SUSTAINABILITY REPORT 2025



5 STAR AIRPORT SKYTRAX REGIONAL

HEYDAR ALIYEV
INTERNATIONAL AIRPORT

ABBREVIATIONS AND ACRONYMS

ACA	Airport Carbon Accreditation
ADB	Asian Development Bank
APEX	Airline Passenger Experience
AZAL	Azerbaijan Airlines
AZCON	Azerbaijan Transport and Communication Holding
BCCA	British Chamber of Commerce Azerbaijan
BMS	Building Management System
CAA	Civil Aviation Authority
CIS	Commonwealth of Independent States
CJSC	Closed Joint Stock Company
COBIT	Control Objectives for Information and Related Technology
COP29	29th Meeting of the Conference of the Parties
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CSI	Customer Satisfaction Index
CSR	Corporate Social Responsibility
DNS	Domain Name System
EASA	European Union Aviation Safety Agency
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
ETS	Emissions Trading System
EV	Electric Vehicle
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GTA	General Terms Agreement
GYD	Heydar Aliyev International Airport (IATA Code)
HR	Human Resources
HSE	Health, Safety, and Environment
HSEQ	Health, Safety, Environment, and Quality
HVAC	Heating, Ventilation, and Air Conditioning
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IEC	International Electrotechnical Commission
IPCC	Intergovernmental Panel on Climate Change
ISACA	Information Systems Audit and Control Association
ISO	International Organization for Standardization
ISO 14001	International Standard for Environmental Management Systems
ISO 31000	International Standard for Risk Management
ISO 45001	International Standard for Occupational Health and Safety
ISO 9001	International Standard for Quality Management Systems
KPI	Key Performance Indicator
LED	Light Emitting Diode
NIST	National Institute of Standards and Technology
NZE	Net/Near Zero Emissions
OECD	Economic Cooperation and Development
OHS	Occupational Health and Safety
PAM	Privileged Access Management
PoLP	Principle of Least Privilege
PPP	Public–Private Partnership
PPE	Personal Protective Equipment
QR	Quick Response
RCSA	Risk and Control Self-Assessment
SAF	Sustainable Aviation Fuel
SDG	Sustainable Development Goal
SIEM	Security Information and Event Management
SOC	Security Operations Center
tCO_2e	Tons of Carbon Dioxide Equivalent
UN SDGs	United Nations Sustainable Development Goals
VIP	Very Important Person
VVIP	Very Very Important Person

MESSAGE FROM THE CHAIRMAN OF THE MANAGEMENT BOARD



TO OUR STAKEHOLDER COMMUNITY,

HEYDAR ALIYEV INTERNATIONAL AIRPORT (GYD) REACHED THE HIGHEST LEVEL OF ACTIVITY IN ITS HISTORY, SERVING 7.6 MILLION PASSENGERS AND HANDLING 59,000 AIRCRAFT MOVEMENTS OVER THE COURSE OF THE YEAR.

Behind each figure lies a sustained program of modernization designed to expand capacity while reducing environmental impact, ensuring that growth and climate responsibility advance together rather than in tension. Beyond the capital, our regional gateways at Ganja, Nakhchivan, and Lankaran played an increasingly important role in reinforcing Azerbaijan's domestic connectivity and its links across borders. Together, our airports served 8.6 million customers over the course of 2025, supported by the dependable aviation fuel infrastructure that serves our network. The opening of Lachin International Airport in 2025 further strengthened this network, expanding aviation access and supporting the continued development and connectivity of Azerbaijan's regions.

The defining environmental milestone of the year was the advancement of Heydar Aliyev International Airport to Level 3 of the Airport Carbon Accreditation (ACA) program, which is the only global certification system that independently evaluates and verifies airport carbon management. With this achievement, our airport became the first in the Caspian region and Central Asia to reach this level, an accomplishment realized just one year after joining the program. Level 3 extends our carbon management beyond our own operations to encompass ground handling, surface transport, and the activities of our partners, reflecting a shared responsibility we proudly express through our "Together for a Greener Future" commitment. This recognition rests on a strong institutional foundation: our "Green Airport" initiatives and our internationally certified Environmental and Energy Management Systems, including ISO 14001:2015 and ISO 50001:2018, which together demonstrate that environmental stewardship is embedded in the way we manage and operate our infrastructure.

TOGETHER, OUR AIRPORTS SERVED 8.6 MILLION CUSTOMERS OVER THE COURSE OF 2025, SUPPORTED BY THE DEPENDABLE AVIATION FUEL INFRASTRUCTURE THAT SERVES OUR NETWORK.

These efforts are translating into measurable progress, with Scope 1 emissions decreasing by approximately 33.3% and Scope 2 emissions by approximately 21.2% during 2025. Guided by the GYD Master Plan 2025–2045, we continued to prepare our infrastructure for the next era of sustainable growth. We are extending electrification and smart-energy systems across both airside and landside operations, strengthening climate resilience throughout our facilities, and advancing energy and resource efficiency as integral elements of every infrastructure decision. These investments position our airport network to grow into a regional model for smart, resilient, and low-carbon air transport. Improving the passenger experience remained inseparable from this transformation. During the year, Heydar Aliyev International Airport introduced a new taxi terminal offering fixed and transparent tariffs, electronic payment options, and shorter queues, bringing greater predictability and convenience to travelers while displaying fares in both manats and US dollars for the benefit of our international guests. Alongside such service improvements, we continued to enhance accessibility through multimodal transport links, barrier-free design, and digital mobility solutions, ensuring that a more sustainable airport is also a more inclusive and welcoming one. Our commitment to service excellence was once again recognized internationally, with Heydar Aliyev International Airport named Best Airport in Central Asia and the CIS at the 2025 Skytrax World Airport Awards for the eighth consecutive year. This recognition reflects our continued focus on service quality, passenger experience, and operational excellence.

Our fuel operations progressed alongside this agenda. Through AZALOIL, we continued to provide reliable fuel infrastructure across our network while laying the groundwork for the adoption of Sustainable Aviation Fuel (SAF) and other clean-energy solutions. Partnerships supported these efforts by strengthening SAF readiness and advancing the development of a dependable SAF supply chain. Across our airport network and our fuel operations, we set new operational records while embedding sustainability ever more deeply into the way we plan, invest, build, and operate. In parallel, we strengthened resource efficiency across our operations through improved waste management, water optimization, and the expanded use of clean energy, sustaining our transition toward a circular economy that prioritizes reduction, reuse, and responsible disposal. In May 2025, Baku hosted the International Air Transport Association (IATA) Aviation Energy Forum for the first time in the Caucasus region, convening the global aviation fuel and energy community for three days of discussion on decarbonization, SAF, and the future of the industry's energy supply. For our fuel operations, the Forum provided an important platform to strengthen international engagement on SAF readiness, supply-chain development and the energy transition, while reinforcing Baku's growing role in the regional dialogue on the future of aviation energy.

As we look ahead, we remain committed to building an airport ecosystem in which connectivity, efficiency and environmental responsibility reinforce one another. The achievements of 2025 reflect the dedication and professionalism of our employees, the continued cooperation of our partners, and the trust of the passengers we are privileged to serve. I extend my sincere appreciation to each of them. We will carry this momentum forward as we continue developing a more resilient, connected, and sustainable airport network for Azerbaijan and the wider region.

Samir Rzayev,
Chairman of the Management Board of "Azerbaijan Airlines" CJSC

2025 IN FOCUS

OPERATIONAL EXCELLENCE

8,621,625
Total Passengers

388,137 T
Aviation fuel supplied

68,822
Total Flights in the Airports

76
On-time performance

ENVIRONMENTAL PERFORMANCE

356,003
Total energy consumption

7,564
Scope 1 emissions

45,202
Total emissions

3,784 T
Scope 2 emissions

84.86 T
Hazardous waste generated

37,638
On-time performance

617,653 M
Water consumption

PEOPLE AND SOCIAL IMPACT

1,926
Employees

135
New employee hires

4,937
Training hours

IATA AVIATION ENERGY FORUM

A SIGNIFICANT MILESTONE IN 2025 WAS THE HOSTING OF THE IATA AVIATION ENERGY FORUM IN BAKU ON 13–15 MAY 2025, MARKING THE FIRST TIME THE EVENT WAS HELD IN THE CAUCASUS AND CASPIAN REGION

The Forum brought together representatives from across the aviation energy value chain, including airlines, fuel suppliers, technical specialists, and sustainability professionals, creating a platform to address both immediate operational challenges and the longer-term transition towards lower-carbon aviation energy systems. Discussions covered jet-fuel supply-chain resilience, fuel supply disruptions, fuel quality assurance, process standardization, advanced aircraft fueling technologies, hydrant infrastructure, operational safety, and developments in Sustainable Aviation Fuel (SAF) policy and other lower-carbon aviation fuels. These topics are closely linked to the reliability and continuity of airport operations and to AZALOIL's role in supporting safe and efficient aviation fuel supply and infrastructure.

The forum also represented an important step in advancing the Organization's broader sustainability agenda. The insights and industry perspectives gained through the event will support efforts to strengthen ESG performance, facilitate the implementation of the ESG Strategy, and advance emissions reduction plans towards 2050, while contributing to the continued development of safer, more efficient, and lower-carbon airport and fuel operations.









01

ABOUT THIS REPORT

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About the Report	This Sustainability Report (hereinafter referred to as the “Report”) provides a focused overview of performance across the Airports and AZALOIL operations for the period from January 1, 2025, to December 31, 2025. It presents key operational results alongside environmental, social, and governance (ESG) developments, with prior-year information included where relevant to show progress and year-on-year change. The Report is limited in scope to the Airports and AZALOIL and does not cover the operations, performance, or assets of affiliates or other entities outside this reporting boundary.
Reporting Cycle	Annual
Reporting Period	1 January 2025 – 31 December 2025
Reporting Boundary	The Airports: • Heydar Aliyev International Airport • Gabala International Airport • Ganja International Airport • Lankaran International Airport • Nakhchivan International Airport • Zagatala International Airport • Fuzuli International Airport • Zangilan International Airport • Lachin International Airport • Yevlakh Regional airport • AZALOIL
Headquarters	Baku, Azerbaijan
Reporting Frameworks	The report is written in accordance with the Global Reporting Initiative (GRI) Standards and United Nations Sustainable Development Goals (UN SDGs).
Available Languages	English, Azerbaijani

Table 1. Scope of Disclosure and Reporting Methodology





REPORTING FRAMEWORKS

THIS REPORT HAS BEEN PREPARED WITH REFERENCE TO RECOGNIZED INTERNATIONAL SUSTAINABILITY REPORTING FRAMEWORKS TO ENSURE THAT ESG-RELATED INFORMATION IS PRESENTED IN A CLEAR, BALANCED, AND CONSISTENT MANNER.

We also consider relevant guidance from the International Civil Aviation Organization (ICAO), reflecting the specific context of airport and aviation-related operations. This includes sector considerations related to environmental performance, operational efficiency, safety management, and responsible business conduct.

By aligning our reporting approach with both global sustainability standards and aviation-specific guidance, we aim to provide stakeholders with meaningful insight into our performance, priorities, and progress. This approach reflects our continued commitment to transparent reporting, continuous improvement, and responsible operations across the Airports and AZALOIL.



02

THE AIRPORTS: OUR NETWORK AND STRATEGIC ROLE

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THE AIRPORTS ARE A CENTRAL PART OF AZERBAIJAN'S AVIATION AND TRANSPORT INFRASTRUCTURE.

Managed under the umbrella of Azerbaijan Airlines Closed Joint-Stock Company (AZAL CJSC), a state-owned enterprise responsible for aviation operations and the management of airport infrastructure, the airport network supports the movement of passengers, goods, and services, connects the country with international destinations, and strengthens access between regions within AzerbaijanThis role combines the management of critical airport infrastructure with the delivery of aviation-related services that support tourism, business travel, logistics, public mobility, and regional development.

The airport system is structured around Heydar Aliyev International Airport in Baku, which serves as Azerbaijan's main international gateway and primary aviation hub. This central role is complemented by Ganja and Nakhchivan airports as secondary hubs, helping to extend air connectivity across the country and improve access to important regional destinations. Together with the wider network of regional airports, they support both international and domestic air transport (Figure 1). Strategically, Baku's position strengthens Azerbaijan's role as a Middle Corridor aviation node, connecting passenger and cargo flows between Europe, Asia, and the wider region. In 2025, this network was further expanded with the opening of Lachin International Airport, an important milestone in the development of aviation infrastructure in the Karabakh region. Its commissioning increased the number of international airports in Azerbaijan to nine and reinforced the role of air transport in regional integration and long-term economic recovery. The opening of Lachin International Airport also demonstrates how aviation infrastructure supports national development priorities by improving access to newly developing regions and creating new opportunities for mobility, investment, and connectivity. The airport ecosystem also includes aviation fuel support through AZALOIL, which is closely connected to the continuity and reliability of airport services. Fuel supply, storage, transportation, and quality control form an important part of the aviation value chain, supporting the safe and uninterrupted operation of airports and airlines. This means that the Airports are not only responsible for terminals, runways, and passenger-facing services, but also operate within a wider ecosystem where infrastructure, fuel, safety, technology, people, and external partners must work together as one connected environment. This integrated model is particularly important for operational resilience. Airports' performance depends on the smooth coordination of passenger handling, airside operations, safety, security, ground services, maintenance, digital systems, and fuel availability. By bringing these elements into a connected operating framework, the Airports and AZALOIL contribute to a more reliable aviation system that can support growing demand while maintaining a strong focus on safety, service quality, and efficiency.

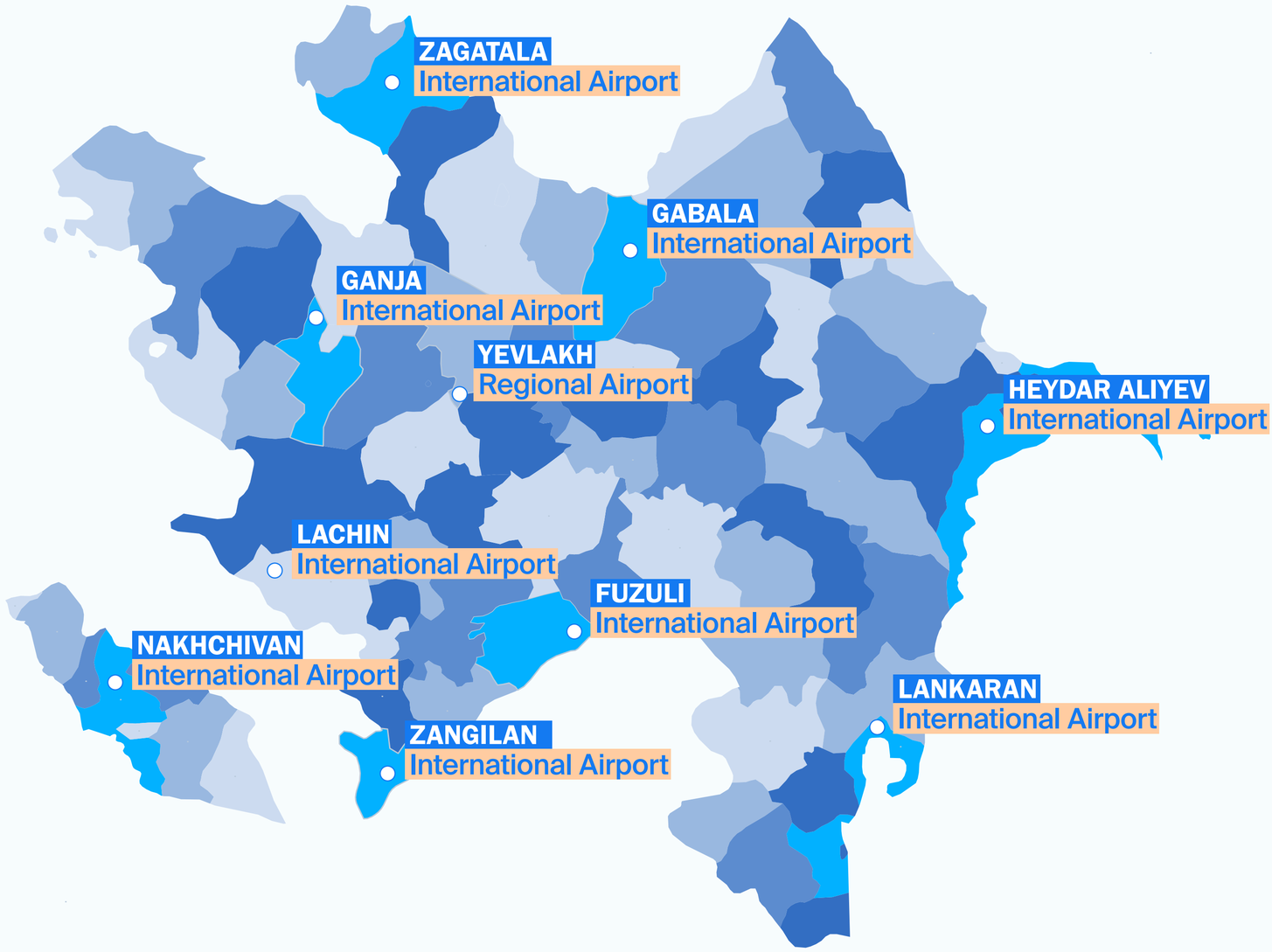


Figure 1. Network System of The Airports



PURPOSE, VISION, AND MISSION

OUR STRATEGIC DIRECTION IS SHAPED BY AZAL CJSC'S BROADER PURPOSE:

To enrich lives and enhance the prosperity of citizens and the region by supporting cultural exchange, mobility, and access to new opportunities through aviation and related services. For the Airports, this purpose is reflected in the practical role we play every day: connecting people, regions, businesses, and markets through safe, reliable, and accessible airport infrastructure. The vision is to contribute to the development of a safe, sustainable, and leading aviation ecosystem in Eurasia. This vision reflects Azerbaijan's strategic location, the growing role of Baku as a primary aviation hub and Middle Corridor aviation node, and the importance of regional airports in strengthening domestic access and national connectivity.

The mission is to continually develop integrated aviation infrastructure, professional capabilities, and organizational culture, while enhancing the travel experience through customer focus, innovation, and sustainable practices. In practice, this means improving airport infrastructure, strengthening safety and service quality, developing our people, advancing digital solutions, and supporting the gradual transition toward lower-carbon aviation. This shared set of priorities also extends to AZALOIL, whose aviation fuel supply, storage, transportation, and quality control activities are essential to the continuity of airport operations. Together, the Airports and AZALOIL support a connected aviation ecosystem focused on operational reliability, passenger experience, safety, resilience, and long-term sustainability.

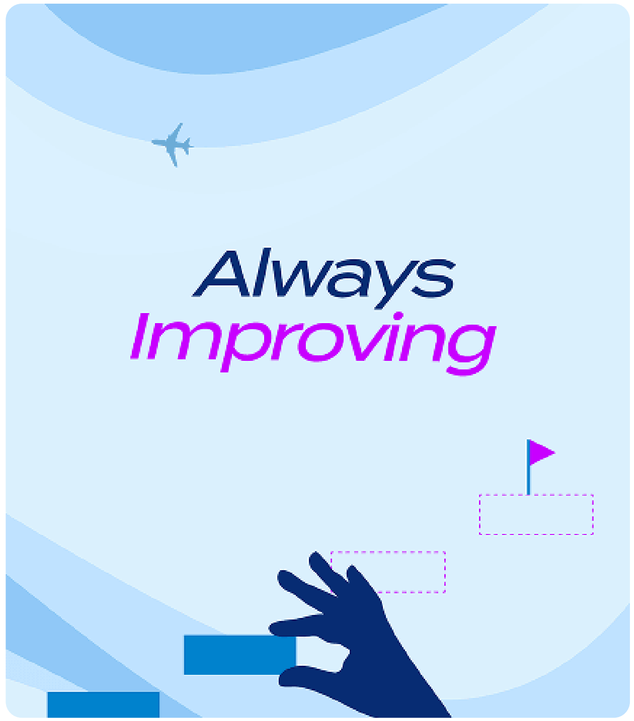
OUR VALUES IN PRACTICE

OUR VALUES GUIDE US IN HOW WE OPERATE, MAKE DECISIONS, AND INTERACT WITH PASSENGERS, AIRLINES, EMPLOYEES, SUPPLIERS, BUSINESS PARTNERS, AND COMMUNITIES.

They translate our strategic outlook into daily behaviors across airport operations and aviation fuel services. Always improving reflects our commitment to continuous development in an industry shaped by changing passenger expectations, safety requirements, technology, and environmental priorities. Across the Airports, this value is reflected in infrastructure modernization, service quality improvements, digital development, learning, and the use of passenger feedback to identify opportunities for improvement.

Championing people reflects the importance of empathy, respect, and teamwork in a people-first business. Airport operations depend on coordination between many teams and partners, including operations, safety, security, passenger services, maintenance, airlines, ground handlers, and fuel operations.

This value is reflected in open communication, collaboration, respect for people's time, and a shared focus on making passengers, employees, and partners feel supported. Owning to deliver reflects our responsibility for quality, safety, and integrity. In airport operations, this means taking ownership of reliable service delivery and maintaining a strong safety culture. In AZALOIL's activities, it means strict attention to fuel quality, safe handling, storage, transportation, and supply continuity.









CHAMPIONING PEOPLE REFLECTS THE IMPORTANCE OF EMPATHY, RESPECT, AND TEAMWORK IN A PEOPLE-FIRST BUSINESS.

This value also reinforces our responsibility toward society and the environment, including ethical conduct and support for the aviation sector's decarbonization agenda. Together, these values support a culture where people are encouraged to improve, collaborate, and take ownership, while maintaining a clear focus on safety, service quality, sustainability, and stakeholder trust.

RECOGNITION AND MILESTONES

OUR DEVELOPMENT APPROACH IS ALSO REFLECTED IN THE PROGRESS ACHIEVED DURING 2025 ACROSS SERVICE QUALITY, SAFETY AND ENVIRONMENTAL PERFORMANCE.

In 2025, Heydar Aliyev International Airport continued to strengthen its international profile. The airport was named “Best Airport in Central Asia and the Commonwealth of Independent States (CIS)” at the Skytrax World Airport Awards for the eighth consecutive year. This recognition reaffirmed GYD’s regional leadership in service quality, passenger comfort, infrastructure and innovation, and reflected the continued efforts of airport teams to improve the passenger journey (Figure 2).

During the year, GYD also joined the Airport Service Quality program implemented by Airports Council International. As part of this program, systematic passenger surveys are conducted in GYD terminals to assess service quality and overall passenger satisfaction. This provides a structured mechanism for understanding passenger expectations and identifying areas for improvement, supporting a more evidence-based approach to service management.

Safety remained another important area of progress. Safety remained another important area of progress. In 2025, Heydar Aliyev International Airport successfully completed the Airport Excellence (APEX) in Safety review conducted by Airports Council International (ACI). The program is based on professional peer evaluation by international airport experts and is designed to strengthen airport safety management in line with international standards. For GYD, the review provided an opportunity to benchmark safety practices, identify improvement areas, and reinforce the Airport’s safety culture. Environmental performance also continued to gain importance within the Airports’ development agenda. In 2025, GYD achieved Level 3 under the ACA program, reflecting progress in carbon management and stakeholder engagement within its decarbonization journey. This achievement shows that carbon management is increasingly becoming part of airport governance,

ENVIRONMENTAL PERFORMANCE ALSO CONTINUED TO GAIN IMPORTANCE WITHIN THE AIRPORTS’ DEVELOPMENT AGENDA.

planning, and operational decision-making. These achievements are not separate from our broader strategy. Service quality, safety, carbon management, fuel reliability, and operational resilience are interconnected elements of a modern aviation system. Together, they demonstrate the direction of the Airports as a connected, service-oriented, and future-ready airport network.



Figure 2. The Skytrax award presented on April 9 during the Passenger Terminal Expo 2025 held in Madrid



03

OUR SUSTAINABILITY PRIORITIES

OUR SUSTAINABILITY PRIORITIES

SUSTAINABILITY IS INTEGRATED INTO THE WAY WE MANAGE OUR BUSINESS, SUPPORTING RESPONSIBLE DECISION-MAKING, LONG-TERM VALUE CREATION, AND THE RESILIENCE OF OUR AIRPORT AND AVIATION FUEL OPERATIONS.

Environmental, social, and governance considerations are incorporated into strategic planning, risk management, operational performance, and stakeholder engagement, helping us identify and manage sustainability-related risks and opportunities while responding to evolving stakeholder expectations.

Our approach is guided by the Sustainability Policy, which establishes the principles and commitments for embedding sustainability across our operations, infrastructure development, and business decisions. The Policy reflects our commitment to balancing environmental stewardship, social responsibility, operational excellence, and economic resilience while supporting sustainable growth. Structured around six interconnected focus areas, the Sustainability Policy provides a consistent framework for setting priorities, implementing sustainability initiatives, and monitoring progress across the Organization (Figure 3). Together, these focus areas support the reduction of environmental impacts, the well-being of our people and communities, strong governance practices, and long-term organizational resilience.



Figure 3. Sustainability Policy Focus Areas

01

ADOPTION OF ESG STRATEGY AND NEAR/NET ZERO TRANSITION PLAN 2050

Establishing the strategic framework for ESG integration and a long-term pathway towards decarbonization by 2050.

02

AIRPORT CARBON ACCREDITATION – LEVEL 3

Advancing airport carbon management through ACA Level 3 “Optimisation”.

03

ISO 50001 CERTIFICATION

Strengthening systematic energy management and supporting improved energy performance.

04

THE FIRST SPECIALIZED SUSTAINABILITY WORKSHOP ON CORSIA REPORTING AND REFUELEU AVIATION COMPLIANCE

Building internal knowledge of aviation emissions reporting and evolving sustainability requirements.

05

2024 SUSTAINABILITY REPORTS PUBLISHED

Strengthening transparency and ESG performance disclosure.

06

BEST AIRPORT IN CENTRAL ASIA AND THE CIS

Recognized for excellence in airport service quality and passenger experience.

