector and who are also employed as gardeners for all the vegetation and horticulture around the Kazan Soda site. These initiatives aim to increase the level of female employment within our local communities, provide economic empowerment to women and promote economic sustainability in the region. In the UK, we partner with Hestia, a charity which supports victims and survivors of modern slavery and, during 2023, we supported the charity in a number of ways through initiatives such as Art is Freedom, the Big Day Out festival and the Survivor Support Fund.

Case study

Earthquake relief assistance

On 6 February 2023, a series of catastrophic earthquakes struck the south-east region of Türkiye, ten cities were affected, and thousands of lives were lost.

The recovery from this disaster will unfortunately take many years, but we were able in the immediate aftermath to provide direct assistance with the provision of equipment, clothing and food, and by providing one hundred prefabricated buildings to support families in the worst affected areas, with a place to live, clean water and sanitation.

These buildings were constructed offsite and transported to the affected areas, in order that they could be installed and operational as soon as they reached the areas in critical need.

Operating sustainably continued

Ethics and Compliance

In 2023, we established a global compliance function and appointed a Global Head of Compliance, reporting to our Chief Legal Officer and other executive Board members. On a quarterly basis, we update our Board on compliance matters and provide a more detailed report on compliance-related risks to the Audit & Risk Committee.

Policies and procedures

Our Code of Conduct and Business Ethics Policy, as well as our Anti-Bribery and Anti-Corruption Policy, Sanctions Policy, and Whistleblowing Policy are reviewed annually by the Board, and most recently in May 2023. Specific policies in place within our Group include:

- Anti-Bribery & Corruption
- Anti-Money Laundering
- Sanctions
- Whistleblowing
- Conflict of Interest
- Data Protection
- Labour & Human Rights
- Anti-Slavery & Human Trafficking
- Equal Opportunities
- Anti-Harassment & Bullying
- Competition Law Compliance Manual (with specific procedures where needed)

We believe that acting fairly and ethically are essential to achieving business and operational excellence. In 2023, we introduced our Competition Law Compliance Manual which sets out our business principles to promote fair and ethical conduct. We also implemented a new Anti-Money Laundering Policy setting out our updated rules and principles regarding money-laundering matters and the control measures to ensure compliance. Our policies apply to all employees, directors and officers of the Group and its affiliates, both permanent and temporary, at all levels and in all jurisdictions globally.

Reporting concerns

Our Whistleblowing Policy was implemented in 2020 and was last reviewed and approved by the Board in May 2023. Our Global Head of Compliance provides whistleblowing updates to our Audit & Risk Committee on a quarterly basis and to the Sustainability Committee on an ad-hoc basis.

Our whistleblowing programme was re-branded as “we•speakup” in 2023, aligning the programme with our corporate branding. The whistleblowing channels available for employees and other stakeholders are via their line manager or a member of the senior leadership team; via the wishes/complaints boxes located at Eti Soda and Kazan Soda; via our legal and compliance officers; directly, via the we•speakup email or post addresses; and, from early 2024, via a we•speakup ethics hotline which has been launched at all locations where we operate.

Operating sustainably continued

Training and communication

Our Ethical Standards are set out in our Employee Handbook and form part of our new joiner onboarding and induction process. From 2024, and annually throughout their employment term, our employees must acknowledge their commitment to ethical business practices, in compliance with our Code of Conduct and Business Ethics Policies. All employees now receive training based on the requirements of their specific roles, including topics such as anti-money laundering, sanctions, and competition law compliance.

In 2023, in addition to our existing learning management system already in place at Eti Soda and Kazan Soda, we introduced a learning management system for our employees in the UK and US, and we engaged Access Learning, an international training library service, to further enhance our training capabilities. We also launched a dedicated compliance section on our corporate website setting out details of our Corporate Compliance Programme.

From 2024

our employees must acknowledge their commitment to ethical business practices, in compliance with our policies.

> "We seek to ensure our upstream and downstream supply chains operate with the same ethical standards as our Group."

Working with third parties

We seek to ensure that our upstream and downstream supply chains operate with the same ethical standards as our Group, as detailed in our Business Ethics Policy and Supplier Code of Conduct, particularly regarding environment, bribery and corruption, labour law compliance, competition law compliance and sanctions. During 2023, we updated our third-party compliance management system, which now evaluates risks introduced by third parties on an ongoing basis. In addition, during 2023 we introduced a new screening tool which provides in-depth network analysis regarding sanctions, including forced labour, and more than 7,000 business partners have now been screened with this tool. During 2024, we plan to launch a new third-party compliance onboarding platform which, amongst others, will provide sustainability risk ratings for third parties.

Using data responsibly

We are committed to the highest ethical standards while dealing with the personal information of our employees and other stakeholders. Our Data Protection Policy has been in place since 2021, and privacy, confidentiality, and ethical and responsible use of data are part of the Global Business Ethics Policy. In early 2024, we will launch a Data Retention Procedure, which sets out our data retention guidelines based on business needs, legal requirements and data protection laws.

Political engagement

We do not make corporate political contributions of any kind, nor do we sponsor any political parties or meetings.

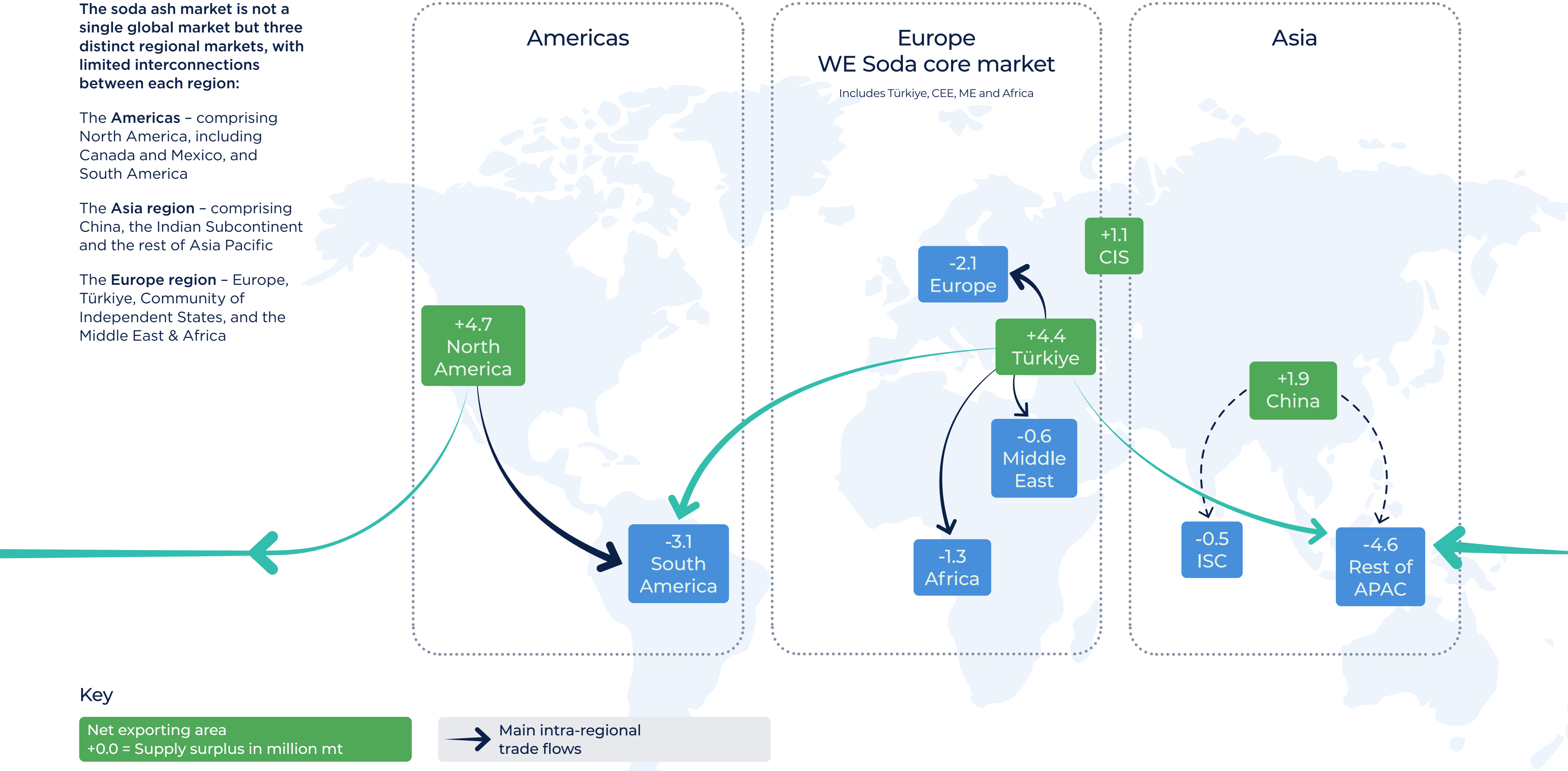
Supplying our customers

The soda ash market is not a single global market but three distinct regional markets, with limited interconnections between each region:

The **Americas** – comprising North America, including Canada and Mexico, and South America

The **Asia region** – comprising China, the Indian Subcontinent and the rest of Asia Pacific

The **Europe region** – Europe, Türkiye, Community of Independent States, and the Middle East & Africa



Key

Net exporting area +0.0 = Supply surplus in million mt	Main intra-regional trade flows
Net importing area -0.0 = Supply deficit in million mt	Main trade flows across the three regional markets

Supplying our customers continued

The soda ash market has unique characteristics – from a supply, demand and structural perspective – when compared to other commodities. Its future growth will be determined by the energy transition and supply will be constrained by the world's shift to a more sustainable future.

WE Soda is well positioned to take advantage of this market opportunity, whilst operating responsibly and delivering for its customers.

One of life's essential ingredients

Soda ash is the tenth most consumed inorganic industrial ingredient in the world. It is an essential component in a wide variety of industrial processes without which most industrial consumers of soda ash cannot operate and with no economically feasible and environmentally viable substitute.

Soda ash is a critical ingredient in glass manufacturing, which accounts for approximately 60% of global soda ash demand, along with use in many other sustainable applications and products used in everyday modern life. Our sales broadly reflect the end-use demand for all soda ash globally.

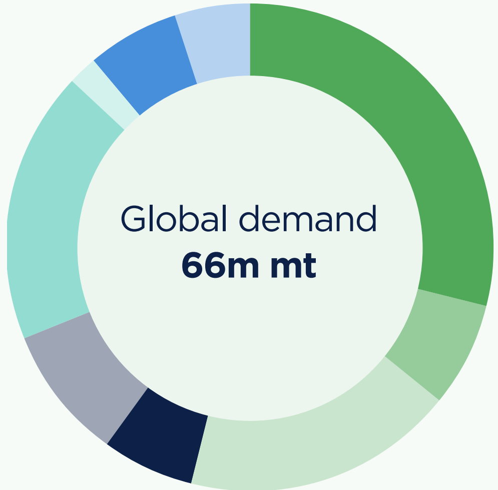
Uses of soda ash in 2023

60% used in glass manufacturing

Glass

Lithium-ion EV batteries

Powdered detergents



- 29% Flat glass (excl. PV)
- 7% PV glass
- 18% Container glass
- 6% Other glass
- 9% Powdered detergents
- 18% Silicates & other sodium chemicals
- 2% Lithium carbonate
- 6% Water & flue gas treatment
- 5% Other applications

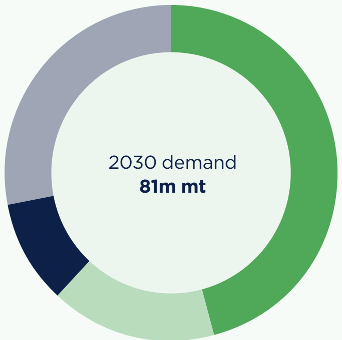
Industrial and other

Sodium bicarbonate

PV Solar Panels

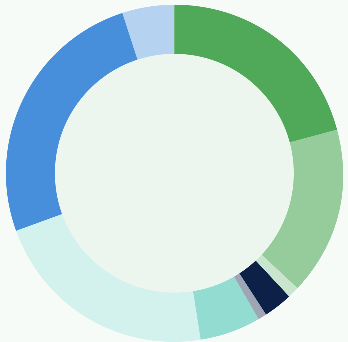
Demand growth by region by 2030

85% growth[1] from China, Asia and South America



- 46% China
- 16% Other[2]
- 10% South America
- 28% Asia (excl. China)

70–75% growth[1] from sustainable applications



- 22% PV glass
- 17% Lithium carbonate
- 1% Flue gas treatment
- 3% NaNO2 + NaNO3
- 1% GreenTires
- 6% Container Glass
- 23% Flat glass
- 27% Non-sustainable[3]

Source: Update to 2023 Advancy industry report (February 2024).

1. 2023–2030. **2.** "Others" region includes Western Europe, Türkiye, MEA, CEE, CIS and NAM. **3.** Includes powdered detergents, other glass applications and other chemical or industrial applications including use in caustic soda, sodium percarbonate, sodium dichromate, STPP, pulp and paper, alumina and mining industries.

Supplying our customers continued

81 million

mtpa soda ash global demand by 2030

15 million

mtpa global demand growth by 2030

70–75%

Global demand growth from sustainable end uses

The energy transition drives soda ash demand

We expect that current patterns of global economic growth and emerging sources of new demand, particularly those driven by the long-term trends of sustainability and the energy transition, will positively influence global soda ash demand in the future.

From 66 million mtpa of global demand in 2023, the annual global demand for soda ash is forecast to grow by a further 15 million mtpa by 2030, reaching almost 81 million mtpa[1]. This is equivalent to a compounded annual growth rate of 2.9%, or approximately 2.1 million mtpa of additional global soda ash demand every year.

Demand for soda ash is resilient because approximately 70–75% of forecast global demand growth is expected to be driven by sustainable applications facilitating the energy transition, most of which exhibit long-term, non-cyclical structural growth trends[1]. Thermal glass for energy-efficient construction, PV glass for solar panels and lithium carbonate for EV batteries together are forecast to represent over 60% of global soda ash demand growth until 2030.

From a regional perspective, almost 85% of forecast demand growth is expected to be driven by the developing markets of China, the rest of Asia (including the Indian subcontinent) and South America, mainly due to their growing populations, increasing economic prosperity and continued urbanisation. For South America, this is augmented by the strong expected growth in lithium carbonate production, particularly from Chile and Argentina, which is expected to increase significantly over this period. In the case of China and Asia, the rapid growth in PV glass manufacturing capacity is also expected to drive additional demand for soda ash.

As the largest and one of the lowest-cost producers of sustainably produced soda ash we are well-positioned to capitalise on this growth.

Sustainability and other factors constrain soda ash supply

Environmental regulation, laws and policies in many parts of the world, including in both China and the EU (which together represent over 80% of global synthetic soda ash production capacity), effectively prohibit any material increase of synthetic soda ash production capacity in these markets.

It is mainly for this reason, together with broader sustainability and environmental concerns, that over 80% of the 15 million mtpa soda ash demand growth by 2030 will need to be satisfied by new natural (as opposed to synthetic) production capacity additions.

Commercially exploitable quantities of trona ore only occur in three regions globally: near Green River in Wyoming, US, near Ankara in Türkiye and in Inner Mongolia in China. By far the largest trona deposits are located in Wyoming but the thickest and most voluminous beds of the highest grade trona ore exist at depths which can only be safely extracted on an economically viable basis using cavern-based solution-extraction.

We are the only soda ash producer outside China that has a proven track record on a commercial scale of using the cavern-based solution-extraction production method. This gives us a significant capability advantage over our competitors who use conventional mining or synthetic production methods.

Taken together, we believe all these factors will create supply-side challenges for the soda ash industry in the medium to long-term, and new supply additions will be challenging to bring on-stream for many of our competitors.

Together with the resilient long-term structural demand growth that is expected globally, this is likely to drive tight (and possibly tightening) supply-demand balances within the soda ash supply chain in the coming years, especially when the regional structure of the global market is also taken into consideration.

Against a backdrop of tightening supply-demand balances, security of supply will become increasingly important, and the resulting market environment is likely to support robust soda ash pricing.

1. Source: Advancy research, February 2024.

Supplying our customers continued

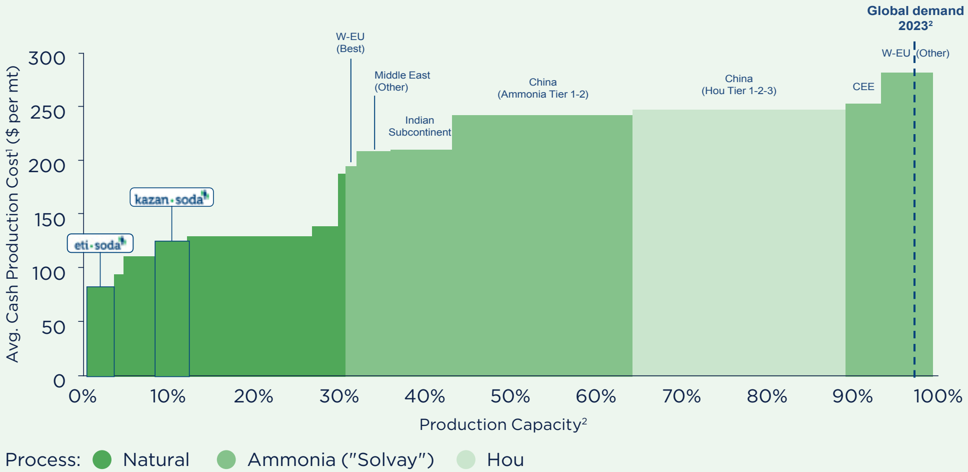
Low-cost producer with "locked-in" advantages

We are one of the lowest cost producers of soda ash globally.

Soda ash production is energy intensive, and energy costs typically account for approximately 50% to 60% of the production costs for all producers – whether natural or synthetic. We have a significant production cost advantage by comparison with synthetic producers, because we have approximately half of the energy intensity and significantly lower raw material input costs. We also have significantly lower Scope 1 & 2 CO2e emissions intensity, by comparison with synthetic producers, which is likely to drive further economic advantage for us over time.

We have strong and we believe sustainable operating margins because of the market structure of the global soda ash industry, our low cost of production and our efficient global customer supply chain. The higher cost synthetic soda ash producers, directly or indirectly, have historically, effectively set the reference price for soda ash in the largest soda ash markets globally. As a result, we believe that we have a significant "locked-in" economic advantage by comparison with other soda ash producers, throughout the commodity cycle.

Average estimated cash production costs[1] by region $ per mt, 2023E



Source: 2023 Advancy industry report

Sustainability premium

We believe that, over time, the sustainability characteristics of products and producers will become a barrier to entry with certain customers, particularly those who are most focused on the sustainability of their own production processes and products.

This is likely to include higher "value-in-use" customers (where the raw material cost of the soda ash is low by comparison to the value of the product which it is used to produce). These customers may be more prepared to pay a price premium for sustainably produced soda ash to ensure security of supply, particularly in a market with tightening supply-demand balances.

Given the high-carbon low-sustainability characteristics of synthetic soda ash, this may provide a barrier to entry for synthetic soda ash producers to such customers and result in premium pricing for natural soda ash.

Solving sustainability challenges for our customers

We help our customers solve their sustainability challenges.

Soda ash is often an important contributor to the Scope 3 emissions of our industrial customers, many of whom increasingly recognise the benefits of using sustainably produced, low carbon natural soda ash instead of higher carbon synthetic product, which today accounts for over 70% of global soda ash supply.

We are working hard to take our already low CO2e emissions even lower, and our R&D team are helping to develop innovative product solutions for our customers, with the objective of enhancing and accelerating their decarbonisation goals as well as our own.

Together with our customers, we are developing a blockchain enabled supply chain ecosystem called "ConnexSA", with the objective of delivering transparent, verified sustainability data for our customers, across the entire supply chain. We believe that greater transparency will transform the sustainability performance of our industry and our customers, and it will also, over time, allow our customers to generate a "sustainability premium" for their sustainably produced products.

Security of supply

We deliver security of supply for our customers.

Due to our strong financial position and our unique operating capabilities, we are able to invest more and grow faster than any other soda ash producer globally. If all our growth projects are developed as planned and to full capacity, we will invest around $5.0 billion and more than double our production capacity by 2030 – delivering additional production capacity and export facilities in both Türkiye and the US.

We are also investing to broaden and strengthen our global customer supply chain. We have already opened our first regional storage and distribution hub in Terneuzen to further improve our already strong customer service and supply chain reliability. We intend to develop more regional logistics hubs over time.

Against a likely backdrop of tightening soda ash supply-demand balances, we intend to deliver for our customers by growing our volumes of low carbon, sustainably produced soda ash delivered to our customers anywhere in the world – when and where they need it.

1. Calculated as total cash operating expenses excluding shipping and transportation expenses but including selling, general and administrative expenses. **2.** Based on 2023 capacity of soda ash, excluding ~6 million mt capacities in several geographies (mostly CIS, SAM with assumed poor cost positions).

Our key performance indicators[1]

We track and report our progress against a number of financial and non-financial key performance indicators ("KPIs"), which we believe best enable us to monitor and benchmark our performance against our strategic objectives, including those associated with sustainability, growth and profitability. Progress against our KPIs is measured and reviewed by the executive management team monthly and discussed at every Board meeting.

Netback Revenue[2]
($ million)

Performance

Netback Revenue is calculated as revenue from sales of soda ash and sodium bicarbonate after deducting transportation expenses and export expenses associated with the delivery of product from our production facilities to the point of delivery for the customer. By monitoring Netback Revenue (as opposed to Revenue) we are able to compare on a like-for-like basis sales from different regions and customers over different periods.

In 2023, our Netback Revenue was $1,257.8 million (2022: $1,433.1 million).

Going forward, we will aim to pursue sales and marketing strategies which will seek to maximise multi-year netback revenue.

$1,257.8 million

Netback Revenue decreased in 2023, as netback pricing was impacted during the second half of the year by weaker demand in all regional markets, loosening supply-demand balances and increased competitive behaviour.

Adjusted EBITDA[2]
($ millions and $ per mt)

Performance

EBITDA represents profit/(loss) for the period before interest in equity-accounted associates, depreciation and amortisation expenses, finance expenses, net of finance income and taxation. Adjusted EBITDA ($ millions) is calculated as EBITDA adjusted for certain items, either positive or negative, which we consider to be non-recurring in nature and further items that we do not consider to be representative of the underlying performance of the business. Adjusted EBITDA ($ per mt) is calculated as the Adjusted EBITDA divided by the total combined volume in mt of soda ash and/or sodium bicarbonate (as applicable) sold by Eti Soda and Kazan Soda during the period.

In 2023, Adjusted EBITDA was $750.5 million (2022: $839.4 million) and Adjusted EBITDA ($ per mt) was $153.0 per mt (2022: $165.9 per mt).

Going forward, we will aim to maintain and improve our Adjusted EBITDA and Adjusted EBITDA ($ per mt).

$750.5 million
$153.0 per mt

Adjusted EBITDA decreased in 2023, due to lower volumes and lower netback margin in all regions in the second half of the year.

Free Cash Flow[2]
($ millions)

Performance

Free Cash Flow is calculated as Adjusted EBITDA minus Maintenance Capital Expenditure[2] (incurred to maintain, over the long term, our operating income or operating capacity) minus tax payments.

In 2023, Free Cash Flow was $586.6 million (2022: $742.9million).

Going forward, we will aim to maximise our Free Cash Flow because the greater the Free Cash Flow the more cash is available to fund Expansionary Capital Expenditure (with the objective to increase, over the long term, our operating income or operating capacity) and to fund distributions to our shareholder.

$586.6 million

Free Cash Flow decreased in 2023, in line with our Adjusted EBITDA and impacted by higher Maintenance Capital Expenditure[2] and higher tax payments, including additional taxes levied as a result of the earthquake in Türkiye.

1. Non-financial group data is based on Turkish operations and UK and Turkish corporate and administrative functions, it does not include US associates and subsidiaries. **2.** See Alternative Performance Measures on page 134.

Our key performance indicators continued

Production volume
(mt per year and mt per day)

Performance

Production volume (mt per year) is the total combined volume in mt of soda ash and sodium bicarbonate produced in one calendar year, and production (mt per day) represents the average daily production for the period. Production volume is a key driver of our revenue, and we aim to maintain and grow our production volume over time.

In 2023, we achieved a production volume (mt per year) of 4.98 million mt (2022: 5.0 million mt), mainly driven by the need to reduce production volumes to allow a de-stocking during mid-2023 in response to a loosening of supply-demand balances globally.

Going forward, we plan to more than double our production volume to more than 11 million mt per year by 2030, if all of our current production growth projects are developed as planned.

4.98 million mt

In 2023, we achieved production volume of 4.98 million mt.

Scope 1 & 2 CO2e emissions intensity (Scope 1 & 2 mt CO2e per mt production)

Performance

Reducing our Scope 1 & 2 CO2e emissions intensity is a priority for us. We assess our emissions performance annually and we are aiming to further reduce our emissions in every part of our business. We believe that we already have the lowest Scope 1 & 2 CO2e emissions intensity (defined as Scope 1 & 2 market mt of CO2e emissions per mt of soda ash and sodium bicarbonate production combined) within our industry because we operate modern, efficient low energy intensity solution-extraction based plants where most of the CO2 released during soda ash production is captured and re-used in the production of sodium bicarbonate.

In 2023, our Scope 1 & 2 CO2e emissions intensity reduced to 0.334 (2022: 0.343), consistent with our long-term objective.

Going forward, we have committed to achieving Net Zero CO2e emissions by 2050 and we have set the target of reducing our Scope 1 & 2 CO2e emissions intensity by 20% within the next five years and by 40% within the next ten years, relative to a 2022 baseline and we have identified a number of ongoing and future initiatives, including renewable power generation.

0.334

In 2023, our Scope 1 & 2 CO2e emissions intensity reduced to 0.334, consistent with our long-term objective.

Water intensity
(m^3 water per mt production)

Performance

Water is an essential input to our production process, as well as being important to the local communities in which we operate. Because climate change is expected to increase the pressure on water resources and increase the risk of water scarcity, we operate with a well-defined water stewardship strategy to protect and preserve the water resources of our communities and our operations, and we aim to minimise our water consumption and water intensity (calculated as m^3 of water withdrawal per mt of soda ash and sodium bicarbonate production, combined).

In 2023, our water intensity was 2.15m^3 water per mt production (2022: 2.04), slightly higher than the previous year due to the start-up of our new decahydrate and caustic soda units which required slightly more process water but is still less than one-quarter of the water intensity of synthetic soda ash producers.

Going forward, we will address the water treatment at Kazan Soda, and we have set the target of reducing our water intensity by 20% within the next five years, relative to a 2022 baseline, mainly through the use of dry air-cooling systems to reduce evaporation losses.

2.15

In 2023, our water intensity increased to 2.15 due to the start-up of our new decahydrate and caustic soda units at Kazan Soda.

Our key performance indicators continued

Safety
(LTI workplace accidents and LTI lost workdays)

Performance

Providing a safe and healthy work environment is our number one priority and we are committed to ensuring the safety of all our employees, contractors and visitors across all of our operations. We aim to continuously improve our safety practices, policies and performance in line with global best practice standards. We monitor this with various indicators, including the total number of lost-time injury (LTI) workplace accidents and the total number of LTI lost workdays, respectively, at our facilities

In 2023, the number of LTI workplace accidents and LTI lost workdays increased by around 50% to 39 (2022: 26) and 84% 789 (2022: 428), respectively. Safety is our number one priority and we are not satisfied with our current safety performance. In late 2022, we appointed the internationally renowned safety consultants dss+ to undertake a comprehensive review of personal safety and process safety management practices. Following this review, together with dss+ we developed a three-year "Safety Excellence Journey", designed to elevate our safety practices to best-in-class, international standards.

50% increase

During 2023, our LTI workplace accidents increased by 50%.

Employee satisfaction and turnover
(%)

Performance

We conduct an employee satisfaction survey on a biennial basis (the next one will take place in April 2024) administered by an independent third-party organisation which provides us with important insights into how our employees feel about their workplace, and their levels of satisfaction, commitment and motivation. We also closely monitor levels of staff turnover at each of our operating facilities and offices.

Investing in our people as well as transparent, two-way communication between our leaders and our workforce are core parts of our culture which we believe have contributed to our low levels of staff turnover and high levels of employee satisfaction. Going forward, we will continue to operate with the same ethos and will also plan to continue our approach of responding to areas of improvement identified in our surveys.

76% satisfaction

In 2022, our employee survey revealed that we have high levels of employee satisfaction at 76%.

Our financial review[5]

Financial highlights

		2023	2022
Revenue	$ million	**1,561.4**	1,773.8
Netback Revenue[1]	$ million	**1,257.8**	1,433.1
Adjusted EBITDA[1]	$ million	**750.5**	839.4
Adjusted EBITDA[1]	$ per mt	**153.0**	165.9
Netback Margin[1]	%	**60%**	59%
Profit before tax	$ million	**473.8**	641.9
Basic EPS – continuing operations	$	**3.44**	5.41
Net cash from operating activities	$ million	**650.5**	859.2
Capital Expenditure[1]	$ million	**106.3**	80.1
Free Cash Flow[1]	$ million	**586.6**	742.9
FCF Conversion[1]	%	**78%**	89%
WE Soda Restricted Group Net Debt[1]	$ million	**1,460.4**	1,347.6

Note: Figures may not add up due to rounding.

Financial performance

Revenue

Revenue, consisting principally of soda ash and sodium bicarbonate sales, decreased by $212.4 million, to $1,561.4 million in 2023, from $1,773.8 million in 2022. The decrease was primarily due to a 3.1% reduction in sales volumes for soda ash and sodium bicarbonate and a decrease in soda ash prices, as netback pricing was driven lower by weaker demand in all regional markets, loosening supply demand balances and increased competitive behaviour from other producers, resulting in $153.0 million decrease in our revenue. Electricity revenue decreased to $84.6 million in 2023, from $143.7 million in 2022, resulting in a further $59.1 million decrease in revenue, primarily due to a decrease in electricity pricing.

Domestic sales and export sales decreased to $330.7 million and $1,231 million, respectively, in 2023 from $448.8 million and $1,324.9 million, respectively, in 2022.

In 2023, Eti Soda produced 1.96 million mt and sold 1.94 million mt of soda ash and sodium bicarbonate combined, generating $584.3 million in total revenues, compared to 2.06 million mt sales of soda ash and sodium bicarbonate combined in 2022. In 2023, Kazan Soda produced 3.01 million mt and sold 2.97 million mt of soda ash and sodium bicarbonate combined, generating $976.4 million in total revenues (including electricity sales and after elimination of intercompany electricity sales) compared to 3.00 million mt sales of soda ash and sodium bicarbonate combined in 2022.

Our total soda ash production volume of 4.57 million mt in 2023 remained at approximately the same level compared to 4.60 million mt in 2022, and sodium bicarbonate production volume increased by approximately 1% to 0.41 million mt in 2023, from 0.40 million mt in 2022.

Cost of sales

The key components of our cost of sales are energy costs (partially offset by revenues received from sales of electricity generated by the Kazan Soda cogeneration plant, presented in revenue), transportation expenses, and royalties and mining state share. The table below sets out the breakdown of our cost of sales:

	2023		2022	
	$m	**%**	$m	%
Net energy costs[2]	284.8	39%	396.5	48%
Royalties and mining state share	93.4	13%	104.7	13%
Personnel expenses	25.3	4%	17.7	2%
Depreciation and amortisation	62.9	9%	56.3	7%
Transportation expenses	176.5	24%	152.4	18%
Export expenses[3]	41.3	6%	743.1	5%
Other[4]	39.5	5%	55.4	7%
Total	**723.7**	**100%**	**826.1**	**100%**
add back:				
Electricity revenue[2]	84.6		143.7	
Electricity revenue – inter-segment[2]	29.4		25.6	
Total cost of sales	**837.7**		**995.4**	

Cost of sales decreased by $157.7 million, or 16%, to $837.7 million in 2023 from $995.4 million in 2022. The decrease in cost of sales reflects the reduction in sales volumes and cost of energy, particularly natural gas, partially offset by increases in shipping and packaging material costs and personnel expenses.

1. See Alternative Performance Measures on page 134. **2.** Energy costs are presented on a net basis, after deducting electricity revenue generated by our cogeneration plant at Kazan Soda. **3.** Excludes transportation expenses but includes insurance, commissions, custom and port-related expenses and others. Including services by Denmar Türkiye of $1.8 million that became in-house following acquisition in 2023. **4.** Includes, among others, raw material costs (other than energy costs), packaging costs, maintenance expenses and rent costs. **5.** Since the Company has not prepared consolidated financial statements for the financial years ending on 31 December 2022 and 2021 and corresponding consolidated financial information is available at its parent level, Kew Soda Ltd., any information presented for the financial year ending on 31 December 2022 is marked as "unaudited".

Our financial review continued[2]

Administrative expenses increased by $56.8 million to $100.6 million in 2023 from $43.8 million in 2022, mainly due to higher personnel expenses resulting from wage inflation adjustments in Türkiye, new senior management appointments and ongoing exploration and permitting work at our US greenfield projects of West Soda and Pacific Soda. We also incurred one-off audit and consultancy expenses connected with our preparations for an IPO on the London Stock Exchange, similar to 2022. Marketing expenses comprised $5.9 million in 2023 and remained at approximately the same level as in 2022.

Adjusted EBITDA[1] and Netback Margin[1]

Adjusted EBITDA decreased by $88.9 million, or 11%, to $750.5 million in 2023 from $839.4 million in 2022, due to lower volumes and lower netback margins in all regions in the second half of the year, partially offset by the decreased energy costs. Netback Margin was maintained at 60% in 2023 compared to 59% in 2022, despite lower netback pricing in all regions in the second half of the year, partially offset by the decreasing energy costs. Eti Soda contributed $367.5 million to Adjusted EBITDA for 2022, as compared to $406.8 million in 2022 and Kazan Soda contributed $412.0 million to Adjusted EBITDA for 2023, as compared to $449.0 million in 2022.

Other operating income and expenses

Other net operating income decreased to $26.0 million in 2023 from $45.6 million in 2022. This was primarily due to the effect of foreign exchange and allocation of port related costs, resulting in a $10.2 million one-off gain in 2022.

Net finance expenses

Net finance expenses increased by $32.5 million to $168.4 million in 2023 from $135.9 million in 2022, reflecting the effect of foreign exchange on TRL denominated receivables from related parties and global trend of increasing interest rates, partially offset by fair value gains on bond related embedded derivatives and interest rate swaps, as well as one-off expensing of transaction costs, following the refinancing of our former term loan facilities in 2022.

Profit before tax

Profit before tax decreased by $168.1 million to $473.8 million in 2023 from $641.9 million in 2022, following the same trends and driven by the same factors as for our Adjusted EBITDA.

Taxation

Our Group benefits from significant tax credits due to investment incentives, patent incentives and capital contribution incentives for both Eti Soda and Kazan Soda, which together with other incentives and carried forward tax losses, result in lowering the Group's effective tax rate.

The Group had a net tax credit of $55.5 million and $188.6 million for 2023 and 2022 respectively, which consists of a corporate tax charge of $92.5 million and $52.5 million and deferred tax credits of $148.0 million and $241.1 million for 2023 and 2022 respectively.

The Group has paid an equivalent of $94.6 million corporate tax in 2023 and an equivalent of $56.7 million in 2022, the difference with corporate tax charges for the corresponding years being primarily timing and effects of foreign exchange.

Cash flows

Cash flows from operations

Our net cash generated from operating activities decreased to $650.5 million in 2023 from $859.2 million in 2022, primarily due to an overall decrease in profitability of the operations and balanced with working capital management.

1. See Alternative Performance Measures on page 134. **2.** Since the Company has not prepared consolidated financial statements for the financial years ending on 31 December 2022 and 2021 and corresponding consolidated financial information is available at its parent level, Kew Soda Ltd., any information presented for the financial year ending on 31 December 2022 is marked as "unaudited".

Our financial review continued[4]

Capital expenditure[1]

In 2023, Capital Expenditure was mainly focused on drilling new exploration wells and the construction of additional well sets, to optimise our wellfield efficiency, as well as Kazan Soda debottlenecking expansion, with new decahydrate and caustic soda units. The table below sets out our total Capital Expenditure, split between Maintenance Capital Expenditure and Expansionary Capital Expenditure.

	2023 $ million	2022 $ million
Capital Expenditure	**106.3**	**80.1**
Maintenance Capital Expenditure	**69.4**	**39.9**
Eti Soda	21.3	19.1
Kazan Soda	48.1	20.8
Expansionary Capital Expenditure	**24.8**	**29.5**
Eti Soda	2.0	1.0
Kazan Soda	22.8	28.5
Other	**12.1**	**10.8**
Eti Soda	4.8	2.1
Kazan Soda	5.7	3.6
Corporate and Other	1.6	5.1

Free Cash Flow[1]

Our Free Cash Flow decreased by $156.6 million to $586.6 million in 2023 from $742.9 million in 2022, in line with our Adjusted EBITDA and impacted by higher Maintenance Capital Expenditure and higher tax payments, including additional taxes levied as a result of earthquake in Türkiye, achieving FCF Conversion[1] of 78%, as set out below:

	2023 $ million	2022 $ million
Free Cash Flow	586.6	742.9
FCF Conversion (%)	78%	89%

Net Debt[1] and funding

With a strong balance sheet and liquidity position, our consolidated Net Debt is at $1,500.8 million as at 31 December 2023, compared to $1,356.7 million as at 31 December 2022. WE Soda Restricted Group Net Debt[1] is at $1,460.4 million, an equivalent to the WE Soda Restricted Group Net Leverage Ratio[1] of 1.9x, compared to 1.6x as at 31 December 2022. In October 2023, we successfully issued a $980 million five-year 9.50% bond to refinance operating company debt and to partially prepay the term loan facility. Please refer to the 2023 Annual Report, Note 4 *Financial risk management of the consolidated financial statements* for further details.

	2023 $ million	2022 $ million
Borrowings	1,664.4	1,704.9
Lease liabilities	26.8	13.8
Total financial liabilities	**1,691.2**	**1,718.7**
Less: Cash and cash equivalents	(169.6)	(308.7)
Less: Derivative financial instruments	(20.7)	–
Less: Restricted cash	–	(53.3)
Net Debt	**1,500.8**	**1,356.7**
Less:		
Net Debt of Unrestricted Subsidiaries[2,3]	(7.3)	(9.1)
Working Capital Loans with a maturity of less than 1 year[3]	(33.2)	–
WE Soda Restricted Group Net Debt	**1,460.4**	**1,347.6**
WE Soda Restricted Group Net Leverage Ratio	**1.9x**	**1.6x**

Post Balance Sheet Events

Issuance of $500 million bond

In February 2024, we successfully issued a $500 million seven-year 9.375% bond. Additionally, we executed US dollars denominated six-year Cancellable Interest Rate Swap transactions, in order to economically hedge the fixed coupon payments of the bond to floating.

Royalty set-off for Kazan Soda

We have agreed on set-off of non-trade payables of Park Holding A.Ş. (“Park Holding”) against future nine years’ royalty payments to be made by Kazan Soda. For the computation of the present value of the future royalty payments, the annual 9.50% interest rate of the bond issued by the Group has been applied to each respective year’s royalty which was computed based on the budget or medium-term forecasts of WE Soda. This present value denominated in US dollars ($276.3 million) is converted to Turkish Lira by using indicative US dollars/Turkish Lira exchange rate announced by The Central Bank of the Republic of Türkiye on 11 March 2024.

Please refer to the 2023 Annual Report, Note 39 *Post Balance Sheet Events* of the consolidated financial statements for further details on post balance sheet events.

Ahmet Tohma
Chief Financial Officer

1. See Alternative Performance Measures on page 134. **2.** Ciner Enterprises Inc. and its subsidiaries. **3.** In accordance with the terms of the bonds and RCF. **4.** Since the Company has not prepared consolidated financial statements for the financial years ending on 31 December 2022 and 2021 and corresponding consolidated financial information is available at its parent level, Kew Soda Ltd., any information presented for the financial year ending on 31 December 2022 is marked as “unaudited”.

Our Non-Financial and sustainability information statement

Environmental matters

Our approach and key policies

Within our industry, we believe we produce soda ash with the lowest CO2e emissions and water intensity and waste, meaning that we have the lowest impact on nature and the environment.

Our Environment Policy Statement sets out our commitment to conducting business in an environmentally responsible way and outlines the high standards we uphold in terms of energy usage, emissions, water usage, pollution, waste, biodiversity, customer safety and sustainable procurement.

Outcomes of policies and impacts of activities

During 2023:

- We saw a 2.6% reduction in Scope 1 & 2 CO2e emissions intensity compared to 2022, consistent with our long-term objectives.
- We saw an increase in water intensity of around 5.4% compared to 2022, due to the commissioning of the new deca and caustic units at Kazan Soda.
- We approved the development of a new sodium chloride re-processing plant at Kazan Soda, which when operational will reduce waste.
- We duel fired our cogeneration boilers at Eti Soda with 7.8% biomass, reducing Scope 1 & 2 CO2e emissions intensity and fly ash waste.
- We installed 7 MW of solar PV power with a further 8 MW and 13 MW due to come on stream in 2024 and 2025 respectively. We are further increasing our renewable power potential in Türkiye and estimate that we can deliver up to 180 MW by 2027, and 250 MW by 2032 (a 10% reduction from our original target of up to 100 MW of solar PV and over 100 MW of wind power by 2027) mainly related to expected permitting and approval timelines.

Colleagues

Our approach and key policies

Providing a safe and healthy work environment is our number one priority and we are committed to ensuring the safety of all our employees, contractors and visitors across all our operations. Investing in our people and transparent, two-way communication between our leaders and our workforce are core parts of our culture. Our colleagues are essential to our success and we are an inclusive, performance and capability-based employer, that does not discriminate, among others, based on gender, ethnicity, religion, nationality or disability.

Our Business Ethics Policy outlines the business standards and behaviours we expect from our colleagues. Each of our operating sites and offices has its own Health & Safety Policy and most recently we have rebranded and relaunched our whistleblowing service “we•speakup” which provides our employees and stakeholders with a confidential and secure channel to communicate any concerns they may have.

Outcomes of policies and impacts of activities

During 2023:

- We continue to work with dss+ to improve safety and by the end of 2023 we were eight months into a three-year Safety Excellence Journey Programme.
- As of 31 December 2023 37% of our white collar workers and 21% of our senior and middle management were women.
- We worked with over 221 students as part of our internship programme, providing work opportunities for young women and men, so that today 36% of our workforce are under 30 years of age.
- During the fourth quarter of 2023 our HR teams have put in place plans, initiatives and incentives to ensure that not only do we attract the best talent, but we also retain it.

Social matters

Our approach and key policies

Through engagement and positive social impact we aim to offer meaningful support to our employees and our local communities. We integrate with the communities in which we operate, and we believe that by supporting both local and national initiatives we create mutual long-term value and prosperity for our stakeholders and for our business. We align our social responsibility initiatives with the UN Sustainable Development Goals most relevant to our business.

We have demonstrated our commitment to effective engagement through a variety of community and social impact initiatives in Türkiye and the UK over several years with five areas of focus: building a sustainable future; environment and nature; youth and education; community support; and the empowerment of women.

Outcomes of policies and impacts of activities

During 2023:

- We supported a diverse range of community and social impact projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions of approximately $4.9 million.
- In the UK, as the national community partner of the WRU, we provided financial support for two major community initiatives across the nation of Wales: “Fit, Fed, Fun” and “Jersey for All”, with the specific aim of reaching children and families from poorer communities and those with disabilities and special educational needs.
- We worked on initiatives with Hestia, a charity that supports adults and children who are affected by modern slavery.
- In Türkiye, we continued with our biodiversity project at Kazan Soda, our agricultural support and Greenhouse Project at Eti Soda and a variety of other social projects that have been running for several years.
- We provided significant support for victims of the Turkish earthquake including providing housing and education. Read our Earthquake relief assistance case study on page 59.

Our Non-Financial and sustainability information statement continued

Respect for human rights

Our approach and key policies

We have zero tolerance for any form of child, forced labour, modern slavery or any other action that breaches an individual's human rights, and we support the rights of all people as set out in the Universal Declaration of Human Rights. We aim to apply our sustainability governance and practices to all our partners across our upstream and downstream supply chains.

Our Labour & Human Rights policy and Modern Slavery Statement set out the principles which underpin the expected behaviour of all individuals working for or with our Group.

Outcomes of policies and impacts of activities

During 2023:

- No human rights violations were identified.
- We reviewed and published our 2022 Modern Slavery Statement, which can be found on our website.
- We registered 81% of our core suppliers (by value) onto the Sedex platform, to allow us to more effectively screen our suppliers in accordance with our own sustainability criteria.

Anti-corruption and anti-bribery

Our approach and key policies

We expect that all individuals working for or with WE Soda, conduct business responsibly and with integrity.

We have a number of policies which define our control measures against corruption and bribery including our Anti-bribery & Corruption policy, our local Whistleblowing policies, our Business Ethics policy and our Supplier Code of Conduct. We aim to apply our sustainability governance and practices to all our partners across our upstream and downstream supply chains.

Outcomes of policies and impacts of activities

During 2023:

- We had no reported fines, penalties or settlements for corruption or bribery.
- We revised our Supplier Code of Conduct to better define our expectations of legal compliance, working conditions and business ethics amongst our suppliers.
- We registered 81% of our suppliers (by value) onto the Sedex platform, to allow us to more effectively risk screen our suppliers and monitor their key policies and approaches.
- We developed a blockchain enabled supply chain ecosystem called "ConnexSA", with the objective of delivering transparency, robust sustainability data and governance across our entire supply chain.

Climate-related financial disclosures

Our approach and key policies

Within our industry, we believe we produce soda ash with the lowest CO2e emissions, water intensity and waste, and that we have the lowest impact on nature and the environment[1]. Further reducing our CO2e emissions and water intensity is a priority for us. Climate change is expected to increase the pressure on water resources and increase the risk of water scarcity, as such we operate with a well-defined water stewardship strategy to protect and preserve the water resources of our communities and our operations.

Our TCFD report outlines our approach to assessing and managing climate-related financial disclosures, material climate related risk and opportunity scenarios and their financial quantification. This forms part of our risk management process and allows us to set and manage climate-related targets.

Outcomes of policies and impacts of activities

During 2023:

- We have committed to achieving Net Zero CO2e emissions by 2050 and our Scope 1 & 2 CO2e emissions intensity is set to reduce by 20% by 2027 and by 40% by 2032, relative to a 2022 baseline.
- We achieved our target 2.6% reduction in Scope 1 & 2 CO2e emissions intensity vs 2022.
- Although in 2023 we experienced a 5.4% increase in water intensity relative to 2022 we are confident we will reduce our water intensity by 20% within the next five years, relative to a 2022 baseline.
- Our energy consumption increased by approximately 4% to 4.6 relative to 2022 figures mainly due to a reduction in production during the year.

Read more on pages 89 to 97

1. We determine our impact on nature and the environment in comparison to our peers through the assessment of our energy intensity of 1.37, Scope 1 & 2 CO2e emissions intensity of 0.334, water intensity of 2.15, and total waste directed to disposal of 85,850 mt (in each case for 2023), as these metrics provide a relative and comparable measure of performance across our industry.

Our stakeholders

Importance of materiality

We aim to create value for our stakeholders in everything we do, and we engage with our stakeholders to gain insights into what they want and need from us as a business. These insights allow us to determine those areas of interest for our stakeholders and help us to shape the way in which we do business.

Materiality Assessment

We undertake a biennial Materiality Assessment and, in November 2022, we commissioned the sustainability consultancy ERM to help us assess the material issues for our business and those of concern to our stakeholders. ERM engaged with our employees through a Sustainability Survey and also conducted interviews with our management team, our customers, our regulators, our local communities and our suppliers. ERM also considered key regulatory requirements and the expectations of leading rating agencies, using a range of published sources and sustainability questionnaires. Our next materiality assessment will take place in the Autumn of 2024.

Key findings

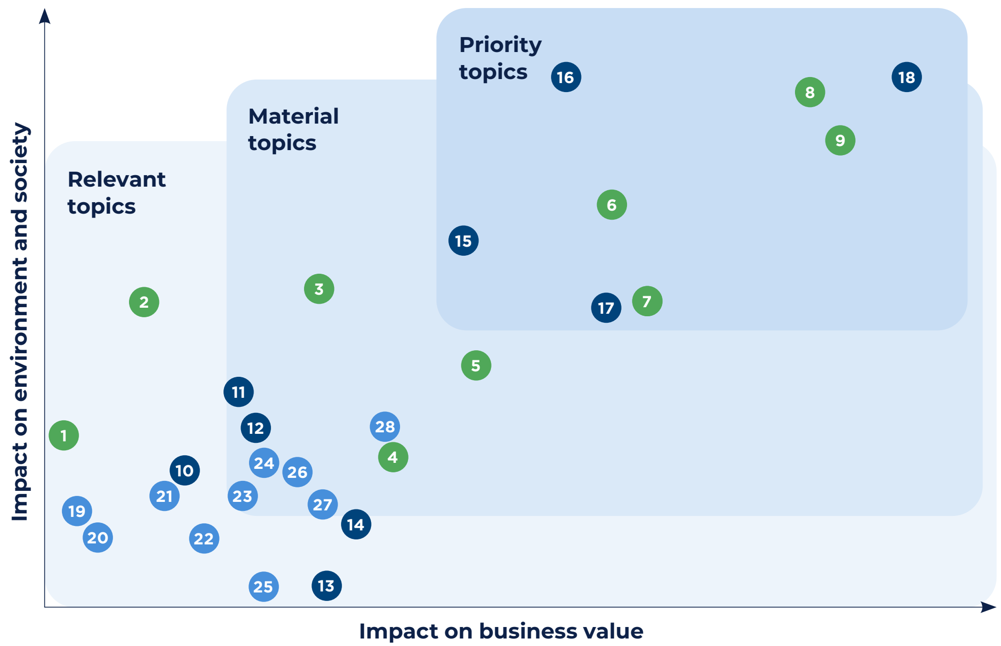
The materiality assessment showed us that our most material issues – shown as “Priority topics” – are closely aligned with our areas of strategic focus. It also revealed that environmental and social issues were of the highest priority to our stakeholders.

Employee issues were prioritised

Occupational health, safety and wellbeing were identified as the highest priority for our business and stakeholders. Many internal interviewees commented that we have strong management systems in place around occupational health & safety, demonstrating that we are focused on prioritising those topics which matter most to our employees. We will ensure that these continue to be a core part of our business strategy.

The topic of workforce relations was also highlighted as a priority. This follows a reduction in employee satisfaction, following the coronavirus pandemic, partly because less socialising was possible between our colleagues. In response, we have developed a roadmap to reintroduce more social events to help motivate and engage our employees. Environmental impact related issues were also rated as priority topics, including water stewardship, CO2e emissions, energy use and efficiency and waste management. These topics are fundamental drivers of our business strategy, and we measure our performance and report our impact through KPIs.

Our 2022 Materiality Matrix



Environment		Social		Governance	
1	Closure and remediation	10	Talent attraction and retention	19	ESG governance structures
2	Biodiversity	11	Skills training and development	20	Data and cyber security
3	Product lifestyle and circular economy	12	Human rights	21	Corporate reputation and culture
4	Climate resilience	13	(Geo)political risk	22	Tax and revenue transparency
5	Air quality	14	Emergency preparedness and security	23	Customer satisfaction
6	Energy use and efficiency	15	Workforce relations	24	Technology and innovation
7	Waste management	16	Community relations and engagement	25	Policy and regulatory landscape
8	Water stewardship	17	Sustainable supply chain management	26	Diversity, equity and inclusion
9	GHG emissions	18	Occupational health, safety and wellbeing	27	Anti-corruption and bribery
				28	Business integrity, transparency and ethics

Our stakeholders continued

Sustainable Development Goals (“SDGs”)

In 2015, UN Member States adopted the 17 SDGs as part of the 2030 Agenda for Sustainable Development and encouraged companies to develop programmes to support this initiative. Sustainability is fundamental to our success and it is at the core of how we conduct our business. There are six SDGs in particular which we believe are relevant to our operations and where we believe we have made a significant impact.

SDG 5 – Gender equality

Promoting gender equality is a core part of our recruitment practices, our employment policies and practices, and our community and social engagement. We have set ourselves the target of having an equal number of female and male employees within our middle and senior management within the next ten years and we have recently begun to report on our gender pay. We also run community and social projects which focus on the empowerment of women. Our Eti Soda Greenhouse project employs women from the local community and at Kazan Soda we have developed a women’s entrepreneur project to support and encourage women to set up their own businesses, driving sustainable economic independence.

SDG 6 – Clean water and sanitation

Water is essential to our production but also to the wellbeing and sustainability of our communities. Because climate change is expected to increase the pressure on water resources and increase the risk of water scarcity, we operate with a water stewardship strategy that is designed to protect and preserve the water resources of our communities and our operations. We have implemented several initiatives at Eti Soda and Kazan Soda which support the efficient use of water, promoting responsible water consumption without negatively impacting our host communities.