Figure 4. Key Sustainability Milestones in 2025



DEVELOPMENTS OF THE YEAR

THE REPORTING YEAR WAS CHARACTERIZED BY A SIGNIFICANT EXPANSION OF SUSTAINABILITY-RELATED ACTIVITIES ACROSS THE ORGANIZATION.

Building on the foundations established in previous years, efforts during 2025 focused on translating sustainability ambitions into practical actions, strengthening organizational capabilities, and increasing engagement with the broader aviation sustainability community. As the sustainability agenda within the aviation sector continues to evolve, access to knowledge, partnerships, and international experience is becoming increasingly important. Throughout the year, considerable emphasis was placed on learning from industry peers, strengthening internal expertise, improving sustainability management tools, and expanding participation in discussions shaping the future of aviation. These activities not only enhanced organizational readiness but also helped strengthen our understanding of emerging opportunities and challenges related to decarbonization, climate resilience, responsible governance, and sustainable infrastructure development.

At the same time, several initiatives were undertaken to strengthen transparency, improve ESG reporting capabilities, support environmental stewardship, and build the institutional foundations necessary for the next stage of sustainability implementation. Together, these developments contributed to a more mature sustainability framework and prepared the Organization for the launch of several strategic initiatives that will shape future sustainability efforts (Figure 4).

Building ESG Foundations

One of the primary priorities during 2025 was strengthening the internal foundations required to support the long-term integration of ESG considerations into business activities. As sustainability expectations continue to evolve across the aviation sector, organizations are increasingly expected not only to report sustainability information, but also to demonstrate how ESG considerations are incorporated into governance structures, performance management systems, and strategic decision-making processes. Significant effort was directed towards developing the organizational capabilities and management tools necessary to support future ESG implementation. ESG reporting templates and supporting data collection frameworks were developed to improve consistency, traceability, and quality of sustainability information across different functions and operational areas.Establishing a more structured approach to data collection is considered an important step towards strengthening transparency, improving performance monitoring, and supporting future reporting requirements. In parallel, ESG readiness assessments were conducted to evaluate our preparedness for future ESG ratings, sustainability disclosures, and stakeholder expectations.

THE ASSESSMENTS PROVIDED VALUABLE INSIGHTS INTO CURRENT STRENGTHS, POTENTIAL GAPS, AND PRIORITY AREAS FOR FURTHER DEVELOPMENT.

The assessments provided valuable insights into current strengths, potential gaps, and priority areas for further development. They also helped identify opportunities to strengthen governance arrangements, improve ESG data management, and enhance disclosure practices in line with evolving market expectations.



Figure 5. Participation in the Port of the Future Conference, Houston



Figure 5. Participation in the Port of the Future Conference, Houston

Learning Through International Benchmarking

As sustainability challenges become increasingly complex and interconnected, learning from industry peers and international best practices has become an important component of effective sustainability management. For organizations operating in the aviation sector, benchmarking provides valuable opportunities to understand emerging trends, assess alternative approaches, and identify practical solutions to support future implementation efforts. During 2025, international engagement and knowledge-sharing activities played a central role in strengthening sustainability capabilities and expanding exposure to global ESG practices.

International exposure was expanded through participation in the 6th Annual Port of the Future Conference, hosted by the University of Houston in April 2025. The conference provided a platform to present our ESG-focused approach to sustainable airport management and to share Azerbaijan's broader perspective on strengthening transport capacity while advancing sustainability objectives. Discussions addressed the growing role of ESG integration, infrastructure planning, operational efficiency, and decarbonization in shaping the future of aviation and airport systems (Figure 5). The visit to Houston also included engagement with the Houston Airport System and the sustainability teams of major international carriers, including United Airlines and Delta Air Lines. These meetings created opportunities to exchange experience on airport and airline sustainability, environmental management, and practical approaches to ESG implementation. Engagement with peer institutions provided useful insight into how comparable aviation organizations address similar sustainability priorities and helped identify potential areas for future collaboration.





Visit to the Houston Airports System



Figure 6. Visit to the University of Houston's SAF research facilities



Figure 7. Training Program on Airport Operations Management for "Belt and Road" Countries

Further technical insight was gained through a visit to the University of Houston's SAF research facilities, where emerging SAF technologies and potential areas for research cooperation were explored. Discussions included innovative lower-carbon fuel pathways, such as the use of renewable energy and captured CO_2 in fuel production, and highlighted the role of research, technology, and cross-sector collaboration in supporting the long-term decarbonization of aviation (Figure 6).

Additional insights were gained through participation in the Training Program on Airport Operations Management for "Belt and Road" Countries, organized by the Ministry of Commerce of the People's Republic of China in August–September 2025 (Figure 7). The program included visits to aviation and transport infrastructure facilities in Beijing, Nanjing and Chengdu, providing exposure to smart airport management practices, advanced logistics operations and large-scale infrastructure transformation initiatives. These engagements reinforced the growing importance of digitalization, operational efficiency and sustainability in shaping the future development of airport infrastructure and regional connectivity.

Further opportunities for knowledge exchange were provided through participation in the Sustainability Visit to Air Astana and other regional sustainability forums, where discussions focused on aviation resilience, climate adaptation, decarbonization pathways, and the evolving sustainability agenda within the aviation sector.

ESG Strategy Framework

The culmination of our efforts was the development and approval of our first comprehensive ESG Strategy in December 2025. The Strategy represents an important milestone in the evolution of sustainability management across the Organization. It establishes a long-term framework for integrating environmental, social, and governance considerations into operational, financial, and strategic decision-making. This Strategy reflects a growing recognition that sustainability is increasingly linked to long-term competitiveness, infrastructure resilience, access to capital, stakeholder trust, and the ability to respond to a rapidly changing operating environment. For aviation organizations, issues such as climate resilience, resource efficiency, sustainable infrastructure development, and responsible governance are becoming increasingly important factors shaping future growth and investment decisions. The ESG Strategy was therefore designed not only as a sustainability roadmap, but as a framework for strengthening long-term organizational resilience and value creation.

Its development was informed by stakeholder engagement activities, materiality assessment outcomes, international benchmarking exercises, and an assessment of emerging aviation sustainability trends and regulatory developments. Insights gained through collaboration with industry peers, participation in international forums, and engagement with sustainability practitioners helped ensure that the Strategy reflects both organizational priorities and broader developments shaping the future of the aviation sector. The framework is structured around four interconnected strategic pillars that collectively support the transition towards a more resilient, efficient, and sustainable aviation ecosystem (Figure 8).



LOW CARBON FLIGHT OPERATIONS

- Fleet Renewal & Modernization
- Operational Efficiency & Routing Optimization
- Weight and Turnaround Optimization
- Sustainable Aviation Fuel (SAF)
- Fleet Smart Solutions

SUSTAINABLE GROUND AND INFRASTRUCTURE

- Ground Facilities Renewal & Modernization
- Clean Energy Integration
- Smart Airports & AI Solutions
- Circular Economy & Water Management
- Sustainable Building and Certification

INTEGRATED GOVERNANCE AND SUSTAINABLE INVESTMENT

- ESG Governance & Accountability
- Central ESG Data Management System
- Sustainable Finance & Investment Mechanisms
- Inclusive Human Capital & ESG Capacity Excellence

BIODIVERSITY CONSERVATION AND CLIMATE RESILIENCE

- Environmental Assessment & Resilience
- Ecosystem Restoration & Wildlife Protection
- Community Engagement & Awareness
- Green Partnerships & Climate Transparency

Figure 8. ESG Strategy Framework

01

LOW CARBON FLIGHT OPERATIONS

This pillar focuses on supporting the transition towards lower-carbon aviation through initiatives aimed at improving operational efficiency and reducing GHG emissions.

02

SUSTAINABLE GROUND AND INFRASTRUCTURE

As the pillar most directly connected to airport and fuel operations, Sustainable Ground and Infrastructure pillar focuses on improving the sustainability, efficiency and resilience of physical infrastructure and operational assets. The pillar encompasses sustainable infrastructure development, resource efficiency, clean energy integration, smart technologies, circular economy principles, responsible water management and waste reduction. It supports the modernization of airport facilities, the development of more efficient operational systems and the sustainable management of fuel-related infrastructure. As infrastructure continues to expand and evolve, this pillar will play a critical role in balancing operational performance, environmental responsibility and long-term resilience.

03

INTEGRATED GOVERNANCE AND SUSTAINABLE INVESTMENT

This pillar establishes the governance framework necessary to support effective ESG implementation and long-term value creation. It focuses on strengthening accountability, transparency and sustainability integration across management processes and investment decisions.

Priority areas include ESG governance structures, sustainability reporting, ESG data management systems, risk management integration, sustainable finance considerations, stakeholder engagement and workforce capacity building. Many of the initiatives undertaken during 2025, including ESG readiness assessments, reporting framework development, benchmarking activities and the ADB partnership, provide the foundations for the implementation of this pillar.

04

BIODIVERSITY CONSERVATION AND CLIMATE RESILIENCE

This pillar focuses on strengthening environmental stewardship and enhancing resilience to long-term climate-related challenges. Priority areas include biodiversity conservation, ecosystem restoration, climate adaptation, environmental impact management, environmental awareness and stakeholder collaboration.

As infrastructure-intensive operations are closely connected to environmental systems and local communities, strengthening resilience to climate-related risks and protecting natural ecosystems are important considerations for long-term sustainability. Biodiversity initiatives implemented during 2025, including participation in the Caspian Sturgeon Release Project and ecosystem restoration activities, represent early examples of actions aligned with the objectives of this pillar.

While all four pillars contribute to the successful implementation of the ESG Strategy, the Sustainable Ground and Infrastructure, Integrated Governance and Sustainable Investment, and Biodiversity Conservation and Climate Resilience pillars are particularly relevant to our airport and fuel operations. Together, they provide a strategic framework for enhancing environmental performance, strengthening governance systems, supporting sustainable infrastructure development, and improving long-term operational resilience.

The ESG Strategy is further supported by the adoption of a Net/Near Zero Emissions (NZE) Transition Plan towards 2050, which establishes a structured long-term pathway for reducing greenhouse gas emissions (GHG). The roadmap defines the strategic direction for achieving Scope 1, Scope 2, and Scope 3 emission reduction targets through initiatives such as improving operational efficiency, supporting the transition towards lower-carbon operations, exploring SAF and other low-carbon energy solutions, and considering carbon offsetting and nature-based climate solutions where appropriate. The Plan is aligned with our ESG objectives as well as relevant ICAO, IATA, and national climate commitments, providing a framework to support informed investment decisions, accelerate decarbonization efforts, and promote the long-term sustainability of airport operations and supporting infrastructure.

STAKEHOLDER ENGAGEMENT PRACTICES

Stakeholder dialogue remains an important part of our sustainability management approach and supports long-term business resilience. Given the role of the Airports and AZALOIL in mobility, safety, infrastructure, and energy supply, understanding stakeholder expectations helps us make informed decisions and strengthen ESG practices. Engagement priorities are defined by considering the nature of each stakeholder relationship, the relevance of specific topics, operational needs, regulatory developments, and the broader aviation and energy context.

This enables us to apply a practical and proportionate approach to engagement, tailored to the issues that matter most. Our key stakeholder groups include regulatory authorities, employees, passengers and customers, business partners, suppliers, investors, industry representatives, and local communities. Communication takes place through both formal and informal channels, including meetings, consultations, working sessions, surveys, public engagement platforms, partnership initiatives, and feedback mechanisms. The outcomes of these interactions help us identify emerging risks, opportunities, and expectations across ESG topics. Stakeholder input also supports improvements in operational efficiency, environmental performance, safety culture, employee development, service quality, community initiatives, and governance practices. Through consistent and constructive engagement, we aim to build trust, strengthen the relevance of our sustainability agenda, and ensure that business actions remain aligned with the needs of the operating environment and the communities served (Figure 9).

STAKEHOLDER GROUP	KEY INTERESTS AND RELEVANCE	ENGAGEMENT CHANNELS	FREQUENCY
Employees and Workforce	Safe workplace, fair pay, development, inclusion, and well-being. Input supports safety culture and retention.	Training sessions, surveys, town halls, internal updates, manager communication	Ongoing / daily basis
Passengers and Customers	Safety, service quality, efficiency, accessibility, and customer experience. Feedback supports better service delivery.	Customer surveys, service monitoring, support channels, digital platforms, social media	Ongoing / daily basis
Airline Operators, Suppliers and Business Partners	Supply reliability, safety, cost efficiency, infrastructure quality, and sustainable solutions. Dialogue supports continuity and improvement.	Coordination meetings, business discussions, roundtables, joint initiatives	Ongoing / daily basis
Regulatory Authorities and Government Bodies	Compliance, safety standards, fuel requirements, emissions control, and governance. Engagement supports regulatory alignment.	Regulatory reporting, audits, inspections, consultations, working groups	Timely manner
Local Communities and Environmental Organizations	Community safety, noise, emissions, environmental protection, and local impacts. Feedback supports responsible impact management.	Public consultations, community meetings, outreach activities, impact assessments, partnerships	Quarterly basis
Investors and Financial Institutions	Financial resilience, ESG risks, transparency, governance, and sustainable finance. Engagement supports disclosure and long-term value.	Reports, briefings, disclosures, meetings, ESG updates	Semi-annual basis

Figure 9. Stakeholder Engagement Framework





Figure 10. The meeting with ADB focused on the operationalization of ESG practices

IN SEPTEMBER 2025, THE CHAIRMAN OF THE MANAGEMENT BOARD OF AZERBAIJAN AIRLINES MET WITH A HIGH-LEVEL DELEGATION FROM THE ASIAN DEVELOPMENT BANK (ADB), LED BY ADB VICE-PRESIDENT BHARGAV DASGUPTA AND COUNTRY DIRECTOR SUNNIYA DURRANI, TO DISCUSS ADVANCING THE STRATEGIC PARTNERSHIP BETWEEN AZAL AND ADB (FIGURE 10).

The meeting focused on the operationalization of ESG practices, sustainable finance and Public–Private Partnership (PPP) models, including their potential application to future airport infrastructure development and expansion. Discussions also covered green aviation infrastructure, international compliance and reporting, SAF integration, and opportunities to strengthen regional connectivity. The engagement reinforced the importance of cooperation with international financial institutions in supporting the long-term development of resilient and sustainable airport infrastructure.

MATERIALITY REVIEW PROCESS

MATERIAL TOPICS REPRESENT THE ESG ISSUES THAT ARE MOST SIGNIFICANT TO OUR OPERATIONS, STAKEHOLDERS, AND LONG-TERM VALUE CREATION.

They help define where our sustainability-related impacts, risks, and opportunities are most important, and where management attention should be focused. For the Airports and AZALOIL, materiality is important because it connects sustainability priorities with business performance, regulatory alignment, stakeholder trust, and sustainable development. It helps us move beyond broad ESG themes and identify the issues that require stronger oversight, clearer performance monitoring, and transparent disclosure. Our materiality approach considers both internal and external perspectives. Internally, we assess topics based on their relevance to strategy, operations, risk management, financial resilience, workforce, infrastructure, and service continuity. Externally, we consider stakeholder expectations, sector developments, regulatory requirements, international reporting frameworks, and broader sustainability trends.

We review our material topics on an annual basis to determine and prioritize the sustainability issues most relevant to our operations and stakeholders. The assessment follows a structured process that brings together stakeholder input, topic prioritization, and final validation to define the key sustainability matters for the Airports and AZALOIL (Figure 11). Based on the outcomes of the materiality assessment, the identified topics have been grouped into three ESG categories to provide a clearer view of our key sustainability priorities (Figure 12). This structure helps show how each topic relates to our environmental responsibilities, social impact, governance, and operational resilience.

WE REVIEW OUR MATERIAL TOPICS ON AN ANNUAL BASIS TO DETERMINE AND PRIORITIZE THE SUSTAINABILITY ISSUES MOST RELEVANT TO OUR OPERATIONS AND STAKEHOLDERS.

Together, these material topics form the basis of our sustainability agenda, guiding where we focus management attention, how we monitor performance, and how we track progress over time. By aligning our priorities with the issues most relevant to us and our stakeholders, we aim to strengthen transparency, accountability and long-term value creation.

01

STAKEHOLDER INPUT

Key stakeholder groups are identified and their expectations, concerns and information needs are reviewed.

02

TOPIC PRIORITIZATION

Relevant ESG topics are assessed based on business impact, stakeholder relevance, sector practice and regulatory expectations.

03

VALIDATION AND REVIEW

Priority topics are confirmed to reflect our operating context, sustainability impacts and strategic direction.

Figure 11. Materiality Assessment Process





Based on the outcomes of the materiality assessment, the identified topics have been grouped into three ESG categories to provide a clearer view of our key sustainability priorities (Figure 12). This structure helps show how each topic relates to our environmental responsibilities, social impact, governance, and operational resilience. Together, these material topics form the basis of our sustainability agenda, guiding where we focus management attention, how we monitor performance, and how we track progress over time. By aligning our priorities with the issues most relevant to us and our stakeholders, we aim to strengthen transparency, accountability and long-term value creation.

ENVIRONMENTAL STEWARDSHIP AND CLIMATE ACTION

- Climate and GHG emissions reduction
- Energy and resource efficiency
- Water and waste management
- Noise impact and air quality
- Biodiversity and land use

RESPONSIBLE GOVERNANCE AND OPERATIONAL RESILIENCE

- Ethics and regulatory compliance
- Risk management and business continuity
- Cybersecurity and data protection
  Diversity and inclusion
- Responsible procurement
- Infrastructure readiness and green investment

PEOPLE, SAFETY AND SOCIAL VALUE

- Passenger experience and accessibility
- Occupational health and safety
- Employee development
- Diversity and inclusion
- Emergency preparedness
- Community and regional impact

Figure 12. Material Topics

ALIGNMENT WITH THE UN SDGS

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS SERVE AS A COMMON FRAMEWORK FOR UNDERSTANDING HOW BUSINESS ACTIVITIES CONTRIBUTE TO WIDER ENVIRONMENTAL, SOCIAL AND ECONOMIC PROGRESS.

For the Airports and AZALOIL, the SDGs provide a useful reference for linking our sustainability priorities with internationally recognized development objectives. Our contribution is most relevant in areas where our operations have a clear connection to sustainable development, including resilient infrastructure, responsible operations, climate and resource management, workforce development, inclusive services and stakeholder cooperation. In 2025, we aligned the SDGs with the material topics identified through our materiality assessment (Figure 13). This approach helps ensure that the selected goals reflect the areas where our activities can create the most meaningful impact. Rather than treating the SDGs as a separate commitment, we use them to support the structure of our sustainability priorities and to show how our actions contribute to broader national and global objectives.

The Airports and AZALOIL contributes to 11 United Nations Sustainable Development Goals, advancing sustainable aviation through safe operations, infrastructure development, innovation, climate action, and stakeholder engagement.

AZERBAIJAN AIRLINES | United Nations Global Compact

PEOPLE

Social considerations cover stakeholder and community engagement, education, equity and inclusion, social infrastructure, health, well-being, and quality of life.



Strong safety practices, occupational health measures, employee well-being initiatives, and fatigue management support workforce welfare and operational resilience.



Technical training, professional development, educational partnerships, and outreach initiatives contribute to building aviation-related skills and supporting future talent.



Equal opportunity practices, inclusive workplace policies, and career development programs support greater diversity and representation across the workforce.



Strong governance, ethical business practices, compliance, anti-corruption measures, and transparent stakeholder engagement promote accountability, trust, and responsible decision-making.



Collaboration with regulators, industry organizations, suppliers, educational institutions, international partners, and other stakeholders supports knowledge sharing and advances sustainable aviation practices.

PLANET

Environmental aspects relate to the responsible stewardship of natural resources, protection of water and air quality, energy efficiency, and sustainable land use.



Efficient water management, wastewater control, water conservation initiatives, and responsible use of water resources support operational resilience and reduce environmental impacts.



Energy efficiency measures, improved fuel management, electrification opportunities, renewable energy initiatives, and consideration of SAF support the transition toward lower-carbon aviation.



Responsible aviation infrastructure and operations improve accessibility, regional mobility, passenger experience, and integration with local communities.



Resource efficiency, waste reduction, responsible procurement, recycling, and environmental management practices support more sustainable operations.



Emissions monitoring, carbon reduction initiatives, energy efficiency improvements, climate resilience measures, green mobility solutions, and SAF-related efforts contribute to climate action.



Biodiversity considerations, environmental assessments, responsible land management, and impact monitoring help protect ecosystems and natural habitats.

PROFIT

Economic aspects focus on long-term value creation, ESG-related risk management, resilient business models, and financial sustainability.



Air connectivity facilitates employment, tourism, trade, regional development, and broader economic growth.



Infrastructure investments, airport development, digital technologies, smart solutions, and operational innovation strengthen connectivity and service quality.



ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

COVERED TARGETS

3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents.

3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services, and access to safe, effective, quality and affordable essential medicines and vaccines for all.

STRATEGIC PRIORITIES

- Safeguard employee health, safety, and well-being across all operational activities.
- Promote a supportive workplace culture that enhances employee welfare, engagement, and resilience.
- Reduce occupational risks through preventive safety management, employee participation, and continuous improvement.

ACTION PLAN

- Strengthen occupational health and safety governance through integrated management systems and enhanced operational controls.
- Support employee well-being through health benefits, work-life balance measures, and engagement initiatives.
- Improve hazard identification, incident reporting, safety training, and emergency preparedness across operations.

KEY PROGRESS IN 2025

- Advanced employee well-being through recognition programs, flexible working arrangements, and workplace engagement activities.
- Conducted mandatory medical examinations for more than 3,800 workers and 12 OHS trainings for 195 workers.
- Invested 415.5 thousand and 110 thousand AZN in safer working conditions and PPE at the Airports and AZALOIL, respectively.
- Enhanced safety oversight through 24/7 HSE support, expanded reporting channels, and strengthened incident investigation practices.

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 13. UN SDGs Supported by Our Activities



ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

COVERED TARGETS

5.1: End all forms of discrimination against all women and girls everywhere.

STRATEGIC PRIORITIES

- Advance gender equality through fair employment, remuneration, development, and career progression practices.
- Strengthen female representation and participation across the workforce, including in management and decision-making roles.
- Support work-life balance through family-friendly policies, parental leave, and flexible working arrangements.

ACTION PLAN

- Monitor gender-related workforce indicators, including female representation and women's participation in management roles.
- Maintain equal pay principles through gender-neutral salary practices and consistent remuneration processes.
- Support women's workforce participation through parental leave, well-being initiatives, and flexible working options.

KEY PROGRESS IN 2025

- The Airports reported a 100% ratio of women's basic salary to men's basic salary, indicating equal basic salary levels in the reported data.
- Maintained equal entry-level salaries for male and female employees in 2025.Continued tracking gender indicators through participation in IATA's 25by2025 initiative.
- Continued well-being and work-life balance initiatives, including activities focused on working women.

Figure 13. UN SDGs Supported by Our Activities

ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL



COVERED TARGETS

6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally.

6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity.

STRATEGIC PRIORITIES

- Improve water-use efficiency across airport and fuel-related facilities.
- Maintain the quality and regulatory compliance of wastewater discharges.
- Reduce avoidable water losses through efficient technologies, inspections, and operational controls.
- Strengthen the accuracy, traceability, and consistency of water and wastewater data.

ACTION PLAN

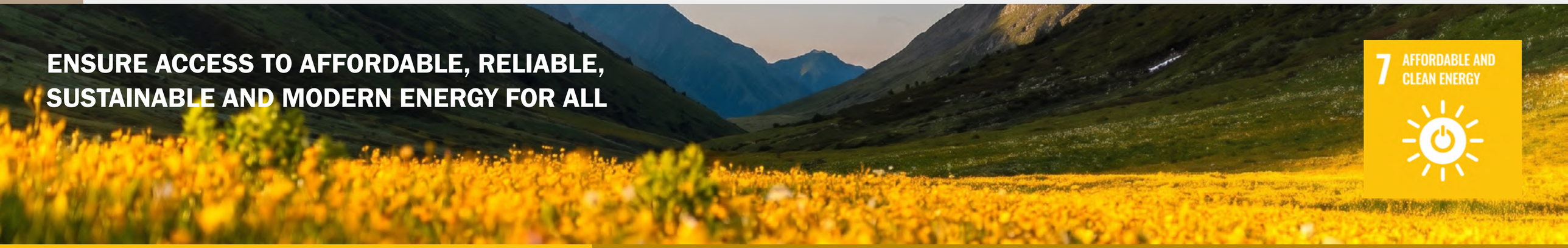
- Continue using automated irrigation, low-flow fixtures, and routine leak-detection and repair practices.
- Maintain periodic wastewater sampling and third-party laboratory analysis.
- Strengthen facility-level monitoring of water consumption, discharge volumes, and wastewater quality.
- Assess further opportunities for water reuse and improved water-efficiency controls where technically feasible.

KEY PROGRESS IN 2025

- Reduced total water consumption across the Airports and AZALOIL by approximately 2%, from 628,943 m^3 in 2024 to 617,653 m^3 in2025
- Reduced water discharge at the Airports by approximately 2.5%, from 418,532 m^3 to 408,065 m^3.C
- Continued wastewater-quality testing on monthly, quarterly, or annual cycles, depending on the relevant parameter and regulatory requirement.
- Maintained operational water-efficiency measures, including automated irrigation, low-flow faucets, toilets and showers, and regular inspections for leaks.

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 13. UN SDGs Supported by Our Activities



ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

7 AFFORDABLE AND CLEAN ENERGY

COVERED TARGETS

7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.

7.A: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

STRATEGIC PRIORITIES

- Advance the transition toward lower-carbon energy sources and clean energy integration across airport operations.
- Support the adoption of innovative technologies and solutions that contribute to aviation decarbonization.
- Strengthen partnerships and investment frameworks that accelerate sustainable energy and climate-related initiatives.

ACTION PLAN

- Explore opportunities for clean energy integration, electrification, and SAF adoption as part of the decarbonization pathway.
- Strengthen energy management practices and identify opportunities to reduce reliance on conventional energy sources.
- Advance ESG-aligned investment planning and collaboration with industry and financial partners to support sustainable infrastructure and energy transition projects.