SDG 8 – Decent work and economic growth

Our employees and the communities in which we operate are key to the success of our business. We offer fair pay and an inclusive and supportive work environment with regular training and personal development opportunities. We also care for, invest in and support the communities in which we operate. Our aim is to ensure that these communities continue to be sustainable long after our sites are decommissioned. By encouraging productive and inclusive employment, including members of our local communities, it allows us to support sustainable economic growth.

SDG 12 – Responsible consumption and production

We carefully design sustainability into our operational processes to minimise our environmental impact, by ensuring that we use efficient production methods to minimise energy consumption, CO_2e emissions and water, and we minimise waste by recycling or commercialising by-products. We believe we already produce soda ash with the lowest impact on nature and the environment (in terms of energy intensity, emissions intensity, water intensity and waste) and we are committed to further improving this performance. By 2030, we plan to have developed the first soda ash production facility in the world using entirely renewable power sources.

SDG 13 – Climate action

We report in accordance with TCFD recommendations, which sets an important and transparent framework for reporting climate-related risks and opportunities. We have committed to achieving Net Zero CO_2e emissions by 2050, and we have engaged ERM to help design and implement an emissions reduction pathway that is consistent with a “below 1.5°C” global warming outcome. Amongst other sustainability improvement targets, we have set the target of reducing our Scope 1 & 2 CO_2e emissions intensity by 20% within the next five years and by 40% within the next ten years, and we have set the target of reducing our water intensity by 20% within the next five years, in all cases relative to a 2022 baseline.

SDG 15 – Life on land

Environmental stewardship is a cornerstone of our responsible approach to realising our strategic ambitions. Our stewardship encompasses our efforts to support initiatives that promote biodiversity and positively contribute to conserving the natural environment in which we operate. We have very limited impact on pre-existing land use, enabling our facilities to easily co-exist alongside the farming communities that surround us. Our impact on existing flora and fauna is also limited due, in part, to the relatively easy removal of surface pipelines and wellheads upon decommissioning, without the need for rehabilitating significant waste material dumps or open-cast mine areas.

Our stakeholders continued

Stakeholder types

Employees

About our stakeholders

Our employees are fundamental to the success of our business – driven by their hard work, entrepreneurial spirit, curiosity, and diversity. We employ around 1,570 people, including those with fixed-term contracts.

How we engage

- OHS monitoring and reporting
- Biennial employee satisfaction surveys
- Employee representatives
- Regular employee meetings
- Suggestions/complaints boxes
- Social activities

Areas they have told us they are interested in

- Occupational health, safety and wellbeing
- Employee training and development
- Communication with management
- Career opportunities
- Responsible management
- Ethical business practices

Company initiatives introduced

- Employee Whistleblowing Hotline
- Online training system
- Enhanced health, safety and wellbeing policies and initiatives
- we•speakup whistleblowing programme

Customers

About our stakeholders

We supply large industrial customers and regional distributors in over 80 countries, delivering to over 200 global port destinations via an integrated global customer supply chain that operates 24/7 and is responsible for shipping our product around the world.

How we engage

- Sales, marketing and customer relationship teams
- Regular meetings and discussions
- Senior management visits
- Regular surveys
- Certifications

Areas they have told us they are interested in

- Sustainability
- GHG emissions
- Water stewardship
- Reliability of supply chain
- Occupational health, safety and wellbeing
- Product life cycle and circular economy

Company initiatives introduced

- "ConnexSA"
- Annual Sustainability Report
- Customer surveys and NPS
- ISO 9001 Quality Management System

Suppliers

About our stakeholders

We have around 210 major suppliers, including suppliers of energy, processing chemicals and equipment, mainly located in Türkiye and Europe.

How we engage

- Supplier onboarding, evaluations and Supplier Code of Conduct
- Regular supplier meetings
- Supplier surveys
- Sedex audits
- Certifications

Areas they have told us they are interested in

- Occupational health, safety and wellbeing
- Sustainable supply chain management
- Energy use and efficiency
- Product life cycle and circular economy

Company initiatives introduced

- Sedex membership
- Supplier screenings
- Supplier Code of Conduct
- Modern Slavery policy

Local communities

About our stakeholders

We believe that by supporting our local communities, we will create value for today and for the future. All of our operating sites are located in rural, agricultural and farming areas.

How we engage

- Local community infrastructure, education and empowerment projects
- Social projects and charitable donations
- Participation in community events
- Regular community engagement meetings

Areas they have told us they are interested in

- Community relations and engagement
- Air quality
- Occupational health, safety and wellbeing
- Waste management
- Business integrity, transparency and ethics

Company initiatives introduced

- Eti Soda Greenhouse project
- Local infrastructure investment
- Internships and scholarships
- Sponsorships and donations

Our stakeholders continued

Stakeholder types continued

Investors

About our stakeholders

Today, we are wholly-owned by the Ciner Group, one of Türkiye's largest industrial groups with operations in various sectors, including energy and mining, glass and chemicals, shipping, logistics and media.

In October 2023 we issued an inaugural $800m 5 year bond maturing in 2028, and with a coupon of 9.5%, thereby welcoming a new set of financial stakeholders in the form of bond holders.

How we engage

- Board meetings
- Shareholder meetings
- Legal, financial and sustainability reporting
- Quarterly financial and operational public reporting

Areas they have told us they are interested in

- Sustainability
- Occupational health, safety and wellbeing
- GHG emissions
- Waste management
- Water stewardship
- Energy use and efficiency

Company initiatives introduced

- Publishing of our Annual Report
- ISO 14001 Environment Management System
- ISO 5001 Energy Management System
- CDP climate change and water disclosure
- Publishing of Annual Sustainability Report
- Quarterly financial and operational public reporting

Industry

About our stakeholders

The nature of our business means that we are an industrial minerals processing company, producing an inorganic industrial ingredient, and we are considered to be part of the broader chemicals industry.

How we engage

- Industry trade fairs
- Conferences and panels
- Legal, financial and sustainability reporting
- Certifications

Areas they have told us they are interested in

- Sustainability
- GHG emissions
- Water stewardship
- Diversity, equality and inclusion
- Community relations and engagement
- Human rights

Company initiatives introduced

Member of:

- European Soda Ash Producers Association
- Middle East Trade Association
- Istanbul Minerals and Metals Exporters Association ("İMMİB")
- Istanbul Chemicals and Chemical Products Exporters' Association ("IKMIB")

Civil society

About our stakeholders

We consider civil society to be made up of broader society (beyond our local communities) including non-governmental organisations ("NGOs"), national and international organisations, academic institutions and research organisations.

How we engage

- Industry trade fairs
- Conferences and panels
- Legal, financial and sustainability reporting
- Certifications

Areas they have told us they are interested in

- Workforce relations
- Biodiversity
- Sustainable supply chain management
- Energy use and efficiency
- GHG emissions
- Natural resource use

Company initiatives introduced

- UN Global Compact, including CEO Water Mandate and Women's Empowerment Principles
- Turkish Red Cross

Regulators

About our stakeholders

We are governed and regulated by national and local government organisations in the counties and regions in which we operate and by global and national regulatory bodies in the countries and regions in which we sell our products, as well as global trends and United Nations initiatives.

How we engage

- Official correspondence
- Regular meetings
- Audits and field visits
- Legal, financial and sustainability reporting
- Certifications

Areas they have told us they are interested in

- Occupational health, safety and wellbeing
- GHG emissions
- Community relations and engagement
- Energy use and efficiency
- Waste management
- Water stewardship
- Technology and innovations

Company initiatives introduced

- EU REACH registration
- Bond listed on and regulated by TISE

Risk management

Our approach to risk management

Effective risk management enables us to identify and mitigate potential threats and take advantage of opportunities associated with our strategy and operations. References to Board, Audit & Risk Committee and Sustainability Committee refer to the Kew Soda Board and its committees unless otherwise stated. During 2023, the Board had responsibility for oversight of our principal risks and responses, while the Audit & Risk Committee monitored the effectiveness of our approach to risk management and internal controls during 2023.

In March 2024, the Independent Non-Executive Directors stepped down from the Kew Soda Board and joined the WE Soda Board. The Kew Soda Board Committees were also disbanded and replaced with equivalent Committees, both in terms of membership and duties, at WE Soda level. This is explained in more detail in the Governance section starting on page 106.

Going forward, the WE Soda Audit & Risk Committee will monitor the effectiveness of the approach. Accountability for our overall risk position currently lies with the Board and our Chief Strategy & Risk Officer, reporting to our CEO. The executive management team, through the Executive Risk Committee is responsible for our day-to-day activities and is responsible for the management of our financial and non-financial risk across all areas of our business.

During 2023, the Audit & Risk Committee assisted the Board in relation to financial reporting, internal controls, whistleblowing, fraud and compliance, review and monitoring of the annual audit, as well as risk management. Certain operational and sustainability risk areas were delegated by the Board to the Sustainability Committee. Going forward, the WE Soda Audit & Risk Committee and WE Soda Sustainability Committee will assist the WE Soda Board on these activities.

Following a detailed review and reassessment of existing and potential risks to the Group, supported by Deloitte in 2022, which identified the principal risks we believe could materially impact the Group's performance, future prospects or reputation, a key focus of the Audit & Risk Committee in 2023 was the review of an updated risk management framework developed by the management team, which will continue to be a key focus area of the WE Soda Audit & Risk Committee. This review resulted in further refinement to the Enterprise Risk Register which contains all identified risks and provided the Board, the Audit & Risk Committee and our executive management with an assessment of the Group's principal and other risk exposures, and the responses to each risk.

Our principal risk areas are summarised in the table below and discussed in more detail on pages 79 to 86.

Operational risks

Risks that relate to the process, supply chain or corporate functions that support operating activities

- **Health and safety**
- **Key production and export facilities**
- **Environmental impact** (particularly water)
- **Emergency response and disaster recovery**
- **Transportation and logistics**

Strategic risks

Risks that challenge the strategy and strategic vision or risks that pose a threat to executing the strategy of the business

- **Strategy execution**
- **Information technology ("IT") and cyber security**
- **Key person dependency**

External risks

Risks that may arise from the external operating environment

- **Communities**
- **Macroeconomic**
- **Geopolitical**
- **Customer and external stakeholder expectations**

Financial risks

Risk that relate to current and future financial performance, balance sheet and financial reporting

- **Netback Revenue and Netback Margin**
- **Production costs** (particularly energy)
- **Financial liquidity**

Legal and compliance risks

Risks that may arise from the legal and regulatory landscape

- **Legal and compliance**

Our principal risks and uncertainties

We have identified the principal risks which we believe are capable of materially impacting the Group's performance. These have been reviewed and approved by the Audit & Risk Committee and the Board. We have set out below a summary of our principal risks, our assessment of the potential impact and likelihood of each potential risk and our response to each.

Key

● Low impact	● Medium impact	● High impact
▲ Low likelihood	▲ Medium likelihood	▲ High likelihood

Health & Safety

● ▲

Description of risk

The Group's operations could expose employees to hazards, and a failure to establish and maintain effective personal and process safety management policies and procedures could lead to incidents or injury which could expose the Group to litigation and fines, regulatory impact and potential reputational damage.

Response to risk

- Following the detailed risk-based safety assessment at our facilities undertaken in 2022 with dss+, we have identified and prioritised areas of personal safety and process safety management practices for improvement.
- We are seeking to improve safety in these areas through the deployment of a new safety observation programme to promote safer working practices and behaviours. We have also assigned dedicated maintenance teams and revised operating procedures for those areas which represented the greatest risk.
- A comprehensive safety improvement programme has been developed with dss+ (the "Safety Excellence Journey") and was rolled out during 2023 to help us develop a deeper, broader and stronger safety culture throughout the Group.
- We are aiming to significantly improve our safety performance and continue to work with dss+ to significantly reduce LTI workplace accidents in 2024, with the objective of eliminating LTI workplace accidents over time.

Key Production and Export Facilities

● ▲

Description of risk

Today our Group is heavily reliant on two production facilities (Eti Soda and Kazan Soda), one bulk export facility (at Derince Port) in Türkiye, and a product storage and logistics hub at Terneuzen, Netherlands. Any disruption to these facilities, including unplanned production curtailments or shutdowns, sabotage or natural disaster (including earthquakes) could have a significant impact on the financial and operating performance of our Group and our ability to supply our customers.

Response to risk

- The Group's operating facilities are relatively new (Eti Soda was commissioned in 2009; Kazan Soda was commissioned in 2017) and are well maintained and well operated with significant in-built redundancy. This provides high levels of operational availability, limited unplanned shutdowns and reduced risk of failure.
- Both Eti Soda and Kazan Soda are located in an area of low seismic (earthquake) risk.
- Each year, thorough preventative maintenance is completed at all of our facilities.
- We maintain a large inventory of spare parts and equipment, with common components across Eti Soda and Kazan Soda, and an experienced maintenance and engineering team who are able to quickly repair or replace most critical equipment in the event of a failure.
- We are developing alternative export routes, in different parts of Türkiye and utilising different transportation infrastructure to mitigate the potential impact of a natural disaster or operational disruption at Derince Port.

Our principal risks and uncertainties continued

Key

Low impact | Medium impact | High impact
Low likelihood | Medium likelihood | High likelihood

Environmental Impact (particularly water)

Description of risk

We have low water intensity compared to synthetic soda ash producers. However, the water catchment area surrounding our operations is already experiencing water stress, which is likely to increase as a result of climate change. Because our operations are water intensive, there is a risk we are unable to sustain our operations or could potentially face growing competition for water with local communities.

Response to risk

- We operate with a well-defined water stewardship strategy to protect and preserve the water resources of our communities and our operations, and we maintain the ISO 14001 Environmental Management System.
- Climate Resilience and Water Stewardship Working Groups have been established to develop response strategies.
- We actively monitor our water intensity and have ongoing operational reviews to apply technologies and efficiency measures to reduce water consumption.
- We have set the target to further reduce our water intensity by 20% by the end of 2027 (relative to a 2022 baseline).

Emergency Response and Disaster Recovery

Description of risk

By its nature, large scale mineral processing (and cavern-based solution-extraction) brings with it a number of potential hazards, including but not limited to, surface subsidence, industrial accidents, environmental incidents and the risk of fire or explosions. If these potential hazards materialise they could have a material adverse impact on our operations, either through damage to key facilities, reputational damage, or potential liabilities or regulatory impacts if harm is caused to individuals or the environment.

Response to risk

- The Sustainability Committee has oversight of operational risks, including health & safety.
- Safety equipment is in place to enhance early detection of any incident and reduce the impact.
- There is an Emergency Action Plan in place covering the impact of each potential hazard, which is reviewed periodically.

Our principal risks and uncertainties continued

Key

Low impact
Low likelihood
Medium impact
Medium likelihood
High impact
High likelihood

Transportation and Logistics

Description of risk

Due to the significant distance and time it takes to transport our product to many of our customers, combined with the essential nature of our product in the production processes in which it is used and the relatively small quantities of product inventory which our customers typically hold at their facilities, the reliability of our customer supply chain is critical. In addition, a substantial portion of our costs are attributable to the transportation expenses to deliver product to our customers. Any increase in transportation costs or interruptions to our customer supply chain could have a negative impact on the financial performance of the Group and our relationships with our customers, if we are unable to deliver products in a timely or cost-effective manner.

Response to risk

- Security and reliability of supply is one of the most important factors defining our relationships with our customers and we have an established track record of delivering product to our customers in a timely and cost-effective manner.
- We have time chartered a fleet of vessels to increase control over delivery schedules and transportation costs for a significant proportion of our export volumes.
- In 2023, we opened a product storage and logistics hub at Terneuzen, Netherlands, to reduce supply chain risk, provide further logistics flexibility and better serve our customers in north-west Europe and the UK.
- We plan to develop further regional storage and distribution hubs in key locations globally in the medium term.

Strategy Execution

Description of risk

Our Group may fail to execute on its strategy and may not meet its strategic objectives. Amongst others, this could be due to insufficient financial resources being available when needed or the lack of infrastructure needed to facilitate growth. A failure to achieve strategic objectives or to grow at the expected rate could have a negative impact on our operating and financial performance, our relationships with financial and other stakeholders and our overall reputation.

Response to risk

- Our Board provides regular and thorough oversight, evaluation and review of the Group's strategy and monitors progress against our strategic objectives.
- Management is incentivised to deliver on the long-term strategy and growth of the Group.
- We have committed to a capital allocation policy which includes our Total Net Leverage Ratio remaining in a range of 1.5x to 2.5x Net Debt to last 12 months EBITDA.
- Our Group maintains a broad range of relationships with international lending banks and generates significant cash flow to be able to fund its growth plans.

Our principal risks and uncertainties continued

Key

Low impact / Low likelihood
Medium impact / Medium likelihood
High impact / High likelihood

Information Technology and Cyber Security

Description of risk

If the Information Technology ("IT") platforms and systems used within our Group does not satisfy our operational requirements or experiences faults or failure, this could have a negative impact on our operations and/or our ability to execute business, in turn impacting our financial performance. In addition, as we separate our IT systems from the Ciner Group, this could expose us to potential IT-related operational issues.

Response to risk

- We have invested in, maintain and develop robust IT systems across our business and operations, and within our global customer supply chain.
- Our IT systems are centrally managed, but physically segregated. They are regularly tested and are fully ISO 27001 certified. Our information security management system is externally audited once a year and internally audited twice a year within the scope of ISO 27001.
- During 2023, we appointed a Chief Information Officer who, amongst other things, is responsible for our global IT strategy and implementation, to ensure standalone management of IT as our Group separates its IT function from the Ciner Group and expands globally.

Key Person Dependency

Description of risk

Our Group is reliant on the knowledge, skills and experience held within key members of the executive management team and other key employees. Any attrition could have a negative impact on our ability to achieve our strategic goals and objectives. Because our operations are highly specialised, we could face difficulties in replacing key management and staff, which could have a material impact on our ability to execute our strategy and impact our long-term operating and financial performance.

Response to risk

- During 2024, we are developing a thorough succession plan to ensure sufficient quality and depth of succession resources in key managerial areas, which will be reviewed and approved by the Board.
- We continue to develop the strength and depth of the talent pool within our operations and management. We aim to attract, develop and retain the best talent. We engage with potential employees through multiple channels including participating in university career days and providing internship opportunities.
- During 2023, we appointed a Global Head of Human Resources who, amongst other things, is focused on broadening and deepening the pool of next generation leaders within our Group.

Our principal risks and uncertainties continued

Key

Low impact | Medium impact | High impact
Low likelihood | Medium likelihood | High likelihood

Communities

Description of risk

We consider ourselves a part of the communities in which we operate and by supporting our local communities, we believe we create long-term value for our communities and for our business. However, there are already some concerns among local stakeholders regarding the eventual closure of our facilities and the impact this may have on local communities, especially as social support and employment opportunities are generally limited. There is a risk that the Group may encounter rising community expectations that are increasingly difficult to meet, with “social licence to operate” implications.

Response to risk

- Eti Soda and Kazan Soda management and employees regularly meet with local community leaders on a formal and informal basis.
- In Türkiye, we operate in mainly agricultural areas but we have very limited impact on pre-existing land use, enabling our facilities to co-exist easily alongside the farming communities that surround us.
- We seek to align our social responsibility initiatives with the United Nations Social Development Goals (“UN SDGs”) most relevant to our operations.
- We support a diverse range of community projects in Türkiye and the UK with our time, capabilities and total direct financial and charitable contributions, which in 2023 amounted to $4.9 million.
- Our aim is to maintain and increase our community engagement and social impact over time, with the objective of having a long-term positive impact on more people within the communities that matter to us.

Macroeconomic

Description of risk

The demand and price for our products could be impacted by a range of macroeconomic factors, particularly as the Group supplies to large industrial customers in every major economic region of the world, including significant quantities to emerging economies. An economic recession or material slowdown in demand could result in loosening supply-demand conditions in one or more regions and may negatively affect the demand and/or price for our products.

Response to risk

- We are one of the lowest cost producers of soda ash with a proven global customer supply chain, allowing us to deliver on a cost competitive basis to every major soda ash consuming region globally.
- In the medium to long term, the market for soda ash is forecast to remain tight in terms of supply-demand balances. Many of the products in which soda ash is used are important to facilitating the energy transition, including container and flat glass, PV solar glass, lithium carbonate for use in EV batteries and a variety of other environmental applications.
- The annual demand for soda ash globally is forecast to grow by a further 15 million mtpa by 2030, with 70–75% of this growth being driven by sustainable end uses, most of which exhibit long-term, non-cyclical structural growth[1].
- Soda ash is an essential ingredient in a variety of industrial processes and has no economically feasible and environmentally viable substitute in almost all such processes.

Our principal risks and uncertainties continued

Key

Low impact
Low likelihood
Medium impact
Medium likelihood
High impact
High likelihood

Geopolitical

Description of risk

The demand and price for our products could be impacted by a range of geopolitical factors, including conflicts, trade deals, sanctions, import tariffs and other factors. The consequences of these geopolitical factors could have a material impact on how our Group, our competitors and our customers conduct operations and business.

Response to risk

- Soda ash is an essential ingredient in a variety of industrial processes and has no economically feasible and environmentally viable substitute in almost all such processes.
- We are one of the lowest cost producers of soda ash with a proven global customer supply chain, allowing us to deliver on a cost competitive basis to every major soda ash consuming region globally. As a result, if a market or region becomes closed for geopolitical reasons, we are able to re-direct our supply volumes to markets or regions which offer the most attractive netback prices.

Customer and External Stakeholder Expectations (especially around sustainability)

Description of risk

The expectations of customers and other external stakeholders are evolving rapidly, especially regarding sustainability, and our Group is likely to face new demands as a result. While there is a degree of uncertainty over the nature and scale of these demands, they may result in increased capital expenditure[3] and operating costs for the Group, with possible implications for customer and other external stakeholder relations if expectations cannot be met.

Response to risk

- Our Board provides thorough and regular oversight, evaluation and review of our strategy and our execution against our strategic objectives.
- Executive management closely monitors customer and other external stakeholder expectations.
- Sustainability is integrated into everything we do and it is embedded throughout our governance and management framework.
- Within our industry, we believe we are a sustainability leader because we produce soda ash with the lowest Scope 1 & 2 CO_2e emissions intensity, water intensity and waste (particularly when compared to synthetic soda ash producers) and we believe that we have the lowest impact on nature and the environment[2].
- Through our various sustainability initiatives, we plan to maintain, and potentially extend, our leadership position over time.

Our principal risks and uncertainties continued

Key

- Low impact
- Low likelihood
- Medium impact
- Medium likelihood
- High impact
- High likelihood

Netback Revenue[3] and Netback Margin[3]

Description of risk

The financial performance of our Group is dependent on the price at which we sell our products and the cost of distributing our products to our customers. A decline in the price of our products or an increase in transportation costs could have a significant impact on our revenues and profitability. Price fluctuations are principally driven by supply-demand balances, amongst other factors, which may be outside our control.

Response to risk

- We undertake an annual sales contracting process, typically in the fourth quarter of each year, which defines the volume and pricing structure of sales to each customer for the following year's deliveries and provides some visibility over future year revenues.
- We are one of the lowest cost producers, with lower fixed and variable costs relative to synthetic soda ash producers that represent over 70% of global soda ash supply. As a result, we expect to be able to maintain higher operating margins.
- We aim to improve netback prices and operating margins by generating a price premium for our low carbon, sustainably produced soda ash relative to synthetic producers or by reducing our cost of delivery through increased efficiency and reduced cost in our global customer supply chain.

Production Costs (particularly energy)

Description of risk

Approximately 60% of our cash production costs is related to energy, mainly natural gas purchases. As a result, we are exposed to increases in the cost of energy, and particularly natural gas. If we are unable to pass such cost increases on to our customers, this would impact our profitability.

Response to risk

- Each year, we aim to contract a proportion of our global sales volumes on a variable price basis linked to energy input costs which for this portion allow us to adjust our sales prices based on changes in natural gas costs.
- Each year starting from 2023, we aim to hedge a significant proportion of our anticipated natural gas purchases, thereby reducing natural gas price volatility by locking in future prices.

Our principal risks and uncertainties continued

Key

- Low impact
- Low likelihood
- Medium impact
- Medium likelihood
- High impact
- High likelihood

Financial Liquidity

Description of risk

Our Group is exposed to financial liquidity risk as a result of customer credit arrangements, variable interest rates, foreign exchange exposures, capital expenditure[3] commitments, tax and debt service payments and changes in working capital as our business grows. There is a risk that changes in the pricing of our products, macroeconomic changes impacting the financial condition of our customers or other changes in the operating and financial landscape could have a negative effect on the cash flow and financial liquidity available to the Group.

Response to risk

- Our Group manages liquidity risk by maintaining adequate reserves, suitable banking facilities, and committed borrowing facilities.
- In 2023, we restructured existing debt and improved financial flexibility by increasing the size of the revolving credit facility and issuing $980 million Senior Secured Notes due 2028.
- Post period end, we issued a further $500 million Senior Secured Notes due 2031 improving further our financial flexibility and duration of our debt.
- We continuously monitor cash flow and seek to match the maturity profile of our financial assets and liabilities.
- We aim to maintain a minimum of $100 million cash liquidity on our balance sheet at all times. In addition, we also have a committed revolving credit facility ("RCF") with an initial size of $435 million, of which $331 million is currently undrawn.
- Our borrowings have both fixed and variable interest rates and we actively manage interest rate exposure using fixed/floating interest rate swap contracts, where necessary.
- Our Group functional currency is the US dollar, thereby minimising the impact of volatility in exchange rates, particularly the Turkish Lira versus hard currencies. We actively manage our Euro exposures.

Legal and Compliance

Description of risk

Any failure to comply with the legal and regulatory obligations in the countries or regions in which we do business, including IP litigation, competition laws and environmental regulation, could expose our Group to potential fines, temporary or permanent operating restrictions and/or reputational damage.

Response to risk

- The Board, Audit & Risk Committee and executive management regularly monitor and review key legal and compliance risks, supported by a range of policies, including those regarding adherence to anti-money laundering, sanctions compliance, and anti-bribery and corruption requirements.
- During 2023, we established a Global Compliance function responsible for the development, implementation and monitoring of policies, as well as the training of all staff.
- Our Chief Legal Officer and Company Secretary closely monitor any changes to relevant legislation, and legal and regulatory frameworks and our ongoing compliance with each.
- Our Group uses its own registered trademarks and patents.
- All contracts are carefully reviewed by internal and specialist external counsels as required, including all distribution and sales contracts which are reviewed by anti-trust counsel.
- In 2023, no significant instances of non-compliance were noted, and our Group did not incur significant fines or non-monetary sanctions.

1. Source: Advancy research, February 2024. **2.** We determine our impact on nature and the environment in comparison to our peers through the assessment of our energy intensity of 1.37, Scope 1 & 2 CO_2e emissions intensity of 0.334, water intensity of 2.15, and total waste directed to disposal of 85,850 mt (in each case for 2023) as these metrics provide a relative and comparable measure of performance across our industry. **3.** See Alternative Performance Measures on page 134.

Section 172 Companies Act 2006

Our formal Section 172 Statement is set out on this page. References to Board, Audit & Risk Committee and Sustainability Committee refer to the Kew Soda Board and its committees. Further information regarding how the principles underpinning Section 172 is reflected across our wider business are incorporated by cross-reference in the table at the end of the statement.

In their discussions and decisions during 2023, the Directors have acted in the way which they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole (and in doing so have regard to the matters set out under Section 172(1) (a)-(f) of the Companies Act 2006).

Likely consequences of any decision in the long term

The Board recognises the need to take into account the likely consequences of its decisions over the long-term as part of its consideration of the strategy and business model as set out on pages 8 to 17 and 4 and 5. As part of its strategic discussions, the Board considered market and industry trends, as well as the potential impact on a range of stakeholders.

During the first half of 2023, the Board and Audit & Risk Committee undertook extensive work in preparation for an initial public offering (IPO). This included changes to the governance framework, the appointment of several independent non-executive directors and the development of supporting governance and other arrangements. Following the decision to cancel the IPO in June 2023 due to continued weak and volatile equity market conditions, the Board decided to retain many of the enhanced governance arrangements to support its stewardship of the business.

In March 2024, the Independent Non-Executive Directors stepped down from the Kew Soda Board and joined the WE Soda Board. The Kew Soda Board Committees were also disbanded and replaced with equivalent Committees, both in terms of membership and duties, at WE Soda level. This is explained in more detail in the Governance section starting on page 106.

Stakeholders

The Board and its committees recognise the value and importance of our business to all stakeholders. The Board actively engages, directly and indirectly, with our employees and our wider stakeholders to ensure that their opinions and concerns are taken into account when making decisions. The results of the employee engagement survey showed high levels of satisfaction and loyalty, overall. The Sustainability Committee oversees engagement with stakeholders, with particular focus on our employees and the communities in which we operate. Our Chief Operating Officer has responsibility for our operations at Eti Soda and Kazan Soda, with responsibility for health & safety and direct engagement with employees at those sites. He reports outcomes of employee engagement to the CEO and to the Sustainability Committee, ensuring that the employee voice is heard at Board level. Our Global Sustainability Director provides additional oversight of health & safety as well as local community engagement, and she also reports regularly to the Sustainability Committee. This structure ensures that the Board is kept fully appraised of the material issues associated with these stakeholder groups.

During 2023, various outreach activities were undertaken with Federal, State and local agencies in relation to our greenfield projects in Wyoming, US. These were supported by a number of community engagements that included open house discussions, as well as county commission and other meetings.

We seek to provide an environment which carefully considers the interests of our employees, ensuring that their workplace is safe and fair. During the year, our focus on the personal safety and process safety management practices at both Eti Soda and Kazan Soda, with the objective of achieving international best practice standards, has been supported by an expert safety consultancy.

In November 2023, the Board visited our Turkish operations. Site visits allow for direct communication with employees, providing an opportunity for employees to give direct feedback and for the Board to develop a more in-depth understanding of the operations of the business. In addition, individual non-executive directors visited the greenfield site in Wyoming, US.

Section 172 Companies Act 2006 continued

Responsible business strategy

During the year, the Board discussed different elements of our strategy to ensure long-term success of the Group. Our strategy aims to grow the business organically through investment in and the development of our existing assets, as well as the development of the greenfield sites in Wyoming, US, using innovation and operational excellence to ensure our processes are low cost, efficient and sustainable.

As part of its consideration of the long-term consequences of its decisions and their impact on communities and the environment, the Board continued to oversee the development and embedding of the Group's sustainability initiatives via the Sustainability Committee.

The Sustainability Committee has oversight for the development and implementation of the Group's sustainability initiatives including the review of sustainability strategy, policies, compliance systems and monitoring processes, and to ensure that the Group is performing in a manner consistent with international best practice. Additional resources have been added to the sustainability team to strengthen reporting and the implementation of initiatives.

The Board acknowledges its responsibility for maintaining the reputation of the Group as a leader within its industry. Consistent with our goal of upholding high quality governance standards, this year, the Board continued to develop the governance framework, strengthening risk management and compliance throughout the Group to ensure we conduct our business to international best practice.

Section 172 factor	Relevant disclosures
The likely consequences of any decision in the long term	• Our business model (page 4) • Our strategy (page 8) • Key performance indicators (page 66) • Risk management and Principal risks (page 78) • Corporate Governance (page 117)
Interests of employees	• Our stakeholders (page 74) • Operating sustainably report – Our people (page 28)
Fostering the Company's business relationships with suppliers, customers and others	• Our business model (page 4) • Our strategy (page 8) • Our stakeholders (page 74)
Impact of operations on the community and the environment	• Our strategy (page 8) • Our stakeholders (page 74) • Operating sustainably report – Our people (page 28) • TCFD (page 89)
Maintaining a reputation for high standards of business conduct	• Risk management and Principal risks (page 78) • Corporate Governance (page 117)
Acting fairly between members of the Company	• Our stakeholders (page 74)

TCFD

We believe that our company has the lowest impact on the environment and nature within our industry. In our second year of Task Force on Climate-Related Financial Disclosures ("TCFD") reporting we have worked to further strengthen our alignment to the recommendations of the TCFD.

Introduction

Building on our progress in 2022, we have focused on embedding sustainability across the business by enhancing our governance structures, expanding our management processes regarding climate-related risks and opportunities ("CRROs"), and ensuring our climate-related strategies are operational. During 2022, we committed to reaching Net Zero Scope 1 & 2 CO2e by 2050. This commitment is a core component of our sustainability strategy and to being a global leader in the soda ash industry.

While our climate-related reporting has advanced significantly over the past year, further work will be required to strengthen our alignment with the TCFD recommendations as summarised on page 97. In 2024, we will focus on the development of our decarbonisation roadmap which will set out our key climate-related strategies and further improve our alignment with the International Financial Reporting Standards ("IFRS") – International Sustainability Standards Board ("ISSB") S2 recommendations.

Our work on climate change is described below for each of the four pillars of TCFD: Governance, Strategy, Risk Management, and Metrics & Targets, and includes the areas where we have also aligned to the IFRS – ISSB S2 recommendations.

References to Board, Audit & Risk Committee and Sustainability Committee refer to the Kew Soda Board and its committees unless otherwise stated.

Our Climate Governance

Progress in 2023 on our 2022 Commitments

Established Sustainability Committee reporting structures, including climate-related governance and related performance measures, to ensure the Board are kept regularly informed on the management of climate-related issues.

Strengthened sustainability management framework, setting out team composition, roles and responsibilities, policies, and procedures.

Finalised and convened topic-specific working groups across operations to progress initiatives including efforts to mitigate climate-related impacts.

Set regular management working sessions to build capacity, allocate responsibilities, ensure implementation, and to monitor and report on climate progress.

Board Oversight

Managing climate change is one of our strategic priorities. The responsibility and oversight for sustainability and climate change strategy sits with our Board and its committees. At Board, level our CEO has overall responsibility for sustainability as well as our strategic responses to the associated risks and opportunities. Climate change issues are integrated into our decision-making when reviewing annual budgets, major capital expenditure commitments, business plans, and risk management initiatives. Our Board members take an active role in improving their understanding of climate-related issues by attending and participating in thought leadership events, engaging with experts and through their other board positions. In 2023, the Board strengthened our sustainability processes, oversaw and approved our Net Zero transition plan, expanded our climate-based scenario analysis and monitored our progress. In 2024, the WE Soda Board will review and approve our Net Zero roadmap.

Our Board is advised and supported by the Sustainability and Audit & Risk Committees, which meet quarterly, to enhance climate oversight. Climate matters are communicated by the Chair of the Sustainability Committee, who also serves on the Board as well as on the Audit & Risk Committee. The Sustainability Committee monitors the implementation and performance of our sustainability strategy, including our response to Climate-Related Risks and Opportunities ("CRROs"). In 2023, the Sustainability Committee approved our short-term and mid-term carbon emission and water intensity targets and our Net Zero target. In 2024, the WE Soda Sustainability Committee will continue to oversee our progress, and guide us in these areas.

In 2023, the Kew Soda Audit & Risk Committee supervised the approval of an updated risk management framework and a refined Enterprise Risk Register, and these will continue to be monitored in 2024 and beyond, including our CRROs.

Executive Management's Role

Within our executive management, our Chief Executive Officer ("CEO"), Chief Financial Officer ("CFO"), Chief Operating Officer ("COO"), Chief Strategy & Risk Officer ("CSRO") and our Global Sustainability Director ("GSD") are responsible for implementing our climate strategies.

CEO

Has overall responsibility for sustainability within our Group, including our sustainability strategy, our responses to CRROs and the actions taken to ensure progress against our Net Zero targets and other sustainability commitments. Our CEO reports directly to our Board and its Committees which review our performance against our sustainability targets quarterly and our sustainable development strategy annually.

COO

Supports our CEO in delivering our sustainability strategy and in monitoring of our performance. Working alongside our GSD and the sustainability management team, our COO is responsible for operational implementation of sustainability projects and performance.

CFO

Supervises annual budgets including those for climate related mitigation activities, major capital or operational expenditures, and climate-related scenario analysis. Accountable for our internal and external financial reporting obligations, our CFO contributes towards the planning of climate-related capital and operational expenditure, and assessment of the financial impact of identified risks and opportunities.

TCFD continued

CSRO

Is accountable for the management of risks across all areas of the business, including CRROs. Our CSRO has responsibility for the Enterprise Risk Register which includes assessing and managing climate related risks, reporting these to the Audit & Risk Committee, and incorporating climate-related issues into our overall strategy.

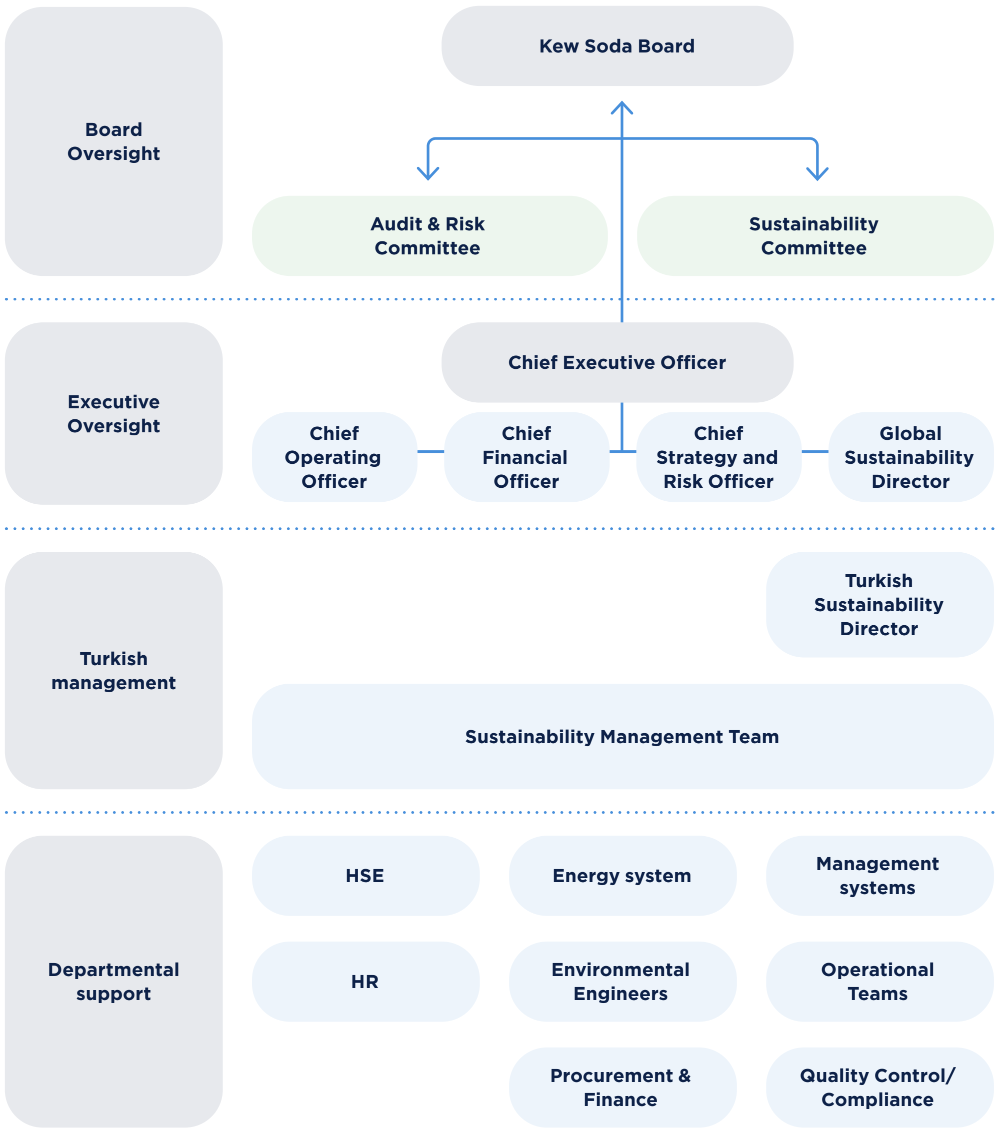
GSD

Coordinates and supervises our sustainability activities, works with our sustainability management team to embed our climate transition plan across business functions, monitors progress against climate-related targets, and ensures ongoing review of the CRROs. This includes working with our Turkish sustainability management team to ensure performance metrics guide decisions and operational actions and with our Global Head of Compliance (“GHC”) to ensure Group policies and processes are followed.

Our sustainability management team is responsible for coordinating action plans to deliver our sustainability strategy, supporting our responses related to reporting and disclosure, sustainability assessment submissions and monitoring the implementation of strategic sustainability projects within our business. Our climate strategy is executed and delivered at site level by our operational teams working in partnership with our sustainability management team. The strategy has key performance indicators (“KPIs”) and formal targets, which are regularly monitored by our executive management team, to ensure delivery against our sustainability goals.

The management of climate-related issues will be incentivised by our Group using remuneration policies that incorporate climate-related KPIs. These are detailed in “Our climate Metrics & Targets” section.

2023 Sustainability Governance Structure



Our Climate Strategy

Progress in 2023 on our 2022 Commitments

Developed a medium and long-term plan for reducing (and potentially eliminating) Group CO2e emissions

Developed a water consumption reduction strategy with an operational focus at Kazan Soda

Our Climate Strategy is fundamental to our business and financial planning. Built around seven pillars, including climate resilience, carbon emissions and water stewardship, one of the central objectives of our strategy is our goal of reaching Net Zero CO2e by 2050. We have also set shorter term Scope 1 & 2 intensity reduction targets to reduce our CO2e emissions intensity by 20% by 2027 and by 40% by 2032 (both relative to a 2022 baseline). To achieve our goals, we are developing a decarbonisation roadmap and have established a research and development (“R&D”) team to explore and pilot innovative carbon emissions reduction technologies to be deployed in our production facilities.

We have increased our renewable energy generating capacity by installing 7 MW solar PV during 2023 and by utilising 7.8% biomass in our cogeneration boiler fuel mix at Eti Soda. We have also improved our overall energy efficiency through the production debottlenecking project at Kazan Soda as well as installing new lighting systems, variable drive pumps, and using alternative cooling fan technology. In the medium to long-term, we have identified opportunities

TCFD continued

to increase our total solar PV and wind power generating capacity to approximately 250 MW by 2032, and identified initiatives to further optimise our production efficiency and logistics through the use of rail transportation within Türkiye and by using larger, and therefore fewer, vessels to reduce emissions on our exported volumes.

The integration of climate issues into our risk management processes, our strategy and our financial planning is an important consideration for our business. It allows us to develop an in-depth understanding of the impact which CRROs could have on our operations, helping to ensure that our strategy remains resilient, agile and able to maximise opportunity and minimise risk for all stakeholders.

To enhance our understanding and visibility of these risks and opportunities, we undertook a detailed scenario analysis in 2023 in partnership with our sustainability consultant, ERM (Environmental Resources Management Limited), strengthening our climate risk assessment by considering a wider range of scenarios and integrating longer-term considerations. This enabled us to model a more in-depth picture of our risk and opportunity profile using a three-step approach:

CRRO Identification

Climate Scenario Analysis

Financial Quantification

To align with TCFD guidance, we assessed a wide range of physical and transition CRROs including policy and legal, technology, market, reputation, acute and chronic physical risks (including extreme weather events, flooding and wildfires), reduced access to capital, and increased cost of shipping. Each risk was ranked based on its likelihood of occurance and the severity of the potential impact, and then reviewed with internal stakeholders to assess the materiality of each risk to our business.

Physical and Transition Climate Scenarios

We conducted climate-related scenario analysis on the shortlisted risks and opportunities, assessing their potential impact on Eti Soda, Kazan Soda and Derince Port. The scenarios and time horizons used in this exercise are aligned with best practice guidance in the TCFD and other frameworks, as set out in the table on the right.

We recognise that there is uncertainty in the results of the climate risk assessment due to the scope of the assessment, the inherent uncertainties associated with climate scenarios and the limitations of the physical and transition datasets. However, we are confident that these results provide a fair assessment of our risk profile.

Scenario	High Carbon	Low Carbon
Physical *Time horizons: 2030 and 2050*	**IPCC SSP 5–8.5** ● A "business-as-usual", high emission scenario with no additional climate policy. Demand for energy triples by 2100, dominated by fossil fuels. Current CO2 emissions levels double by 2050, and there are many challenges to mitigation.	**IPCC SSP 1–2.6** A scenario aligned with the ambition set under the Paris Agreement. It is implied that the world achieves Net Zero emissions by the second half of the century. Renewables account for more than half of the energy supply by 2050, and there are few challenges to climate mitigation and adaptation.
Transition *Time horizons: 2025, 2030, 2040 and 2050*	**Stated Policies Scenario (STEPS)** This scenario reflects current policy settings based on a sector-by-sector and country-by-country assessment of the energy-related policies that are in place as at the end of August 2023, as well as those that are under development. The scenario also considers currently planned manufacturing capacities for clean energy.	**Announced Pledges Scenario** ● This scenario assumes that all climate commitments made by governments and industries around the world as at the end of August 2023, including Nationally Determined Contributions ("NDCs") and longer-term Net Zero targets, as well as targets for access to electricity and clean cooking, will be met in full and on time.

● Denotes highest impact scenarios for physical and transition analysis.

TCFD continued

Climate Related Risks and Opportunities (CRROs)

Our principal CRROs are summarised in the tables below. We plan to further expand our CRRO analysis over the coming years by considering our end-to-end value chain in more detail. Our strategic responses to the key CRROs facing us can be found on page 94.

Summary of Our Climate-related Risks

Risk	Type	Description of Impact
Water stress and drought	Chronic Physical	Water is an essential input to our production process, as well as being important to the local communities in which we operate. Increases in water scarcity could lead to reduced water availability impacting our ability to sustain operations at normal capacity. This could reduce revenues, increase operating costs and increase capital expenditures due to additional water filtration and treatment of potentially lower quality water.
Increased pressures on water supply resulting in regional conflicts	Chronic Physical	Increased pressures on water supply in Türkiye may cause increased competition for resources and potential social conflict due to water shortages. This may negatively impact our relations with local communities and damage our social “license to operate”. If water supply is reduced, water usage and prioritisation of water access may be regulated which could disrupt our operations, leading to revenue losses.
Extreme heat	Chronic Physical	Extreme heat events such as heatwaves may impact the ability of our teams to work, increase the possibility of accidents, injuries and over exposure to heat. With increased heat cooling requirements will rise, and therefore the demand for water, which in tandem with increased water scarcity will increase capital and operating expenditure.

Summary of Our Climate-related Opportunities

Opportunity	Type	Description of Impact
Carbon pricing	Policy & Legal	Reducing the CO2e emission intensity of our product further increases our competitive advantage as we potentially fall further below emissions intensity baselines in Türkiye and the EU. Reduced exposure to carbon pricing and subsequently avoiding significant increases to operational cost will result in a lower cost burden from carbon pricing as compared to our competitors, enabling improved product pricing and market share.
Increased market share in sustainable applications	Market	If we match increases in demand for soda ash within sustainable applications with higher “value in use”, for example for lithium carbonate or PV solar glass, with increases in production and sales to these end use applications, resulting in potentially significant growth in market share can be achieved and material revenue growth.
Renewable energy generation	Technology	Despite the capital expenditure required, increasing our owned renewable energy generating capacity could reduce our operating expenses compared with the cost of fossil fuels, reduce our exposure to fossil fuel price volatility and reduce our exposure to the “green-brown” energy price spread as the economy decarbonises. The use of renewable energy will also allow us to reduce emissions and remain well below carbon pricing thresholds, as well as providing long term revenue generating assets beyond the life of our soda ash operations.

TCFD continued

Financial Quantification

We have quantified the impact of what we believe to be the three most significant CRROs from a financial perspective.

Carbon Pricing

We compared the cost burden at Eti Soda and Kazan Soda from the Türkiye ETS against two theoretical EU synthetic soda ash producers subject to the EU ETS, one with average CO2e intensity and one in the worst performing quartile in terms of CO2e intensity. Increased operating costs from the proposed Turkish ETS were calculated at five-year time horizons from 2025 to 2050, using carbon price projections from the IEA WEO 2023 Stated Policies ("STEPS"), Announced Pledges ("APS") and Net Zero by 2050 ("NZE") scenarios.

At each time horizon, additional operating costs were calculated using our individual site emission projections, a carbon price exposure percentage based on the free allocation of emissions permits within the ETS, carbon price projections by scenario, and pass-through to customers of carbon costs. The same method was applied to calculate increased operating costs for the two theoretical competitors to enable comparison of the potential operating cost burden.

Carbon Pricing: Potential Financial Impact

- **Up to $45 per mt** of carbon pricing cost saved per mt of product by 2030 as compared to worst performing quartile CO2e emissions intensity EU synthetic competitor.
- **Up to $70 per mt** of carbon pricing cost saved per mt of product by 2050 as compared to worst performing quartile CO2e emissions intensity EU synthetic competitor.

Increased Market Share in Sustainable Applications

We financially quantified the opportunity in terms of revenues from increasing our share of sales to higher value-in-use sustainable end products; we focused on two key products: PV solar glass and lithium carbonate used to produce EV batteries. Increased revenue as a result of growth in these end markets was calculated at five-year time horizons from 2025 to 2050, using usage data for each end product from the NGFS Nationally Determined Contributions, Below 2 Degree and Net Zero 2050 scenarios.

Increased Market Share in Sustainable Applications: Potential Financial Impact

- **Up to $250 million** additional annual revenue from soda ash associated with PV solar panels and lithium carbonate used for EV battery production by 2030.
- **Up to $900 million** additional annual revenue from soda ash associated with PV solar panels and lithium carbonate used for EV battery production by 2050.

"Up to $900 million additional annual revenue from soda ash associated with PV solar panels and lithium carbonate used for EV battery production by 2050."

TCFD continued

Water Stress and Drought

To financially quantify the risk of water stress on our operations at Eti Soda and Kazan Soda, we calculated two metrics: the revenue loss incurred from business disruption due to limited water supply; and the additional operating costs for extra water treatment needed due to reduced water quality. The financial impacts were quantified for 2030 and 2050 using IPCC climate scenario data for a low emissions scenario (SSP1-2.6) and a high emissions scenario (SSP5-8.5).

For each scenario and timeframe, the revenue loss and impact on operating costs were calculated using climate scenario and water usage data. We calculated the potential number of days of business interruption and additional water treatment requirements. These were then used to project potential revenue loss and additional operating costs resulting from water stress conditions in the future.

Water Stress and Drought: Potential Financial Impact

- **Up to $250 million** possible annual revenue loss and between $0–2 million of additional annual operating cost by 2030.
- **Up to $550 million** possible annual revenue loss and up to $3 million additional annual operating cost by 2050.

Impact of CRROs on Strategy and Financial Planning

CRRO	Impact on Our Strategy	Impact on Our Financial Planning
Water stress and drought	Due to the materiality of the risks associated with water stress, we have already put several targets and measures in place, including reducing our water intensity by 20% by 2027 (relative to a 2022 baseline). We are planning several new initiatives, including: • the installation of dry air-cooling systems; • an enhanced water recovery project using reverse osmosis technology to increase the volume of process water we re-use; • improving the efficiency of our water treatment processes and reducing the amount of water we need to withdraw; and • re-use of 2-bar condensate from the cogeneration units, increasing the volume of process water we re-use.	Water stress risk is projected to significantly increase across our operations and this suggests that our water-related costs are likely to rise. Due to the significance of water to our operations, we have accounted for this change by allocating investment to reduce our water intensity.
Increased market share in sustainable applications	With the objective of generating a premium price for our sustainable products and increasing our share with higher “value-in-use” customers, we have an increased focus on marketing our low carbon products. We have LCA (Life Cycle Assessment) and EPD (Environmental Product Declaration) certification for our products at Eti Soda and Kazan Soda. This certifies our products' low carbon intensity and has the potential to open new markets and premium pricing opportunities in the future.	We expect the combination of increased customer (and consumer) demand for sustainable products and our low-carbon, sustainable product will result in increased revenue. However, in the long-term we could be exposed to market risks if we fail to maintain our sustainability advantage relative to other suppliers. To mitigate this risk, we are increasing our capital expenditure on renewable energy capacity, integrating biomass into our steam and electricity generation and developing innovative new process and carbon capture technologies, to further reduce our CO2e intensity.