KEY PROGRESS IN 2025

- Embedded clean energy integration and SAF within the ESG Strategy and Net/Near Zero Emissions Plan.
- Invested approximately 570 thousand EUR in SAF purchases to support compliance with ReFuelEU Aviation requirements.
- Achieved ISO 50001 certification, strengthening energy management and supporting the implementation of energy-related improvement measures.
- Established a partnership with the Asian Development Bank (ADB) to advance sustainable aviation and green infrastructure initiatives.

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 13. UN SDGs Supported by Our Activities



PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

COVERED TARGETS

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

STRATEGIC PRIORITIES

- Support regional economic development and tourism through aviation connectivity and airport infrastructure.
- Promote productive employment, workforce development, and equal opportunities.
- Maintain safe, healthy, and inclusive working environments across operations.

ACTION PLAN

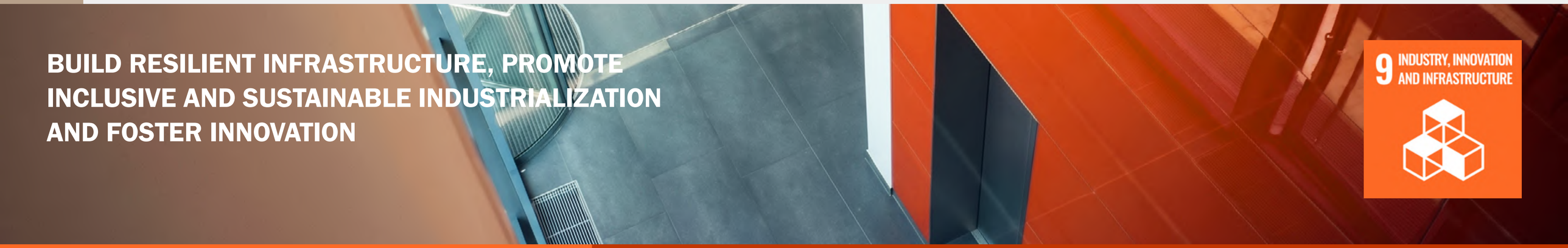
- Expand connectivity and airport infrastructure to support tourism, trade, and regional development.
- Strengthen workforce capability through recruitment, training, and talent development initiatives.
- Enhance occupational health and safety performance through preventive risk management, employee engagement, and continuous improvement.

KEY PROGRESS IN 2025

- Opened Lachin International Airport, supporting the development of tourism, local businesses, and employment opportunities in the region.
- Distributed 68 million and 6.6 million AZN in employee wages and benefits at the Airports and AZALOIL, respectively, supporting workforce well-being and economic inclusion.
- Strengthened future talent pipelines through educational partnerships, internships, and graduate engagement programs.

Figure 13. UN SDGs Supported by Our Activities

BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

COVERED TARGETS

9.1: Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

STRATEGIC PRIORITIES

- Develop safe, reliable, and resilient airport and aviation-fuel infrastructure.
- Strengthen international and regional connectivity while supporting economic development and public mobility.
- Modernize airport operations through digitalization, smart technologies, and resource-efficient infrastructure.
- Integrate sustainability and climate resilience into infrastructure investment and project evaluation.

ACTION PLAN

- Apply ESG screening and impact-assessment criteria to future infrastructure and operational investments.
- Continue modernization of terminals, ground facilities, digital systems, energy infrastructure, and aviation-fuel operations.
- Expand lower-emission vehicles, charging infrastructure, and smart-airport technologies.
- Strengthen business continuity, disaster recovery, fuel-supply resilience, and cybersecurity across critical infrastructure.

KEY PROGRESS IN 2025

- Opened Lachin International Airport, bringing Azerbaijan's total to nine and improving access to the Karabakh region.
- Strengthened Azerbaijan's role as a Middle Corridor aviation hub linking Europe, Asia, and the wider region.
- Began replacing some service and ground-handling vehicles with electric models and installed charging stations near both terminals.
- Achieved Level 3 Airport Carbon Accreditation, maintained ISO 14001, and added ISO 50001 certification.
- Formalized multi-year information-security plans covering key areas such as network security, monitoring, and data protection.
- Continued infrastructure and operational benchmarking with airports in Houston, Beijing, Nanjing, and Chengdu.

Figure 13. UN SDGs Supported by Our Activities

ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



COVERED TARGETS

12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

12.6: Encourage companies to adopt sustainable practices and integrate sustainability information into their reporting cycle.

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

STRATEGIC PRIORITIES

- Improve resource efficiency across energy, water, fuel, materials, and infrastructure.
- Minimize waste generation and increase recycling, reuse, and responsible material recovery.
- Ensure safe management of hazardous waste, chemicals, fuel filters, batteries, oils, and electronic waste.
- Integrate ESG, ethical, environmental, and social considerations into procurement and supplier management.
- Strengthen sustainability data, reporting, and performance transparency.

ACTION PLAN

- Strengthen waste segregation, monitoring, audits, employee training, and corrective-action processes.
- Develop measures to reverse declining recycling volumes and reduce waste sent to landfill.
- Improve hazardous-waste traceability across storage, transportation, treatment, recycling, and disposal.
- Introduce ESG screening criteria and impact-assessment tools for procurement and investment decisions.
- Continue supplier due diligence and strengthen environmental and social expectations within supplier assessment.
- Further improve ESG data-collection templates, controls, and reporting processes.

KEY PROGRESS IN 2025

- Maintained an ISO 14001-certified Environmental Management System with ongoing audits and monitoring.
- Reduced hazardous waste from 99.93 metric tons in 2024 to 84.86 metric tons in 2025. Noted increased non-hazardous waste (3,784 metric tons), lower recycling, and higher landfill use due to construction, obsolete equipment, and legacy waste removal.
- Developed ESG reporting templates and launched a sustainability webpage.
- Applied centralized procurement, competitive sourcing, and supplier due diligence.
- Sourced 91% of Airport and 84% of AZALOIL suppliers locally.
- Continued digital procurement and inventory management via ERP.

Figure 13. UN SDGs Supported by Our Activities

TAKE URGENT ACTION TO COMBAT CLIUMATE CHANGE AND ITS IMPACTS



COVERED TARGETS

13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.

13.2: Integrate climate change measures into policies, strategies, and planning.,

13.3: Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

STRATEGIC PRIORITIES

- Reduce Scope 1 and Scope 2 greenhouse gas emissions across airport and aviation-fuel operations.
- Integrate climate mitigation and resilience into strategy, governance, risk management, and infrastructure planning.
- Improve emissions-data quality, regulatory preparedness, and transparency.
- Advance energy efficiency, lower-emission mobility, cleaner fuels, and sustainable aviation fuel readiness.

ACTION PLAN

- Operationalize the ESG Strategy and the Net/Near Zero Emissions Plan.
- Implement the Decarbonization Roadmap toward 2050 through operational efficiency, smart solutions, cleaner fuels, technology, and carbon-removal measures.
- Integrate climate and ESG criteria into investment appraisal and project evaluation.
- Continue compliance with CORSIA, EU ETS, UK ETS, ReFuelEU Aviation, and other applicable aviation-climate frameworks.
- Strengthen organizational capacity for climate-risk identification, adaptation planning, and emissions management.

KEY PROGRESS IN 2025

- Approved ESG Strategy (Dec 2025) and developed a Decarbonization Roadmap.
- Reduced Scope 1 and 2 emissions by 24.8% (34,898 to 26,244 tCO_2e).
- Achieved Level 3 Airport Carbon Accreditation.
- Completed EU/UK ETS reporting and submitted ReFuelEU reporting.
- Invested ~EUR 570,000 in sustainable aviation fuel and continued CORSIA work.
- Partnered with the Asian Development Bank on ESG and sustainability initiatives.

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 13. UN SDGs Supported by Our Activities



PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND BIODIVERSITY LOSS

COVERED TARGETS

15.1: Ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services.

15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt biodiversity loss, and protect threatened species.

STRATEGIC PRIORITIES

- Integrate biodiversity protection and ecosystem resilience into airport operations and infrastructure planning.
- Balance wildlife conservation with aviation-safety requirements.
- Support habitat restoration, green-area development, and nature-based solutions.
- Improve understanding of wildlife activity and ecosystem impacts around airports.

ACTION PLAN

- Integrate biodiversity considerations into ESG screening and infrastructure investment decisions.
- Continue responsible landscaping and habitat management around airport facilities.
- Maintain and improve non-lethal wildlife-deterrent systems in safety-critical areas.
- Strengthen bird-strike monitoring, ecological assessment, and cooperation with academic experts.
- Expand tree planting and ecosystem-restoration initiatives in line with operational and environmental priorities.

KEY PROGRESS IN 2025

- Planted 1,000 Eldar pine and olive trees to boost green cover and biodiversity.
- Maintained an acoustic bird-deterrence system at Heydar Aliyev International Airport with 19 control units and 114 loudspeakers.
- Worked with Baku State University experts to study bird behavior and aviation-safety risks.
- Recorded 49 bird strikes (vs. 23 in 2024), highlighting the need for continued habitat management and preventive measures.
- Embedded Biodiversity Conservation and Climate Resilience as a pillar of the ESG Strategy.

Figure 13. UN SDGs Supported by Our Activities



PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES, PROVIDE ACCESS TO JUSTICE FOR ALL, AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

COVERED TARGETS

16.5: Substantially reduce corruption and bribery in all their forms.

16.6: Develop effective, accountable and transparent institutions at all levels.

STRATEGIC PRIORITIES

- Strengthen ethical, transparent and accountable governance.
- Maintain effective compliance, anti-corruption and risk management systems.
- Provide confidential channels for reporting concerns.

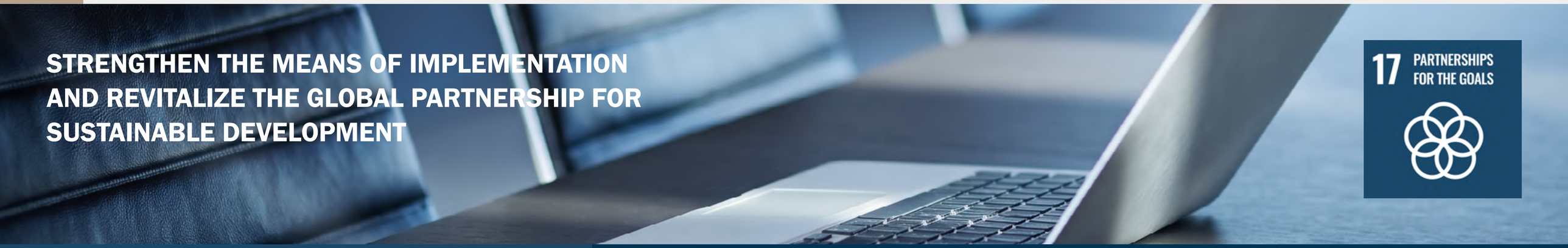
ACTION PLAN

- Review governance and compliance policies regularly.
- Continue anti-corruption and compliance training.
- Strengthen third-party due diligence and risk monitoring.

KEY PROGRESS IN 2025

- Provided compliance training to all newly hired employees.
- Delivered anti-corruption training to 1,310 employees.
- Maintained confidential and anonymous reporting channels.
- Migrated risk and incident reporting to the centralized Jira platform.
- Strengthened cybersecurity monitoring and incident-response controls.

Figure 13. UN SDGs Supported by Our Activities



STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

COVERED TARGETS

17.9: Enhance international support for capacity-building.

17.16: Strengthen multi-stakeholder partnerships that share knowledge, expertise, technology and resources.

17.7: Promote effective public, private and civil society partnerships.

STRATEGIC PRIORITIES

- Build partnerships supporting sustainable aviation and resilient infrastructure.
- Strengthen capacity through international cooperation and knowledge exchange.
- Collaborate with industry, government, academia and financial institutions.

ACTION PLAN

- Implement ESG cooperation with the Asian Development Bank.
- Continue international benchmarking and industry engagement.
- Develop partnerships supporting climate action and biodiversity.

KEY PROGRESS IN 2025

- Established an ESG partnership with the Asian Development Bank.
- Conducted a sustainability exchange with Air Astana.
- Hosted the IATA Aviation Energy Forum in Baku.
- Participated in international aviation and sustainability forums.
- Cooperated with universities and industry partners on skills and biodiversity initiatives.

Figure 13. UN SDGs Supported by Our Activities



04

OPERATIONAL EXCELLENCE ACROSS THE AIRPORTS

OPERATIONAL EXCELLENCE ACROSS THE AIRPORTS

EVERY DAY, AIRPORT OPERATIONS BRING TOGETHER THOUSANDS OF INTERCONNECTED ACTIVITIES, FROM AIRCRAFT ARRIVALS AND PASSENGER PROCESSING TO BAGGAGE HANDLING, SECURITY, INFRASTRUCTURE MAINTENANCE AND EMERGENCY RESPONSE.

Delivering these services safely, efficiently and sustainably requires continuous coordination between people, systems and infrastructure, supported by effective planning, digital technologies and close collaboration across the aviation ecosystem. By optimizing resources, improving operational efficiency and strengthening long-term resilience, we integrate sustainability considerations into the way they manage daily operations and support future growth.

Core Airport Operations

Airport operations are managed through four principal directorates: Operations, Commercial, Infrastructure and Safety. Together, they oversee daily airport activity, commercial services, infrastructure availability, capital development, operational safety and regulatory compliance (Figure 14). The directorates report through an Advisor to the Chairman of the Management Board of AZAL CJSC, supporting clear accountability and coordinated decision-making. The Airports facilitate scheduled passenger services, charter and cargo flights, private aviation, helicopter operations, and humanitarian, diplomatic, military and Very Very Important Person (VVIP) movements. Most activity is concentrated at Heydar Aliyev International Airport, while regional airports support domestic accessibility, seasonal traffic and operational flexibility. Non-aeronautical activities, including retail, food and beverage, advertising, parking and property management, further support passenger convenience and revenue diversification. Total revenue from airport services reached AZN 327.1 million in 2025, increasing by approximately 9.5% from AZN 298.8 million in 2024. Heydar Aliyev International Airport generated AZN 316.7 million, accounting for the majority of airport service revenue.

TOTAL REVENUE FROM AIRPORT SERVICES REACHED AZN 327.1 MILLION IN 2025, INCREASING BY APPROXIMATELY 9.5% FROM AZN 298.8 MILLION IN 2024.

At GYD, the Airport Control Centre consolidates operational information from airport departments and external partners. This information supports the allocation of stands, gates, check-in areas and baggage facilities and allows emerging constraints to be identified and addressed promptly. The Commercial function monitors financial performance with AZAL Group Finance, the Infrastructure function tracks maintenance and capital expenditure, and the Safety function monitors Safety Performance Indicators and assurance activities.



OPERATIONS
- Daily airport activity
- Resource allocation
- Traffic planning
- Stakeholder coordination

COMMERCIAL
- Commercial services
- Revenue monitoring
- Non-aeronautical activities
- Financial performance

INFRASTRUCTURE
- Asset availability
- Maintenance
- Capital expenditure
- Technical systems

SAFETY
- Safety Performance Indicators
- Assurance activities
- Regulatory compliance
- Operational risk monitoring

Figure 14. Airport Operating Model

68,822

FLIGHTS OPERATED ↑ +0.8% compared with 2024

8,621,625

PASSENGERS SERVED ↑ +1.1% compared with 2024



GANJA INTERNATIONAL AIRPORT

1,624 FLIGHTS

211,713 PASSENGERS

NAKHCHIVAN INTERNATIONAL AIRPORT

7,555 FLIGHTS

758,234 PASSENGERS

LANKARAN INTERNATIONAL AIRPORT

52 FLIGHTS

5,078 PASSENGERS

GABALA INTERNATIONAL AIRPORT

40 FLIGHTS

6,274 PASSENGERS

FUZULI INTERNATIONAL AIRPORT

164 FLIGHTS

5,303 PASSENGERS

Figure 15. Network Performance of the Airports in 2025

Regular coordination meetings bring together airport departments, airlines, ground handlers, public authorities, security providers and technical contractors. The Airports are also audited by the State Civil Aviation Agency of Azerbaijan against applicable ICAO requirements, with additional oversight provided through internal audit and external reviews. Supported by these coordination and oversight arrangements, the Airports maintained a high level of operational activity throughout the year. The Airports facilitated 68,822 flights in 2025, compared with 68,279 in 2024 and 56,874 in 2023. Heydar Aliyev International Airport handled 59,387 flights, representing approximately 86% of the network total, while Nakhchivan International Airport handled 7,555 flights and Ganja International Airport handled 1,624. Fuzuli International Airport recorded 164 flights, more than three times the 50 flights handled in 2024, while Gabala International Airport supported 40 flights following the introduction of seasonal activity. The range of operators using the Airports also reflected their respective roles within the network. In 2025, Heydar Aliyev International Airport served 40 airlines, Ganja International Airport seven and Nakhchivan International Airport three. Lankaran, Gabala and Fuzuli international airports each served one airline. At GYD, on-time performance reached 76%, demonstrating the Airport's ability to manage a high volume of movements while maintaining operational reliability.

THE AIRPORTS FACILITATED 68,822 FLIGHTS IN 2025, COMPARED WITH 68,279 IN 2024 AND 56,874 IN 2023

The effectiveness of the governance and operational arrangements is also reflected in the continued growth of airport activity across the network. In 2025, the Airports served 8,621,625 passengers, compared with 8,526,634 in 2024. GYD remained the main gateway, serving 7,635,023 passengers, or approximately 89% of the total. Nakhchivan International Airport served 758,234 passengers, Ganja International Airport 211,713, Gabala International Airport 6,274, Fuzuli International Airport 5,303, and Lankaran International Airport 5,078. Passenger traffic at Fuzuli increased by approximately 59%, while activity at Gabala reflected seasonal services during the year (Figure 15).

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INTERNATIONAL PASSENGER TRAFFIC REACHED 7,120,827, ACCOUNTING FOR APPROXIMATELY 83% OF TOTAL TRAFFIC. DOMESTIC PASSENGER TRAFFIC INCREASED TO 1,500,798, DRIVEN PRIMARILY BY SERVICES BETWEEN BAKU AND NAKHCHIVAN, TOGETHER WITH CONTINUED DOMESTIC OPERATIONS AT GANJA AND GROWING TRAFFIC THROUGH FUZULI INTERNATIONAL AIRPORT (FIGURE 16).

Traffic is supported through slot allocation, seasonal capacity planning and coordinated resource management. Planning systems are used to confirm flight permissions and allocate stands, gates, check-in facilities and baggage resources. This helps the Airports respond to seasonal peaks, special events and changes in operator schedules while maintaining service continuity.

CARGO ACTIVITY DEPENDS ON SECURE SCREENING, CUSTOMS PROCESSES, SPECIALIZED HANDLING, STORAGE FACILITIES, AIRCRAFT STANDS AND RELIABLE LANDSIDE CONNECTIONS.

Cargo operations continued to strengthen the role of Heydar Aliyev International Airport as a regional logistics platform. Cargo activity depends on secure screening, customs processes, specialized handling, storage facilities, aircraft stands and reliable landside connections. Continued development by established cargo operators supported a more diversified traffic base and reinforced the Airport's role in regional trade.

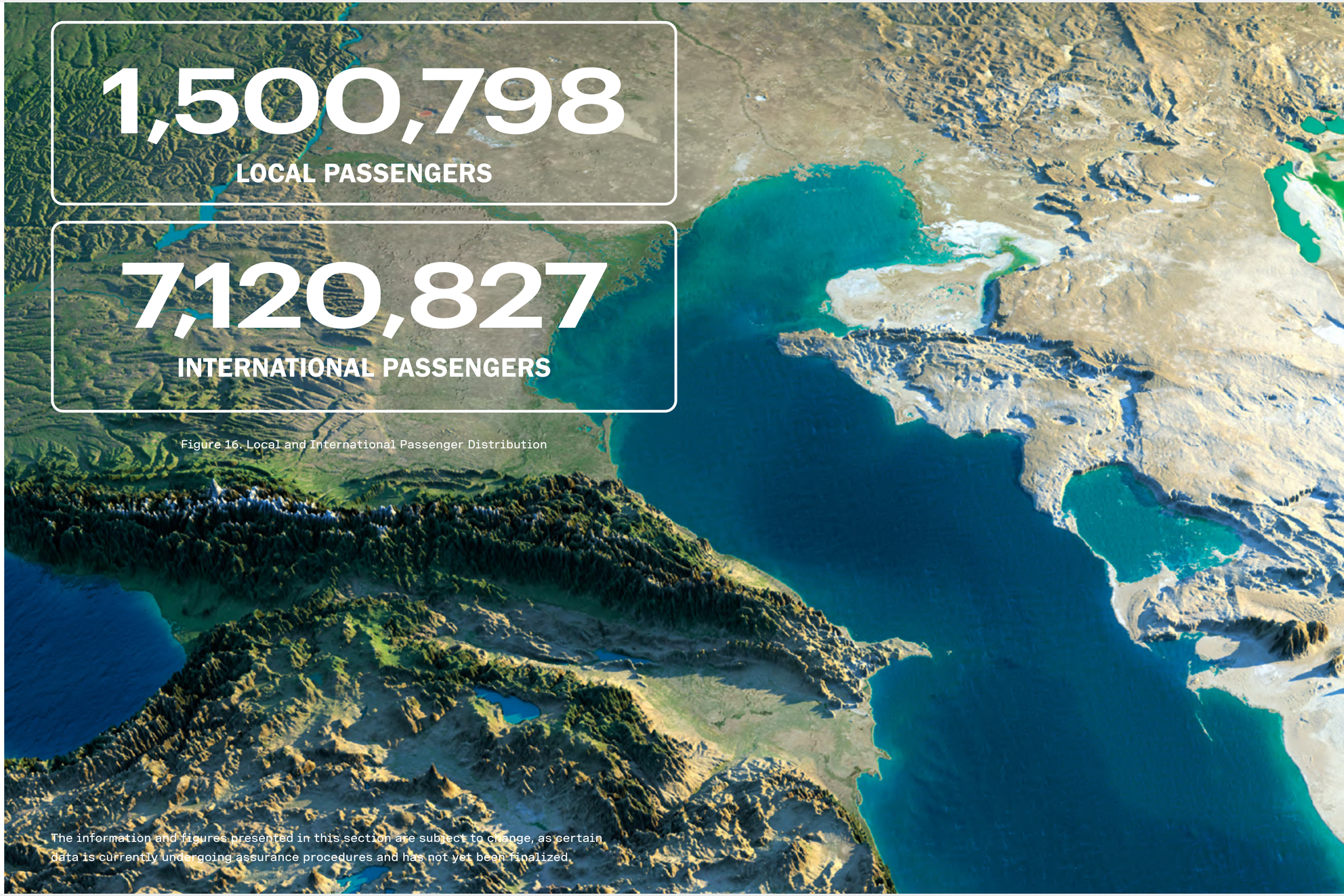


Figure 16. Local and International Passenger Distribution

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

INFRASTRUCTURE AND CAPACITY DEVELOPMENT

MAINTAINING SAFE AND EFFICIENT AIRPORT OPERATIONS DEPENDS ON RELIABLE INFRASTRUCTURE THAT CAN SUPPORT GROWING TRAFFIC WHILE ENSURING UNINTERRUPTED SERVICE.

During 2025, the Airports continued to strengthen critical infrastructure through targeted maintenance, asset renewal and digital modernization, with a focus on improving operational reliability and preparing for future growth. Airfield work included repairs and operational improvements across aprons and taxiway areas, while maintenance programs covered terminal facilities, electrical substations, water and sewer networks, baggage systems and other technical infrastructure. As airports operate around the clock, these activities were carefully planned to minimize disruption while maintaining the availability of essential assets.

ENVIRONMENTAL CONSIDERATIONS REMAINED INTEGRATED INTO INFRASTRUCTURE DEVELOPMENT.

Airport capacity is determined not only by physical infrastructure, but also by how efficiently operational resources are managed. Runways, taxiways, aircraft stands, gates, baggage systems and terminal facilities must operate as an integrated system to accommodate changing traffic demand and optimize aircraft and passenger flows. Several technology-driven initiatives were launched to strengthen operational capability. In 2025, the Airports initiated the replacement of the core operational control suite, with implementation scheduled for 2026 to improve system integration and operational flexibility. The first phase of an end-to-end operational safety solution was also introduced to enhance safety reporting and corrective action management (Figure 17).



Preparatory work also continued for AI-supported aircraft turnaround management, automated airside driving licenses and vehicle permits, renewal of the public-address system, and the upgrade of the Building Management System (BMS). Together, these projects are expected to improve operational coordination, asset performance and infrastructure management in the coming years.

Environmental considerations remained integrated into infrastructure development. The continued replacement of conventional lighting with LED technology reduced electricity consumption and maintenance requirements, while the upgraded Building Management System is expected to optimize heating, cooling and ventilation based on operational demand. These initiatives contributed to Heydar Aliyev International Airport maintaining Level 3 “Optimization” under the ACA program.



Figure 17. Benefits of Planned Smart Infrastructure Upgrades

LOUNGES & PREMIUM EXPERIENCE

- Premium and Business lounges
- Fast-track check-in
- Complimentary refreshments
- High-speed Wi-Fi
- Quiet work and relaxation areas

HEALTH SUPPORT

- First-aid medical points
- Qualified medical assistance
- Emergency response support
- Medical advice before travel

ACCESSIBLE TRAVEL

- Free assistance throughout the passenger journey
- Wheelchair and escort services
- Priority check-in and security screening
- Ambulift boarding for remote stands
- Barrier-free Terminal 1
- Accessible parking and multipurpose facilities

TRANSPORT & TRAVEL SERVICES

- Aeroexpress bus service
- Car rental
- Parking facilities
- Local SIM card services

CUSTOMERS WITH CHILDREN

- Baby care rooms
- Children's playgrounds
- Diaper changing facilities
- Baby chairs in cafés
- Family-friendly multipurpose facilities

INFORMATION SERVICES

- Information desks
- Mobile information staff
- 24/7 Call Centre
- Tourism Information Centre
- Terminal information touchscreens
- ASAN Visa & electronic notary services

SAFETY & SECURITY

- Passenger and baggage screening
- Continuous terminal surveillance
- Fire and rescue services
- On-site medical support
- Controlled access to operational areas

FINANCIAL FACILITIES

- Bank branches
- ATMs
- Currency exchange
- Payment terminals

BAGGAGE SERVICES

- Baggage wrapping
- Free baggage scales
- Packing tables
- Free baggage trolleys
- Hand baggage trolleys

CONNECTIVITY & BUSINESS FACILITIES

- Free Wi-Fi throughout all terminals
- Internet workstations
- Dedicated workbenches
- Charging and business-friendly spaces

Figure 18. Passenger Services Across the Airport Journey

ENHANCEMENT OF THE PASSENGER JOURNEY

CREATING A SEAMLESS PASSENGER JOURNEY EXTENDS BEYOND TERMINAL INFRASTRUCTURE TO ENCOMPASS EVERY STAGE OF TRAVEL, FROM ARRIVING AT THE AIRPORT TO BOARDING THE AIRCRAFT.

The Airports continue to enhance service quality by combining efficient processes, accessible facilities and dedicated passenger support with high standards of safety and security.

Passengers are supported throughout their journey by a wide range of services, including check-in and baggage assistance, information desks, retail and dining facilities, comfortable waiting areas, free Wi-Fi, children's play areas, banking and currency exchange services, lounges, medical assistance and other amenities designed to improve comfort and convenience (Figure 18).

Accessibility remains an important priority. Heydar Aliyev International Airport provides free assistance for passengers with reduced mobility and other special needs, including meet-and-assist services, wheelchair support, priority assistance through check-in and security screening, boarding and disembarkation support, ambulance services, accessible parking and barrier-free movement throughout Terminal 1. Passenger safety is supported through comprehensive security screening, continuous surveillance, airport firefighting and rescue services, on-site medical teams, controlled access to operational areas and regular airfield inspections. These measures help ensure a safe and secure environment for passengers, employees and airport partners. Passenger feedback also plays an important role in service improvement. During 2025, the Airports continued participating in the ACI ASQ program, which evaluates key aspects of the passenger journey, including cleanliness, wayfinding, staff courtesy, security screening, terminal comfort, retail and food services, and overall passenger satisfaction. As part of the ASQ program, passenger satisfaction is measured on a 1–5 scale rather than through a separate customer satisfaction index (CSI). In 2025, Heydar Aliyev International Airport recorded an overall satisfaction score of 4.50 out of 5.

AS PART OF THE ASQ PROGRAM, PASSENGER SATISFACTION IS MEASURED ON A 1–5 SCALE RATHER THAN THROUGH A SEPARATE CUSTOMER SATISFACTION INDEX (CSI)

Selected service-level results included scores of 4.48 for terminal cleanliness, 4.33 for security screening and 4.03 for food services, including restaurants and cafés. These results provide insight into passenger perceptions of key service areas and are used alongside operational performance data to identify opportunities for continuous improvement. Passenger engagement also continued to strengthen through the airport loyalty program, which expanded to approximately 510,000 members in 2025, compared with 297,670 in 2024.

FUEL SUPPLY AND OPERATIONAL SUPPORT

RELIABLE AVIATION FUEL SUPPLY IS ESSENTIAL TO THE SAFE AND UNINTERRUPTED OPERATION OF THE AIRPORTS. AS THE FUEL AND LUBRICANTS DIVISION OF AZAL CJSC, AZALOIL MANAGES THE FULL AVIATION FUEL SUPPLY CHAIN, COVERING FUEL RECEIPT, STORAGE, PREPARATION, QUALITY CONTROL, TRANSPORTATION AND AIRCRAFT REFUELING.

Through its integrated fuel infrastructure, including fuel reception points, tank farms, pipelines, rail sidings, a specialized vehicle fleet, maintenance workshops, a central laboratory and an automated refueling complex, AZALOIL ensures the continuous availability of TC-1 aviation fuel in accordance with GOST 10227-2013 and other applicable operational requirements. In 2025, AZALOIL transported 388,137 tons of aviation fuel, compared with 342,317 tons in 2024, representing year-on-year growth of approximately 13.4% (Figure 19). Fuel demand continued to increase alongside airport activity and reflected not only passenger growth but also changes in aircraft movements, cargo operations and route profiles. GYD accounted for approximately 97% of total fuel volumes, while regional airports continued to support domestic connectivity and seasonal operations.

Maintaining reliable fuel operations requires continuous coordination between AZALOIL, airport operations, airlines and ground-handling partners. Fuel supply activities are planned based on flight schedules, airport demand, available fuel stocks and the readiness of specialized vehicles and personnel. For regional airports, transport planning and vehicle allocation are coordinated to ensure timely fuel deliveries and uninterrupted operations across the airport network. Operational performance is monitored throughout the fuel supply chain using daily operational reporting, fuel movement records, laboratory testing, technical readiness checks and management oversight. Key performance indicators include fuel volumes received and delivered, timely aircraft refueling, availability of specialized vehicles and equipment, fuel quality results, operational incidents and the implementation of corrective actions. Monitoring is supported by the Production and Operations function, Quality Control Department, Special Vehicle Service, maintenance teams, laboratory personnel, shift supervisors and safety specialists.

IN 2025, AZALOIL TRANSPORTED 388,137 TONS OF AVIATION FUEL, COMPARED WITH 342,317 TONS IN 2024, REPRESENTING YEAR-ON-YEAR GROWTH OF APPROXIMATELY 13.4%

Fuel quality and operational safety remain central priorities. Laboratory testing, fuel filtration, settling, sampling and quality assurance procedures are applied at every stage of fuel receipt, storage, transportation and aircraft refueling. These controls are complemented by preventive equipment maintenance, pre-operational inspections, staff training, emergency preparedness and incident reporting, helping to manage operational risks associated with fuel handling, storage, fire safety and continuity of supply. During 2025, AZALOIL further strengthened operational oversight by enhancing pre-operational checks, improving coordination between operational units and reinforcing the monitoring of technical readiness and operational deviations. Greater emphasis was also placed on timely corrective actions, staff awareness and management supervision, supporting improved operational discipline, equipment reliability and fuel supply continuity. Alongside maintaining reliable fuel operations, AZALOIL continued to monitor developments in SAF and evolving international regulatory requirements. As the aviation sector progresses towards lower-carbon fuels, we are assessing future operational, quality-control and infrastructure requirements to support the safe integration of alternative aviation fuels while maintaining the reliability and safety of existing fuel supply operations.

388,137

TONS OF TRANSPORTED OIL IN 2025

↑ +13.4% compared with 2024

HEYDAR ALIYEV INTERNATIONAL AIRPORT	GANJA INTERNATIONAL AIRPORT	NAKHCHIVAN INTERNATIONAL AIRPORT
376,882 TONS	5,243 TONS	2,498 TONS

LANKARAN INTERNATIONAL AIRPORT	GABALA INTERNATIONAL AIRPORT	ZABRAT REGIONAL SECURITY SERVICES
163 TONS	344 TONS	3,007 TONS

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 19. AZALOIL Fuel Supply Performance in 2025



05

CLIMATE ACTION AND ENVIRONMENTAL MANAGEMENT

CLIMATE ACTION AND ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT IS AN INTEGRAL PART OF THE AIRPORTS' AND AZALOIL'S APPROACH TO RESPONSIBLE AND RESILIENT OPERATIONS.

Given the scale and nature of the activities under this reporting scope, environmental impacts related to emissions, energy use, water and wastewater, waste, noise, biodiversity, and regulatory compliance are carefully monitored and managed. These areas are regulated through internal procedures, operational controls, monitoring practices, audits, and environmental performance targets. During the reporting period, we continued to strengthen the systems used to monitor and manage environmental performance. The environmental management framework is supported by internal policies and operational documents, including HSE (Health, Safety, and Environment) and quality control targets, environmental procedures, the Ecological Passport, Water Emission Discharge Limits, and Air Emission Discharge Limits. These documents provide the basis for managing environmental risks, monitoring key environmental indicators, and supporting compliance with applicable requirements.

Our environmental objectives include reducing Scope 1 and Scope 2 GHG emissions, improving energy efficiency, increasing the use of lower-emission technologies where feasible, reducing water consumption, improving wastewater monitoring, minimizing waste generation, increasing recycling and reuse, reducing air pollution, managing impacts on biodiversity, and maintaining compliance with environmental regulations. These objectives are particularly relevant in the context of Azerbaijan's growing role in climate dialogue following 29th Conference of the Parties (COP29) in Baku, where climate finance, clean energy transition, and stronger climate action remained central themes.



EMISSIONS ACROSS OUR OPERATIONS

OUR CLIMATE MANAGEMENT APPROACH FOCUSES ON MONITORING GHG EMISSIONS, IMPROVING ENERGY EFFICIENCY, OPTIMIZING OPERATIONAL PROCESSES, REDUCING FUEL CONSUMPTION WHERE POSSIBLE, AND STRENGTHENING THE QUALITY AND CONSISTENCY OF EMISSIONS DATA.

The Decarbonization Roadmap to Net-Zero GHG Emissions by 2050 further defines the Organization's long-term climate ambition and the main levers expected to support emissions reduction over time. The roadmap forecasts a 70% reduction in total CO_2 emissions by 2050 compared with the baseline, supported by four strategic decarbonization levers. Fleet renewal is expected to be one of the largest contributors, accounting for an estimated 27.25% of the reduction, while fleet smart solutions, including operational optimization and AI-enabled tools, are forecast to contribute 28.80%. SAF adoption is expected to contribute a further 8%, and carbon removal technologies are expected to account for 6%. Together, these measures show that the Organization's decarbonization approach combines operational efficiency, technology deployment, cleaner fuels, and longer-term carbon removal solutions, reflecting the scale and complexity of reducing emissions in the aviation sector.

Scope 1 emissions include direct emissions from fuel use and combustion sources within the operational boundary, including natural gas and fuels used in vehicles and relevant operational equipment. Scope 2 emissions relate to purchased electricity. Emissions are calculated primarily in line with the GHG Protocol, with emission factors also drawn from internationally recognized sources, including the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines. There were no changes in the emissions calculation methodology compared with previous years. For Scope 2 emissions, changes in the national electricity generation mix may affect reported emissions factors, while the underlying calculation approach remains consistent.

Data used for emissions calculations is collected from multiple internal sources, including fuel records, fleet and equipment data, electricity consumption data, flight-related operational systems, procurement-related information where relevant, and supporting documentation such as invoices, meter readings, and operational records. Departments provide relevant data for consolidation, while emissions documentation is retained in Excel files and supporting records. The Airports also maintain an Environmental Management Plan (EMP) document approved by management, which describes the calculation approach and provides an audit trail for emissions reporting. Total reported GHG emissions amounted to 45,202 tCO_2e in 2025, compared with 34,898 tCO_2e in 2024. The year-on-year change was primarily associated with Scope 2 emissions, while Scope 1 emissions decreased over the same period. The Airports accounted for approximately 97% of the combined emissions profile in 2025, reflecting the scale and energy requirements of airport operations. Scope 1 emissions decreased from 10,422 tCO_2e in 2024 to 7,564 tCO_2e in 2025, mainly due to lower fuel-related emissions. Diesel emissions declined from 3,270 tCO_2e to 1,370 tCO_2e, petroleum-related emissions from 594 tCO_2e to 386 tCO_2e, and natural gas emissions from 6,558 tCO_2e to 5,807 tCO_2e. Natural gas, attributable to airport operations, remained the largest Scope 1 source, while Airports represented approximately 96% of total Scope 1 emissions in 2025.

SCOPE 1 EMISSIONS DECREASED FROM 10,422 TCO2E IN 2024 TO 7,564 TCO2E IN 2025, MAINLY DUE TO LOWER FUEL-RELATED EMISSIONS.

Scope 2 emissions amounted to 37,638 tCO_2e in 2025, compared with 24,476 tCO_2e in 2024. Airports contributed 36,404.9 tCO_2e, or approximately 96.7% of combined Scope 2 emissions, while AZALOIL accounted for 1,233 tCO_2e. Airports also accounted for the majority of the year-on-year increase in Scope 2 emissions. Overall, Scope 2 represented approximately 83.3% of total reported Scope 1 and Scope 2 emissions in 2025, confirming electricity-related emissions as the largest component of the combined emissions profile and an important focus area for ongoing energy-efficiency and decarbonization initiatives (Figure 20).

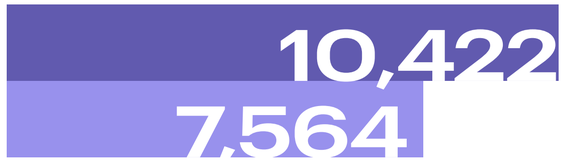
TOTAL REPORTED GREENHOUSE GAS EMISSIONS (TCO2E)

↑ 29.5% increase



SCOPE 1 EMISSIONS (TCO2E)

↓ 27.4% decrease



SCOPE 2 EMISSIONS (TCO2E)

↑ 53.8% increase



Figure 20. Total emissions profile in the Airports and AZALOIL

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WE HAVE ALSO BEGUN TRANSITIONING SELECTED PARTS OF OUR VEHICLE FLEET TOWARD LOWER-EMISSION ALTERNATIVES. SOME SERVICE AND GROUND HANDLING VEHICLES HAVE BEEN REPLACED WITH ELECTRIC VEHICLES (EV), AND EV CHARGING STATIONS HAVE BEEN INSTALLED NEAR BOTH TERMINALS FOR PASSENGER USE.

These measures support the reduction of operational fuel consumption and contribute to more sustainable mobility within and around airport facilities. At the broader aviation level, the Organization continued to strengthen its response to emerging climate-related requirements and sector-specific emissions frameworks. This included ongoing work related to CORSIA, EU Emissions Trading System (ETS), UK ETS, ReFuelEU Aviation, IATA CO_2 Connect, TrackZero, and GHG Protocol-based corporate emissions accounting. Together, these frameworks require the Organization to manage climate-related data across different regulatory and voluntary reporting contexts, from flight-related emissions and SAF requirements to corporate GHG inventories.

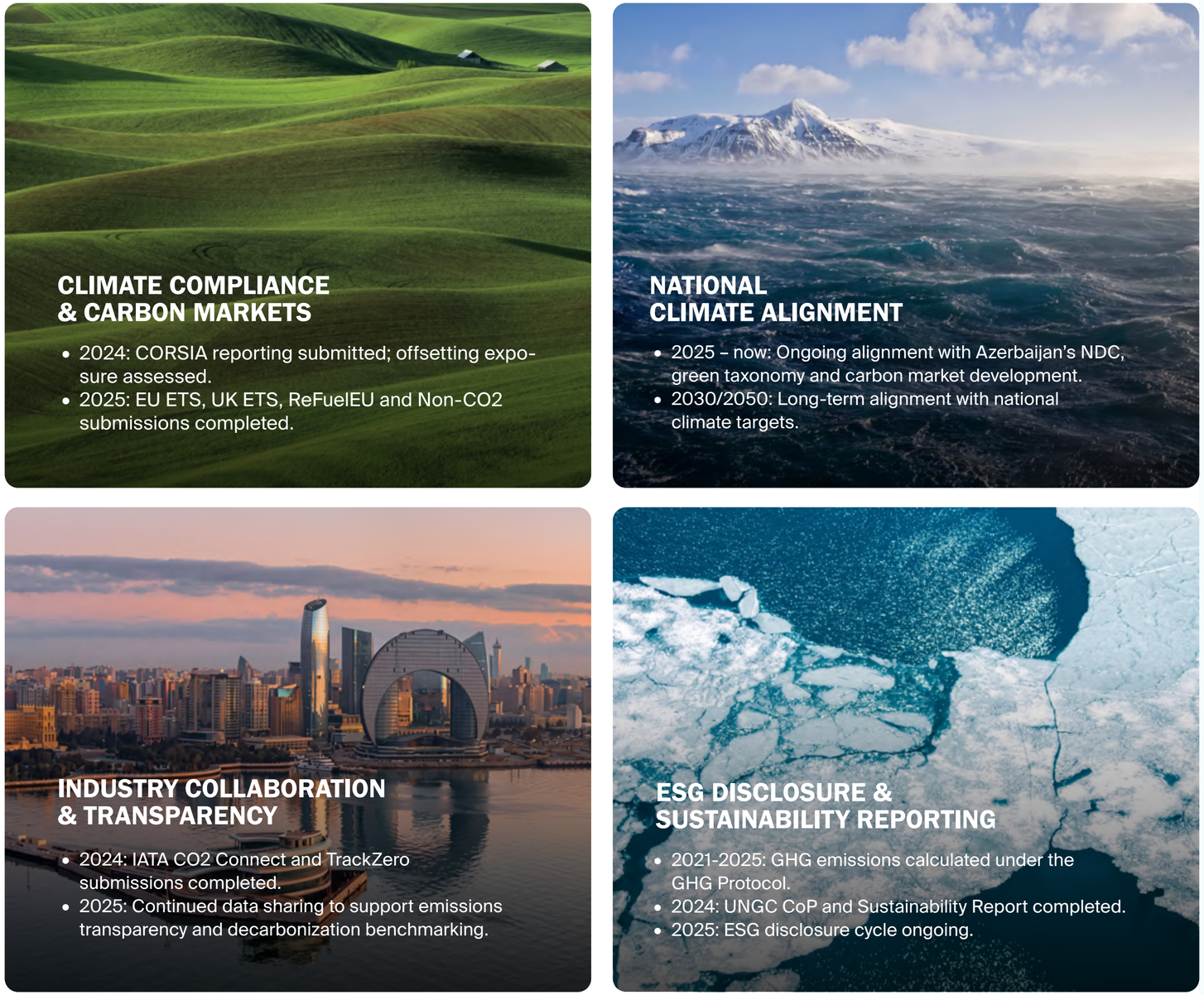

Figure 21. Climate-related frameworks and initiatives

In 2025, reporting under the EU ETS and UK ETS was completed, reflecting the Organization's continued compliance with established emissions trading requirements in Europe and the United Kingdom. ReFuelEU Aviation reporting was also submitted, with audit approval pending, supporting readiness for new sustainable aviation fuel-related obligations. The organization also participated in SAF-related compliance and market developments, including expenditure of approximately EUR 570,000 on SAF purchases linked to ReFuelEU requirements.

THE AIRPORTS AND AZALOIL APPLY INTERNAL CONTROLS TO SUPPORT THE ACCURACY AND COMPLETENESS OF EMISSIONS DATA.

In parallel, work continued on 2025 CORSIA reporting, contributing to the Organization's ability to monitor and report international aviation emissions in line with sector expectations (Figure 21). The Airports and AZALOIL apply internal controls to support the accuracy and completeness of emissions data. Flight-related emissions are subject to external audit and verification. Supporting documentation is retained to enable traceability of reported figures.

ENERGY EFFICIENCY

ENERGY EFFICIENCY IS A CORE COMPONENT OF THE ENVIRONMENTAL AND EMISSIONS REDUCTION APPROACH. OUR OPERATIONS ARE ENERGY INTENSIVE, PARTICULARLY DUE TO TERMINAL OPERATIONS, LIGHTING, HEATING, COOLING, VENTILATION, BAGGAGE SYSTEMS, AND OTHER INFRASTRUCTURE.

As a result, electricity and natural gas consumption remain material areas of environmental performance. To address this, the Airports and AZALOIL have implemented a range of measures aimed at reducing avoidable energy consumption across their facilities. These include automatic lighting systems, LED lighting, energy-efficient Heating, Ventilation, and Air Conditioning (HVAC) systems, motion sensor lighting, and automated heating and cooling controls where technically feasible. These operational improvements are supported by awareness measures, including energy-saving posters and internal communication, which encourage employees to use energy more responsibly in day-to-day activities. Together, these measures help embed energy efficiency into both infrastructure management and workplace behavior.

At the Airports, electricity consumption increased from 57.1 million kWh in 2024 to approximately 61.0 million kWh in 2025, representing an increase of approximately 6.8%. This reflects the overall electricity requirements of airport operations during the reporting period. Against this backdrop, ongoing measures such as LED modernization, electrical infrastructure upgrades and automated energy controls remain important for managing electricity demand and improving the efficiency of airport facilities.

In 2025, the Airports further strengthened their energy management approach through ISO 50001 certification. This provided a more structured framework for monitoring energy-related measures, maintaining operational controls, and identifying opportunities for improvement. Under this framework, energy-related controls are monitored regularly, including weekly checks in relevant operational areas. These activities support stronger operational discipline, early identification of inefficiencies, and more systematic follow-up of energy-saving opportunities. Energy transition is also reflected in the Organization's ESG Strategy and Net/Near Zero Emissions Plan, where energy efficiency is positioned as part of the broader decarbonization pathway. Relevant focus areas include clean energy integration, modernization of ground facilities, smart airport solutions, more efficient operations, and the future use of sustainable finance mechanisms to support environmental investments. As the Airports continue to advance their longer-term emissions reduction objectives, these priorities are expected to become increasingly important in reducing reliance on conventional energy sources and improving overall energy performance.

Across the Airports and AZALOIL, total electricity consumption amounted to approximately 63.0 million kWh in 2025, compared with 58.7 million kWh in 2024, representing an increase of approximately 7.4%. Airports accounted for the majority of electricity use and approximately 89% of the absolute year-on-year increase, while AZALOIL electricity consumption increased from approximately 1.57 million kWh to 2.07 million kWh. At the same time, natural gas consumption at the Airports decreased from 3.04 million m^3 to approximately 2.78 million m^3, representing a reduction of approximately 8.4% (Figure 22).

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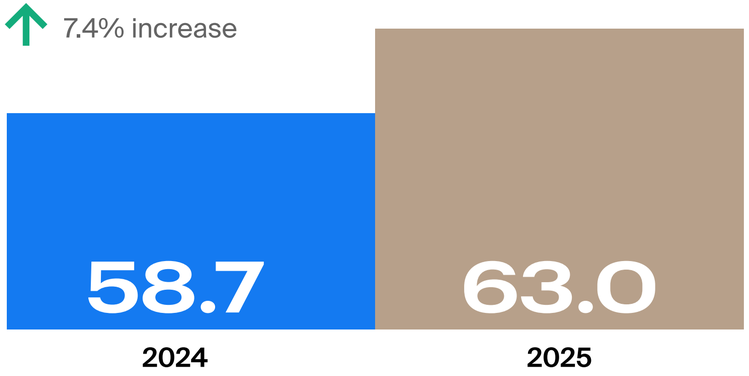
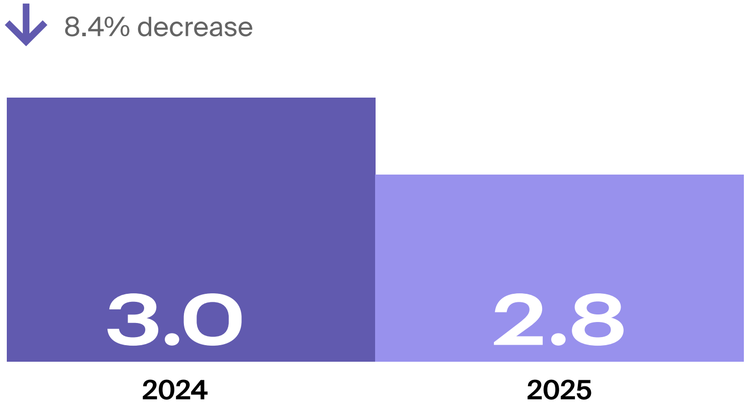
ELECTRICITY CONSUMPTION (MILLION KWH)



Combined electricity consumption covers the Airports and AZALOil

NATURAL GAS CONSUMPTION (MILLION M3)



Natural gas consumption applies to the Airports only

Figure 22. Change in electricity and natural gas consumption

Fuel consumption showed a different trend during the reporting period. Combined fuel consumption across the Airports and AZAL-OIL decreased from approximately 1.49 million liters in 2024 to 679,876 liters in 2025, representing a reduction of approximately 54.4%. Diesel consumption decreased by approximately 58.2%, from 1.23 million liters to 514,743 liters, while petroleum consumption decreased by approximately 36.1%, from 258,339 liters to 165,134 liters. The reduction was observed across both entities but was primarily driven by lower diesel use, particularly within airport operations. Airports accounted for approximately 81% of the absolute decrease in total fuel consumption, reflecting lower fuel requirements for airport-related equipment and vehicles during the year. Overall, the shift in the fuel profile contributed to a substantially lower direct fuel demand compared with 2024 (Figure 23).



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1.49 MLN LITERS 2024

679,876 LITERS 2025

58.2% DECREASE IN DIESEL CONSUMPTION

36% DECREASE IN PETROLEUM CONSUMPTION

Figure 23. Change in fuel consumption

WATER AND WASTE MANAGEMENT

THE AIRPORTS AND AZALOIL MANAGE WATER, WASTEWATER, WASTE AND RESOURCE USE THROUGH A COMBINATION OF OPERATIONAL CONTROLS, MONITORING, INSPECTIONS AND INTERNAL PROCEDURES.

Water is used for sanitation, facility and equipment cleaning, aircraft-related activities and landscape maintenance, and is sourced from municipal systems. Water-efficiency measures include automated irrigation systems, low-flow faucets, toilets and showers, as well as regular inspections to identify leaks and arrange timely repairs. These measures are intended to reduce unnecessary consumption while maintaining the water availability required for safe and continuous operations.

Wastewater generated through sanitation and other facility activities is managed through the relevant wastewater infrastructure, while water used for irrigation and certain exterior cleaning activities does not generally enter the wastewater system. The Airports monitor wastewater quality through periodic sampling and analysis, with testing carried out on a monthly, quarterly or annual basis depending on the relevant parameter and monitoring requirement. Analyses are performed by third-party laboratories, and the results are recorded internally to support statistical tracking, compliance monitoring and the identification of potential changes in wastewater quality over time. Effluent quality is managed in accordance with applicable regulatory requirements and discharge permit conditions. The Airports and AZALOIL do not currently apply separate internally developed or aviation-sector-specific discharge limits beyond these requirements. Wastewater is generally conveyed through designated wastewater systems rather than discharged directly into natural water bodies. Consequently, the characteristics of individual receiving water bodies do not typically determine the applicable discharge criteria. Where direct discharge occurs, the relevant permit conditions, regulatory thresholds and characteristics of the receiving environment are taken into account as part of facility-level monitoring and compliance processes.