TCFD continued

Impact of CRROs on Strategy and Financial Planning continued

CRRO	Impact on Our Strategy	Impact on Our Financial Planning
Carbon pricing: Implementation of ETS or CBAM	Emerging regulations have directed our R&D strategies. We have conducted studies to increase renewable energy generation capacity: • We have added 7 MW of PV solar capacity in 2023. • We plan to add a further 8 MW of PV solar capacity in 2024. • We plan to install 180 MW of PV solar and wind power capacity by 2027 and 250 MW by 2032. • We plan to increase our biomass usage from 7.8% of cogeneration fuel consumption at Eti Soda in 2023 to 12% by 2027. • In the medium to long-term, we are aiming to phase out coal as a fuel source. We are developing innovative new process and carbon capture technologies, to further reduce our CO2e intensity.	Kazan Soda and Eti Soda's products are not currently subject to the EU ETS, nor would soda ash initially be subject to CBAM, with our products having emission values of approximately half of the current benchmark value. To the extent the CBAM was extended to the import of soda ash into the EU from Türkiye, we believe we will still be in an advantageous position compared to synthetic soda ash producers, as our products have significantly lower emission values, and thus would be subject to lower price adjustments on import into the EU. However, the adoption of additional climate change legislation, particularly in Türkiye, may result in additional compliance expenditures, thereby increasing operating costs, or could impose new trade barriers resulting in challenges to export soda ash and sodium bicarbonate into certain markets, which could have a material adverse impact on our business. We have factored these potential impacts into our financial planning and have responded by focusing on investment in various different CO2e reduction initiatives.
Reputational risk	The potential reputational risks caused by poor sustainability practices have led us to set high expectations for our suppliers. In 2021, we introduced SEDEX into our supplier assessment processes to enhance sustainability standards within our suppliers. We also raise awareness of the impact of climate change amongst our suppliers through regular engagement and dialogue.	We have allocated additional resources and capital to support our suppliers and to ensure compliance with our sustainability standards. We have segmented our suppliers to more specifically target those with increased risk of non-compliance over the next five years.

Our Resilience to CRROs

We have already taken action to build resilience to climate-related issues including investing in water reduction technologies, increasing renewable energy generating capacity and initiatives to enhance our production efficiency and reduce our already low CO2e intensity. We have developed our understanding of CRROs which will enable us to implement additional measures and increase our resilience. We have made significant progress in 2023 but recognise that this is an evolving process and we therefore aim to adopt a process of continuous improvement. We will monitor our KPIs relating to CRROs in the coming years and we plan to expand the scope of our CRRO assessments to include our supply chain and to develop responses to any newly identified climate-related issues.

TCFD continued

Our Climate Risk Management

Progress in 2023 on our 2022 commitments

- Developed our enterprise risk management with the inclusion and analysis of CRROs.
- Conducted detailed physical and transition climate scenario analysis.
- Financial quantification of our principle CRROs.

Identifying and Assessing CRROs

Our Chief Strategy & Risk Officer ("CSRO") governs our approach to CRROs, with responsibility assigned to risk owners across our business covering operational, financial, strategic, legal/regulatory, and external risks. Risk owners qualitatively assess the potential scale and scope of risks and opportunities on a regular basis, using the impact and likelihood ratings within our Enterprise Risk Register. Any identified CRROs are consolidated into our Enterprise Risk Register and reviewed by the Executive Risk Committee on a quarterly basis. Potentially significant or substantive risks and opportunities are prioritised for further assessment, including financial quantification, which strengthens our approach to mitigating risks and maximising opportunities.

Managing CRROs

Under the direction of our CSRO, a cross divisional Risk Working Group is responsible for formulating initial risk management and internal control principles with risk owners. This is then reviewed by the Executive Risk Committee and the Audit & Risk Committee of the Kew Soda Board, both of which are responsible for implementing formal arrangements for the management of CRROs.

Our CRRO management strategy has focused primarily on those CRROs that are likely to have a material impact on our business. The potential impact of water stress and drought are key areas of focus, and in 2024 we plan to further scrutinise and review our approach to water stress and the potential for this to cause competition for water within our catchment.

The CRROs that have been assessed to have a potentially material impact on our business are included, managed and maintained within our Enterprise Risk Register. We consider a risk or opportunity to be "material" if it has the potential to have a >50% likelihood of occurring within the next one to three years and is likely to have significant financial, compliance, strategic or reputational impact (eg, > 10% impact on EBITDA or net asset value). Risks or opportunities, including CRROs, classified as "material" are considered as principal risks and are prioritised for review by the Executive Risk Committee and the Audit & Risk Committee of the Kew Soda Board.

Our Climate Metrics & Targets

Progress in 2023 on our 2022 commitments

We are in the development phase of our decarbonisation roadmap.

Metrics

To evaluate our progress, we monitor key sustainability and climate-related metrics, which include:

- Energy use and intensity.
- CO2e emissions and intensity.
- Water use and intensity, focusing on withdrawal, recycling, and discharge.
- Waste circularity.

A detailed breakdown of these metrics is provided in the Our performance indicators section, on page 101 of this report.

Targets

We have recently set climate and sustainability targets for our Group which include:

Achieving Net Zero CO2e by 2050

20% and 40% CO2e intensity reduction targets by 2027 and 2032, respectively
(relative to a 2022 baseline)

20% water intensity reduction target by 2027
(relative to a 2022 baseline)

We have detailed annual internal targets to help achieve our emission intensity reduction commitments. During 2023, we have been developing a Group decarbonisation roadmap, which outlines actions we are taking to achieve our targets for our Scope 1 & 2 CO2e emissions. We are also developing a Group five and ten-year Scope 3 CO2e emissions reduction target and we intend to set an SBTi aligned Net Zero target by 2026. Our Board monitors and oversees progress against goals and targets which address climate-related issues.

TCFD continued

Scope 1, 2, and 3 GHG Emissions

We calculate our greenhouse gas ("GHG") emissions in alignment with Defra and IPCC Guidelines, The Greenhouse Gas Protocol and ISO 14064-3[1]. Scope 2 emissions are calculated using both a location-based and a market-based approach. Market-based emissions are sourced from electricity purchased from the grid and we derive emission factors from supplier-specific emission rates and contractual instruments such as energy attribute certificates ("EACs"), renewable energy certificates ("RECs") and green tariffs.

We have calculated and monitored our Scope 1 & 2 emissions from 2020 according to the GHG Protocol. In 2022, we began calculating and reporting our Scope 3 emissions and we are planning to set a Scope 3 reduction target. A detailed breakdown of our GHG emissions data is provided in the performance indicators section, on page 101 of this report.

During 2023, we commissioned a multi-criteria assessment to review the most feasible Scope 1 & 2 decarbonisation opportunities and technologies to be assessed alongside innovative work which is being undertaken by our R&D group.

Impact of Climate Performance Metrics on Remuneration

During 2024, we intend to design and start implementing a reward and recognition policy which will include an annual bonus programme (expressed as a percentage of base salary) for all of our executive management team. The KPIs against which the annual bonus will be assessed will include metrics related to climate change, progress against our climate transition plan, progress towards climate-related targets, energy efficiency and GHG reduction initiatives. Together, these are expected to have a 20% weighting in the calculation of the total annual bonus award payout for each individual.

Conclusion and 2024 Action Plan

We recognise that whilst we already produce soda ash with low CO2e emissions and water intensity compared with other producers, we are also aware of the potential impact that CRROs may have on our business and our stakeholders.

During 2023 we have made significant progress against our 2022 climate-related commitments and in understanding our CRROs. This has included developing our climate-related governance structure, undertaking expanded scenario analysis and financially quantifying key physical and transition CRROs. As such, our disclosure and alignment with the TCFD recommendations has strengthened.

We are committed to continuing our progress and we have developed an enhanced action plan for 2024 designed to keep us in alignment with the TCFD, emerging ISSB recommendations and other disclosures such as CDP, while continuously improving our understanding of our CRROs, improving our businesses' resilience to climate change and capitalising on the opportunities presented by the energy transition.

TCFD Pillar	Action Plan for 2024
Governance	• Continue to develop and integrate formal processes which will inform our executive management team about climate-related issues.
Strategy	• Undertake additional scenario analyses to include the upstream and downstream supply chain (especially considering extreme weather conditions) to align with IFRS S2 requirements. We anticipate that this will progress annually, although our near-term focus will be on our transport and logistics network. • Develop and integrate a formal transition plan into our strategy and financial planning to align with IFRS S2. • Develop a water stress focused climate resilience assessment for our Group. • Prepare for a Science Based Targets initiative ("SBTi") recommitment for our Group by 2026.
Risk Management	• Continue to monitor and review our identified CRROs within our Enterprise Risk Register.
Metrics & Targets	• Expand remuneration-related metrics to include additional metrics related to water usage, waste, and energy consumption. • Develop a Group five and ten-year Scope 3 emissions reduction target. • Disclose additional cross-industry metric categories of the amount and percentage of assets or business activities vulnerable to CRROs to align with IFRS S2 requirements. • Disclose whether carbon credits will be used to meet Net Zero targets to align with IFRS S2 requirements.

1. Full methodologies and guidelines: Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019; IPCC Guidelines for National Greenhouse Gas Inventories, 2006; The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition); The Greenhouse Gas Protocol: Scope 2 Guidance; The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard; and ISO 14064-3.

Our performance indicators
Social performance indicators

Employee demography[2]	2021	2022	2023
Total number of employees	**1,408**	**1,373**	**1,570**
Male	1,274	1,224	1,377
Female	134	149	193
Number of permanent employees	**1,296**	**1,372**	**1,537**
Male	1,162	1,223	1,352
Female	134	149	185
Türkiye	*1,273*	*1,346*	*1,509*
UK	*23*	*26*	*28*
US	–	–	*0*
Temporary employees (fixed term contracts)	**112**	**1**	**33**
Male	112	1	25
Female	0	0	8
Türkiye	*112*	*1*	*13*
UK	–	–	–
US	–	–	*20*
Non-guaranteed hours employees	**0**	**0**	**0**
Male	0	0	0
Female	0	0	0
Türkiye	*0*	*0*	*0*
UK	–	–	*0*
US	–	–	*0*
Full-time employees	**1,408**	**1,373**	**1,570**
Male	1,274	1,224	1,377
Female	134	149	193
Türkiye	*1,385*	*1,347*	*1,522*
UK	*23*	*26*	*28*
US	–	–	*20*
Part-time employees	**0**	**0**	**0**
Male	0	0	0
Female	0	0	0
Türkiye	*0*	*0*	*0*
UK	*0*	*0*	*0*
US	*0*	*0*	*0*
Contractors (temporary agency staff)	**3**	**0**	**1**
Percentage of employees covered by collective bargaining agreements	**0**	**0**	**0**

Employee demography[2]	2021	2022	2023
Total number of employees by age group			
18–30	429	428	568
30–50	836	853	924
50+	143	92	78
Other indicators of diversity			
Minority groups	16	18	1[2]
Disabled employees	31	34	40

Ratio of basic salary	2021	2022	2023
Ratio of basic salary and remuneration of women to men[3,4]			
Eti Soda	-17%	-19%	-38%
Kazan Soda	-21%	-29%	-29%

Annual total compensation ratio[4,5]	2021	2022	2023
Ratio of annual total compensation for the highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)[4]	212:1	159:1	**203:1**
Ratio of the percentage increase in annual total compensation or the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n/a	n/a	n/a

Gender balance of Board	2021	2022	2023
Gender			
Male	9	7	8
Female	1	3	3
Age group			
Under 30	0	0	0
30–50	3	2	3
Over 50	7	8	8
Other			
Minority	1	1	1

1. Calculations based on headcount as at year end (31 December) for each of the reported years. 2. 2023 data readjusted to remove Turkish nationals from London office statistics. 3. Significant areas of operations defined as locations that have over 100 FTE. The ratio of basic salary has been calculated in line with UK Gender Pay Gap reporting requirements, using the snapshot date of 5 April. 4. 2023 data readjusted to remove double counting of employees paid across multiple locations. 5. Calculations based on the total remuneration (including salary and bonuses) of individuals employed during each of the reported years, against the CEO's total remuneration for those years.

Our performance indicators continued
Social performance indicators continued

Employee retention/turnover	2021	2022	2023
Number of employees hired	**168**	**185**	**308**
Under 30	106	121	230
30–50	55	52	67
Over 50	7	12	11
Gender			
Male	149	156	246
Female	19	29	61
Location			
Türkiye			286
UK	n/a	n/a	12
US			10
Number of employee leavers	**101**	**106**	**184**
Under 30	46	52	106
30–50	48	38	63
Over 50	7	16	15
Gender			
Male	87	91	161
Female	14	15	23
Location			
Türkiye			180
UK	n/a	n/a	2
US			2
Employee retention rate (remaining headcount during set period/starting headcount during set period) x 100	**93%**	**93%**	**88%**

Employee Development	2021	2022	2023
Employee training – Total Hours			73,312

Occupational health & safety

SGK reporting	2021	2022	2023
Eti Soda			
Total workforce headcount	554	582	728
Total working hours (thousands)	1,087.60	1,153.90	1,346.72
Number of fatalities	0	0	0
Number of workplace accidents	17	8	16
Total number of LTI[1] injuries	14	5	13
Number of LTI lost workdays	112	26	229
Accident Frequency Rate[2]	16	7	12
LTI Severity Rate[3]	103	23	170

SGK reporting	2021	2022	2023
Kazan Soda			
Total workforce headcount	743	800	907
Total working hours (thousands)	1,465.90	1,583.40	1,699.91
Number of fatalities	0	0	0
Number of workplace accidents	35	21	27
Total number of LTI injuries	30	21	26
Number of LTI lost workdays	600	402	560
Accident Frequency Rate	24	13	16
LTI Severity Rate	409	254	329
Group			
Total workforce headcount[4]	1,297	1,382	1,722
Total working hours (thousands)	2,553.40	2,737.40	3,063.70
Number of fatalities	0	0	0
Number of workplace accidents	52	29	44
Total number of LTI injuries	44	26	39
Number of LTI lost workdays	712	428	789
Accident Frequency Rate	20	11	14
LTI Severity Rate	279	156	258

Safety Performance of Eti Soda and Kazan Soda – Contractors

SGK Contractors	2021	2022	2023
Total working hours (thousands)	–	–	849
Number of fatalities	–	–	–
Number of workplace accidents	–	–	36
Number of LTI injuries	–	–	24
Number of LTI lost workdays	–	–	259
Accident Frequency Rate	–	–	42
LTI Severity Rate	–	–	305

1. LTI = Lost time injury. 2. Accident Frequency Rate = Number of work accidents divided by total working hours x one million. 3. LTI Severity Rate = Number of LTI workdays divided by total working hours x one million. 4. OHS data for Turkish sites only – headcount includes employees, trainees and leavers.

Our performance indicators continued
Social performance indicators continued

Occupational health & safety continued

RIDDOR reporting	2021	2022	2023
Eti Soda			
Total workforce headcount	554	582	728
Total working hours (thousands)	1,087.60	1,153.90	1,346.72
Total non-fatal reportable injuries[1]	4	1	9
Total recordable injuries[2]	1	0	1
Total number of reportable and recordable injuries[3]	**5**	**1**	**10**
Deaths	0	0	0
Dangerous occurrences[4]	1	2	2
Total incapacitation days	81	9	209
Reportable non-fatal injury rate[5]	722	172	1,236
Kazan Soda			
Total workforce headcount	743	800	907
Total working hours (thousands)	1,465.90	1,583.40	1,699.91
Total non-fatal reportable injuries	17	13	17
Total recordable injuries	5	2	5
Total number of reportable and recordable injuries	**22**	**15**	**22**
Deaths	0	0	0
Dangerous occurrences	0	7	16
Total incapacitation days	558	372	535
Reportable non-fatal injury rate	2,288	1,625	1,874
Group			
Total workforce headcount[6]	1,297	1,382	1,722
Total working hours (thousands)	2,553.40	2,737.40	3,063.70
Total non-fatal reportable injuries	21	14	26
Total recordable injuries	6	2	6
Total number of reportable and recordable injuries	**27**	**16**	**32**
Deaths	0	0	0
Dangerous occurrences	1	9	18
Total incapacitation days	639	381	750
Reportable non-fatal injury rate	1,619	1,013	1,510

Community engagement	2021	2022	2023
Number of projects	**16**	**19**	**20**
OpCos[7]: spent on projects to support local communities	$0.40	$0.58	$4.28
WE Soda Ltd: spent on projects to support local communities	$0.00	$0.55	$0.63
Total: spent on projects to support local communities ($m)	**$0.40**	**$1.13**	**$4.91**

1. Total number of all reportable non-fatal injuries = Injuries resulting in incapacitation of 7+ days and certain serious injury incidents. In relation to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work. **2.** Total number of recordable injuries = Injuries resulting in incapacitation of 3+ days up to 7 days inclusive. **3.** All accidents with LTI of 3+ days incapacitation. **4.** Dangerous occurrences are categorised under reportable incidents; however, they are not classified under total number of accidents. **5.** Reportable non-fatal injury rate = Number of all reported non-fatal injuries divided by workforce headcount x 100,000. **6.** OHS data for Turkish sites only – headcount includes employees, trainees and leavers. **7.** Operating companies (Eti Soda and Kazan Soda).

Our performance indicators continued

Environmental performance indicators

GHG Emissions[1] (sodium products)[2] (mt CO2e)	2021	2022	2023
Scope 1	1,444,645†	1,502,425†	1,501,422Δ
Scope 2 market based	246,077†	213,187†	162,327Δ
Scope 2 location based	287,297†	274,360†	277,341Δ
Scope 3[3,4]	–	1,040,197†	1,080,547Δ
Total Scope 1 & 2 market based	1,690,722†	1,715,612†	1,663,749Δ
Scope 1 & 2 emission intensity market based[5]	0.348†	0.343†	0.334Δ
Total Scope 1 & 2 location based	1,731,942†	1,776,785†	1,778,763Δ
Scope 1 & 2 emission intensity location based[5]	0.357†	0.355†	0.358Δ
Direct CO2 emissions from biomass combustion	–	–	46,479

Scope 3 emission categories (sodium products)	2021	2022	2023
3.1 Purchased Goods and Services	–	300,785	257,900Δ
3.3 Fuel and Energy Related Activities	–	244,441	204,813Δ
3.4 Upstream Transportation and Distribution	–	296,183	392,669Δ
3.5 Waste Generated in Operations	–	2,246	2,505Δ
3.6 Business Travel	–	166	311Δ
3.7 Employee Commuting	–	437	448Δ
3.9 Downstream Transportation and Distribution	–	195,939	221,902Δ

Energy (MWh)	2021	2022	2023
Total energy purchased	**652,947**	**623,546**	**630,321**
Electricity	652,947	623,546	630,321
Heating	–	–	–
Cooling	–	–	–
Steam	–	–	–
Total sold	**987,733**	**948,324**	**1,025,195**
Electricity	987,733	948,324	1,025,195
Heating	–	–	–
Cooling	–	–	–
Steam	–	–	–
Energy consumption from renewable sources	**–**	**–**	**124,815**
Solar power	–	–	9,333
Wind	–	–	115,482
Energy consumption from non-renewable sources	**6,671,542**	**6,824,311**	**7,064,180**
Diesel fuel	13,915	20,495	48,474
Fuel oil	–	–	–
Coal	943,543	922,095	872,638
Natural gas	5,714,085	5,881,722	6,143,068
Total energy consumption[6]	**6,336,756**	**6,499,533**	**6,794,121**
Total energy intensity[7]	**1.31**	**1.30**	**1.37**

Δ This data disclosed in the 2023 Annual Report was subject to independent limited assurance by ERM CVS. ERM CVS's assurance report is available on page 138. For our 2023 basis of preparation for assured data please visit our website www.wesoda.com.

† This data disclosed in the 2023 annual report was subject to independent limited assurance by ERM CVS in 2022. For our 2022 basis of preparation for assured data please visit our website www.wesoda.com

1. We have calculated our carbon footprint where we have operational control with respect to the internationally recognised standards provided by the Greenhouse Gas Protocol, published by the World Business Council for Sustainable Development and the World Resources Institute ("WBCSD/WRI Protocol"). Gases included in the calculation; CO2, CH4 and N2O. Source of GWP Values: IPCC 6th Assessment Report. **2.** The CO2e emissions presented relate to the production of sodium carbonate and sodium bicarbonate at Eti Soda and Kazan Soda operations for the respective annual reporting periods. **3.** Scope 3 emissions calculations for 2022 and 2023 include categories 1, 3, 4, 5, 6, 7 and 9. **4.** Scope 3 emissions were not calculated according to the GHG protocol prior to 2022. **5.** Carbon emission intensity is calculated as the total Scope 1 & 2 emissions associated with the production of sodium products at Eti and Kazan divided by the total mt of soda ash and sodium bicarbonate production across both sites. **6.** Total energy consumption is the sum of all renewable, non-renewable and purchased energy consumed less energy sold. **7.** Energy intensity is calculated as the total MWh across Eti and Kazan divided by the total mt of soda ash and sodium bicarbonate production across both sites.

Our performance indicators continued

Environmental performance indicators continued

GHG Emissions (all other sources)[1,2] (mt CO2e)	2021	2022	**2023**
Scope 1	273,135	267,445	277,345
Scope 2 location based	6	8	133
Scope 2 market based	6	8	133
Scope 3[3]	–	42,948	43,760

Total GHG emissions[4] (mt CO2e)	2021	2022	**2023**
Scope 1	1,717,779	1,769,870	1,778,767
Scope 2 market based	246,077	213,187	162,327
Scope 2 location based	287,302	274,368	277,474
Total Scope 1 & 2 market based[5]	**1,963,856**	**1,983,057**	**1,941,094**
Scope 3[6]	–[7]	1,083,145	1,124,307

Water consumption (m^3)[8]	2021	2022	**2023**
Total water withdrawal from all areas	**9,632,199**	**10,208,333.**	**10,698,650Δ**
Surface water	–	–	–
Ground water	–	–	–
Sea water	–	–	–
Produced water	–	–	–
Third-party water (fresh)[9]	9,632,199	10,208,333†	10,698,650Δ
Total water withdrawal from water-stressed areas[9]	**9,632,199**	**10,208,333**	**10,698,650Δ**
Surface water	–	–	-
Ground water	–	–	-
Sea water	–	–	-
Produced water	–	–	-
Third-party water (fresh)[9]	9,632,199	10,208,333†	10,698,650Δ
Total water discharge to all areas[10]	**4,743,125**	**5,000,435**	**5,132,164**
Surface water (Industrial)[11]	673,971	680,653†	666,780Δ
Surface water (Domestic)[11]	133,353	134,183†	142,516Δ
of which fresh	*57,918*	*58,353*	*66,830*
Ground water (other)[12]	3,935,801	4,185,599	4,322,868
Sea water	–	–	–
Third-party water	–	–	–
Total water discharge all areas with water stress	**4,743,125**	**5,000,435**	**5,132,164**
Surface water (Industrial)[11]	673,971	680,653†	666,780Δ
Surface water (Domestic)[11]	133,353	134,183†	142,516Δ
of which fresh	*57,918*	*58,353*	*66,830*
Ground water (other)[12]	3,935,801	4,185,599	4,322,868
Sea water	–	–	–
Third-party water	–	–	–
Amount of water recycled and re-used	**4,345,627**	**3,947,169†**	**4,454,930Δ**
Recycled and re-used water rate	**45%**	**39%**	**42%**
Water intensity[13]	**1.99**	**2.04†**	**2.15Δ**

Δ This data disclosed in the 2023 Annual Report was subject to independent limited assurance by ERM CVS. ERM CVS's assurance report is available on page 138. For our 2023 basis of preparation for assured data please visit our website www.wesoda.com.

† This data disclosed in the 2023 annual report was subject to independent limited assurance by ERM CVS in 2022. For our 2022 basis of preparation for assured data please visit our website www.wesoda.com

1. Sources include the production of sold electricity at Kazan Soda and emissions associated with the London and Istanbul offices. **2.** Data has been compiled following the GHG Protocol Corporate Standard. Gases included in the calculation; CO2, CH4 and N2O. Source of GWP Values: IPCC 6th Assessment Report. **3.** Categories include category 3 from the production of electricity at Kazan Soda and 6 from business travel from the London office. **4.** Total GHG emissions include emissions from the production of sodium products, generation of sold electricity and emissions generated in our London and Istanbul offices. **5.** Data has been compiled following the GHG Protocol Corporate Standard. Gases included in the calculation; CO2, CH4 and N2O. Source of GWP Values: IPCC 6th Assessment Report. **6.** Scope 3 emissions calculations in 2022 and 2023 include 1,3,4,5,6, 7 and 9. **7.** Scope 3 emissions were not calculated according to the GHG protocol prior to 2022. **8.** Freshwater defined as (≤1,000 mg/L Total Dissolved Solids); Other water defined as (>1,000 mg/L Total Dissolved Solids). **9.** Classified as fresh water due to the importance of the water in the catchment. **10.** Discharges exclude water which is consumed by the operation. These consumptive losses are dominated by evaporative losses from the cooling towers and hence the withdrawals do not match the discharge. **11.** Surface water discharge has been revised for 2021 and 2022 to enable a separation of Domestic and Industrial discharges. The total amount of water discharged remained constant. **12.** Groundwater Discharge is dominated by water returned to the exhausted trona caverns for entrainment. **13.** Water intensity is calculated as the total water withdrawal m^3 divided by total mt of soda ash and sodium bicarbonate production across both sites.

Our performance indicators continued
Environmental performance indicators continued

Total Waste Generated (metric tonne)		2021	2022	2023
Total Waste[1]		**4,430,505**	**4,562,424**	**4,933,556[Δ]**
Total waste directed to disposal		70,384	73,384	85,850[Δ]
Total waste diverted from disposal		4,360,121	4,489,040	4,847,706[Δ]
Hazardous Waste		–	–	–
	Recycled	–	–	–
	Preparation for re-use	–	–	–
	Other recovery operation	–	–	–
Onsite	Incineration with energy recovery	–	–	–
	Incineration without energy recovery	–	–	–
	Landfilling	–	–	–
	Other Disposal Operations	–	–	–
	Recycled	50	54	90
	Preparation for re-use	1,653	96	212
	Other recovery operation	–	–	–
Offsite	Incineration with energy recovery	0	0	0
	Incineration without energy recovery	–	–	–
	Landfilling	–	–	–
	Other Disposal Operations	–	–	–
Total Hazardous Waste		**1,703**	**151**	**302[Δ]**
Total Hazardous Waste Disposed		**0**	**0**	**0**
Total Hazardous Waste Diverted		**1,703**	**150**	**302**
Non-hazardous Waste				
	Recycled	–	–	–
	Preparation for re-use	3,963,804	4,098,958	4,378,908
	Other recovery operation	79,582	71,118	100,392
Onsite	Incineration with energy recovery	–	–	–
	Incineration without energy recovery	–	–	–
	Landfilling	70,272	73,226	85,685
	Other Disposal Operations	–	–	–
	Recycled	1,151	1,266	1,584
	Preparation for re-use	10	15	3
	Other recovery operation	313,871	317,534	366,518
Offsite	Incineration with energy recovery	0	0	0
	Incineration without energy recovery	–	–	–
	Landfilling	112	157	165
	Other Disposal Operations	–	–	–
Total Non-Hazardous Waste		**4,428,801**	**4,562,273**	**4,933,254[Δ]**
Total Non-Hazardous Waste Disposed		**70,384**	**73,383**	**85,849**
Total Non-Hazardous Waste Diverted		**4,358,418**	**4,488,890**	**4,847,404**

1. A unit error occurred in the reporting of purge generated and diverted from disposal at Kazan Soda in 2021 and 2022, resulting in a revision of total waste generated and diverted from disposal of 3.38m mt and 3.45m mt respectively.