Total water consumption across the Airports and AZALOIL decreased from 628,943 m^3 in 2024 to 617,653 m^3 in 2025, representing a reduction of approximately 1.8%. Airports remained the main water consumer, accounting for approximately 97% of total consumption in 2025. Water consumption at the Airports decreased from 610,643 m^3 to 600,096 m^3, accounting for most of the absolute year-on-year reduction, while AZALOIL consumption decreased from 18,300 m^3 to 17,557 m^3, or approximately 4.1%. Total water discharge also decreased during the reporting period, from 436,582 m^3 in 2024 to 425,115 m^3 in 2025, representing a reduction of approximately 2.6%. Taken together, the year-on-year trends indicate a moderate reduction in both water use and discharge volumes, reflecting operational conditions, continued monitoring and the implementation of water-efficiency measures across the facilities (Figure 24).

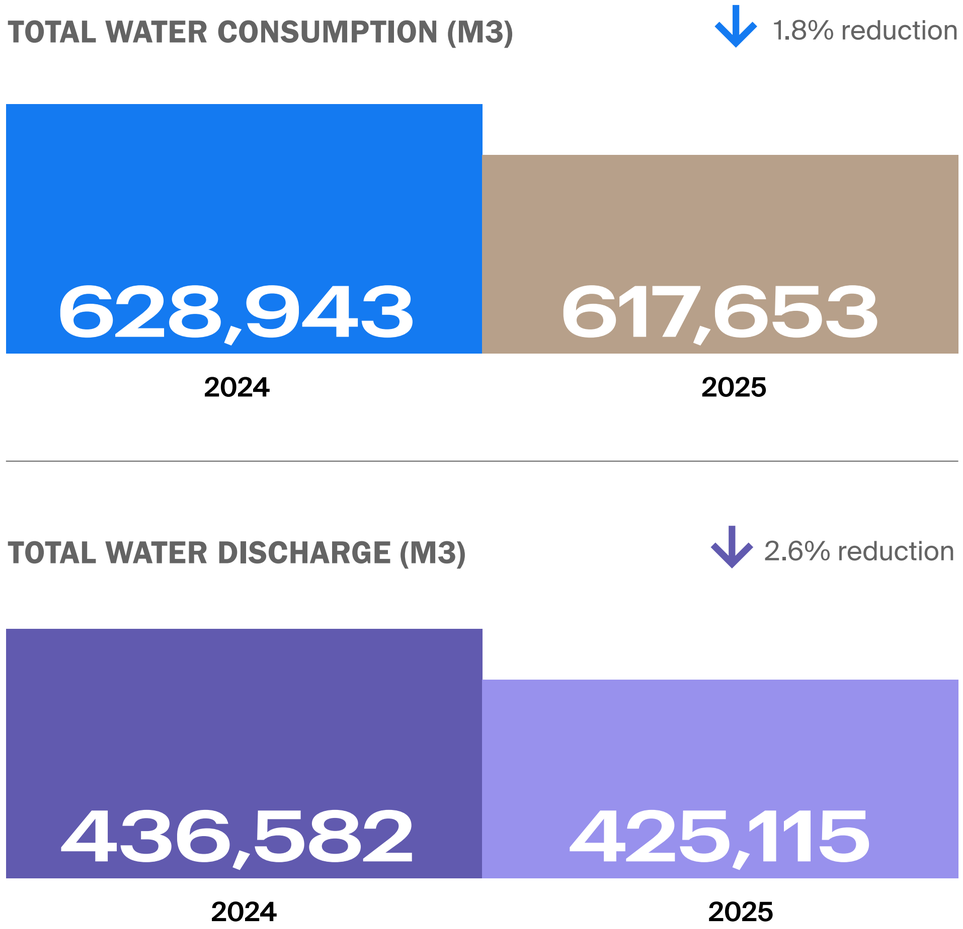

Figure 24. Water Consumption and Discharge Trends

Waste management forms another key part of the environmental management approach across the Airports and AZALOIL. The approach covers both hazardous and non-hazardous waste and is supported by waste separation, designated collection and storage arrangements, staff training, monitoring and periodic audits. Non-hazardous waste, including recyclable materials such as paper, plastic and metal, is collected through dedicated recycling and disposal streams. Office-based recyclable waste is placed in designated bins, consolidated at identified collection points and transferred to recycling companies for further treatment and reprocessing where appropriate. Waste audits are conducted to monitor segregation practices and identify opportunities to improve recycling and reduce the volume of materials directed to final disposal.

AIRPORTS REMAINED THE MAIN WATER CONSUMER, ACCOUNTING FOR APPROXIMATELY 97% OF TOTAL CONSUMPTION IN 2025.

Hazardous waste, including batteries, chemicals, electronic waste, oil waste, tires and fuel filters, is segregated from general waste and managed in accordance with applicable safety and environmental requirements. Relevant controls cover the storage, handling, transportation and disposal of these materials, while staff training, regular inspections and waste monitoring support the consistent application of established procedures. Waste-reduction and recycling initiatives are also used to identify opportunities to minimize waste generation and improve material recovery where technically and operationally feasible.

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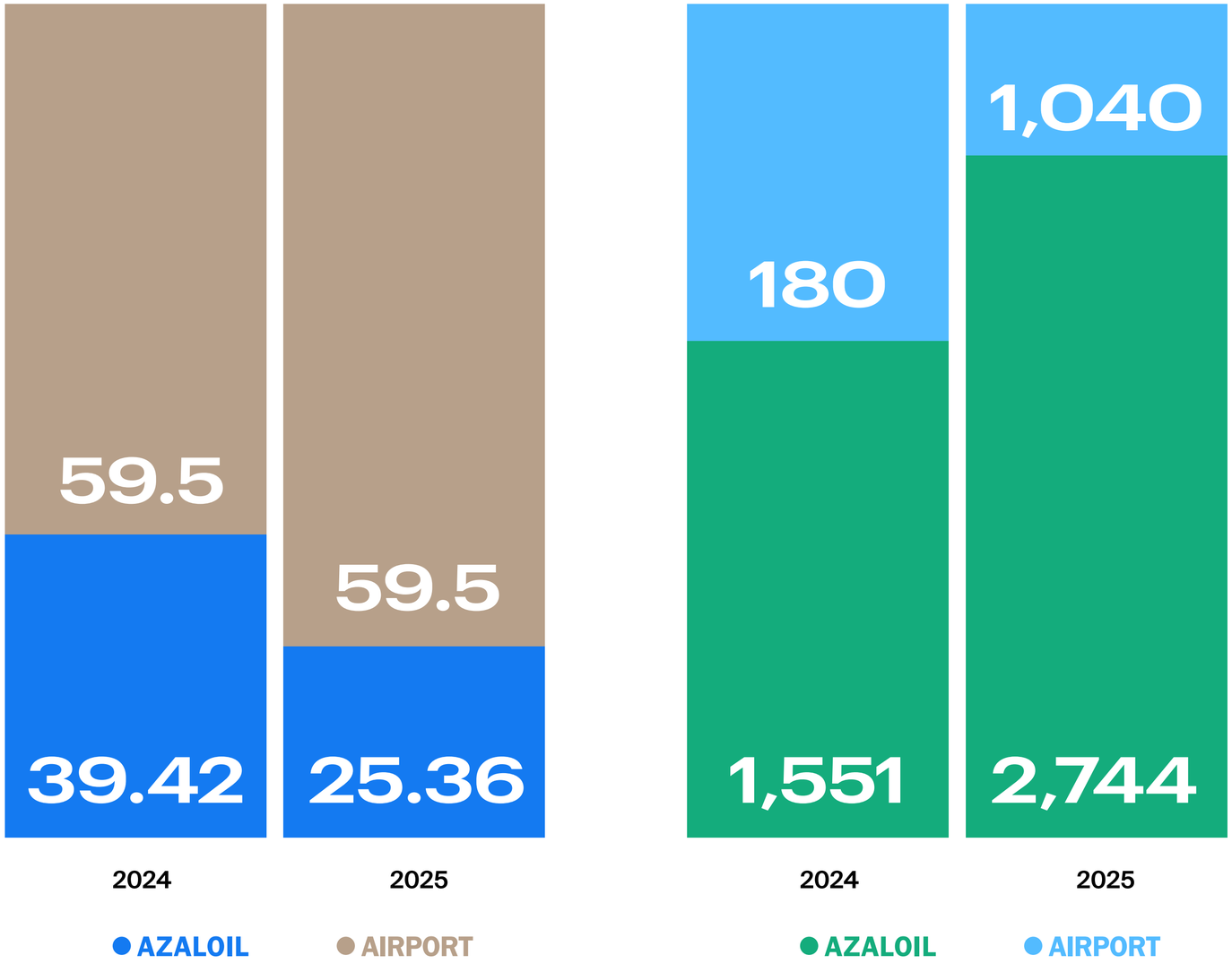

Figure 25. Waste generation overview

Waste data reflects the combined performance of the Airports and AZALOIL, where applicable. Total non-hazardous waste generated increased from 1,731 metric tons in 2024 to 3,784 metric tons in 2025, while total hazardous waste generated decreased from 99.93 metric tons to 84.86 metric tons. Non-hazardous waste recycled, reported for the Airports only, declined from 100.51 metric tons in 2024 to 28.8 metric tons in 2025. This decrease was mainly linked to lower reported recycling volumes for paper waste, which fell from 10.51 metric tons to 4.8 metric tons, plastic waste, which decreased from 30 metric tons to 11 metric tons, and metal waste, which declined from 60 metric tons to 13 metric tons. Total hazardous waste recycled, covering both the Airports and AZALOIL, also decreased from 81.2 metric tons in 2024 to 63.45 metric tons in 2025. This was mainly driven by a reduction in recycled oil waste from 68.5 metric tons to 62.7 metric tons, together with lower battery recycling at the Airports, which decreased from 12.7 metric tons to 0.75 metric tons (Figure 25).

In parallel, the volume of waste directed to landfill increased in 2025. Total non-hazardous waste sent to landfill across both business units increased from 1,731 metric tons in 2024 to 3,784 metric tons in 2025. Total hazardous waste directed to landfill also increased from 31.08 metric tons to 33.41 metric tons, primarily due to higher volumes of other hazardous waste, including tires and fuel filters, which increased from 27.03 metric tons to 29.58 metric tons.

TOTAL HAZARDOUS WASTE RECYCLED, COVERING BOTH THE AIRPORTS AND AZALOIL, ALSO DECREASED FROM 81.2 METRIC TONS IN 2024 TO 63.45 METRIC TONS IN 2025.

Oil waste directed to landfill, reported for the Airports only, slightly decreased from 4 metric tons to 3.8 metric tons, while batteries directed to landfill decreased from 0.05 metric tons to 0.03 metric tons. The overall increase in landfill disposal was mainly associated with higher operational activity, construction and repair works, disposal of obsolete equipment following inventory rationalization, and the removal of legacy waste accumulated during previous years.

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NOISE MITIGATION AND BIODIVERSITY IMPACTS

THE AIRPORTS RECOGNIZE THAT AVIATION AND AIRPORT OPERATIONS CAN AFFECT SURROUNDING COMMUNITIES AND LOCAL ECOSYSTEMS THROUGH AIRCRAFT NOISE, GROUND OPERATIONS, LAND USE, WILDLIFE INTERACTIONS, AND HABITAT DISTURBANCE.

Noise and biodiversity management are therefore addressed as part of the Airports' broader environmental management approach and the Group's ESG Strategy pillar on Biodiversity Conservation and Climate Resilience. Noise levels are monitored regularly to identify whether there are increases in operational noise and to support follow-up where required. Measurements are taken at defined distances, including 50, 100, and 150 meters, and results are assessed against applicable requirements. Where an increase is identified, the Airports may review whether the relevant aircraft or equipment has undergone maintenance, whether the applicable noise certificate is valid, and whether the measured levels are within permitted limits. Aircraft are also subject to applicable international aviation requirements, including noise-related certification and operational standards, and the Airports' noise management practices are aligned with relevant International ICAO guidance on Aircraft Noise.

Biodiversity-related activities focus on managing airport operations in a way that considers both ecological impact and aviation safety. The Airports carry out landscaping and green area development; however, vegetation planning is managed carefully to avoid attracting wildlife that may increase operational safety risks. Wildlife hazard management measures are implemented where necessary, including the use of non-lethal deterrents to discourage birds and other wildlife from gathering near runways and other safety-critical areas. A key preventive measure is the use of an acoustic bird deterrence system, particularly at Heydar Aliyev International Airport, which manages the highest level of air traffic activity. The system includes 19 control units and 114 Phoenix Wailer MK-III loudspeakers that emit rotating sequences of predator calls and synthetic scare sounds at programmed intervals. Each loudspeaker has an effective sound coverage radius of approximately 750 meters, helping create a deterrence zone around critical operational areas and reducing the likelihood of bird congregation near flight paths. Bird strike monitoring remains an important component of wildlife hazard management. In 2025, 49 bird strikes were recorded across airport operations, compared with 23 incidents in 2024.

These events are monitored as part of ongoing aviation safety processes, and the Airports continue to implement preventive measures, including habitat management and bird deterrence systems, to manage wildlife-related operational risks.

The Airports have also cooperated with academic experts from Baku State University to better understand bird activity in the airport environment. Abulfaz Taghiyev, Associate Professor and Head of the Department of Zoology and Physiology, and Firuza Qadirzade, doctoral student of the same department, studied the feeding relationships of sedentary and migratory-nesting birds that may pose risks to aircraft during the breeding period. This work supports both biodiversity understanding and aviation safety by helping the Airports assess bird presence, movement, and potential wildlife-related operational risks.





ENVIRONMENTAL COMPLIANCE AND REPORTING

THE AIRPORTS AND AZALOIL MANAGE ENVIRONMENTAL COMPLIANCE THROUGH INTERNAL POLICIES, PROCEDURES, PERMITS, MONITORING MECHANISMS, AND AUDIT PROCESSES.

Key documents include HSE and quality control targets, environmental procedures, the Ecological Passport, Water Emission Discharge Limits, and Air Emission Discharge Limits. These documents support compliance with local environmental legislation and applicable international standards by translating regulatory requirements into operational procedures. Environmental performance is monitored across several areas, including air emissions, water and wastewater, waste, energy use, and resource consumption. Periodic reports and statistical information on environmental indicators, including SOx, NOx, carbon monoxide, airborne dust, wastewater analysis results, and waste-related data were prepared on monthly, quarterly, and annual cycles depending on the indicator and reporting requirement.

Environmental Impact Assessments (EIA) have been conducted across 34 key environmental aspects, covering areas such as raw material use, energy consumption, air emissions, water emissions, and waste management. These assessments help identify environmental risks and support the implementation of mitigation measures across airport operations. In addition, we conduct both internal and external environmental audits. Recent audits identified minor findings related to waste segregation, unnecessary energy use, non-compliance with recycling requirements, higher-than-normal water use, and the timing of tree pruning. These findings demonstrate that monitoring and audit mechanisms are in place, while also identifying practical areas where operational discipline and corrective action tracking can be strengthened. We also continued to strengthen our climate-related reporting and external alignment. In addition to GHG Protocol-based emissions accounting, the Group monitors and reports under several aviation-related frameworks, including CORSIA, EU ETS, UK ETS, ReFuelEU Aviation, IATA CO_2 Connect, TrackZero, and the UN Global Compact Communication on Progress. These frameworks support transparency, regulatory preparedness, customer-facing emissions reporting, and benchmarking against international aviation sustainability practices.

WE ALSO CONTINUED TO STRENGTHEN OUR CLIMATE-RELATED REPORTING AND EXTERNAL ALIGNMENT.

In 2025, we joined or continued participation in several aviation sustainability platforms and initiatives, including IATA CO_2 Connect, TrackZero, and IATA's Environmental Assessment program. The organization also hosted the IATA Aviation Energy Forum, the first such event in the Caucasus and Caspian region and relaunched the Energy Transition and Sustainability Working Group with the British Chamber of Commerce Azerbaijan (BCCA) and the German-Azerbaijani Chamber of Commerce (AHK Azerbaijan). These activities supported knowledge exchange, institutional capacity building, and alignment with emerging sustainability expectations in the aviation sector.

06

PEOPLE BEHIND EXCELLENCE



PEOPLE BEHIND EXCELLENCE

PEOPLE MANAGEMENT IS CENTRAL TO THE AIRPORTS' AND AZALOIL'S ABILITY TO OPERATE SAFELY, RELIABLY, AND EFFICIENTLY.

The operations depend on a workforce that combines technical competence, regulatory awareness, service orientation, and operational discipline. During the reporting period, we continued to monitor workforce indicators such as recruitment, training, remuneration, parental leave, disability inclusion, and employee benefits to better understand workforce composition, employee development needs, and areas requiring continued attention. These indicators also support a more structured view of how the Organization attracts, develops, supports, and retains employees across its operations.

The HR function is managed centrally across the Airports and AZALOIL, supporting consistency in the way employees are recruited, onboarded, developed, supported, and, where applicable, offboarded across different sites and business units. This structure is supported by documented procedures covering the main stages of the employee lifecycle, including recruitment, onboarding and adaptation, performance management, training and development, recognition, vacation, termination, and succession planning. In 2025, this framework was further strengthened through updated HR procedures covering organizational structure, position and salary changes, performance management, and learning and development. We also established the HR Business Partner model and initiated a leader-led HR operating approach, under which line managers take a more active role in day-to-day people management while HR provides the policies, tools, and methodological support needed for consistent implementation. This approach is intended to improve accountability, strengthen performance culture, and align HR processes more closely with operational and financial priorities. The Airports and AZALOIL also continued to improve HR data management and process efficiency. Employee information is stored in the 1C system, and several HR processes have been digitalized. Some activities, including training data tracking and working-hour validation, still rely on manual inputs, checks, and validation by managers and relevant departments.

THE AIRPORTS AND AZALOIL ALSO CONTINUED TO IMPROVE HR DATA MANAGEMENT AND PROCESS EFFICIENCY.

The HR system is not currently integrated with the finance system, although an Enterprise Resource Planning (ERP) implementation project is underway. Over time, this may support stronger integration, improved data controls, and more consistent monitoring of workforce-related indicators.



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WORKFORCE PROFILE

THE AIRPORTS AND AZALOIL EXPANDED RECRUITMENT ACTIVITY DURING THE REPORTING PERIOD. IN 2025, 135 NEW EMPLOYEES JOINED THE ORGANIZATION, COMPARED WITH 111 IN 2024.

Recruitment in 2025 included both male and female employees and covered different age groups. Of the new hires, 90 were male and 45 were female. By age group, 62 new hires were under 30, 60 were aged 30–50, and 13 were over 50. This distribution shows that hiring was not limited to a single employee group. Younger employees support workforce renewal and the development of future talent, while employees in the 30–50 and over-50 age categories bring experience, technical knowledge, and operational maturity (Figure 26).

The recruitment process follows a structured workflow, beginning with an employee request and vacancy approval, after which the position is announced through internal and external channels (Figure 27). Applications are reviewed through the recruitment platform, shortlisted candidates are assessed with the involvement of line managers, and selected candidates proceed through interviews and approvals before receiving an offer. Depending on the role, assessments may also include technical, language, or role-specific requirements. Once hired, employees sign their employment contracts on their first working day and take part in initial onboarding training. Where relevant, the adaptation process includes a buddy system to support integration into the workplace, and employees complete a probation period, after which their performance and suitability for the role are assessed.

We also work to strengthen the talent pipeline through cooperation with educational institutions, participation in career fairs, and targeted internship and employment initiatives. During the reporting period, the Organization engaged with students and potential candidates through ADA Employability Week, ADA Career Fair, Baku Climate Action Week Career Fair, the ICT Career Fair 2025, the National Aviation Academy, and job fairs linked to employment opportunities in Lachin and Zangilan under the Great Return Program. These initiatives helped us reach candidates at different stages of career development, from students and recent graduates to experienced technical specialists.

DEPENDING ON THE ROLE, ASSESSMENTS MAY ALSO INCLUDE TECHNICAL, LANGUAGE, OR ROLE-SPECIFIC REQUIREMENTS.

The National Aviation Academy remains particularly important for aviation-related roles that require long-term technical development, while IT-focused engagement with the Academy resulted in 10 students being selected for industrial internship from May 2025. ADA Employability Week also led to the employment of 8 candidates following the selection process.

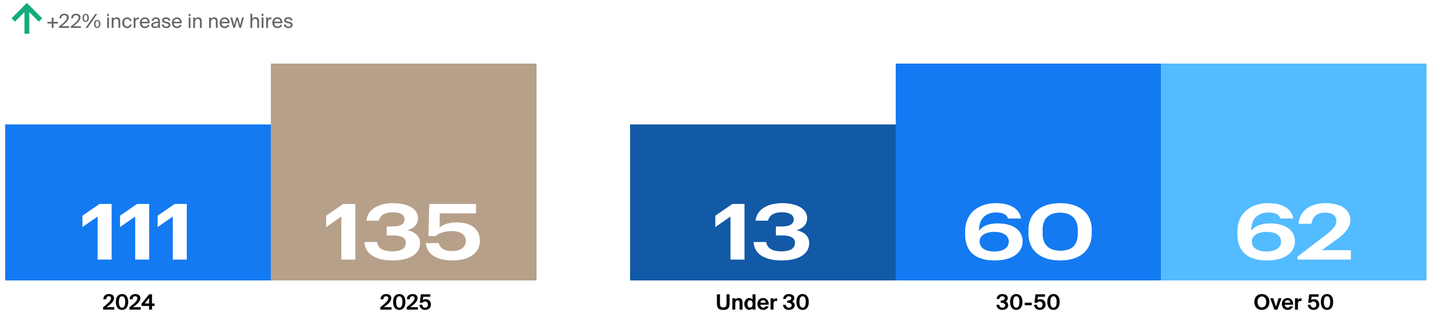

Figure 26. New Hire Distribution

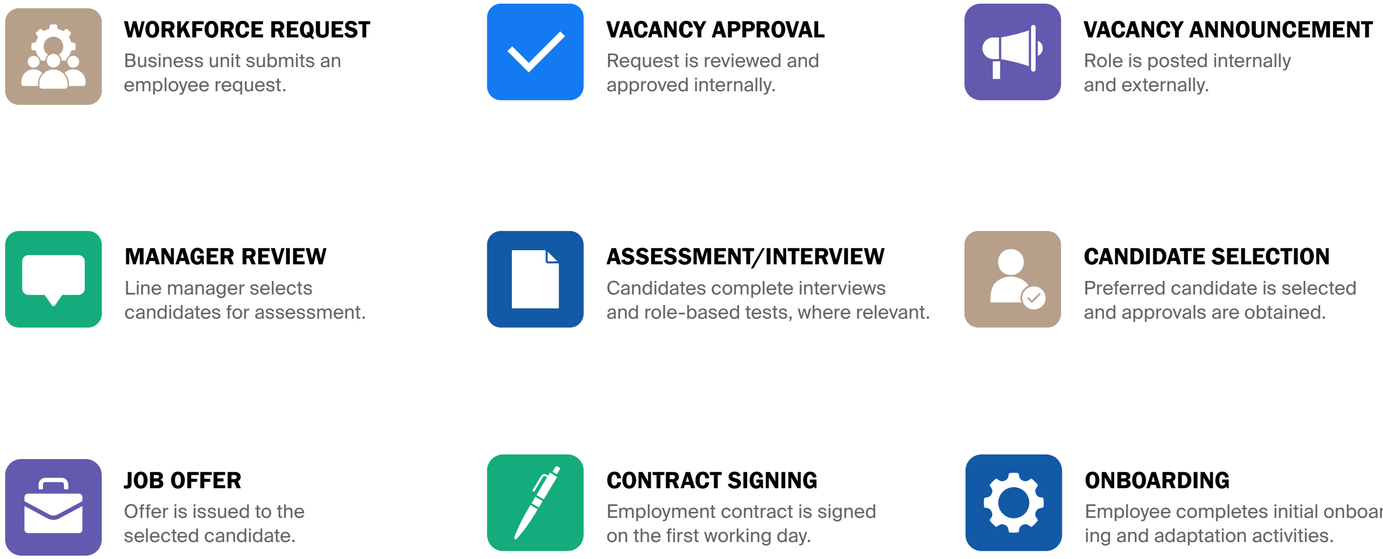

Figure 27. Recruitment process flow

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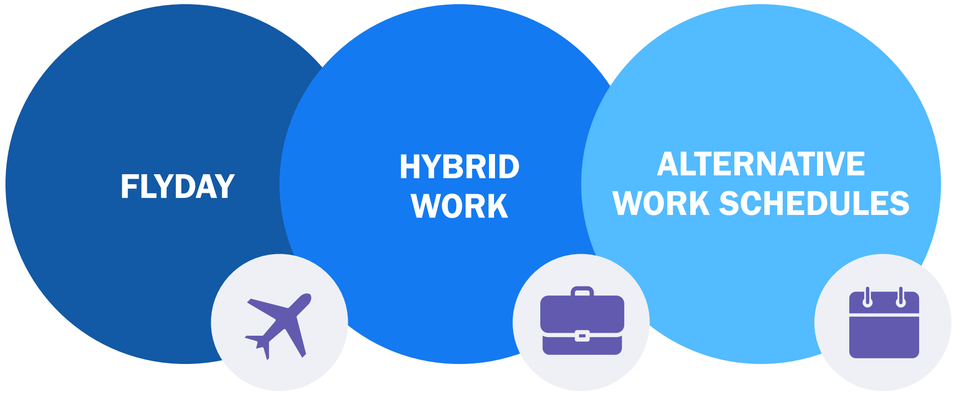
WORK-LIFE BALANCE



ADDITIONAL BENEFITS



Figure 28. Employee benefits

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

EMPLOYMENT PRACTICES

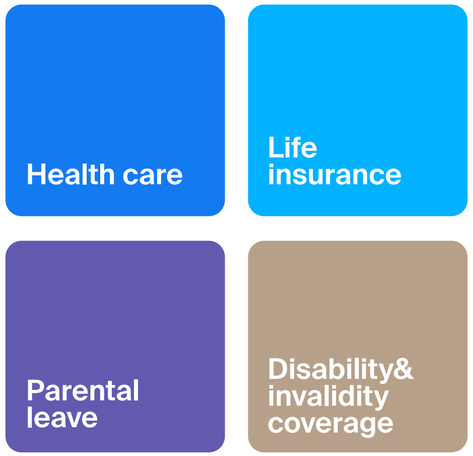
OUR EMPLOYMENT PRACTICES ARE DESIGNED TO SUPPORT EMPLOYEE WELFARE, MAINTAIN FAIR EMPLOYMENT CONDITIONS, AND PROVIDE CONSISTENT EMPLOYEE EXPERIENCE (FIGURE 28).

Employees, including part-time employees, have access to core benefits such as life insurance, health care, disability and invalidity coverage, and parental leave, providing a baseline level of protection and welfare support across the workforce. No retirement benefits are currently provided. Employees also have access to benefits that support day-to-day convenience and wellbeing, including shuttle bus services and free airport parking subject to availability and applicable conditions. The employee benefits framework also includes access to myIDTravel, a platform used to manage discounted employee travel, including flight booking and ticketing, subject to applicable conditions.

In addition, the Airports and AZALOIL continued to support work-life balance and employee wellbeing through initiatives such as Flyday, an internal Friday-focused initiative designed to support focused work, productive week closure, and a more comfortable working environment by discouraging meetings on Fridays and allowing a more relaxed dress code where operational requirements permit. We also support hybrid working arrangements where applicable and alternative working-hour options. These practices are designed to support flexibility, focus, and productivity while maintaining operational requirements. Remuneration and incentives are managed through a combination of fixed pay and performance-related mechanisms. For the highest governance body and senior executives, remuneration policies include both financial and non-financial performance indicators, with bonus arrangements linked to business priorities such as revenue growth, profitability, and cost optimization. The Organization also applies incentive mechanisms for certain employee groups, including sales-related incentives and annual performance-based incentives.

In 2025, entry-level salaries at both AZALOIL and Airports met or exceeded the national minimum wage of AZN 400. At AZALOIL, entry-level salaries were AZN 760 for men and AZN 810 for women, corresponding to 1.90 and 2.03 times the national minimum wage, respectively. The reported women-to-men basic salary ratio was 107%, while average basic salaries were AZN 1,140 for men and AZN 1,079.47 for women. At Airports, entry-level salaries remained equal to the national minimum wage for both men and women, resulting in a ratio of 1.00 for each gender. The reported basic salary ratio between women and men was 100%. Average basic salaries amounted to AZN 942.21 for men and AZN 1,027.16 for women.

Parental leave is part of the employee benefits framework. In 2025, 14 female employees took parental leave, compared with 8 in 2024. Of those due to return after parental leave in 2025, 4 returned during the reporting period, resulting in a reported return-to-work rate of 28.6%. The retention rate for employees who returned from parental leave was reported as 85.7%.We also continued to develop performance management practices. From the end of 2024, a structured performance management process was introduced for management levels, using a balanced scorecard methodology and SMART target-setting principles. The process includes defined objectives, performance indicators, mid-year review, and year-end evaluation. In 2025, the program was supported by manager training and information sessions on target-setting, measurable KPIs, evaluation criteria, and performance methodology. Managers are also encouraged to hold regular one-to-one discussions with employees, supporting more continuous feedback rather than relying only on formal review points. Where employment ends, the termination process includes a resignation letter, handover documentation, and an exit interview, with exit interview results reviewed to identify common reasons for departure and possible areas for improvement in employee experience.



SKILLS AND CAPABILITY DEVELOPMENT

CAPABILITY DEVELOPMENT IS ESPECIALLY IMPORTANT IN OUR OPERATIONS, WHERE EMPLOYEES WORK IN A SAFETY-SENSITIVE AND HIGHLY REGULATED ENVIRONMENT.

The effective functioning of the Airport and AZALOIL depends on employees who understand operational procedures, safety requirements, service expectations, and role-specific technical standards. In this context, training is not only a development tool, but also an important mechanism for maintaining operational readiness and compliance.

We increased total training hours from 3,150 hours in 2024 to 4,937 hours in 2025, representing a 56.7% increase (Figure 29). This indicates that the volume of training activity expanded during the reporting period and that greater attention was given to structured capability development. Aviation-specific and safety-related training remained an important part of capability development. In 2025, the Airports participated in IATA's Emergency Planning and Response for Airports and Ground Service Providers training with ERP simulation. The five-day, 40-hour program involved 23 participants from airport functions and relevant stakeholder organizations, supporting emergency preparedness, operational resilience, and cross-functional coordination.

Training activities are planned based on corporate development needs and role-specific requirements. Each year, development needs are identified and used to shape training plans, after which employees are assigned to relevant training activities depending on their function, responsibilities, and development priorities. For aviation-critical roles, training is closely linked to certification, regulatory compliance, and operational readiness.

TRAINING ACTIVITIES ARE PLANNED BASED ON CORPORATE DEVELOPMENT NEEDS AND ROLE-SPECIFIC REQUIREMENTS.

The Airports and AZALOIL also expanded digital learning through Sky Academy, the Organization's learning management ecosystem. The platform provides access to learning resources such as LinkedIn Learning, Udemy Business, Aeroclass, goFluent, Harvard Business Publishing, books, TED videos, and podcasts. Launched in December 2024 with an initial group of 300 users, the platform had approximately 2,000 employees eligible to register in 2025, with 989 employees using it during the reporting period. Two key integrations were completed in 2025: Aeroclass for aviation-specific learning content and goFluent for foreign language development. The Organization also plans to expand onboarding e-learning through the platform, supporting a more digitalized and consistent adaptation process for new employees. Career development and knowledge-sharing were also supported through YeniSən 2 and AviaInsights. YeniSən 2 is designed to identify high-potential employees and support their development for future promotions, key role appointments, subject-matter expert roles, mentoring, and individual development planning.

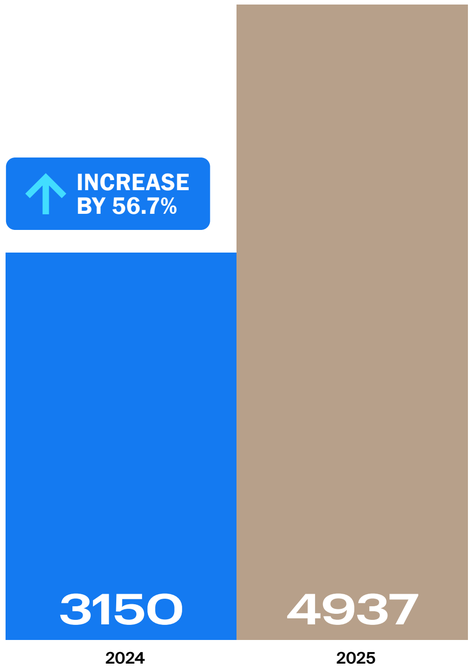


Figure 29. The change in training hours from 2024 to 2025

AviaInsights provided an internal platform for expert knowledge-sharing, with 7 sessions organized in 2025 to promote continuous learning and collaboration across departments.



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INCLUSION AND EQUAL OPPORTUNITY

WE APPROACH INCLUSION AND EQUAL OPPORTUNITY AS PART OF BUILDING A FAIR AND RESILIENT WORKFORCE.

This includes monitoring gender-related indicators, access to benefits such as parental leave, salary equality, disability inclusion, and representation in decision-making roles. The Organization's approach is also reflected in its participation in external initiatives, internal wellbeing activities, and efforts to create channels through which employees can provide feedback or raise concerns.

Disability inclusion showed notable progress during the reporting period. The number of employees with disabilities increased from 29 in 2024 to 48 in 2025, reflecting a broader effort to increase access to employment for people with disabilities. We also cooperated with external partners on inclusion initiatives, including the employment of individuals with autism under a relevant cooperation memorandum. Gender representation is monitored as part of the Organization's diversity and inclusion agenda. The Airports and AZAL-OIL have participated in initiatives connected with IATA's 25by2025 target, under which gender-related indicators such as female employee representation and women's participation in management roles were tracked and reported. The Organization also carried out, or planned wellbeing initiatives focused on work-life balance, including activities aimed at working women while remaining open to employees more broadly. Employee engagement is another channel through which we seek to understand the workforce experience. An employee engagement survey was conducted in 2024 to collect feedback on employee satisfaction, management practices, and the working environment. Following the survey, action plans were developed and implemented. Employees also have opportunities to raise questions and concerns through CEO meetups, senior management engagement sessions, and the Speak Up channel managed through the compliance function.

These channels form part of the Organization's approach to identifying and addressing employee concerns and potential negative impacts related to the workplace. Concerns raised through these mechanisms are reviewed by the relevant functions, assigned for follow-up where necessary, and used to support corrective actions, process improvements, or further engagement with employees. Where appropriate, outcomes are communicated back to the relevant employee or stakeholder while maintaining confidentiality. During the reporting period, employee feedback was also collected through engagement surveys, management meetings, training feedback forms, and direct communication with relevant departments. This feedback was used to review and improve workplace practices, employee-related processes, communication channels, and the overall employee experience. The effectiveness of these processes is monitored through follow-up of action plans, recurring themes in feedback, corrective action completion, and changes in relevant workforce and safety indicators. Employee engagement and recognition activities were further strengthened through initiatives such as the Recognition Project, wellbeing programs, and the Company Summer Festival (Figure 30). The Recognition Project was introduced as part of the action plan following the employee engagement survey and recognizes individual and team achievements across categories including Shining Star, Innovative Star, Star Team, and Customer Service Star. These initiatives support employee voice, motivation, wellbeing, and a positive workplace culture.



THE NUMBER OF EMPLOYEES WITH DISABILITIES INCREASED FROM 29 IN 2024 TO 48 IN 2025, REFLECTING A BROADER EFFORT TO INCREASE ACCESS TO EMPLOYMENT FOR PEOPLE WITH DISABILITIES.

22
EMPLOYEES RECOGNIZED AS SHINING STAR

3
EMPLOYEES RECOGNIZED AS INNOVATION STAR

14
EMPLOYEES RECOGNIZED AS CUSTOMER STAR

8
TEAMS RECOGNIZED AS STAR TEAM

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

Figure 30. Employee Recognition Project results

SAFE WORKPLACE PRACTICES

OCCUPATIONAL HEALTH AND SAFETY PRINCIPLES ARE FUNDAMENTAL TO THE OPERATIONS OF OUR BUSINESS UNITS.

Employees may work around aircraft movements, ground handling equipment, vehicle traffic, maintenance activities, passenger flows, emergency response requirements, and shift-based schedules. In this context, safety management is not only an employee welfare issue, but also an essential part of operational continuity and passenger safety.

The Airports and AZALOIL implement an Occupational Health and Safety (OHS) Management System based on both legal requirements and recognized risk management system standards and guidelines. Since the transfer of the OHS function from Human Resources (HR) to the Health, Safety, Environment and Quality (HSEQ) function in 2023, the Organization has continued to move toward a more structured, proactive, and integrated approach to safety management. During the reporting period, a key milestone was the implementation of an Integrated Management System in line with ISO 45001, ISO 14001, ISO 9001, and ISO 50001, strengthening the management of occupational health and safety within an internationally recognized framework. Formal OHS procedures and controls continued to be developed and updated, including procedures related to alcohol and drug control, scaffolding, safety induction, lifting operations, hot works, supervision of work execution, and fatigue management. Health and safety accountability is supported by the HSEQ function and designated representatives across the business units. HSEQ employees are periodically assigned to different operational areas to maintain close engagement with teams and promote consistent application of safety requirements. During the reporting period, the HSEQ unit also introduced 24/7 coverage, strengthening continuous monitoring, operational support, and incident-response capacity.

The Airports and AZALOIL identify work-related hazards and assess risks on both a routine and non-routine basis. HSE engineers conduct workplace inspections, monitor operational activities, review tasks before work starts, and communicate identified hazards to relevant divisions and departments. Reported hazards are tracked and followed until corrective actions are completed. Risk assessments are applied to groundwork and other relevant operational activities, and when new types of work are introduced, risk assessments are reviewed before work proceeds. Key occupational health and safety risks in our operations include work at height, facade and glass maintenance, lighting replacement, slips, trips and falls, exposure-related risks, work in hazardous areas, and other operational safety risks linked to aviation environments.

We apply controls based on the hierarchy of controls to eliminate hazards where possible and reduce risks to acceptable levels. For higher-risk and non-routine activities, additional measures include certified equipment, task-specific procedures, pre-job instructions, supervision during work execution, and corrective measures where non-conformities are identified. In hazardous areas, controls include EX-proof mobile phones, multi-gas detectors, and anemometers to support safer working conditions and improved environmental monitoring. GPS systems have also been applied to vehicles to strengthen operational control, tracking, and risk management during field activities. Workers can report work-related hazards and hazardous situations through several channels, including the HSEQ email address, a 24/7 phone line, WhatsApp, quick response (QR) codes placed across work areas, supervisors, direct contact with the HSEQ Department, and the HSEQ section of the intranet. Reporting may also be made anonymously. Reported issues are reviewed, communicated to relevant divisions and departments, and followed up until corrective actions are completed. Hazard reporting is encouraged as part of the Organization's safety culture, and workers are not subject to punishment for raising genuine safety concerns. Work-related incidents are investigated in accordance with the Incident Investigation Procedure developed and approved by the HSEQ Department. When an incident occurs, relevant department heads and responsible persons are required to inform the HSEQ Department within 24 hours. Where required by legislation, incidents are also reported to the relevant state authority. During investigations, relevant information is collected, explanations are obtained, and the circumstances of the incident are reviewed to identify causes and contributing factors. Incidents resulting in injury, non-injury incidents, and near misses are investigated under the internal procedure. Based on the findings, hazards are identified, risks are reassessed, and corrective and preventive actions are determined in line with the hierarchy of controls. The HSEQ Department monitors action completion and uses investigation findings to improve procedures, controls, and the OHS management system (Figure 31).



Figure 31. Hazard Identification and Risk Management Cycle

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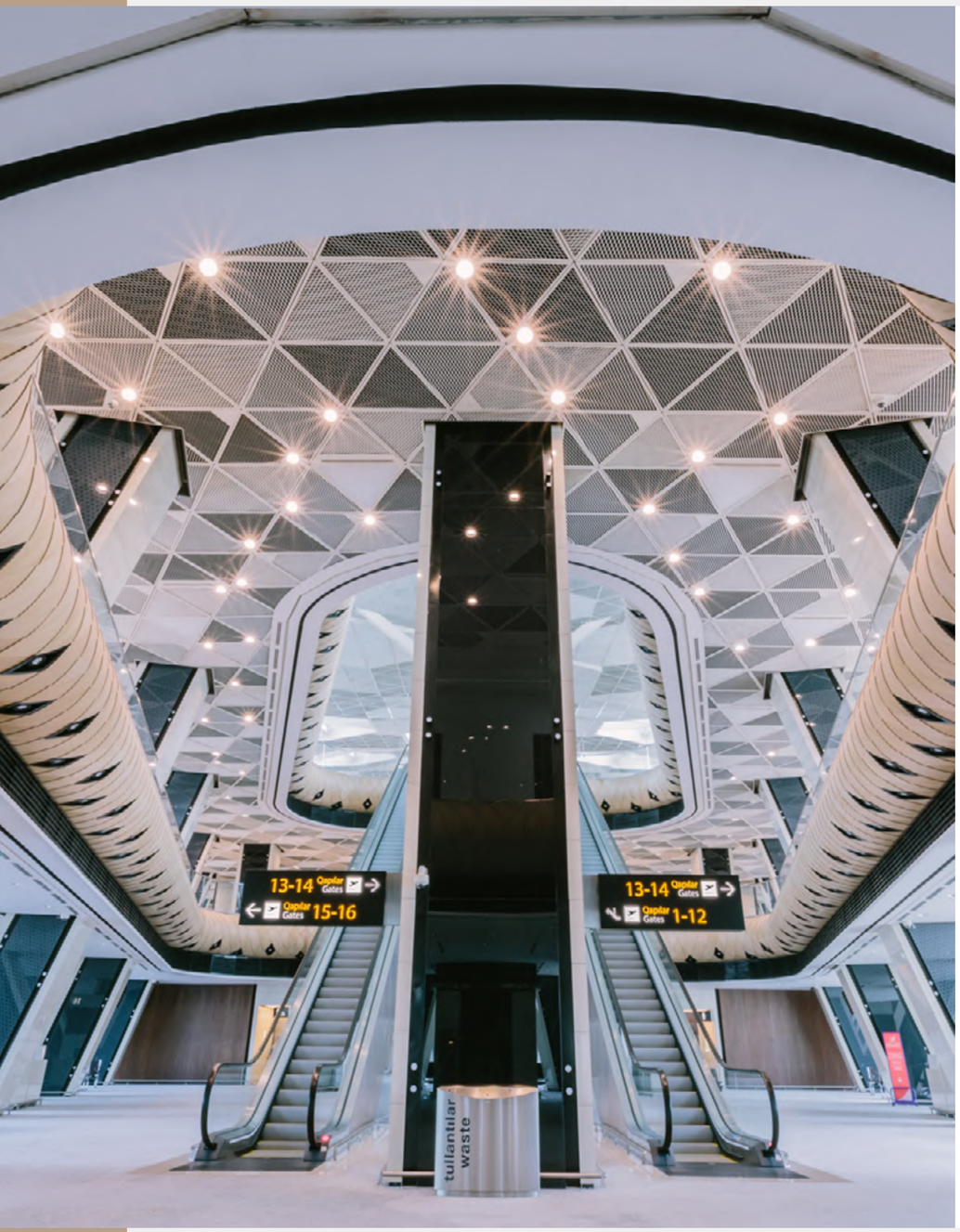

Worker participation and consultation are supported through OHS trainings, pre-job instructions, involvement in risk assessments, and direct communication with the HSEQ team. Employees can provide feedback through training assessment forms, hotline channels, QR codes, the general HSEQ email address, WhatsApp, intranet communications, and direct visits to the department. Workers are also consulted on practical safety matters, including the suitability of personal protection equipment (PPE), harnesses, and other protective equipment. Weekly HSEQ posts on the intranet further support communication of safety information and awareness across the Organization. The Airports and AZALOIL provide both general and specific occupational health and safety training. Generic training includes HSEQ induction for new employees, contractors, and visitors entering company sites, as well as refresher inductions where required. Employees also receive initial job-related instructions, and their knowledge is checked in line with state requirements. Specific training is provided on work-related hazards and hazardous activities, including working at height, confined space entry, excavation, and correct PPE usage. Where necessary, employees are sent to third-party training providers for theoretical and practical training on specialized high-risk activities. OHS training continued to expand in 2025, with 12 OHS trainings conducted, 365 employees trained across the Airports and AZALOIL, and 48 OHS training hours delivered.

The Airports and AZALOIL continued to invest in safer working conditions and worker protection. In 2025, the Airports invested AZN 145,500 in improving working conditions and AZN 270,000 in personal protective equip ment, while AZALOIL invested AZN 50,000 in improving working conditions and AZN 60,000 in personal protective equipment.

AIRPORTS
Invested in personal protective equipment
270,000 AZN

AIRPORTS
Invested in improving working conditions
145,000 AZN

AZALOIL
Invested in improving working conditions
50,000 AZN

AZALOIL
Invested in personal protective equipment
60,000 AZN

Figure 32. Investments in working conditions and PPE by business unit

Both business units continued to provide PPE to workers and supported the introduction of improved protective equipment where required. More than 3,800 workers were involved in mandatory medical examinations, supported and coordinated with the involvement of the HSE unit, contributing to occupational health control and legal compliance (Figure 32). In 2025, the Airports and AZALOIL reported zero work-related fatalities. Total hours worked across the two business units amounted to 691,817 hours, compared with 735,938 hours in 2024. The number of Lost Time Injuries increased from 2 in 2024 to 3 in 2025, and days lost due to injury or accident increased from 3 to 4. No cases of recordable work-related ill health were reported in 2025. Overall, the reduction in recordable injuries indicates improvement in safety performance, while the increase in LTIs and days lost highlights the continued importance of risk identification, hazard reporting, training, corrective action follow-up, and preventive controls across both business units.

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RESPONSIBILITY BEYOND OPERATIONS

AS PART OF OUR BROADER SUSTAINABILITY COMMITMENT, WE RECOGNIZE THE IMPORTANCE OF CREATING POSITIVE VALUE FOR THE COMMUNITIES AND ENVIRONMENTS CONNECTED TO OUR OPERATIONS. ACROSS THE AIRPORTS AND AZALOIL, WE CONTINUE TO SUPPORT CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES FOCUSED ON SOCIAL INCLUSION, YOUTH DEVELOPMENT, ENVIRONMENTAL PROTECTION, AND COMMUNITY WELLBEING.

Through our CSR activities, we aim to create positive value for society by promoting inclusive participation, inspiring young people to explore aviation and future career opportunities, and contributing to the protection of local ecosystems. This approach reflects our commitment to responsible business practices and sustainable development. In 2025, one of the key initiatives supporting our youth development focus was the “Future of Aviation with AI” educational session organized at Heydar Aliyev International Airport for 10th and 11th grade students of ADA School. The initiative provided students with an opportunity to gain first-hand insight into the aviation ecosystem through a practical tour of key airport operations, including check-in, security control, flight operations, passenger services, and technical areas. The program also included an interactive session on the application of artificial intelligence in aviation, exploring its potential to support decision-making, enhance passenger experience, strengthen operational efficiency and safety, and contribute to energy efficiency and environmental sustainability (Figure 33).

The session also encouraged students to explore the future of aviation and emerging career opportunities, with participating teams developing and presenting their own ideas on how AI could transform the industry. Through this initiative, we sought to strengthen links between the aviation and education sectors, broaden young people’s understanding of technology and innovation, and encourage interest in the future of aviation (Figure 34).



Figure 33 Students Participating in the “Future of Aviation with AI” Session.



Figure 34 “Future of Aviation with AI” educational session at Heydar Aliyev International Airport



07

GOVERNANCE, ETHICS, AND ACCOUNTABILITY

GOVERNANCE, ETHICS, AND ACCOUNTABILITY

Leadership Framework

Effective governance is what allows us to operate safely and grow responsibly into the future. Throughout 2025, we deepened our commitment to transparency, accountability, and operational excellence, refining the structures and oversight mechanisms that guide decision-making across both the Airports and AZALOIL. We operate under a two-tier governance model introduced through a new charter. This structure reflects modern corporate governance principles increasingly adopted across Azerbaijan and aligns with the country's broader framework for managing state enterprises.

At the highest level, Azerbaijan Transport and Communications Holding (AZCON) provides governance oversight over AZAL and other state-owned enterprises entrusted to it, with a focus on improving operational effectiveness, competitiveness, financial sustainability and corporate governance. In accordance with AZCON's Charter, members of our Supervisory Board are appointed by AZCON's Supervisory Board, reinforcing alignment between our governance arrangements and the broader transport and communications sector governance framework (Figure 35). The Supervisory Board serves as our primary collegial body for management and control. Its agendas span strategic approvals, internal rules and procedures, periodic performance reports, and ad hoc matters escalated by executive leadership. Sustainability and climate-related matters are discussed directly, and on a regular basis, with the Chairman of the Management Board. Where formal rules or procedures on these topics are still being developed, they are brought before both the Management Board and the Supervisory Board for review and approval. The Management Board functions as our executive body, responsible for current management and day-to-day operations. It reports formally to the Supervisory Board through regular periodic reports as well as ad hoc submissions on specific matters.

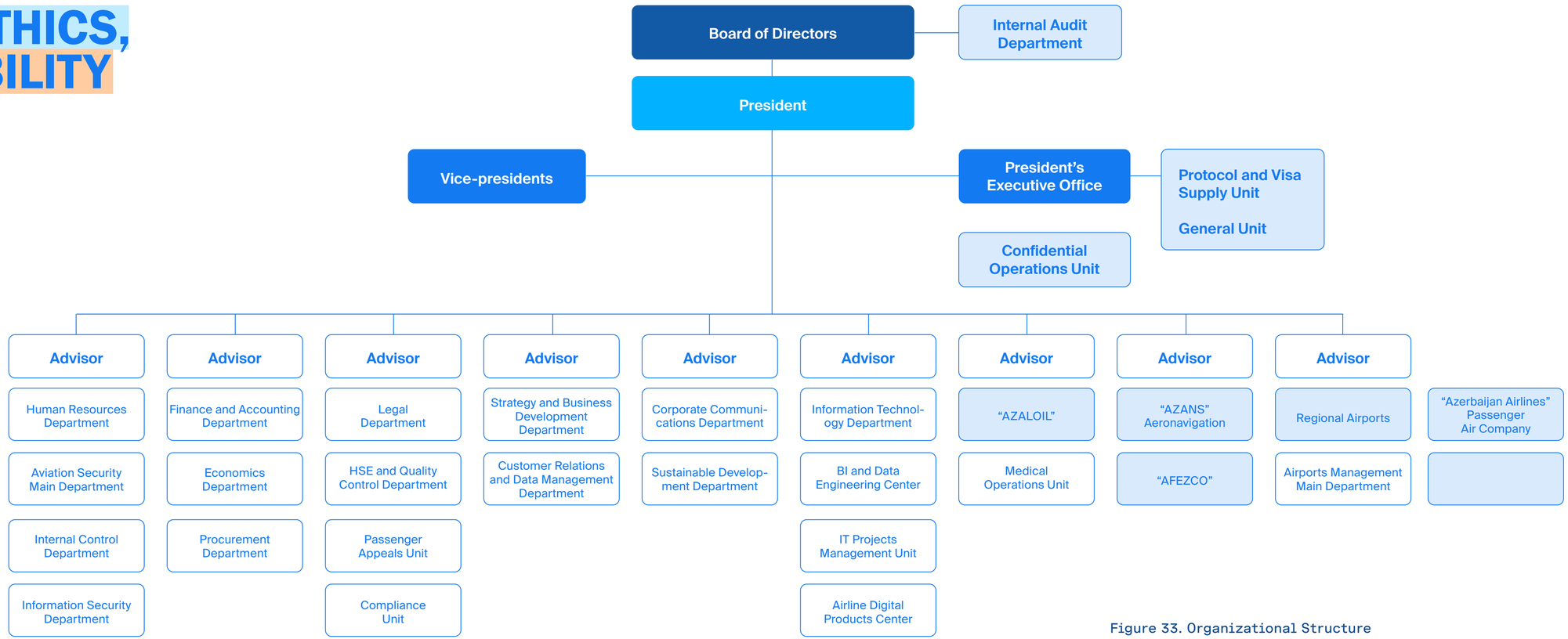


Figure 33. Organizational Structure



We also fulfil external reporting to a range of state bodies, such as the Cabinet of Ministers, State Statistical Committee, Ministry of Economy, Ministry of Digital Development and Transport, and Ministry of Labor.