Our performance indicators continued
Environmental performance indicators continued

	2021			2022			2023		
Waste stream (metric tonne)	**Disposed**	**Diverted from disposal**	**Total waste**	**Disposed**	**Diverted from disposal**	**Total waste**	**Disposed**	**Diverted from disposal**	**Total waste**
Waste from petroleum refining, natural gas purification and pyrolytic processing of coal	0	10	10	0	0	0	0	0	0
Waste from organic chemical processes	0	3	3	0	9	9	0	26	26
Primer, paints, varnishes	0	2	2	0	1	1	0	4	4
Fly ash	33,797	68,785	102,582	29,986	75,535	105,521	22,791	75,222	98,013
Bottom ash	36,475	205	36,680	43,240	0	43,240	62,894	0	62,894
Waste from physical and mechanical surface treatments and forming of metals and plastics	0	0	0	0	0	0	0	0	0
Oil waste and liquid fuel waste	0	40	40	0	39	39	0	75	75
Waste packaging and absorbents, wiping cloths, filter materials and protective clothes	0	292	292	0	239	239	0	344	344
Waste not otherwise specified	0	44	44	0	39	39	0	53	53
Construction waste	0	1,646	1,646	0	286	286	0	284	284
Human and animal health and/or waste from research on these subjects	0	0	0	0	0	0	0	0	0
Waste from waste management facilities	0	1	1	0	19	19	0	0	0
Municipality waste	112	825	937	157	801	958	165	1,251	1,416
Calcium carbonate	0	433,828	433,828	0	475,951	475,951	0	552,772	552,772
Sodium chloride	0	106,811	106,811	0	109,500	109,500	0	175,892	175,892
Purge[1]	0	3,747,628	3,747,628	0	3,826,621	3,826,621	0	4,041,782	4,041,782
Total	**70,384**	**4,360,121**	**4,430,505**	**73,384**	**4,489,040**	**4,562,424**	**85,850**	**4,847,706**	**4,933,556**

1. A unit error occurred in the reporting of purge generated and diverted from disposal at Kazan Soda in 2021 and 2022, resulting in a revision of 3.38m mt and 3.45m mt respectively.

Our performance indicators continued
Environmental performance indicators continued

Responsible value chain	2021	2022	2023
Number of Group's suppliers that were screened/vetted in Sedex using sustainability criteria[1]	**0**	**45**	**63**
Number of Group's suppliers onboarded in Sedex platform	**2**	**98**	**178**
The total number of Group suppliers[1]	**210**	**210**	**210**

Compliance with laws and regulations	2021	2022	2023
Total number of significant instances of non-compliance with laws and regulations[2]	**1**	**1**	**1**
Instances for which fines were incurred	1	1	1
Instances for which non-monetary sanctions were incurred	0	0	0
Monetary value of fines incurred ($)	25,659	10,688	23,390

Membership associations	
Industry associations, other membership associations, and national or international advocacy organisations	CEO Water Mandate, ESaPa, OAID – Middle East Exporters Association, Native Mining Development Foundation, CDP, EcoVadis, Beypazarı Chamber of Commerce, Ankara Chamber of Commerce, İstanbul Chamber of Commerce, Turkish Statistical Institute ("TUIK"), Central Bank of the Republic of Türkiye ("TCMB"), İMMİB, Istanbul Chemicals and Chemical Products Exporters Association ("İKMİB"), EPD Türkiye, UNGC, WEPs, Cefic ("European Chemical Industry Council"), Sedex

Total production (tonnes)	2021	2022	2023
Total production (tonnes)	4,852,000	5,001,000	**4,975,000**

This Strategic Report was approved by the Board of Directors, and signed on its behalf by:

Alasdair Warren
Director
25 April 2024

1. Supplier selection criteria based on those suppliers providing goods and materials directly relating to production of our product and with whom we conduct repeat business, making up 93% of total spend. 2. Significant instances of non-compliance are defined as any instance of non-compliance where WE Soda is notified by ministries and governmental institutes, by official letter and incurred a fine of more than $10,000.

Governance

Chair's introduction

Dear Stakeholders

I would like to welcome you once again to our annual report.

Last year, we reported the performance of Kew Soda Ltd in anticipation of our IPO on the London Stock Exchange. Following the decision to cancel the IPO in June 2023, we retained the strong governance put in place and have decided to report WE Soda Ltd's results for 2023, as this better reflects how we manage and oversee the business. The governance arrangements in place during 2023 and changes made earlier in 2024 are explained in more detail below.

In 2023, the Board of Kew Soda Ltd, supported by its Audit & Risk Committee and its Sustainability Committee, was responsible for overseeing the business, which was managed by the executive team. Kew Soda Ltd is the immediate parent company of WE Soda Ltd and, in practice, the Boards of both companies exercised oversight jointly over the business and its activities.

In March 2024, we transferred our governance arrangements from Kew Soda to WE Soda to provide oversight, support and advice that is more closely aligned with the business. The Independent Non-Executive Directors stepped down from the Kew Soda Board and joined the WE Soda Board. We also disbanded the Kew Soda Board Committees, which were replaced with equivalent Committees, both in terms of membership and duties, at WE Soda level.

I would like to welcome Harry Kenyon-Slaney as Senior Independent Director, along with Samantha Hoe-Richardson and Rosalind Kainyah as Independent Non- Executive Directors, as well as returning Non-Executive Directors, Gursel Usta, Ergun Ozen and Sir Peter Westmacott. Also, Nicholas Hall, our Chief Strategy & Risk Officer at WE Soda, is welcomed.

You can read more about our Board and governance arrangements below; I would like to take this opportunity to thank the Boards of both Kew Soda and WE Soda for their ongoing service and guidance, and for their unwavering efforts as we continue to grow.

Didem Ciner
Chair
25 April 2024

Case study

Successful inaugural bond offering

In Q4 2023, we successfully completed an inaugural $980 million bond offering.

The proceeds were used to refinance bank debt and further increase our balance sheet efficiency. As well as having publicly tradeable securities for the first time and we also welcomed a new set of stakeholders to the WE Soda story.

The transaction marked a number of significant achievements, being the largest debut transaction from the EMEA Chemicals sector in more than a decade and the largest ever single tranche corporate issuance volume for an issuer with operations in Türkiye. With an initial offering of $800 million in October 2023, due to the strong aftermarket performance we were able to subsequently 'tap' the bond for a further $180 million in December 2023, taking the total to $980 million by year end.

The bonds are listed on The International Stock Exchange ("TISE"), and we are the first issuer to be listed on the sustainable finance segment of the exchange, TISE Sustainable, due to our strong ESG ratings and credentials.

Board of Directors

Meet our Board

Committees

Audit & Risk Committee A

Sustainability Committee S

Committee Chair

Didem Ciner
Chair

Appointed and became Chair March 2024

Committees: N/A

Didem Ciner has served as the Chair of the Board, and as a Non-executive Director since March 2024. She was previously a Director of the Company between 6 November 2018 and 1 February 2022, and from 23 March 2022 until 1 April 2023, and has been a Director of Kew Soda Ltd since 6 November 2018 and Chair since June 2022. In addition to her role as Chair, Mrs Ciner was appointed as Chair and board member of Ciner Glass, the container glass operations of the Ciner Group, in 2019 to lead the expansion of the company's operations in the UK, Belgium and Türkiye. Mrs Ciner has significant experience following a number of senior roles across the wider Ciner Group, one of Türkiye's leading industrial groups with interests in the mining, energy, glass, chemicals, media, and maritime sectors. Mrs Ciner is also the President of Ciner Media Group, where she is responsible for managing its three national TV channels and its most frequently visited news websites. In addition to overseeing the development of Ciner Media into one of Türkiye's leading independent media and publishing groups, Mrs Ciner was responsible for launching Bloomberg HT, a joint venture with Bloomberg Television and Türkiye's only business-focused television channel, and the acquisition of Show TV, one of Türkiye's most popular entertainment channels. Mrs Ciner is married to Mr Turgay Ciner, the Principal Shareholder. Mrs Ciner holds a BA in International Relations from Koç University, Istanbul and an MSc in Comparative Politics from the London School of Economics.

Alasdair Warren
Chief Executive Officer

Appointed January 2019

Committees: N/A

Alasdair Warren has served as a Director of the Company since 8 January 2019, as a Director of Kew Soda Ltd since 18 May 2022 and as Group Chief Executive Officer since 1 November 2019. Prior to joining WE Soda, Mr Warren served as the Head of Corporate and Investment Banking for the European, Middle East and Africa region at Deutsche Bank, based in London. Prior to that, Mr Warren was an investment banking Partner at Goldman Sachs in London for 11 years, serving in a number of roles, including the Global Head of Financial Sponsor Coverage, the Head of European Equity Capital Markets and Derivatives, and the Co Head of UK Investment Banking. Mr Warren holds a BSc (Hons) in Geology from the University of Nottingham.

Ahmet Tohma
Chief Financial Officer

Appointed February 2022

Committees: N/A

Ahmet Tohma has served as a Director of the Company since 25 January 2022, as a Director of Kew Soda Ltd since 18 May 2022 and as Group CFO since 1 March 2022. He joined WE Soda from Şişecam Chemicals Resources, where he previously served as the CFO of our former US soda ash business through the NYSE listed company Şişecam Resources LP and its US affiliates, prior to the sale of a controlling interest to Şişecam in December 2021. Mr Tohma also served as the Chief Financial Officer of our US subsidiary company, Ciner Enterprises Inc., and as Finance Director at the Ciner Group. From 2003 until August 2019, Mr Tohma worked in various management roles at Türkiye Garanti Bankasi in Türkiye across corporate finance, internal audit and project financing. Mr Tohma holds a BSc in Industrial Engineering from the Middle East Technical University.

Board of Directors continued

Mehmet Ali Erdogan
Chief Legal Officer

Appointed July 2016, became Chief Legal Officer January 2019

Committees: N/A

Mehmet Ali Erdogan has served as a Director of the Company since 6 July 2016 and Kew Soda Ltd since 1 July 2016 and as Chief Legal Officer within the Group since 1 January 2019. Mr Erdogan has considerable experience in both the commercial and corporate law sectors, specialising in energy and infrastructure law, property law, financial restructuring and cross-border transactions. Mr Erdogan holds a BA in Law from the University of Istanbul and a Postgraduate Diploma in Law from Goldsmiths College, London. He has completed the Legal Practice Course at the College of Law, London and he also holds a Graduate Diploma in Law from the University of Westminster.

Nicholas Hall
Chief Strategy & Risk Officer

Appointed March 2024

Committees: N/A

Nicholas Hall has served as Chief Strategy & Risk Officer since 6 March 2023 and as a Director of the Company since 28 March 2024 and Kew Soda Ltd since 19 April 2023. Prior to joining the Group, Mr Hall served as a Managing Director at JP Morgan Cazenove based in London. Mr Hall was employed at JP Morgan Cazenove for 27 years, serving in a number of roles including as senior client executive within the UK Investment Bank and the head of UK Equity Capital Markets. Mr Hall holds a BSc (Hons) in Economics from the University of Exeter.

Rosalind Kainyah, MBE
Independent Non-executive Director

Appointed March 2024

Committees: S A

Rosalind Kainyah has served as a Director of the Company since 28 March 2024 and was a Director of Kew Soda Ltd from 8 February 2023 until 28 March 2024. Ms. Kainyah has 30 years of combined legal, operational, executive and Board experience, having started her career as an independent environmental law and policy consultant and then subsequently as a lawyer in the corporate and environment team at Linklaters LLP. She is a non-executive director currently serving on a number of boards across a range of industries and chairing sustainability committees. In previous board roles, she has also chaired remuneration, governance and nominations committees.

As an executive, Ms. Kainyah served as director of external relations at De Beers UK Limited from 2004 to 2006, before being appointed as president of the De Beers Group Inc., USA from 2006 to 2009. From 2009 to 2013 she served as vice president of external affairs and corporate social responsibility at Tullow Oil Plc. Ms. Kainyah holds a BA in English from the University of Ghana, an LLB (Hons) from the University of London and an LLM from University College London and is a member of the Bar of England and Wales.

Harry Kenyon-Slaney
Senior Independent Director

Appointed March 2024

Committees: S

Harry Kenyon-Slaney has served as a Director of the Company since 28 March 2024 and was a Director of Kew Soda Ltd from 8 February 2023 until 28 March 2024. He also serves as a Senior Advisor to McKinsey & Company supporting its transformation services. Mr Kenyon-Slaney served in a number of senior executive roles for Rio Tinto Plc from 1990 to 2015, having previously held an executive position at Anglo American Plc between 1984 and 1990. Notably Mr Kenyon-Slaney served on the Executive Committee of Rio Tinto Plc from 2009 to 2015 in his capacity as the Divisional CEO of the Diamonds and Minerals Products Group from 2009 to 2012 and as the Divisional CEO of the Energy Products Group from 2012 to 2015. Having completed the successful divestment of the Energy Products Group in 2015, he assumed chair and non-executive director positions at a number of natural resources and industrial manufacturing companies. He has had a broad career which has stretched across natural resources, energy, industrial minerals, manufacturing and logistics as well as extensive experience of complex stakeholder management in Africa, Japan, India, North America and Australia. Mr Kenyon-Slaney holds a BSc in Geology from Southampton University and completed the International Executive Programme at INSEAD, France.

Board of Directors continued

Sir Peter Westmacott
Independent Non-executive Director

Appointed March 2024

Committees: S

Sir Peter Westmacott has served as a Director of the Company since 28 March 2024, having previously served as a Director from 1 January 2019 until 8 February 2023. He was also a Director of Kew Soda Ltd from 8 February 2023 until 28 March 2024. He has had an extensive diplomatic career spanning 43 years across several continents, including four years in Iran before the 1979 revolution and a secondment to the European Commission in Brussels. Sir Peter has undertaken numerous roles including Deputy Private Secretary to HRH The Prince of Wales between 1990 and 1993, Foreign and Commonwealth Office's Director for the Americas between 1997 and 2000, and Deputy Under Secretary of State for the Wider World from 2000 to 2001. Sir Peter has also served as Ambassador to Türkiye, France and US from 2002 to 2006, 2007 to 2012 and 2012 to 2016, respectively. After a semester spent as a Resident Fellow at Harvard's Kennedy School of Government, Sir Peter took up a number of corporate roles in the UK including, amongst others, independent non-executive at Ernst & Young and non-executive director at Ciner Glass Ltd and Glasswall Holdings. He is also Chairman of Tikehau Capital UK, a Distinguished Ambassadorial Fellow at the Atlantic Council, and a Senior Adviser to Chatham House. Sir Peter holds an MA in European History and French from the University of Oxford.

Ergun Ozen
Independent Non-executive Director

Appointed March 2024

Committees: A

Ergun Ozen has served as a Director of the Company since 28 March 2024, having previously served as a Director from 1 January 2019 until 8 February 2023. He was also a Director of Kew Soda Ltd from 8 February 2023 until 28 March 2024. He has over 30 years of experience in banking and business administration, having previously served for 16 years as the CEO and President of Türkiye Garanti Bankasi, from 2000 until 2016, before retiring from this role and becoming a non-executive member of the board at Garanti Bank. He started his career at Türkiye Is Bankası in 1987, before joining Garanti Bank in 1993, serving in various treasury and investment banking roles. Mr Ozen holds a BA in Economics from Stony Brook University.

Samantha Hoe-Richardson
Independent Non-executive Director

Appointed March 2024

Committees: A S

Samantha Hoe Richardson has served as a Director of the Company since 28 March 2024 and a Director of Kew Soda Ltd from 8 February 2023 until 28 March 2024. She is also a non executive director of 3i Infrastructure plc, Assured Guaranty UK Ltd, Ascot Underwriting Ltd, Cornish Metals Inc, and an adviser on Climate Change and Sustainability to the board of Laing O'Rourke, having previously served on the board of Lancashire Holdings Limited for nine years, becoming the chair of its audit committee. As an executive, Ms. Hoe Richardson was Head of Environment & Sustainability for Network Rail and prior to this spent 16 years with Anglo American plc in a variety of strategic roles including Head of Environment and as a director and founder of Anglo American Zimele Green Fund (Pty) Ltd, which supports entrepreneurs in South Africa. Prior to her roles with Anglo American, Ms. Hoe Richardson worked in investment banking and within audit. She holds an MA in Nuclear and Electrical Engineering from the University of Cambridge and has a Chartered Accountancy qualification.

Gürsel Usta
Non-executive Director

Appointed March 2024

Committees: N/A

Gürsel Usta has served as a Director of the Company since 28 March 2024, having previously served as a Director of WE Soda Ltd from 1 January 2019 until 1 April 2023. He has also served as a Director of Kew Soda since 18 May 2022. Since January 2023, Mr Usta has served as the chairman of Park Holding, one of the main holding companies of the Ciner Group, where he previously served as vice-chairman from January 2016 to January 2023. At the same time Mr. Usta acted also as the chairman of Akkan Enerji ve Madencilik A.S. In addition, since March 2015, Mr Usta has served as chief executive officer of Ciner Glass & Chemicals. Mr Usta has previously held various leadership roles within the Ciner Group, including his position as chief executive officer of Ciner Energy & Mining, chairman of the board of directors of Ciner Media and chief executive officer of Ciner Aviation and Tourism. Mr Usta holds a BA in Economics and Finance from the Faculty of Political Science of Ankara University.

Management team

Tanzer Ergul
Chief Operating Officer

Tanzer Ergul has served as COO since February 2023, having been with the Group for over 15 years. Previously, Mr Ergul had served as Vice President of Operations since 2018 and as General Manager of both Eti Soda and Kazan Soda since 2015 and 2018, respectively. In 2007, Mr Ergul joined the Ciner Group as a Project Manager for the construction of the Eti Soda project after ten years of experience working for Eti Maden. Mr Ergul holds a BSc and MSc in Chemical Engineering from Middle East Technical University.

Ali Cetinbulut
Chief Information Officer

Ali Cetinbulut was appointed as CIO of the Group in July 2023. Mr. Cetinbulut has almost 20 years of IT leadership experience in the US, Denmark and Türkiye. He has previously held CIO roles and led digital transformation projects at Orhan Holding, Lactalis and Anadolu Birlik Holding after eight years at Microsoft in engineering management and software development roles. Mr. Cetinbulut holds a BSc in Computer Engineering from Middle East Technical University.

Arzu Oneyman
Chief Human Resources Officer

Arzu Oneyman was appointed as CHRO of the Group in June 2023. Ms. Oneyman has over 20 years of human resources experience in the manufacturing and FMCG industries in Türkiye and internationally. She specialises in transformation projects and has previously held senior roles at Coskunoz Holding, Nestle and Bosch Braking Systems. Ms. Oneyman holds a BA in Labour Economy and Industrial Relations from Dokuz Eylul University and Masters degrees in Business from the University of East London.

Dr. Nilay Akgerman
Global Head of Compliance

Dr. Nilay Akgerman was appointed as the Global Head of Compliance for the Group in June 2023. Dr. Akgerman has more than 20 years of compliance experience across a variety of different industries and geographies including North and South America, the Middle East, Asia, China, Australia & New Zealand. She has previously held senior compliance professional roles at Livanova Plc, Teva Pharmaceutical Ltd. and Mercedes-Benz. Ms Akgerman holds a PhD in Industrial Engineering from Istanbul Technical University and an MSc from Galatasaray University.

Management team continued

Oğuz Erkan
CEO of US Operations

Oğuz Erkan serves as the CEO of the Group's operations in the United States and as a board representative of Şişecam Wyoming, a position he has held since June 2019. Mr Erkan previously served as President and CEO of Şişecam Chemicals Resources from 2019 until April 2022 and previously as Director of International Operations & Coordination at Ciner Enterprises, Inc. from 2015 to 2019. During 2015, Mr Erkan served as a director for the Ciner Group in London, UK and from 2012 until 2015 as General Manager for Kasimpasa AS, a subsidiary of the Ciner Group, having previously served as Project Director for Middle East and North Africa within the Ciner Group from 2009 to 2012. Mr Erkan holds two BA degrees in Marketing and in International Business from Northwest Missouri State University.

Dr Mahmut Kursun
Vice President Logistics

Dr. Mahmut Kursun has served as Vice President of Logistics since 2019. Dr. Kursun is also Chairman of Denmar and board member of Eti Soda and Kazan Soda. Dr. Kursun has been working within the Ciner Group for more than 26 years in senior leadership positions across finance, information technology and logistics. Dr. Kursun holds a BSc in Mechanical Engineering and an MSc and PhD in Industrial Engineering from Bosphorus University.

Sinan Solaklar
Vice President Sales & Marketing

Sinan Solaklar serves as Vice President of Sales & Marketing, a position he has held within the Group since 2009. Mr Solaklar has almost 40 years of experience in the soda ash industry, having previously served as Sales & Marketing Director for soda ash at Şişecam from 1983 to 2008. Mr Solaklar holds a BA in Marketing from the Faculty of Economics of Istanbul University.

Mehmet Unver
General Manager Kazan Soda

Mehmet Unver has served as the General Manager of Kazan Soda since February 2023, having previously served as Vice General Manager of Kazan Soda since 2018. Mr Unver joined the Group in 2005 and has previously held various technical and operational positions at Eti Soda. Mr Unver holds a BSc in Chemical Engineering from the Middle East Technical University.

Management team continued

Nazif Akay
General Manager Eti Soda

Nazif Akay has served as the General Manager of Eti Soda since February 2023, having previously served as Vice General Manager of Eti Soda since 2018. Mr Akay joined the Group in 2008 and has previously held various technical and operational positions at Eti Soda. Mr Akay holds a BSc in Chemical Engineering from Gazi University.

Jeremy Small
Company Secretary

Jeremy Small has served as Company Secretary since May 2023, having joined the Group in March 2023. He previously held senior company secretarial roles at AXA, the BOC Group and Forte. He has a wide-ranging technical, commercial and international background with extensive experience in governance, regulation and company law across the financial services, manufacturing and services industries. Mr. Small holds a BSc in Geography from the University of Liverpool and completed the Global Leadership Programme at INSEAD, France. He is a Fellow of the Chartered Governance Institute.

Anita Siddle
Global Sustainability Director

Anita Siddle has served as the Global Sustainability Director since February 2023, having joined the Group in 2020. Ms. Siddle has a broad range of experience across finance, pharmacy, marketing and technical product management within the banking, cosmetics, FMCG and healthcare industries, including new product development, quality assurance, legal and regulatory, packaging and formulation responsibilities. Ms. Siddle holds a BPharm in Pharmacy from the University of Nottingham.

Edward Westropp
Head of Investor Relations & Communications

Edward Westropp has served as the Head of Investor Relations & Communications for the Group since September 2022, having previously served as the Vice President of Investor Relations & Communications for Lundin Energy AB until its sale to Aker BP ASA in June 2022. Previously Mr. Westropp worked for more than 17 years as a financial communications and investor relations consultant with FTI Consulting, Inc. Mr Westropp holds a BA in Theological Studies from Heythrop College, University of London.

Governance at a glance

In June 2023, we cancelled the proposed Initial Public Offering ("IPO") due to the continued weak and volatile equity market conditions. We continued to enhance our governance arrangements, building on work undertaken to prepare for the IPO.

Our Board

Our Board provides guidance and supervision to the executive management team, especially regarding the business strategy and governance. It monitors performance against strategic objectives and also reviews implementation of the strategy as it seeks to fulfil its primary responsibilities of promoting the long-term success of the business and create sustainable value.

Our Board delegates to the executive management team who work with and support the CEO with the day-to-day management of the business, the implementation of strategy, financial planning and risk management. In addition, the Board has delegated certain governance responsibilities to Board committees that support the Board in carrying out its duties and which are comprised and chaired by only Independent Non-Executive Directors.

Board committees

With effect from 28 March 2024, the Audit & Risk Committee and Sustainability Committee were constituted by the Board, as formal committees and their key responsibilities are below.

Audit & Risk Committee

The role of this Committee is to assist the Board with reviewing the Group's annual and half-year financial statements and results, accounting policies, narrative reporting, internal controls and risk management, whistleblowing, fraud, and compliance.

Sustainability Committee

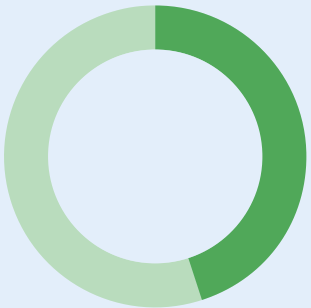
Sustainability is core to our business strategy. The Sustainability Committee oversees and advises the Board and executive management in relation to the development and implementation of the sustainability initiatives and strategy of the Group.

Governance at a glance continued

Snapshot of the WE Soda Board

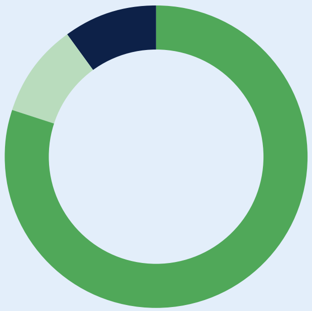
as at 25 April 2024

Independence of the Board



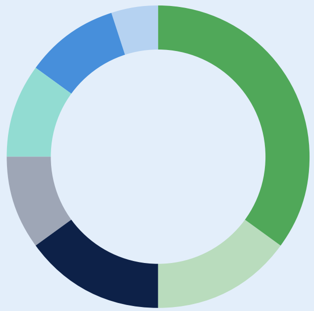
- 45% Independent
- 55% Non-Independent

Tenure of the Board



- 80% 0–3 years
- 10% 3–6 years
- 10% 6+ years

Professional background

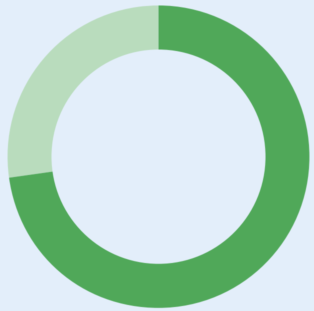


- 35% Finance
- 15% Legal
- 15% Mining
- 10% Chemicals
- 10% Environment
- 10% Media
- 5% Diplomacy

Age of the Board

- 27% 40–50 years
- 27% 51–60 years
- 46% 61–70 years

Gender of the Board



- 73% Male
- 27% Female

Corporate governance

For the year ended 31 December 2023, under The Companies (Miscellaneous Reporting) Regulations 2018, the Group has applied the Wates Corporate Governance Principles for Large Private Companies (the "Wates Principles"), published by the Financial Reporting Council ("FRC") in December 2018 and available on the FRC website.