Each airport is managed by a director and deputy directors working within a consistent governance framework.

CONTINUOUS DEVELOPMENT

We constantly adapt to current and future needs. Through initiative and bold action, we strive to enhance the travel experience and deliver the best possible outcomes.

VALUING PEOPLE

We constantly adapt to current and future needs. Through initiative and bold action, we strive to enhance the travel experience and deliver the best possible outcomes.

EMBRACING OWNERSHIP

We maintain the highest standards of quality to exceed expectations, and we never compromise on safety. Our activities are grounded in the principles of integrity, reliability, and social responsibility.

Figure 36. Our Core Values

ETHICS AND RESPONSIBLE CONDUCT

OUR APPROACH TO ETHICS AND COMPLIANCE IS GOVERNED BY A COMPREHENSIVE AND CONTINUOUSLY EVOLVING POLICY FRAMEWORK, ADMINISTERED BY OUR DEDICATED COMPLIANCE DEPARTMENT.

The Compliance Department serves as the institutional backbone of our integrity program, overseeing sanctions screening, fraud investigation, due diligence on third-party partners, conflict of interest management, legal compliance monitoring, and the reporting channels. The policy framework underpinning this work spans a broad range of conduct and compliance topics. All internal policies are subject to annual review, with amendments implemented on a rolling basis whenever changes to applicable legislation require it, without waiting for the scheduled review cycle. Our ethics and compliance training program has been delivered in both online and offline formats since 2025. 100% of newly hired employees receive compliance training as part of the standard onboarding process, ensuring that all entrants are familiarized with our conduct expectations, reporting obligations, and key policies from the outset of their employment.

Our Code of Business Ethics and Conduct promotes ethical conduct by providing a structured decision-making framework rooted in our core values (Figure 36). The document guides employees through a series of integrity checks before acting, including whether a proposed course of action is lawful, consistent with our values, defensible to colleagues and family, and sustainable from a reputational standpoint. Where uncertainty arises, employees are directed to consult their line manager, the Compliance Department, the Legal Division, or the Human Resources Directorate, or to submit a query through the Compliance Hotline. We maintain multiple channels through which employees and external stakeholders may raise concerns, report suspected misconduct or seek guidance. These include the Ethics Point online reporting platform, a dedicated compliance email address, a telephone hotline, a postal reporting option, and direct in-person access to the Compliance Department. Confidentiality is guaranteed across all reporting channels.

OUR ETHICS AND COMPLIANCE TRAINING PROGRAM HAS BEEN DELIVERED IN BOTH ONLINE AND OFFLINE FORMATS SINCE 2025.

Anonymous submissions are accepted, and we have also established a parallel reporting pathway through AZCON, enabling individuals to escalate concerns at group level. The Compliance Department analyses reported concerns on a case-by-case basis and identifies patterns by issue type, department, and seniority to apply a risk-based approach to compliance oversight and targeted intervention.



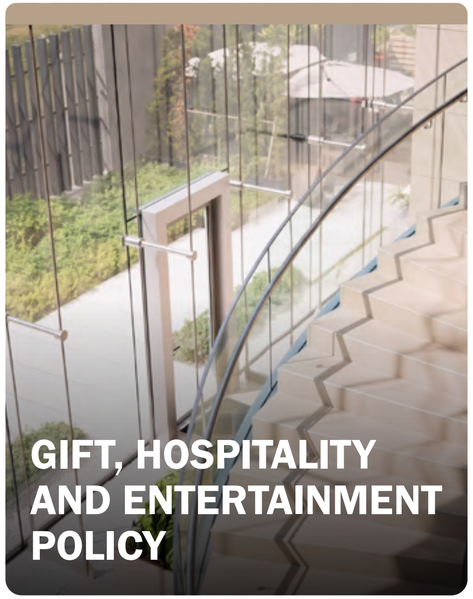
ANTI-CORRUPTION CONTROLS

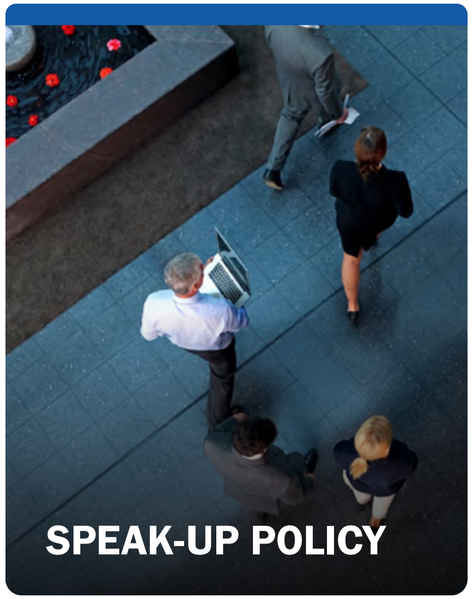
OUR ANTI-CORRUPTION FRAMEWORK IS BUILT AROUND A STRUCTURED PROGRAM OF PREVENTION, DETECTION, AND ACCOUNTABILITY.

We maintain a zero-tolerance stance toward bribery and corruption in every form, translated into a structured set of preventive, detective, and corrective controls administered by the Organization's Compliance Department and applied consistently across our Airports and AZALOIL operations. Before entering a commercial relationship with any new business partner, we apply a structured due diligence process designed to screen counterparties for corruption-related and broader integrity risk. The instruments formalizing this process, such as a Third-Party Due Diligence Procedure and a Supplier Code of Conduct, were undergoing finalization and approval during the period under review; an independent assessment nonetheless confirmed that due diligence practices were already being applied in substance throughout this period, notwithstanding the documents' pending formal status. Complementing these anti-bribery and due diligence controls, procedures addressing anti-money laundering are currently under preparation, with the relevant normative document undergoing internal review and comment. Once finalized, this instrument will extend our financial-crime control environment beyond bribery and corruption to address money-laundering risk specifically.Employees are required to complete anti-corruption training at least once every two years, consistent with Azerbaijani law. To support this requirement, the Compliance Department has delivered dedicated anti-corruption training in both online and offline formats. Approximately 18% of AZAL's overall workforce, representing 1,310 employees, has completed the programme. Every newly hired employee receives anti-corruption awareness training as part of onboarding, so that this control takes effect from an employee's first day regardless of where the broader training cycle stands. Any suspected irregularity or instance of corruption is expected to be reported without delay through the Compliance Hotline, which operates alongside an open-door channel and is supported by a published guarantee of confidentiality for anyone who raises concern. Our anti-corruption compliance program was independently reviewed under the Organization for Economic Cooperation and Development's (OECD) Fifth Round Anti-Corruption Monitoring Follow-Up assessment, published in 2025. The assessment confirmed compliance in the areas of compliance-function establishment, corruption risk assessment, and the availability of an accessible, confidential reporting channel. As part of our annual policy governance cycle in 2025, several anti-corruption-relevant instruments were subject to scheduled review (Figure 37), alongside a comparative alignment of our Code of Conduct with AZCON Group documentation, pending final approval.











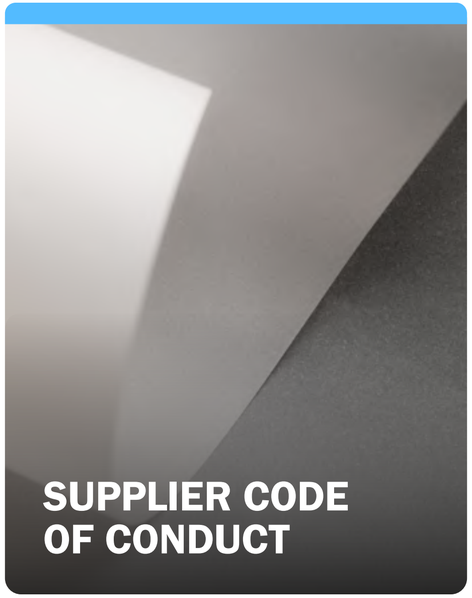


Figure 37. Our anti-corruption-focused documents

RESILIENT RISK MANAGEMENT

OPERATING IN A DYNAMIC AND INCREASINGLY COMPLEX AVIATION ENVIRONMENT, WE RECOGNIZE THAT THE ABILITY TO ANTICIPATE, ASSESS, AND RESPOND TO RISK IS FUNDAMENTAL TO THE RESILIENCE AND LONG-TERM SUSTAINABILITY OF OUR BUSINESS.

A structured, organization-wide approach protects our people, assets, and stakeholders, safeguards the continuity of our operations, and supports the delivery of our strategic and sustainability objectives. Risk management is embedded within the Airports and AZALOIL's strategic and operational decision-making, with ESG considerations addressed within the same enterprise-wide framework that governs our broader risk landscape.

We maintain a dedicated Risk Management function responsible for identifying, assessing, monitoring, and reporting risks across our operational, financial, strategic, compliance, and safety-related activities. Its mandate spans the full risk lifecycle, from maintaining the organizational risk and incident registers and evaluating risks on both an inherent and residual basis, to supporting the implementation of mitigation measures and controls, reporting to top management and relevant committees, and promoting a culture of risk awareness across the organization. Our risk governance is structured in accordance with the Three Lines Model, which establishes clear roles and accountabilities for the management of risk (Figure 38). Our framework is defined as a structured Enterprise Risk Management (ERM) approach that integrates risk identification, assessment, monitoring, and

FIRST LINE
OUR BUSINESS UNITS

Own and manage risk within day-to-day operations, executing the controls embedded in business processes.

OWNS & MANAGES RISK

SECOND LINE
RISK MANAGEMENT FUNCTION

Provides oversight, methodology, and frameworks — monitoring and challenging risk across the enterprise.

OVERSIGHT & METHODOLOGY

THIRD LINE
INTERNAL AUDIT

Delivers independent, objective assurance on the effectiveness of governance, risk management, and controls.

INDEPENDENT ASSURANCE

Figure 38. Three-Line Model



OUR RISK GOVERNANCE IS STRUCTURED IN ACCORDANCE WITH THE THREE LINES MODEL, WHICH ESTABLISHES CLEAR ROLES AND ACCOUNTABILITIES FOR THE MANAGEMENT OF RISK

mitigation into decision-making across the organization, with the primary objective of supporting effective decision-making and preventing risks from materializing into incidents. Risk management activities are governed by a suite of internal instruments, including the Enterprise Risk Management Policy, the Risk Appetite Framework, and the Risk Assessment Methodology, and are primarily aligned with ISO 31000 and the COSO ERM framework, while also taking into account relevant aviation industry standards and guidance issued by ICAO, IATA, and IOSA where applicable to our operations.

The Risk and Control Self-Assessment (RCSA) process serves as the principal tool for risk identification and evaluation for the Airports and AZALOIL. It begins with the identification of key business processes, activities, and objectives within each department, followed by the inherent risks associated with them, their root causes, and their potential effects; departments then provide the control mechanisms in place, and the Risk Management team performs control testing to assess their effectiveness (Figure 39). Risk exposures are evaluated in terms of both inherent and residual risk, considering likelihood and potential impact, and are presented through risk dashboards and a risk matrix. We classify risks across nine key categories: Strategy and Business; Operations; Finance; Information Technology and Information Security; ESG; Legal and Compliance; Reputation; Safety; and Project. Each department is responsible for managing the risks within its scope, while the Risk Management Division provides oversight, standardization, and reporting across the organization. During the reporting period, we migrated our risk and incident reporting from spreadsheet-based processes to the centralized Jira platform to improve efficiency, transparency, and data quality, with Risk Coordinators updating incident information monthly and comprehensive risk reports submitted monthly to AZCON Holding. We conduct stress testing to assess our operational and financial resilience and to detect vulnerabilities arising from external factors such as fuel price increases, regional conflicts, and airspace restrictions, enabling management to revise budgets, take corrective actions, and re-prioritize projects. Our business continuity and crisis management approach centers on ensuring the continuity of critical operations and maintaining an effective crisis response, supported by dedicated Business Continuity Plans and Disaster Recovery Plans developed for our key airport, airline, and air navigation service entities; AZCON Holding is additionally developing a comprehensive Business Continuity Plan to further align practices across all entities. Our financial risks differ meaningfully between our airport operations and our fuel supply business, reflecting the distinct commercial and operational contexts in which each operates. Across the Airports, financial risk is driven primarily by fluctuations in passenger traffic that affect both aeronautical and commercial revenue streams, alongside the sustained capital burden of infrastructure maintenance and expansion, rising energy costs, inflationary pressure on procurement, variability in non-aeronautical commercial revenue, and the ongoing cost of maintaining regulatory compliance across our operations.

Within AZALOIL, the principal financial risks center on the volatility of jet fuel prices, which exposes margins to global commodity market swings largely outside our control, compounded by vulnerability to supply chain disruptions and a degree of dependency on a limited number of suppliers. Looking ahead, the most critical risks to our business include safety events, operational disruptions, and financial loss arising from external factors such as geopolitical developments, cost shocks, and competition, alongside financial and market risks including fuel price volatility, currency fluctuations, supply chain disruptions, and shifts in passenger demand. Risk assessment outcomes are integrated into our strategic planning, providing management with insight into the threats, vulnerabilities, and opportunities associated with our strategic initiatives, including infrastructure investments and technology adoption. By embedding risk considerations into the way we plan and make decisions, we support informed decision-making and enhance the resilience and sustainability of our strategic initiatives.

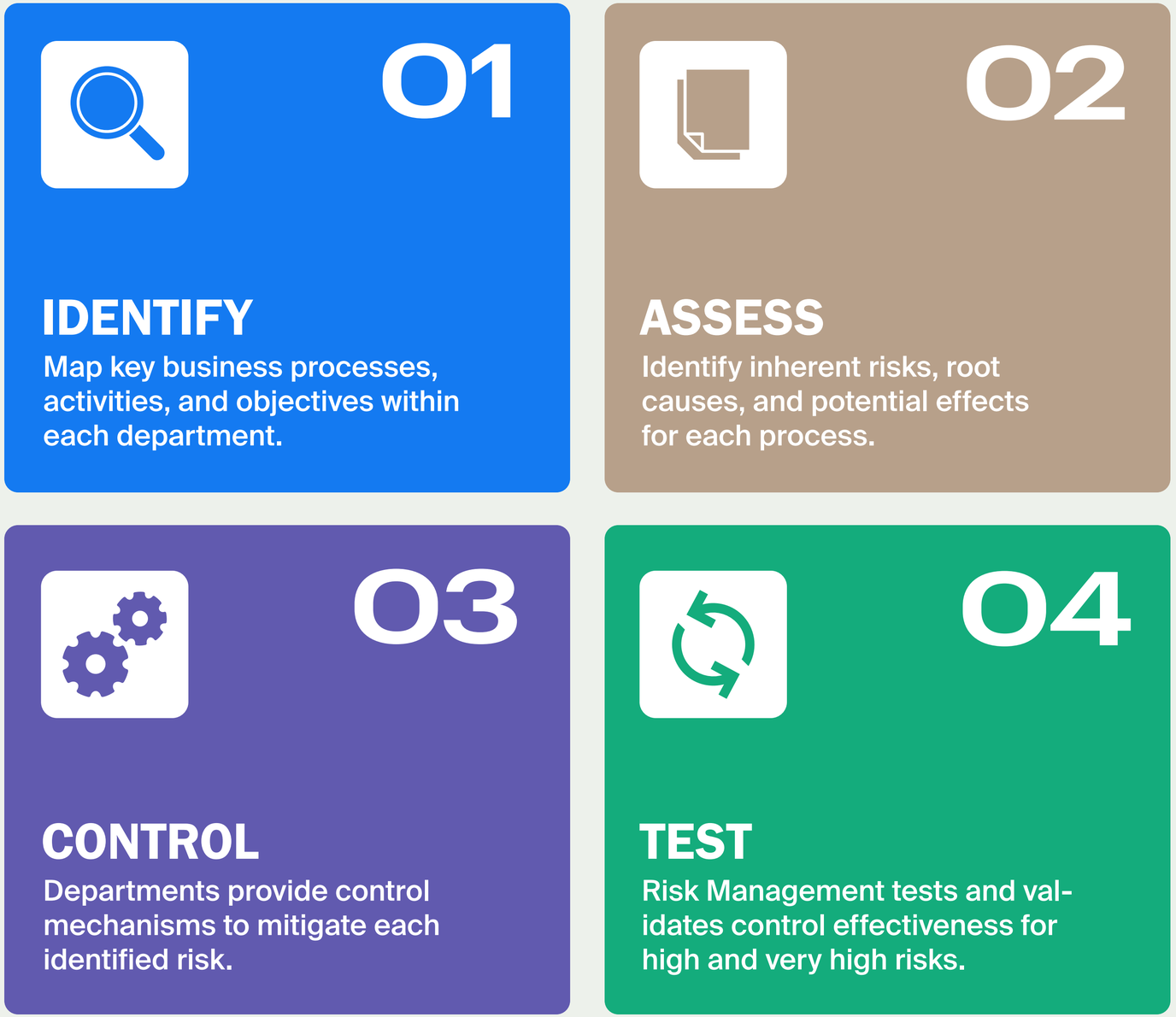


Figure 39. Risk Identification and Assessment process

INFORMATION SECURITY AND DIGITAL TRUST

ACROSS THE AIRPORTS AND AZALOIL, THE PROTECTION OF DATA UNDERPINS OPERATIONAL TRUST AND THE SAFE-GUARDING OF PASSENGERS, EMPLOYEES, AND PARTNERS.

The integrity, confidentiality, and availability of information form the foundation on which our data governance rests, and they inform every control applied to the creation, processing, storage, and transmission of information. Our data governance framework is built on internationally recognized standards and best practices, including Control Objectives for Information and Related Technologies (COBIT) 2019, ISO/IEC 27001:2022, and the General Data Protection Regulation (GDPR). Our information security practices are further guided by the National Institute of Standards and Technology (NIST) Cybersecurity Framework, which, together with ISO/IEC 27001, shapes the approach to information security governance, risk management, security controls, and continuous improvement. This work is conducted within the requirements of the international civil aviation framework, including the standards of the International ICAO and the Civil Aviation Authority (CAA) (Figure 40). The planning, coordination, and oversight of information security and data protection are carried out centrally by our Information Security Department. The department is responsible for developing and overseeing our information security strategy, ensuring compliance with internal policies and regulatory requirements, managing cybersecurity risks, and coordinating the implementation of security controls across the Organization, working closely with technical teams to strengthen our overall security posture. This centralized model ensures that security controls, risk management measures, and compliance activities are defined consistently and applied uniformly, rather than being addressed in isolation across individual business units. A defining development of the reporting year was the formalization of multi-year information security strategic plans. These plans translate our guiding principles into concrete strategic directions spanning network security, infrastructure protection, security monitoring, incident management, access management, data security, vulnerability management, and cybersecurity awareness. They set out a clear trajectory toward a secure environment in which cyber risks are managed systematically. Sensitive data is protected through a combination of technical, organizational, and procedural controls. Access to operational data, including passenger information and cargo-related records, is granted based on business requirements and the Principle of Least Privilege (PoLP), ensuring that the Airports and AZALOIL's employees can reach only the data necessary for their duties. These controls are reinforced by authentication measures, including multi-factor authentication, which had been implemented across 80% of critical systems, and by regular reviews of access rights and ongoing system monitoring. The identification and classification of information assets allow protective measures to be calibrated to the sensitivity and criticality of the data concerned, while backup and recovery mechanisms safeguard the availability of critical information and provide the means to restore it in the event of loss, corruption, or disruption.

COBIT 2019
Control Objectives for Information and Related Technologies

ISO/IEC 27001:2022
Information Security Management Systems

GDPR
General Data Protection Regulation

Figure 40. Our principles of collection, processing and protection of personal data



01
LEGALITY

02
VOLUNTARINESS

03
ACCURACY

04
RESPONSIBILITY

05
CONFIDENTIALITY

Figure 41 . Our IT governance frameworks



We are committed to safeguarding personal data belonging to customers and employees. Through the combined application of encryption, layered access controls, regulatory compliance, network security measures, regular audits, and cybersecurity awareness training, we work continuously to prevent data breaches and to guard against unauthorized access, data leakage, or misuse of personal information (Figure 41).

We communicate our data-processing activities to customers through the Privacy Policy available on the Organization's corporate website. Our Privacy Document has been prepared in accordance with the requirements of the Law of the Republic of Azerbaijan "On Personal Data" and establishes the principles for the collection, processing, and protection of Customers' personal data. Personal data is protected, archived, or destroyed in accordance with the requirements of national legislation, and customers retain the right to request the correction, destruction, or archiving of the data held about them, except where the law provides otherwise.

The protection of network infrastructure proceeds through the evaluation of existing firewall systems and, where required, the adoption of next-generation firewall technologies, alongside the implementation and optimization of Network Access Control mechanisms. This work is supported by network inventory and topology mapping, by the segmentation of networks and the separation of critical systems into dedicated security zones, and by the systematic identification and remediation of security gaps. For digital platforms and other critical systems, we develop technical architecture and system documentation, assess cybersecurity risks, address identified weaknesses, and apply additional safeguards where the criticality of a system warrants them.

Centralized security monitoring, delivered through a Security Information and Event Management (SIEM) capability within the Security Operations Center (SOC), collects system logs and supports the timely detection, investigation, and mitigation of security events and replaces what was previously a labor-intensive manual review of logs across multiple systems. This capability operates alongside continuous, round-the-clock real-time monitoring and is reinforced by external and internal firewalls, Domain Name System (DNS) protection, anti-spoofing and phishing detection, and a sandbox environment for the safe testing of potential threats. To strengthen proactive threat management, we have introduced Threat Intelligence Platforms to track emerging cyber risks and AI-powered security analytics capable of detecting abnormal behavior, including within its supplier base. The effectiveness of these layered defenses is reflected in the year's results: all cybersecurity incidents recorded during the reporting period were successfully mitigated, with an average response time of under one hour.

We follow established incident response procedures, under which the Information Security Department coordinates the identification, containment, investigation, and recovery activities for cybersecurity incidents in cooperation with relevant stakeholders. A combination of preventive and detective controls, such as security monitoring, access management, vulnerability management, patch management, and user awareness, works to minimize both the likelihood and the potential impact of incidents, and the lessons learned from investigations are systematically used to strengthen controls and improve the resilience of the organization. Emergency recovery testing for critical systems is likewise planned, with its frequency and outcomes to be determined and documented in line with the resulting test plan.

NEW TECHNOLOGIES ARE SUBJECT TO A STRUCTURED ASSESSMENT BEFORE THEY ARE ADOPTED: SECURITY REQUIREMENTS AND RISKS ARE IDENTIFIED, AVAILABLE SOLUTIONS ARE EVALUATED AGAINST FUNCTIONALITY, COMPATIBILITY WITH EXISTING INFRASTRUCTURE, SECURITY CAPABILITY, VENDOR RELIABILITY, AND COMPLIANCE, AND, WHERE APPROPRIATE, VALIDATED THROUGH PILOT OR PROOF-OF-CONCEPT TESTING.

Security weaknesses are identified and managed through regular security checks, vulnerability assessments, and penetration testing, with findings prioritized according to their risk level and remediated accordingly. A standardized patch management process automates and standardizes software updates across the environment, reducing operational effort while improving our overall security posture. In 2025, 172 patches were applied across systems and applications, at a patch-compliance rate of 65% and an average application time of approximately one day, with the timing of each update prioritized according to the exploitability of the vulnerability it addressed. To support this work on a forward basis, we are preparing to conduct cybersecurity risk assessments every six months, drawing on Information Systems Audit and Control Association's (ISACA) Risk IT Framework and the COBIT methodology, with the resulting risk intelligence integrated into broader enterprise risk planning. We continue to invest in and broaden our cybersecurity technology base, deploying solutions in a phased manner to manage costs and ensure stable implementation. The current and expanding stack includes AI-driven cybersecurity capabilities, advanced privileged access management (PAM), secure access solutions, threat intelligence and attack surface management, advanced penetration testing and threat simulation tools, and next-generation encryption and secure data transfer technologies. Following approval, solutions are implemented in coordination with relevant stakeholders and subject to continuous monitoring and review to confirm that they continue to meet our security requirements. Recognizing that people remain central to secure environment, we regularly conduct information security awareness and cybersecurity training programs for employees. These activities are designed to increase awareness of common cyber threats such as phishing, social engineering, malware, and unauthorized access attempts, and are reinforced by security guidelines and periodic communications that promote good security practices and reduce the risks associated with human error.

WE CONTINUE TO INVEST IN AND BROADEN OUR CYBERSECURITY TECHNOLOGY BASE, DEPLOYING SOLUTIONS IN A PHASED MANNER TO MANAGE COSTS AND ENSURE STABLE IMPLEMENTATION.

Information security awareness also forms part of the onboarding process, during which new employees receive an introductory security briefing from the Information Security Department. Building on this foundation, the program continues to expand toward more role-specific training tailored to IT staff, developers, privileged users, and executives, as well as experiential exercises, including incident response simulations and ethical hacking scenarios, supported by continuous learning that keeps employees informed of evolving threats, regulatory changes, and new cybersecurity technologies.



As the cybersecurity and data management function continues to mature, our immediate focus is to fully operationalize its existing policies, finalize its incident response protocols, and expand its training programs. Priorities for further maturity include strengthening cybersecurity capability, enhancing security automation, improving third-party risk management, and deepening security awareness across the organization. As the airline industry's reliance on cloud technologies, data analytics, automation, and artificial intelligence continues to deepen, we expect cybersecurity, data protection, and operational continuity to remain central to its investment priorities.