References to Board, Audit & Risk Committee and Sustainability Committee refer to the Kew Soda Board and its committees unless otherwise stated.

Wates Principle	More information
Principle One: Purpose and Leadership	• Purpose Statement (inside front cover) • Our business model (page 4) • Governance at a glance – Framework (page 115)
Principle Two: Board Composition	• Governance at a glance – Snapshot of the Board (page 116) • Meet our Board (page 109)
Principle Three: Director Responsibilities	• Meet our Board (page 109)
Principle Four: Opportunity and Risk	• Risk management (page 78) • Principal risks and uncertainties (page 79) • TCFD (page 89)
Principle Five: Remuneration	• Remuneration (page 119)
Principle Six: Stakeholder Relationships and Engagement	• Stakeholders (page 74) • S172 (page 87)

For further information on our compliance with the Wates Principles, please see our Governance Statement on our website: https://www.wesoda.com/our-business

Principle 1 – Purpose and leadership

Our purpose is to "responsibly produce essential ingredients for a sustainable future".

We are focused on delivering high quality products to our customers in an environmentally friendly, sustainable and socially responsible way. Our cavern-based solution-extraction method to produce natural soda ash, combined with an efficient global supply chain, means that we have the lowest CO2e emissions of any soda ash producer worldwide. Our Group also aims to continuously improve its sustainability performance throughout product life cycles with the objective of having the lowest impact on the environment whilst also supporting and investing in the communities in which we operate and creating a positive impact with all stakeholders.

Our corporate culture and values of accountability and transparency set the standard for our operations and guide our strategic direction. Our employees are critical to success. Safe operating practices, integrity, responsible business practices and performance are all core parts of our corporate culture, together with a focus on developing long-term mutually beneficial partnerships with our customers, distributors and suppliers.

Safety is our number one priority. Our Board and executive management have focused on personal safety and process safety management practices throughout the Group but particularly at our operating facilities supported by international safety consultant dss+. We are aiming to significantly improve our existing safety practices, policies and procedures, as part of a long-term commitment to achieving international best practice standards and eliminating lost time injuries from the workplace.

Corporate governance continued

Principle 1 – Purpose and leadership continued

Details of individual directors' attendance at meetings of the Board of Kew Soda and its committees during 2023 are in the table below.

The number of attendances is shown next to the maximum number of meetings the Director was entitled to attend. Ad hoc meetings of the Board of Kew Soda and its Committees were also held as required during the year.

Name of Director	Board	Audit & Risk Committee	Sustainability Committee
Chair			
Didem Ciner	6/6	–	–
Executives			
Alasdair Warren, Chief Executive	6/6	–	–
Ahmet Tohma, Chief Financial Officer	6/6	–	–
Mehmet Ali Erdogan, Chief Legal Officer	6/6	–	–
Nicholas Hall, Chief Strategy & Risk Officer[1]	5/5	–	–
Non-Executive – Main Shareholder Representative			
Gürsel Usta	6/6	–	–
Non-Executives – Independent			
Samantha Hoe-Richardson[2]	6/6	7/7	5/5
Rosalind Kainyah[2,3]	6/6	6/7	5/5
Harry Kenyon-Slaney[2,4]	6/6	–	4/5
Ergun Ozen[2,5]	4/6	7/7	–
Sir Peter Westmacott[2]	6/6	–	5/5

Principle 2 – Board Composition

The roles and responsibilities of the Chair and Chief Executive Officer are separate and are clearly defined and documented to ensure that there is a balance of responsibilities, accountabilities and decision-making across the Company.

The Board comprised a Chair, responsible for leading and managing the Board, ensuring its effectiveness and the quality of its governance, and ensuring that the shareholder core values are reflected in its purpose, goals and expected behaviours and practices across the Group. Together with our CEO, our Chair ensured that the balance of responsibilities, accountabilities and decision-making throughout the business was maintained effectively. They were supported by three executive directors (our CFO, CSRO and CLO), a shareholder representative and five Independent Non- Executive Directors. The Non-Executive Directors have a range of skills, expertise and experience, including in the fields of industrial operations, banking, insurance, energy, diplomacy and environment. The size and composition of the Board is appropriate for the scale and complexity of the business.

The Non-Executive Directors are responsible for bringing independent and objective judgement to the Board. They participate fully in all Board commercial and strategic debates, and provide significant advice and challenge in critical areas of the business.

In March 2024, the WE Soda Board was strengthened by the appointment of additional Directors to replicate the composition of the Kew Soda Board. At the same time, the WE Soda Board also constituted its own Audit & Risk Committee and Sustainability Committee, each with the same members and roles as those of Kew Soda, to which it has delegated responsibility for certain matters.

Principle 3 – Director responsibilities

The Board agreed to meet formally at least six times a year. The Board received regular and timely information on various aspects of the business; including financial and operational performance, strategy, market environment, legal and compliance, governance and operating responsibly (which included health and safety and sustainability).

Consistent with the goal of upholding high quality governance standards, following the decision to cancel the IPO, the Board decided to retain certain key elements of the governance arrangements that were put in place for the IPO and also approved a range of Group policies which are key to the business and its operations.

During 2023, the Board also considered a number of financing initiatives, including an increase in the existing revolving credit facility and the issue of $980 million Senior Secured Notes due 2028, to support the restructuring of existing debt and increased financial flexibility for the Group.

In 2023, the Board delegated responsibility for certain matters to two committees, the Audit & Risk Committee and the Sustainability Committee, more details of which are set out on page 120.

1. Nicholas Hall appointed 19 April 2023. **2.** Independent Non-executive Directors were advisers until they were appointed on 8 February 2023. **3.** Rosalind Kainyah missed the March Audit & Risk Committee meeting due to a conflicting appointment. **4.** Harry Kenyon-Slaney missed the June Sustainability Committee meeting due to a conflicting appointment. **5.** Ergun Ozen missed the early June and November Board meetings due to conflicting appointments.

Corporate governance continued

Principle 4 – Opportunity and risk

The Board discussed and reviewed the Group's strategic objectives at Board meetings, including discussion and consideration of long-term strategic opportunities. The Board reviewed and approved the annual budget and Five-Year Plan. The Five-Year Plan outlines the production forecast, cost ambitions, sales plans, capital investment requirements and priorities and the resulting profit and cash flow forecasts for the next five years. The debt facilities, repayment profile and covenants are assessed and stress-tested against the Five-Year Plan. Risks and mitigations are discussed, alongside the KPIs to be tracked through the year (from annual volumes to operating company-specific input costs).

The annual budget is set with reference to the Five-Year Plan, with any deviations from the long-term strategy assessed and critically evaluated by the Board.

The Board has continued to develop the Group's approach to risk management with the appointment of a Chief Strategy & Risk Officer (CSRO) in the first quarter of 2023. This included work to establish risk appetite and enhance the governance structure to include a risk working group and Executive Risk Committee that reports to the Audit & Risk Committee.

These changes have facilitated more effective understanding and assessment of risks and opportunities. In October 2023, the opportunity was taken to partially de-risk production costs at Kazan Soda using a financial hedge to protect against natural gas price volatility. In addition, the Audit & Risk Committee approved the appointment of an internal audit provider to further enhance internal controls and assurance.

Principle 5 – Remuneration

The Board has approved a comprehensive remuneration policy. Current remuneration structures are agreed between the Executive Directors and the Chair, taking into account the role, responsibilities, experience, career potential, and skill level of individuals, together with external benchmarking and the need to appropriately incentivise critical members of the executive management team.

Principle 6 – Stakeholder Relationships and Engagement

Our stakeholders include our bond holders, customers, distributors, suppliers, employees and the communities in which we operate, as well as our shareholder. Engagement with our stakeholders allows us to fulfill our purpose and protect our reputation and relationships. We seek to build positive relationships with all our stakeholders and we use various methods of engagement to ensure that our stakeholders are kept well informed on our activities.

Our focus on sustainability underpins our business, and the health and safety of our employees and contractors is a key priority. On behalf of the Board, the Sustainability Committee regularly reviewed our progress in these areas, and in particular the progress of our "Safety Excellence Journey" as well as our sustainability strategy and the progress of various sustainability initiatives.

Our operations are subject to strict regulations by relevant authorities with respect to protection of the environment and we have a rigorous compliance programme to ensure that the facilities comply with all applicable laws and regulations. During 2023, various outreach activities were undertaken with Federal, State and local agencies in relation to our greenfield development projects in Wyoming, US. These were supported by a number of community engagements that included open house discussions and other meetings.

In response to the earthquakes in south-east Türkiye, we donated 100 prefabricated buildings together with clean water and sanitation. In addition, in March 2023, we made a charitable donation of $1.0 million to Darussafaka, the oldest non-government school for orphaned children in Türkiye, which will be used to increase the annual capacity of the school to be able to accommodate extra children who sadly lost their families as a result of the earthquakes.

Audit & Risk Committee

Samantha Hoe-Richardson
Audit & Risk Committee Chair

Committee members

Rosalind Kainyah

Ergun Ozen

Role of the Audit & Risk Committee

The key roles of the committee include, amongst others:

- Monitoring the integrity of the financial statements.
- Advising the Board as to the appropriate risk appetite, risk tolerance and risk strategy for the business.
- Reviewing the content in the annual report and accounts, to determine whether it is a fair and balanced representation.
- Reviewing the Group's internal controls and risk management systems.
- Reviewing the adequacy of arrangements for stakeholders, including employees, to raise concerns in confidence.
- Internal and external audit arrangements.

Please see the full list of duties in the terms of reference for the Audit & Risk Committee, available on our website.
https://www.wesoda.com/our-business

Sustainability Committee

Rosalind Kainyah
Sustainability Committee Chair

Committee members

Samantha Hoe-Richardson

Sir Peter Westmacott

Harry Kenyon-Slaney

Role of the Sustainability Committee

The key roles of the committee include, amongst others:

- Assisting and advising our CEO and Board on the development and implementation of Group policy and strategy in relation to sustainability matters, as well as establishing appropriate sustainability targets.
- Monitoring and reporting progress against the Group's sustainability objectives and roadmap.
- Reviewing incident reports including, amongst others, safety and environmental.
- Reviewing the Group's stakeholder engagement, including community relations and engagement with the Group's workforce, with the aim of strengthening the "employee voice" in the boardroom and developing a better understanding of employee views.
- Overseeing the Group's reporting in relation to sustainability matters.
- Overseeing the Group's external sustainability-related audits and assessing the management response to any findings.

Please see the full list of duties in the terms of reference for the Sustainability Committee available on our website.
https://www.wesoda.com/our-business

Directors' report

The Directors present their report together with the audited Consolidated and Parent Company financial statements of WE Soda Ltd (the Company or Parent Company together with its subsidiaries referred to as the Group) for the year ended 31 December 2023.

Principal activities

The principal activities of the Group, which are intended to continue into the future, are mining for and processing of trona to produce sodium carbonate (soda ash) and sodium bicarbonate, which are essential raw materials used in the manufacture of glass, powdered detergents, silicates and various sodium-based intermediate chemicals, lithium carbonate used in EV batteries, and various other applications. The Company is principally focused on building a global portfolio of assets and operations in the soda ash industry and operates through a number of subsidiaries which are set out in the 2023 Annual Report, Note 32 *Group companies to the consolidated financial statements*.

Information available in Strategic Report

In accordance with the Companies Act 2006 (Companies Act), the following items have been reported in other sections of the Annual Report and are included in this Directors' Report by reference:

- Details of the Directors of WE Soda can be found on pages 109 to 111.
- The Strategic Report commencing on page 1 contains details of likely future developments within the Group and the Company believes that the report fulfils the requirements set out in Section 414C of the Companies Act.
- Details of the Group's governance arrangements and its compliance with the Wates Principles published by the FRC in December 2018 are available in the Corporate Governance pages 117 to 119.
- Information on the management of financial risk, including an indication of the objectives and policies of the Company as well as exposure to the relevant risks, is disclosed in the 2023 Annual Report, Note 4 *Financial risk management to the consolidated financial statements* on page 173.
- Information on the use of financial instruments by the Group is disclosed in the 2023 Annual Report, Note 27 *Derivative financial instruments to the consolidated financial statements* on page 197.
- Details of our stakeholder engagement activities for both our UK and global employees, suppliers, customers and other stakeholders can be found in the Stakeholders section (pages 74 to 77), S172 Statement (page 87) and Operating sustainably section starting on page 22.
- Our GHG emissions and energy consumption for the previous three years is disclosed with the Performance Indicator Table on page 101. Our environmental performance including discussion of our energy efficiency action is detailed within the Operating sustainably section starting on page 22.
- The Group's disclosures related to the recommendations of the TCFD can be found on pages 89 to 97. The Group's disclosures related to employee engagement, diversity and inclusion can be found on page 32.

Directors

The Directors who served in office during the year and up to the date of signing the financial statements were:

- Didem Ciner (until 1 April 2023 and from 28 March 2024)
- Gürsel Usta (until 1 April 2023 and from 28 March 2024)
- Alasdair Warren
- Ahmet Tohma
- Mehmet Ali Erdogan
- Nicholas Hall (appointed 28 March 2024)
- Samantha Hoe-Richardson (appointed 28 March 2024)
- Rosalind Kainyah (appointed 28 March 2024)
- Harry Kenyon-Slaney (appointed 28 March 2024)
- Ergun Ozen (appointed 28 March 2024)
- Peter Westmacott (appointed 28 March 2024)

Directors' and Officers' Indemnities and Insurance

The Company's Articles of Association permit the indemnification of its Directors and Officers out of the assets of the Company in the event that they incur certain expenses in connection with the execution of their duties to the extent allowed by the Companies Act 2006 and other relevant legislation. The Company also has Directors' and Officers' Insurance in respect of losses or liabilities to which the Officers of the Company may be exposed in the discharge of their duties.

Going concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out above. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are described in the consolidated financial statements. In addition, in the 2023 Annual Report, Note 2 *Material accounting policies*, to the consolidated financial statements includes: the Group's objectives, policies and processes for managing its capital; its financial risk management objectives; details of its financial instruments; and its exposure to foreign exchange, interest rate, credit and liquidity risks.

The Group is funded by its own cash generation and bank borrowings as set out in the 2023 Annual Report, Note 4 *Financial risk management* and Note 25 *Borrowings*.

Directors' report continued

The financial statements have been prepared on the going concern basis, as the Directors have determined that the Group has sufficient resources and liquidity to continue in operational existence and to meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements. In assessing the Group's ability to adopt the going concern basis, the Directors have tested the Group's ability to meet its liabilities as they fall due in a variety of cash flow scenarios, including a severe but plausible downside scenario, which still results in positive operational cash flows. This scenario applies severe but plausible economic downside assumptions to the Group's base case forecast resulting from the continued economic and social uncertainties surrounding the general outlook in the global economy.

The key adjustments made included a sales volume sensitivity, a netback price sensitivity, and a natural gas supply and price cost sensitivity. After making enquiries, the Directors have a reasonable expectation that the Company and the Group have adequate financial resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the consolidated financial statements.

Results and dividends

The consolidated financial statements for the year ended 31 December 2023 are set out in the financial statements section of this report. The Group's profit after tax for the year was $529.3 million, of which $478.5 million was attributable to owners of the Company (2022: profit of $830.4 million, of which $746.1 million was attributable to owners of the Company).

During 2023, an interim dividend of $110 million was declared and paid (2022: nil). The Directors do not recommend the payment of a final dividend for the year (2022: nil).

Share capital

At the date of this report, 153,620,151 Ordinary Shares of $1.00 each have been issued and are fully paid up. The rights and obligations attached to the Company's Ordinary Shares are set out in the Articles.

Significant shareholdings

As at 31 December 2023, the holders of significant interests in the Company's share capital are shown in the table below.

	Number of shares	% of issued capital
Kew Soda Ltd	153,620,151	100

Donations

During the year the Group contributed $4.9 million (2022: $1.1 million) to charitable causes and did not make any political donations.

Branch outside the UK

In 2018, the Group established a branch in Beijing, China to develop relationships with the market and finance institutions in China.

Disclosure of Information to Auditors

Each person who is a Director at the date of approval of this Annual Report confirms that as far as each Director is aware, there is no relevant audit information of which the Group's and Company's Auditors are unaware. In addition, each Director has taken all the steps they ought to have taken as a Director to make themselves aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

The auditors, PricewaterhouseCoopers, have indicated their willingness to accept reappointment. The Directors shall propose a resolution to reappoint them subsequent to approval of the financial statements.

Post balance sheet events

Details of the post balance sheet events for WE Soda Ltd can be found in the 2023 Annual Report, Note 39 *Post balance sheet events of the notes to the consolidated financial statements* on page 211.

This Directors' Report was approved by the Board of Directors, and signed on its behalf by:

Mehmet Ali Erdogan
Director
25 April 2024

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Annual Report 2023 and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group and the parent company financial statements in accordance with UK-adopted international accounting standards.

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent company and of the profit or loss of the group and parent company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted international accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and parent company will continue in business.

The directors are responsible for safeguarding the assets of the group and parent company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the group's and parent company's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The directors are responsible for the maintenance and integrity of the parent company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Other Information

GRI content index

Non-financial group data is based on Turkish operations and UK and Turkish corporate and administrative functions, it does not include US associates and subsidiaries. WE Soda Ltd has reported in accordance with the GRI Standards for the period 1 January to 31 December 2023.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. This service was performed on the English version of the report.

			Omission		
GRI Standard/Disclosure	**Page**	**Location of disclosure**	**Requirement(s) omitted**	**Reason**	**Explanation**
General Disclosures					
GRI 1: Foundation 2021					
This report has been compiled in accordance with the reporting principles of GRI 1: Foundation 2021					
GRI 2: General Disclosures 2021					
2-1 Organizational details	1	About this report			
2-2 Entities included in the organizations sustainability reporting	1	About this report			
2-3 Reporting period, frequency and contact point	1	About this report			
2-4 Restatements of information	1	About this report			
2-5 External assurance	1 138	About this report Independent Limited Assurance Statement to WE Soda			
2-6 Activities, value chain and other business relationships	62 – 65	Supplying our customers			
2-7 Employees	32 – 33 98	Operating sustainably Our performance indicators			
2-8 Workers who are not employees	32	Operating sustainably			
2-9 Governance structure and composition	106 – 120 115 – 116	Governance Governance at a glance			
2-10 Nomination and selection of the highest governance body	N/A	N/A	2-10 Nomination and selection of the highest governance body	Confidentiality constraints	*Nomination and selection processes relating to Board membership follow a rigorous governance procedure and remain confidential following the decision to cancel the planned UK IPO in June 2023.*

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
2-11 Chair of the highest governance body	109	Board of Directors			
2-12 Role of the highest governance body in overseeing the management of impacts	114 – 119	Governance at a glance Introduction to our new committees – Sustainability Committee			
2-13 Delegation of responsibility for managing impacts	23 115 – 120	Operating sustainably Governance			
2-14 Role of the highest governance body in sustainability reporting	115 – 120 87	Corporate governance Section 172 statement			
2-15 Conflicts of interest	60	Ethics and compliance – Policies and procedures			
2-16 Communication of critical concerns	60	Ethics and compliance – Reporting concerns			
2-17 Collective knowledge of the highest governance body	109 – 120	Governance at a glance			
2-18 Evaluation of the performance of the highest governance body	115 – 119 87 – 88	Governance at a glance Section 172 statement			
2-19 Remuneration policies	119	Corporate Governance – Principle 5 – Remuneration			
2-20 Process to determine remuneration	119	Corporate Governance – Principle 5 – Remuneration			
2-21 Annual total compensation ratio	98	Our performance indicators	2-21b	Confidentiality constraints	*This is due to the differences in appropriate average salaries and market conditions between the UK and Türkiye; creating a distorted impression for our workforce. A normalising factor may be considered for future reporting following economic stabilisation in Türkiye.*
2-22 Statement on sustainable development strategy	2 – 3 8 – 17 18 – 21	Chair's introduction Our strategic framework CEO's statement			

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
2-23 Policy commitments	60	Ethics and compliance			
2-24 Embedding policy commitments	60	Ethics and compliance			
2-25 Processes to remediate negative impacts	22 – 62 78 79 – 86	Operating sustainably Risk management Principal risks and uncertainties			
2-26 Mechanisms for seeking advice and raising concerns	60	Ethics and compliance			
2-27 Compliance with laws and regulations	60	Ethics and compliance Performance indicators			
2-28 Membership associations	105	Performance indicators			
2-29 Approach to stakeholder engagement	74 – 77	Our stakeholders			
2-30 Collective bargaining agreements	32 98	Operating Sustainably Performance indicators			
Material Topics					
GRI 3: Material Topics 2021					
3-1 Process to determine material topics	74	Our Stakeholders			
3-2 List of material topics	74	Operating sustainably • Energy use and efficiency • Water Stewardship • GHG Emissions • Waste management • Workforce relations • Occupational health, safety and wellbeing • Community relations and engagement • Sustainable supply chain management			

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
Energy use and efficiency					
GRI 3: Material Topics 2021					
3-3 Management of material topics	24 44 – 46	Operating Sustainably			
GRI 302: Energy 2016					
302-1 Energy consumption within the organisation	44 – 46 100	Operating sustainably Our performance indicators – Energy			
302-3 Energy intensity	44 – 46 100				
Water stewardship					
GRI 3: Material Topics 2021					
3-3 Management of material topics	25 47	Operating sustainably – Low water intensity Operating sustainably – Water stewardship			
GRI 303: Water and Effluents 2018					
303-3 Water withdrawal	102	Performance indicators – Water			
303-4 Water discharge	102		d. Priority substances of concern for which discharges are treated, including: i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. the approach for setting discharge limits for priority substances of concern; and iii. number of incidents of non-compliance with discharge limits.	Information unavailable/ incomplete	*The Company continues to refine it's established monitoring processes to support the collation of data required for this disclosure requirement. We anticipate addressing this over the course of the next financial reporting period.*
303-5 Water consumption	102				

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
GHG emissions					
GRI 3: Material Topics 2021					
3-3 Management of material topics	24	Operating sustainably – Lowest scope 1 & 2 CO2e emissions intensity			
	47 – 49	Operating sustainably – Carbon Emissions			
GRI 305: Emissions 2016					
305-1 Direct (Scope 1) GHG emissions	101 – 102	Performance indicators – GHG Emissions			
305-2 Energy indirect (Scope 2) GHG emissions					
305-3 Other indirect (Scope 3) GHG emissions					
305-4 GHG emissions intensity	101 – 102	Performance indicators – GHG Emissions			
Waste management					
GRI 3: Material Topics 2021					
3-3 Management of material topics	25 50	Operating sustainably – Waste management and circular economy			
GRI 306: Waste 2020					
306-1 Waste generation and significant waste-related impacts	50	Operating sustainably – Waste management and circular economy			
306-2 Management of significant waste-related impacts	50	Operating sustainably – Waste management and circular economy			
306-3 Waste generated	103 – 104	Performance indicators			
306-4 Waste diverted from disposal	103 – 104	Performance indicators			
306-5 Waste directed to disposal	103 – 104	Performance indicators			

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission		
			Requirement(s) omitted	Reason	Explanation
Workforce relations					
GRI 3: Material Topics 2021					
3-3 Management of material topics	23 28 – 29	Operating sustainably – We care for our people			
GRI 401: Employment 2016					
401-1 New employee hires and employee turnover	99	Performance indicators – Employee retention			
Occupational health, safety and wellbeing					
GRI 3: Material Topics 2021					
3-3 Management of material topics	23 28 – 29	Operating sustainably – Safe & Inclusive Workforce			
GRI 403: Occupational Health & Safety 2018					
403-9 Work-related injuries	28 – 33 99 – 100	Operating sustainably – Our people Performance indicators			
GRI 405: Diversity and Equal Opportunity 2016					
405-1 Diversity of governance bodies and employees	116 98	Governance Performance indicators			
405-2 Ratio of basic salary and remuneration of women to men	98	Performance indicators			

GRI content index continued

GRI Standard/Disclosure	Page	Location of disclosure	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
Community relations and engagement					
GRI 3: Material Topics 2021					
3-3 Management of material topics	57 – 59	Operating sustainably – Our communities			
GRI 413: Local Communities 2016					
413-1 Operations with local community engagement, impact assessments, and development programs	57 – 59 100	Operating sustainably – Our communities Performance indicators			
Sustainable supply chain management					
GRI 3: Material Topics 2021					
3-3 Management of material topics	51 105	Operating sustainably – Our upstream supply chain Performance indicators			
GRI 414: Supplier Social Assessment 2016					
414-1 New suppliers that were screened using social criteria	51 105	Operating sustainably – Our upstream supply chain Performance indicators			

Streamlined Energy and Carbon Reporting Statement

1. Summary

Under the Streamlined Energy and Carbon Reporting ("SECR") requirements implemented for large unquoted companies per The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report Regulations) 2018[1], as stipulated by the Companies Act 2006, WE Soda Ltd (hereafter referred to as WE Soda), has an obligation to report its total UK energy consumption, associated underlying greenhouse gas ("GHG") emissions, intensity ratios and information relating to energy efficiency action, for the period 1 January to 31 December 2023.

GHG emissions have been calculated in line with the GHG Protocol Corporate Accounting and Reporting Standard.[2]

The organisational reporting boundary used is based on operational control. WE Soda has included its one and only UK site (based in London). WE Soda has excluded energy usage and associated emissions consumed by other companies which operate on its premises. Scope 2 emissions are calculated using a location-based approach.

1.1 Qualification

WE Soda is the sole UK entity and was assessed against the SECR qualification criteria, set out below for large unquoted companies:

- 250 or more full-time equivalent employees;
- annual turnover of £36 million or more; and
- balance sheet of £18 million or more.

It was determined that WE Soda meets at least two of the above criteria and therefore qualifies for reporting under the UK Government's SECR guidelines.

1.2 Fuel and energy sources

WE Soda assessed all fuel and electricity consumption activities occurring across all UK sites that contribute to overall energy use. It was determined that the following sources of emissions need to be recorded, in line with SECR guidelines:

- Natural gas consumption (Scope 1)
- Electricity consumption (Scope 2)

1.3 GHG emissions

WE Soda's Scope 1 & 2 GHG emissions associated with its UK operation for 2022 and 2023 are outlined below in Table 1.1. Total number of employees based within the operations was used as the denominator to calculate the associated GHG emissions intensity.

All GHG emission calculations have been undertaken in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Activity data measurement/estimation techniques can be summarised below:

- Electricity consumption figures in kWh were obtained from monthly electricity meter readings.
- In 2022 Natural gas consumption was not attainable through measured sources like invoices due to lack of metering infrastructure and oversight of the data by WE Soda. This was estimated based on floor area and the average natural gas consumption intensity for offices in the UK[3].
- In 2023, natural gas consumption figures in kWh were obtained from monthly gas meter readings. WE Soda's gas usage was apportioned based on the percentage of the total floor area WE Soda occupies within the building.

These consumption figures were converted into tonnes of carbon dioxide[2] equivalent (tCO2e) using the 2022 and 2023 UK Government (DEFRA/BEIS) GHG Conversion Factors for Company Reporting emission factors.[4] Scope 2 electricity emissions have been reported using location-based only due to a lack of supplier data for electricity.

Table 1.1 WE Soda's 2022 and 2023 UK GHG emissions and intensity

	2022			2023		
Emission source	**GHG emissions from UK operations (tCO2e)**	**% contribution to total emissions**	**GHG emissions intensity associated with UK operations (tCO2e/employee)**	**GHG emissions from UK operations (tCO2e)**	**% contribution to total emissions**	**GHG emissions intensity associated with UK operations (tCO2e/employee)**
Scope 1, direct	21.65	73.1%	0.98	105.36	88.5%	3.76
Scope 2, Location-based, indirect	7.97	26.9%	0.36	13.68	11.5%	0.49
Total Scope 1 & 2 emissions, Location-based	**29.62**		**1.35**	**119.04**		**4.25**

1. A copy of these UK Regulations are available online at: www.legislation.gov.uk/uksi/2018/1155/made. 2. 2004 World Resources Institute ("WRI") The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard; Revised Edition. Available online at: www.ghgprotocol.org/corporate-standard. 3. The Non-Domestic National Energy Efficiency Data-Framework 2021 (England and Wales). Available online at: ND-NEED 2021 (publishing.service.gov.uk). 4. 2022 UK Government GHG Conversion Factors for Company Reporting. Available online at: Greenhouse gas reporting: conversion factors 2022 – GOV.UK (www.gov.uk). 2023 UK Government GHG Conversion Factors for Company Reporting. Available online at: Greenhouse gas reporting: conversion factors 2023 – GOV.UK (www.gov.uk).

Streamlined Energy and Carbon Reporting Statement continued

1.4 Energy consumption

WE Soda's total energy consumption associated with its UK operation's Scope 1 & 2 emissions for 2022 and 2023 are outlined below in Table 1.2. Total number of employees based within the operations was used as the denominator to calculate the associated energy intensity.

Section 1.3 describes how energy consumption figures (activity data) in kWh were obtained.

Table 1.2 WE Soda's 2022 and 2023 UK energy consumption and intensity

	2022			2023		
Source of energy consumption	**Energy consumption (kWh)**	**% contribution to total energy consumption**	**Energy intensity associated with UK operations (kWh/ employee)**	**Energy consumption (kWh)**	**% contribution to total energy consumption**	**Energy intensity associated with UK operations (kWh/ employee)**
Natural gas	107,023	72.2%	4,865	520,912	88.7%	18,604
Electricity	41,206	27.8%	1,873	66,081	11.3%	2,360
Total	**148,229**		**6,738**	**586,993**		**20,964**

1.5 Energy efficiency

WE Soda has decided in principle to commence single-stage improvement works to aim for EPC rating of B, working from the current EPC rating of E.

WE Soda is aiming for variable refrigerant flow conversion for the whole building. This initiative is currently in the design phase and is anticipated to result in significant gains in energy efficiency.

Alternative Performance Measures ("APMs")

In our published financial reports, trading updates, on our website and in other publications made by WE Soda Group (the "Group"), we make reference to Alternative Performance Measures ("APMs") of historical or future financial performance, financial position or cash flows that are not defined or specified under International Financial Reporting Standards ("IFRS"), as set out below.

APMs are unaudited and may not be comparable to similarly titled measures presented by other companies as there are no generally accepted principles governing the calculation of these measures. The criteria upon which these measures are based can vary from company to company. Even though APMs are used by management to assess the Group's financial performance, financial position or cash flows and these types of measures are commonly used, they have important limitations as analytical tools and should be considered in addition to, and not in isolation as substitutes or superior to measures of financial performance, financial position or cash flows, as reported in accordance with IFRS. We believe that each of these measures provides useful information with respect to understanding the underlying business performance of the Group's operations or the Group's ability to meet its financial obligations.

APMs used by the Group are usually derived from the Group's consolidated financial statements, prepared in accordance with IFRS. Certain financial information used to calculate APMs is derived from: (i) management accounts for the relevant accounting periods presented; (ii) internal financial reporting systems; and (iii) the Group's other business operating systems and records. Management accounts are prepared using information derived from accounting records used in the preparation of the Group's consolidated financial statements in accordance with IFRS but may also include certain other assumptions and analyses.

APMs of financial performance

We consider our core operating performance in any period to be that which management can affect. We believe that our APMs of financial performance allow us to evaluate our underlying operating performance by including or excluding certain items that we do not consider indicative of, or that may impair period to period comparability of, our core operating performance. In addition, we use these APMs in developing internal budgets, forecasts and our strategic plan, in analysing the effectiveness of the Group's business strategies, in evaluating potential acquisitions, in making compensation decisions and in communications with its stakeholders concerning the Group's financial performance.

The Group's APMs of financial performance, together with their definitions, are:

- *EBITDA*, which represents profit/(loss) for the period before interest in equity-accounted associates, depreciation and amortisation expenses, finance expenses, net of finance income and taxation;
- *Adjusted EBITDA,* which represents EBITDA adjusted for certain items, either positive or negative, which we consider to be non-recurring in nature and further items that we do not consider to be representative of the underlying performance of the business, as further discussed below;
- *Adjusted EBITDA ($ per mt)*, which represents Adjusted EBITDA divided by total combined volume in mt of soda ash and/or sodium bicarbonate (as applicable) sold by Eti Soda and Kazan Soda during the period;
- *Netback Revenue*, which represents revenue from sales of soda ash and sodium bicarbonate after deducting transportation expenses and export expenses associated with the delivery of product from our production facilities to the point of delivery for the customer;
- *Netback Margin*, which represents Adjusted EBITDA divided by Netback Revenue;

EBITDA, Adjusted EBITDA and Adjusted EBITDA ($ per mt)

We present EBITDA, Adjusted EBITDA and Adjusted EBITDA ($ per mt) because we believe that they provide useful information about the Group's results of operations since they are among the measures used by management to evaluate the Group's underlying operating performance, review business trends, identify strategies to improve results and make day-to-day operating decisions, and they allow a comparison of the Group's results across periods and across other companies in the industry in which the Group operates on a consistent basis, by removing the effects on the Group's operating performance of:

(1) the Group's capital structure (such as the varying levels of interest expense);

(2) the asset base and capital investment cycle (such as depreciation and amortisation); and

(3) items largely outside our control (such as income taxes).

Alternative Performance Measures ("APMs") continued

With respect to Adjusted EBITDA, unusual items that we view as not reflective of the Group's underlying financial performance and which we are permitted to adjust for in calculating covenant compliance under the terms of the Group's principal financing arrangements, including, but not limited to:

- significant extraordinary, one-off, non-recurring, exceptional or unusual items, which may include, but are not limited to, charges or other costs in connection with restructuring or transformative programmes, costs or gains in connection with legal disputes, financing or refinancing costs, exceptional legal costs or other professional fees and also any costs or charges related to any acquisition, capital expenditure or other similar transactions, or significant purchases of raw materials or costs which are not expected to recur in future periods; we exclude such significant items because they are not reflective of the Group's underlying performance and are not expected to recur in future periods;
- non-cash compensation charges, primarily, but not exclusively, in connection to equity-based compensation charges, service cost provisioning for post-employment benefits, provisioning for unused leave pay and service cost provisioning for retirement pay obligations; we exclude such adjustments because of their non-cash nature and/or because they do not reflect on the Group's operating performance;
- foreign exchange losses/gains from operating activities, on a net basis. We believe that such adjustments do not represent the Group's underlying operating performance on a constant basis because foreign exchange movements can be subject to substantial swings from period to period and are outside our control;
- losses and gains realised on the disposals of obsolete or replaced equipment and machinery. We believe excluding such losses or gains gives a more accurate picture of the Group's underlying performance; and
- non-cash charges relating to receivables/payables, net; we believe that excluding such non-cash charges provides a more accurate picture of the Group's results because of their non-cash nature and/or because they may not reflect on the Group's operating performance.

Netback Revenue and Netback Margin

We present Netback Revenue and Netback Margin as measures that are helpful to financial stakeholders in that they provide more directly comparable information across periods and geographical markets, as they exclude the impact of varying levels of transportation expenses and export expenses in connection with the delivery of product from our production facilities to the point of delivery to the customer based on the varying delivery terms.

Netback Margin is a derivate measure of Adjusted EBITDA and Netback Revenue. We present Netback Margin because it measures the Group's operating performance in relation to the Group's Netback Revenue, gauging the Group's profitability per dollar of revenue generated and further facilitating comparison of the Group's results across periods, across geographies and with other companies in the Group's industry. We exclude revenue from electricity and other revenue from the calculation of Netback Margin to provide a more accurate picture of the Group's operating performance with respect to its soda ash and sodium bicarbonate business.

APMs of Cash Flows

The Group's APMs of cash flows and financial liquidity, together with their definitions, are:

- Free Cash Flow is calculated as Adjusted EBITDA minus Maintenance Capital Expenditure minus tax payments;
- Free Cash Flow ("FCF") Conversion is calculated as Free Cash Flow divided by Adjusted EBITDA; and
- Capital Expenditure is cash outflows associated with expenditure on property, plant and equipment.

Free Cash Flow

We present Free Cash Flow because we utilise this measure to gauge the amount of cash flow available for several uses, including debt service, discretionary prepayments of borrowings, dividends and share buybacks. Furthermore, we believe that Free Cash Flow provides useful information about the Group's liquidity in that it allows a comparison of the Group's liquidity across periods on a consistent basis.

Alternative Performance Measures ("APMs") continued

FCF Conversion

FCF Conversion is a derivative measure of Free Cash Flow. We present FCF Conversion because it measures the Group's generation of Free Cash Flow in relation to the Group's Adjusted EBITDA, gauging the Group's ability to generate cash per dollar of Adjusted EBITDA and further facilitating comparison of the Group's liquidity across periods and with other companies in the Group's industry.

Capital Expenditure

We distinguish our Capital Expenditure, which consist mainly of the maintenance and refurbishment of existing facilities, capitalised costs related to purchase and maintenance of mining assets, equipment, intangible assets and other assets in two categories:

- *Maintenance Capital Expenditure*, which are incurred to maintain, over the long term, our operating income or operating capacity; and
- *Expansionary Capital Expenditure*, which are incurred for acquisitions or capital improvements with the objective to increase, over the long term, our operating income or operating capacity.

Capital Expenditure also includes certain other items including advances, spare parts purchases and others, which are not classified as Maintenance Capital Expenditure or Expansion Capital Expenditure

We present Maintenance Capital Expenditure and Expansion Capital Expenditure because we utilise these measures to discriminate between ongoing cash outlays that must be made periodically to maintain the Group's productive capacity unaltered and investment cash outlays that the Group can make at its discretion for growth purposes.

APMs of Financial Position

The Group's APMs of financial position and financial leverage together with their definitions, are:

- *Net Debt,* which consists of the sum of the Group's current borrowings and non-current borrowings (including in each case transaction costs capitalised on initial recognition of the borrowing liability) and lease liabilities, net of cash and cash equivalents (including cash held in debt service reserve accounts);
- *WE Soda Restricted Group Net Debt,* which consists of Net Debt less Net Debt of Unrestricted Subsidiaries, being Ciner Enterprises Inc. and its subsidiaries, and less Working Capital Loans with a maturity of less than 1 year; and
- *WE Soda Restricted Group Net Leverage Ratio*, which consists of WE Soda Restricted Group Net Debt divided by WE Soda Restricted Group Adjusted EBITDA, which consists of Adjusted EBITDA excluding Adjusted EBITDA of Unrestricted Subsidiaries, being Ciner Enterprises Inc. and its subsidiaries.

We present Net Debt, WE Soda Restricted Group Net Debt and WE Soda Restricted Group Net Leverage Ratio because we and our financial stakeholders use this measure to monitor the Group's covenant compliance under the terms of the Group's principal financing arrangements. WE Soda Restricted Group Net Leverage Ratio is useful as a measure as it shows how many years it would take for the Group to pay back its debt if WE Soda Restricted Group Net Debt and WE Soda Restricted Group Adjusted EBITDA are held constant.

Reconciliation of APMs to IFRS equivalents

The tables below provide reconciliation of our APMs to IFRS equivalents from the consolidated IFRS financial statements (Consolidated Statement of Profit or Loss ("SPL"), Consolidated Statement of Financial Position ("SFP"), Consolidated Statement of Cash Flows ("SCF") and the Notes to the consolidated IFRS financial statements).

	Ref	2023 $000s	2022 $000s
Total profit for the year	**SPL**	**529,281**	**830,431**
add/(less):			
Finance income	SPL	(231,263)	(47,858)
Finance expenses	SPL	399,622	183,852
Taxation	SPL	(55,459)	(188,552)
Depreciation	Notes 9, 10, 11	67,272	60,200
Gain on disposal of fixed assets	SCF	33	(494)
Share of net (profit)/loss of associates accounted for using the equity method	SPL	1,097	(2,924)
EBITDA		**710,583**	**834,655**
add/(less):			
Foreign exchange (gains)/losses and discount interest (income)/expense included in Other operating income and expenses	Note 12	(26,125)	(29,382)
Employee benefits	Note 28	3,035	3,244
Mineral exploration and evaluation expenditures[1]		33,956	2,072
Excess caustic soda and lime costs[2]		14,107	36,343
Other one-off items		14,993	(7,532)
Adjusted EBITDA		**750,549**	**839,400**
Sales volume	thousand mt	4,905	5,061
Adjusted EBITDA per mt	**$ per mt**	**153.0**	**165.9**

1. Costs that are incurred on exploration and evaluation until technical feasibility and commercial viability of extracting the mineral resource is proven and therefore are expensed (please refer to Note 2.16 of the Consolidated Financial Statements). **2.** As a result of the design defects in the construction of Kazan Soda's decahydrate and caustic soda processing units, Kazan Soda was required to purchase caustic soda and lime from third parties. These expenses will cease going forward as the extension project units for decahydrate and caustic soda became operational in the first half of 2023 and Kazan Soda will no longer be required to purchase any significant caustic soda and lime from third parties.

Alternative Performance Measures ("APMs") continued

	Ref	2023 $000s	2022 $000s
Soda ash/sodium bicarbonate sales	Note 8	1,475,589	1,628,598
less:			
Transportation expenses	Note 9	(176,483)	(152,420)
Export expenses[1]	Note 9	(41,257)	(43,126)
Netback Revenue		**1,257,849**	**1,433,052**
Sales volume	thousand mt	4,905	5,061
Netback Margin	**%**	**60%**	**59%**
Maintenance Capital Expenditure		69,419	39,865
Expansion Capital Expenditure		24,817	29,485
Other Capital Expenditure		12,084	10,793
Total Capital Expenditure	**SCF**	**106,320**	**80,143**

	Ref	2023 $000s	2022 $000s
Adjusted EBITDA	as above	750,549	839,400
less:			
Maintenance Capital Expenditure	as above	(69,419)	(39,865)
Taxation	SCF	(94,554)	(56,658)
Free Cash Flow		**586,576**	**742,877**
FCF Conversion		**78%**	**89%**
Net Debt	**Note 4**	**1,500,815**	**1,356,687**
less:			
Net Debt of Unrestricted Subsidiaries[2,3]		(7,268)	(9,093)
Working Capital Loans with a maturity of less than 1 year[3]	Note 25	(33,196)	–
WE Soda Restricted Group Net Debt	**Note 4**	**1,460,351**	**1,347,594**
Adjusted EBITDA	as above	750,549	839,400
Add/(less):			
Adjusted EBITDA of Unrestricted Subsidiaries[2]		6,200	5,348
WE Soda Restricted Group Adjusted EBITDA		**756,749**	**844,748**
WE Soda Restricted Group Net Leverage Ratio		**1.9**	**1.6**

1. Including services by Denmar Türkiye of $1.8 million that became in-house following acquisition in 2023. **2.** Ciner Enterprises Inc. and its subsidiaries. **3.** In accordance with the terms of the bonds and RCF.

Independent Limited Assurance Statement to WE Soda

ERM Certification and Verification Services Limited (“ERM CVS”) was engaged by WE Soda Ltd. (“WE Soda”) to provide limited assurance in relation to the selected information set out below and presented in WE Soda’s Annual Report 2023 (the “Report”).

Engagement summary

Scope of our assurance engagement	Whether the following selected performance data for 2023 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. 2023 reporting period: • Total Scope 1 GHG emissions mt CO_2e • Total Scope 2 GHG emissions (market based) mt CO_2e • Total Scope 2 GHG emissions (location-based) mt CO_2e • Total Scope 1 & 2 emissions (market based) mt CO_2e • Total Scope 1 & 2 emissions (location based) mt CO_2e • Carbon Emissions intensity Scope 1 & 2 market based mt CO_2e/tonne production • Carbon Emissions intensity Scope 1 & 2 location based mt CO_2e/tonne production • Total Scope 3 GHG emissions mt CO_2e, for the following categories: – Category 1: Purchased goods and services – Category 3: Fuel and energy related activities – Category 4: Upstream transportation and distribution – Category 5: Waste generated in operations – Category 6: Business travel – Category 7: Employee commuting – Category 9: Downstream transportation and distribution • Total water consumption m^3 • Recycled water m^3 • Water intensity m^3/tonne sodium carbonate and sodium bicarbonate • Wastewater discharge industrial m^3 • Wastewater discharge domestic m^3 • Total waste mt • Total waste directed to disposal mt • Total waste diverted from disposal mt • Total hazardous waste mt • Total non-hazardous waste mt Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

Engagement summary

Reporting period	• 1 January 2023 – 31 December 2023
Reporting criteria	• WBCSD/WRI GHG Protocol (2004, as updated January 2015) as relevant for Scope 1 & 2 emissions • WBCSD/WRI GHG Protocol Corporate Value Chain Accounting and Reporting Standard (2011) for Scope 3 emissions • GRI 303: Water and Effluents 2018 • GRI 305: Emissions 2016 • WE Soda’s Basis of Reporting
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	WE Soda is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report. ERM CVS’ responsibility is to provide a conclusion to WE Soda on the agreed scope based on our engagement terms with WE Soda, the assurance activities performed and exercising our professional judgement.

Independent Limited Assurance Statement to WE Soda continued

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2023 data and information for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the performance data, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the selected performance data;
- Interviews with management representatives responsible for managing the selected issues;
- Interviews with relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures;
- Conducting an in-person visit at the Kazan site (Türkiye) to review local reporting processes and consistency of reported annual data with selected underlying source data for each indicator;
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information;
- An analytical review of the year-end data submitted by all locations included in the consolidated 2023 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to WE Soda in any respect.

Gareth Manning
Partner, Corporate Assurance
UK, London
25 April 2024

Glossary

Term	Definition
Accident Frequency Rate	Number of total events divided by total working hours x one million calculated according to SGK data
Akkan Enerji ve Madencilik A.Ş.	Akkan Energy Mining Inc.
ANFA	Ankara Altinpark Operations Ltd
CBAM	Carbon Border Adjustment Mechanism
CDP	Formerly, the Climate Disclosure Project
CFR	Cost and Freight
CIF	Cost Insurance and Freight
CIM	Canadian Institute of Mining, Metallurgy and Petroleum
Ciner İç ve Dış Ticaret A.Ş.	Ciner Domestic and Foreign Trade Inc.
Ciner Kimya	Ciner Kimya Yatırımları A.Ş.
Ciner Tanker Işletmeleri San. ve Ticaret A.Ş.	Ciner Tanker Enterprises Industry and Trade Inc.
Cogeneration	The combined generation of electricity and heat (in the form of steam), allowing the utilisation of the steam left over from electricity generation
CRRO	Climate Related Risk and Opportunity
DCS	Distributed Control System
Denmar Depoculuk Nakliyat A.Ş.	Denmar Warehousing Transport Inc.
dss+	DuPont Sustainable Solutions
DWT	Deadweight Tonnage
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
Energy intensity	MWh of energy consumed per mt of soda ash and sodium bicarbonate production, combined (energy consumed being the sum of all renewable, non-renewable and purchased energy consumed less energy sold)
EPC	Engineering, Procurement, and Construction
EPD	Environmental Product Declaration
ERM	Environmental Resource Management Limited
ESG	Environmental, Social and Governance
Eti Maden	Eti Maden İşletmeleri Genel Müdürlüğü/Eti Mining Enterprises General Directorate
Eti Soda	Eti Soda Üretim Pazarlama Nakliyat ve Elektrik Üretim Sanayi ve Ticaret A.Ş./Eti Soda Production Marketing Transportation and Electricity Generation Industry and Trade Inc
ETS	Emissions Trading System
EV	Electric Vehicle
Ex-works CO2e emissions intensity	CO2e emissions intensity calculated as Scope 1 & 2 and certain upstream Scope 3 mt of CO2e emissions per mt of combined soda ash and sodium bicarbonate production (Scope 1 & 2 as defined by the GHG Protocol and within Scope 3 only including categories 1, 3, 4, 5, 6 and 7 as defined by the GHG Protocol)
FCA	Free Carrier

Glossary continued

Term	Definition
FOB	Free on Board
FRC	Financial Reporting Council
FY	Financial Year
GRI	Global Reporting Initiative
IEA	International Energy Agency
IET	Institute of Exploration Technique
IFRS	International Financial Reporting Standards
IP	Intellectual Property
IPCC	Intergovernmental Panel on Climate Change
IPO	Initial Public Offering
ISSB	International Sustainability Standards Board
Kazan Soda	Kazan Soda Elektrik Üretim A.Ş/Kazan Soda Electricity Production Inc.
Konya – Ilgın Elektrik Üretim ve Ticaret A.Ş.	Konya – Ilgın Electric Production and Trade Inc.
LCA	Life Cycle Assessment
LTI	Lost time injury
LTM	Last Twelve Months
MMBtu	Million British thermal units
mt	Metric tonnes
MW	Mega Watt
MWh	Mega Watt hour
NAM	North America
Nameplate production capacity	Maximum output stipulated by manufacturer
NGFS	Network for Greening the Financial System
NYSE	New York Stock Exchange
OHS	Occupational Health and Safety
Park Cam Sanayi ve Ticaret A.Ş.	Park Cam Industry and Trade Inc.
Park Elektrik Üretim Madencilik San. ve Tic. A.Ş.	Park Electricity Production Mining Industry and Trade Inc.
Park Holding A.Ş.	Park Holding Inc.
Park Toptan Elektrik Enerjisi Satış Sanayi ve Ticaret A.Ş.	Park Toptan Electricity Energy Sales Industry and Trade Inc.
PRA	Psychosocial Risk Analysis
PV	Photo Voltaic

Glossary continued

Term	Definition
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAM	South America
Scope 1	Direct emissions from owned or controlled sources
Scope 1 & 2 CO2e emissions intensity	Scope 1 & 2 market mt CO2e per mt soda ash and sodium bicarbonate production, combined
Scope 2	Indirect emissions from the purchase of electricity, steam, heating, and cooling
Scope 3	Other indirect emissions, such as those resulting from the company's value chain, including both upstream and downstream emissions
SGK	Sosyal Güvenlik Kurumu – the Turkish Social Security Institution
Silopi Elektrik Üretim A.Ş.	Silopi Electricity Production Inc.
Şişecam Chemicals Resources	Şişecam Chemicals Resources LLC.
Soda ash	Sodium carbonate
SSP	Shared Socioeconomic Scenarios
STEPS	Stated Policies Scenario
TCC	China Tianchen Engineering Company
TCFD	Task Force on Climate-Related Financial Disclosures
The Group	WE Soda Ltd and its subsidiaries
Trona	A naturally occurring ore which is extracted and processed into soda ash. Soda ash, in turn, is used in the manufacture of glass, dry powder detergents, and many other products including lithium carbonate used in EV car batteries. It is also used to produce other chemicals, such as sodium bicarbonate
VFD	Variable Frequency Drive
Water intensity	Cubic metres of water withdrawal per mt of soda ash and sodium bicarbonate production, combined
WEO	World Energy Outlook
WRU	Welsh Rugby Union
YE	Year End
YEK-G	Renewable Resource Guarantee System
€	Euro
$	US dollars

References

1. Morningstar Sustainalytics is a leading global provider of ESG research, ratings and data, which provides research based on its independent methodology, and publicly available information from issuers. The full corporate ESG assessment is published on Morningstar Sustainalytics' website; however, no information provided by Morningstar Sustainalytics under the corporate ESG assessment shall be considered as being a statement, representation, warranty or argument either in favour or against the truthfulness, reliability or completeness of any facts or statements that WE Soda Group has made available to Morningstar Sustainalytics for the purpose of the corporate ESG assessment, in light of the circumstances under which such facts or statements have been presented. Neither the corporate ESG assessment, nor any other information on Morningstar Sustainalytics' website, is incorporated by reference into this Annual Report.

2. Kew Soda Ltd (the parent company and 100% owner of WE Soda Ltd) engaged Morningstar Sustainalytics ("Sustainalytics") to perform a corporate ESG assessment (the "Pre-IPO Corporate ESG Assessment") on Kew Soda Ltd as a private company in connection with our contemplated IPO, which did not go forward. Morningstar Sustainalytics is a leading global provider of ESG research, ratings and data, which provides research based on its independent methodology, and publicly available or non-confidential information from issuers. The Pre-IPO Corporate ESG Assessment is provided for information purposes only, is not part of any offering, nor shall it be considered as an offer to buy or sell or invest in any securities, investment advice, expert opinion or an assurance letter as defined by the applicable legislation. No information provided by Sustainalytics under the Pre-IPO Corporate ESG Assessment shall be considered as being a statement, representation, warranty or argument either in favour or against the truthfulness, reliability or completeness of any facts or statements that our Group has made available to Sustainalytics for the purpose of the Pre-IPO Corporate ESG Assessment, in light of the circumstances under which such facts or statements have been presented. Neither the Pre-IPO Corporate ESG Assessment, nor any other information on Sustainalytics' website, is incorporated by reference into this report.

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