ECONOMIC VALUE CREATION

ECONOMIC STRENGTH GIVES THE AIRPORTS AND AZALOIL THE FOUNDATION TO OPERATE RELIABLY TODAY AND GROW RESPONSIBLY TOMORROW.

Our strong financial outcomes in 2025 reflect continued revenue growth, sustained investment, and effective resource management across the Airports and AZALOIL. While the two business units operate under different commercial models, both recorded higher revenues during the reporting period, alongside continued investment in the assets and infrastructure required to support their operations. The Airports generate revenue primarily from take-off and landing services, aviation security services, aircraft handling services, landing and parking charges, and commercial rental income. Their principal cost drivers include infrastructure maintenance, building repairs, utilities, payroll expenses, and airport development projects. The Airports delivered strong financial performance in 2025, with total revenue reaching 327.1 million AZN, compared with 302.3 million AZN in 2024, representing an increase of approximately 8% (Figure 43). The increase was driven by higher passenger traffic, an increase in the average EUR exchange rate, and higher sublease income. Higher passenger volumes and stronger commercial activity therefore supported revenue growth across both aeronautical and non-aeronautical activities. Non-aviation revenues continued to represent an important component of the Airports' overall financial performance, helping to diversify income beyond core aeronautical services. Retail concessions, including duty-free outlets, restaurants, and retail shops, generated 19.8 million AZN in 2025, compared with 17.8 million AZN in 2024, representing an increase of approximately 11%. Lounge services, including VIP and business-class facilities, also maintained a steady performance, generating approximately 1.5 million AZN in 2025. Growth in concession revenue was supported by higher passenger volumes and continued commercial activity across airport terminals. The financial position of the Airports is also reflected in the scale of the assets and investments supporting operations and future development. In 2025, the airport network's total asset base stood at 768.0 million AZN. Capital investment amounted to 44.2 million AZN during the year, continuing to support infrastructure development, modernization, and operational improvements across the airport network. Higher investment and infrastructure activity were also reflected in the Airports' expenditure profile. Operating expenses increased from 143.4 million AZN in 2024 to 169.3 million AZN in 2025, representing growth of approximately 18%. The increase was mainly associated with higher building repair and maintenance costs and major infrastructure projects, including apron asphalt rehabilitation at Heydar Aliyev International Airport, construction of a training and simulation center, installation of the AGL and RELS runway lighting systems, and Terminal 2 refurbishment works. Economic value distributed increased from 143.5 million AZN in 2024 to 169.5 million AZN in 2025, also representing growth of approximately 18%. Employee wages and benefits increased from 58.5 million AZN to 68.4 million AZN, an increase of approximately 17%, reflecting higher employee-related expenditure during the reporting period.

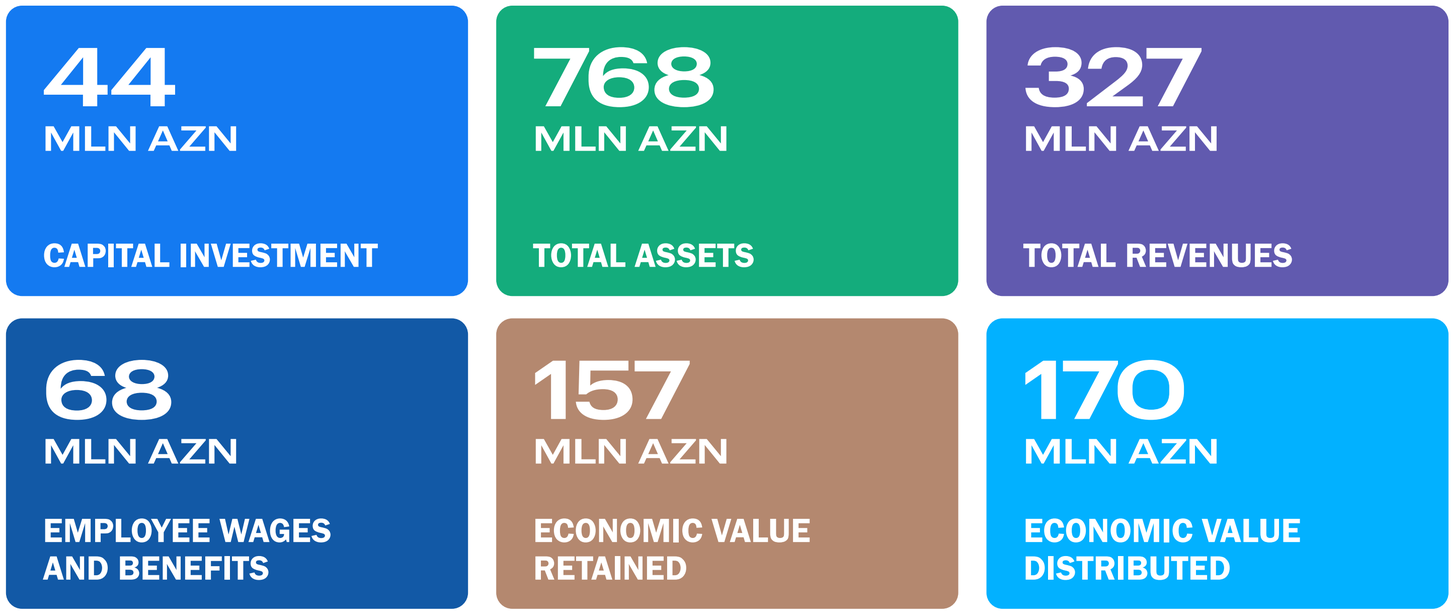


Figure 42. Financial performance of the Airports in 2025

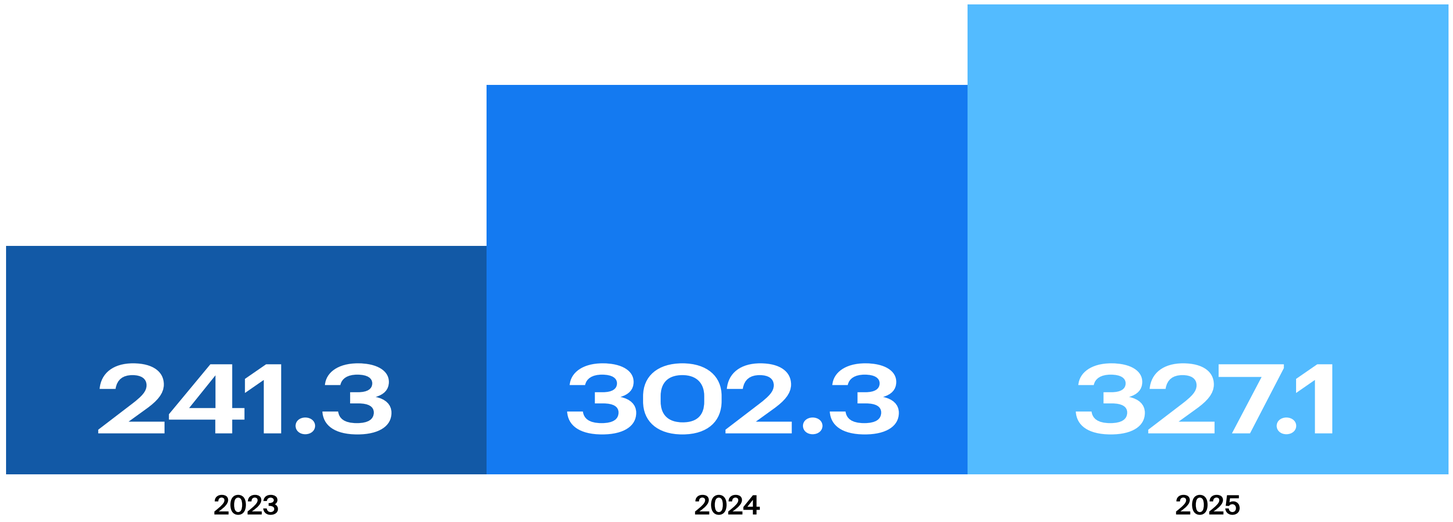


Figure 43. Revenue increase of Airports between 2023-2025, in million AZN

At the same time, 157.1 million AZN of economic value was retained within the organization in 2025. This retained value supports future development initiatives, operational improvements, and continued resilience of the airport network. AZALOIL's financial performance is primarily shaped by jet fuel sales and aircraft refueling services. Revenue is influenced by fuel sales volumes, customer contract pricing, and market fuel prices, while the principal cost drivers include domestic jet fuel procurement, storage, and other operational supply costs. As a result, movements in fuel prices can influence both revenue and operating expenditure during the reporting period. In 2025, AZALOIL recorded total revenue of approximately 310.9 million AZN, compared with 284.9 million AZN in 2024 (Figure 44). The increase was primarily driven by revised pricing terms under the Atlas Air contract, where the pricing mechanism changed from a fixed price of USD 1,250 per ton to Platts + USD 130 per ton, together with higher Platts-linked fuel prices. The increase in revenue was accompanied by a more moderate rise in operating costs. Operating expenses increased from 225.8 million AZN in 2024 to 232.1 million AZN in 2025, representing growth of approximately 3%. The increase was mainly driven by higher domestic jet fuel procurement costs. As fuel procurement represents the main component of AZALOIL's operating expenditure, changes in costs are closely linked to sales volumes and market fuel prices. Economic value distributed also increased during the year, rising from 225.8 million AZN in 2024 to 232.1 million AZN in 2025, representing an increase of approximately 3%. Employee wages and benefits increased from 5.4 million AZN to 6.6 million AZN, reflecting higher employee-related expenditure during the reporting period. Despite the increase in operating and employee-related costs, retained economic value rose from 59.7 million AZN in 2024 to 79.8 million AZN in 2025, representing growth of approximately 34%. The increase was mainly supported by stronger fuel sales performance during the year.

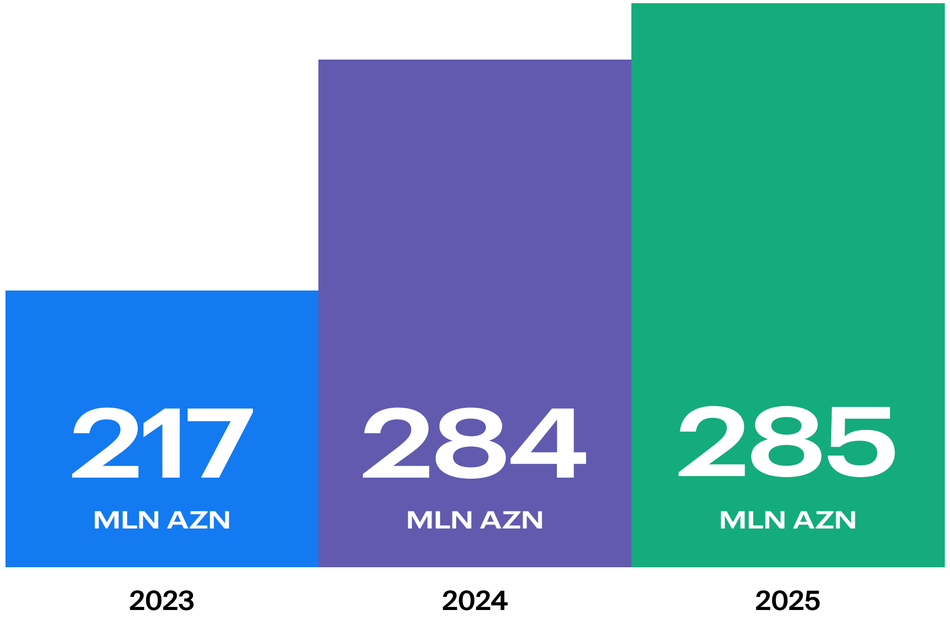


Figure 44. Revenue increase of AZALOIL between 2023-2025, in million AZN

OUR TAX PRACTICES ARE DESIGNED TO REFLECT FAIRNESS AND INTEGRITY, CONSISTENT WITH OUR VALUES AND STAKEHOLDER EXPECTATIONS.

AZALOIL also recorded a significant expansion in its asset base. Total assets increased from 203.1 million AZN in 2024 to 282.9 million AZN in 2025, representing growth of approximately 39%. The increase was primarily driven by higher trade receivables, including VAT prepayments associated with increased purchases and capital expenditure. Higher year-end jet fuel inventories also contributed to the increase in total assets. Capital investment rose from approximately 0.5 million AZN in 2024 to 11.1 million AZN in 2025. The increase reflects a substantially higher level of investment in assets and infrastructure supporting AZALOIL's fuel supply and refueling operations. Overall, AZALOIL's 2025 financial performance reflects higher fuel sales activity, growth in retained economic value, and increased investment, while movements in market fuel prices and procurement costs continued to influence both revenue and expenditure. Alongside financial performance, our approach to taxation forms an integral part of our overall strategic responsibilities and is grounded in transparency, compliance, and integrity.



We maintain a formal Tax Policy that sets out the principles and procedures governing the accounting, calculation, and reporting of tax-related transactions, ensuring compliance with applicable tax laws and regulations. Our tax practices are designed to reflect fairness and integrity, consistent with our values and stakeholder expectations. A robust internal control framework supports accurate and timely tax reporting. Key risks are monitored continuously, with regular reviews conducted by the Tax Department and senior management. The Airports maintain open and cooperative relationships with tax authorities and provide shareholders with clear and consistent communication on tax-related matters, ensuring that the approach to taxation remains aligned with stakeholder expectations and corporate values.



RESPONSIBLE SUPPLY CHAIN

A RELIABLE AND WELL-GOVERNED SUPPLY CHAIN IS ESSENTIAL TO MAINTAINING SAFE, EFFICIENT, AND UNINTERRUPTED AIRPORT AND AVIATION FUEL OPERATIONS.

We rely on a broad supplier network to support airport services, aviation technical needs, infrastructure maintenance, logistics, information technology, marketing, and fuel-related operations. Given the complexity of aviation and energy logistics, procurement is managed with a focus on transparency, compliance, cost efficiency, and continuity of supply. Procurement activities are organized through a centralized model, which supports coordinated decision-making and consistent application of procurement rules across business units. The procurement function covers several specialized areas, including general procurement, aviation technical procurement, logistics and customs, information technology and special procurements, and marketing procurement. This structure helps ensure clearer accountability, better coordination between operational and support functions, and more efficient planning of purchases.

In recent years, the procurement framework has continued to mature through category-based purchasing, annual procurement planning, and clearer internal procedures. These mechanisms help consolidate demand, avoid duplicate orders, improve price control, and streamline approvals. In 2025, procurement governance was further supported by the approval of AZCON Holding's procurement procedures, with procurement activities carried out in accordance with these updated requirements. This helped strengthen consistency, standardization, and control over procurement practices within the organization's broader governance environment.

The procurement process is based on documented decision-making, competitive sourcing principles, and approval controls aligned with the value and complexity of each purchase. Depending on the procurement need, different methods may be applied, including open tenders, requests for quotations, requests for proposals, market research, or single-source procurement where justified by technical or operational requirements. Purchases above 200,000 AZN are generally subject to open tender procedures, supporting competitive bidding and transparent supplier selection. For higher-value tenders, additional governance approvals apply, including Management Board confirmation for tenders exceeding 10 million AZN and Supervisory Board approval for tenders above 50 million AZN.

The Tender Committee and Procurement Function coordinate tender documentation, bid submission, evaluation, and decision-making processes. Equal treatment of bidders, confidentiality of commercial information, and proper documentation of procurement decisions remain key principles of the process. Cases involving potential corruption, bid manipulation, or unjustified supplier conduct are subject to escalation, and suppliers may be excluded or blacklisted where required. These controls help protect the integrity of procurement decisions and reduce risks related to unfair competition, conflicts of interest, and non-compliant supplier behavior. Supplier engagement is supported by compliance checks and documentation requirements intended to ensure that counterparties meet legal, ethical, technical, and operational expectations. Suppliers may be required to provide corporate, legal, financial, certification, sanctions-related, and other compliance information.

This is particularly important in aviation and fuel-related operations, where delays, incomplete documentation, or non-compliant supplies may directly affect safety, service continuity, and operational reliability. Supplier due diligence is carried out by the Compliance Division, ensuring that counterparty risks are reviewed independently from routine procurement execution. This supports stronger oversight of governance, sanctions, ethical, environmental, and social risks before suppliers are approved or engaged. Responsible sourcing considerations are also reflected in supplier assessment and re-evaluation practices. Supplier performance may be reviewed based on contract compliance, delivery reliability, quality of goods and services, completeness of documentation, and adherence to applicable requirements. Where relevant, suppliers are also expected to provide information related to environmental and social risks. This approach helps ensure that supplier selection is not based only on commercial and technical criteria, but also considers compliance, ethical conduct, and responsible business practices. Local sourcing remains an important element of the procurement approach, supporting faster logistical response, improved availability of goods and services, reduced dependency on international delivery routes, and contribution to the national economy. In 2025, the Airports engaged with 822 active suppliers, including 745 local suppliers, or 91%, and 77 foreign suppliers, or 9%, reflecting the addition of 150 active suppliers during the year. AZALOIL also expanded its supplier base to 114 suppliers, of which 96, or 84%, were local and 18, or 16%, were foreign, following the addition of 52 suppliers in 2025. This supplier structure demonstrates the continued priority given to local procurement across both the Airports and AZALOIL, while the share of foreign suppliers reflects the need for selected international expertise, specialized equipment, and technical solutions in aviation and fuel-related operations (Figure 45). Digital integration continues to support transparency, traceability, and operational efficiency across procurement, logistics, and financial processes. Procurement-related activities are managed through Microsoft 365 ERP, enabling tracking of orders, inventory, supplier information, financial execution, and process status. This improves visibility over procurement requests, approvals, supplier records, and delivery progress, helping reduce delays and strengthen auditability across the procurement cycle.

WHERE RELEVANT, SUPPLIERS ARE ALSO EXPECTED TO PROVIDE INFORMATION RELATED TO ENVIRONMENTAL AND SOCIAL RISKS.

The aviation and energy supply chain remains exposed to several operational and external risks, including delivery delays, shipment inconsistencies, missing certifications, limited availability of specialized equipment, customs-related delays, and dependency on international suppliers for certain aircraft systems, infrastructure components, and technical materials. Geopolitical uncertainty, sanctions restrictions, and international logistics disruptions may also affect procurement planning. These risks are managed through supplier due diligence, contractual safeguards, documentation checks, alternative sourcing considerations, and coordination between procurement, compliance, logistics, and operational teams. Through centralized procurement governance, compliance-led supplier due diligence, digital process integration, and a strong local sourcing approach, the Airports of Azerbaijan and AZALOIL continue to strengthen the resilience and sustainability of their supply chains.



Figure 45. Supplier breakdown by local and foreign suppliers for the Airports and AZALOIL

FUTURE OUTLOOK

OUR FORWARD PRIORITIES FOCUS ON BUILDING A FUTURE-READY, LOW-CARBON AVIATION ECOSYSTEM THROUGH INFRASTRUCTURE MODERNIZATION, OPERATIONAL EFFICIENCY, AND STRONG GOVERNANCE.

The years ahead will bring sustained investment across our fleet, our airports, and our airspace, each guided by a shared commitment to reduce environmental impact while improving the quality, reliability, and accessibility of travel. Guided by the GYD Master Plan 2025–2045, we are expanding self-service and biometric systems. Across airside and landside operations, we are expanding electrification and smart-energy systems and strengthening climate resilience, increasing capacity while reducing environmental impact. The Airports and AZALOIL will continue strengthening people management as a foundation for safe, reliable, and efficient operations. Sky Academy will expand further, with onboarding e-learning planned to support a more digitalized and consistent adaptation process for new employees. The leader-led HR operating approach will continue to mature, reinforcing accountability and performance culture, while ongoing attention to disability inclusion, gender representation, and employee wellbeing is expected to further strengthen a fair and resilient workforce. Underpinning each of these priorities is a broader digital transformation. The aviation industry is expected to continue this shift through the increased use of cloud technologies, data analytics, automation, artificial intelligence, and integrated operational platforms, which together support more efficient operations, an improved passenger experience, and enhanced decision-making. We intend to expand robotic process automation and AI across our workforce and human-resources processes. As we rely more heavily on digital systems and interconnected technologies, cybersecurity will become increasingly important, and our future investments are therefore expected to focus on innovation and efficiency, and on strengthening resilience, data protection, and operational continuity. This is how we are building a seamless, efficient, and low-carbon aviation ecosystem, the one that delivers smoother, faster, and greener travel for every passenger.



ESG DATA & SUPPORTING INFORMATION

GHG Emissions Calculation Methodology

Our methodology for calculating GHG emissions from airport operations is aligned with internationally recognized standards, primarily the GHG Protocol, and is further informed by guidance from the IPCC and the IATA. This approach supports consistency, transparency, and comparability of emissions data in line with global reporting practices. All emissions presented in this report are disclosed in metric tons of carbon dioxide equivalent (tCO_2e) and cover both direct emissions, classified as Scope 1, and indirect emissions from purchased electricity, classified as Scope 2. The calculation approach is based on a standard emissions accounting formula, whereby activity data is multiplied by the relevant emission factor. Scope 1 emissions at the airport level include direct emissions generated from fuel combustion in ground support equipment, airside and operational vehicles using gasoline or diesel, natural gas consumption in on-site boilers and heating systems, and other fuel-related operational activities, including storage and handling where applicable. The emission factors applied for Scope 1 calculations are based on recognized international guidance, including the GHG Protocol methodology, and reflect commonly used factors for relevant fuel types. Scope 2 emissions are calculated using the location-based method and Azerbaijan-specific electricity emission factor derived from the IPCC methodology 2020. This method reflects the average emissions intensity of the electricity grid in the region where the airports operate and provides a consistent basis for estimating emissions associated with purchased electricity consumption.

NATURAL GAS

Emissions (tCO^2e) = Gas volume (m^3) × (Emission Factor / 1000) (kg CO2e / m3)

FUEL (DIESEL AND PETROLEUM)

Emissions (tCO^2e) = Fuel Volume (l) × (Emission Factor / 1000) (kg CO2e / liter)

Figure 46. Calculation methodology of Scope 1 emissions

ELECTRICITY

Emissions (tCO^2e) = Electricity use (kWh) × Grid Emission Factor (ton CO2e / kWh)

Figure 47. Calculation methodology of Scope 2 emissions

EMISSIONS FACTOR	Value	Unit
Natural gas	0.00208906	tCO_2e/m^3
Diesel	0.00266155	tCO_2e/liter
Gasoline	0.00233984	tCO_2e/liter

Table 2. Emission factors used for Scope 1 emissions calculation

EMISSIONS FACTOR	Value	Unit
Purchased Electricity (Azerbaijan grid)	0.000597	tCO_2e/kWh

Table 3. Emission factor used for Scope 2 emissions calculation



approach, the reported Scope 2 emissions are linked to the emissions profile of the local electricity grid, allowing for a more representative view of the environmental impact associated with electricity use across airport operations.

We continue to strengthen our emissions calculation methodology by improving the accuracy of organizational and operational boundaries, selecting reliable and representative emission factors, and enhancing data collection processes. Future improvements will also focus on expanding and refining the calculation of Scope 3 emissions, covering other indirect emissions across the value chain.



08

PERFORMANCE METRICS

SOCIAL

OHS	2023	2024	2025
Number of hours worked[3]	150,941	266,756	201,285
Number of fatalities	0	0	0
Fatality rate, %	0	0	0
Number of recordable injuries	0	11	3
Injury frequency rate (per 200,000 hours worked)	N/A	5	3
Number of Lost Time Injuries (LTI)	N/A	2	1
LTI Frequency Rate (LTIFR) (per 200,000 hours worked)	N/A	0.9	1
Number of days lost due to injury/accident	0	3	2
LTI severity rate (per 200,000 hours worked)	0	2	2
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0

OHS TRAINING	2023	2024	2025
Number of conducted OHS trainings	4	10	12
Number of employees who received OHS training	100	200	195
Employees who received OHS training, %	10	20	24
OHS training hours	16	40	48

1 - 'N/A' indicates that the data was not tracked for the corresponding entries.
2 - Data for the Airports and AZALOIL was provided in separate forms. While certain figures are presented on a consolidated basis within the narrative sections of the report, the related performance tables disclose the data separately for the Airports and AZALOIL to provide greater transparency by operating segment.
3. The data for previous years is updated due to a calculation methodology change.

OHS INVESTMENT	2023	2024	2025
Total investments into improving working conditions, AZN	150,000	150,000	145,500
Total investments into personal protective equipment, AZN	350,000	300,000	270,000

EMPLOYEES, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees, by gender and category[4]:	**1,608**	**427**	**1,567**	**404**	**1,441**	**202**
Executive	115	22	110	22	86	20
Specialist	293	149	292	165	282	96
Other	1,200	256	1,165	217	1,073	86
Total number of employees by employment type:	**1,608**	**427**	**1,567**	**404**	**1,441**	**202**
Total number of permanent employees	1,272	309	1,258	280	1,121	94
Total number of temporary employees	336	118	309	124	320	108
Total number of employees by employment contract:	**1,608**	**427**	**1,567**	**404**	**1,441**	**202**
Total number of full-time employees	1,607	427	1,566	404	1,440	202
Total number of part-time employees	1	0	1	0	1	0

4. Calculated total excludes internal mobility, leading to variance with reported total.

WORKERS WHO ARE NOT EMPLOYEES[5]	2023	2024	2025
Total number of workers who are not employees and whose work is controlled by the organization	N/A	N/A	195

EMPLOYEES, BY AGE	2023			2024			2025		
	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50
Total number of employees, by age and by category	**207**	**696**	**1,132**	**228**	**1,115**	**628**	**122**	**996**	**525**
Executive	4	60	73	4	78	50	0	64	42
Specialist	47	128	267	67	262	128	50	236	92
Other	156	508	792	157	775	450	72	696	391

MINIMUM NOTICE PERIODS	2023	2024	2025
Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	4	4	4

5. The workers reported under GRI 2-8 are outsourced personnel engaged at the Airports. They primarily support cleaning activities and include cleaning workers and other related positions.

PARENTAL LEAVE	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees that were entitled to parental leave, by gender	0	427	0	404	1193	86
Total number of employees that took parental leave, by gender	0	10	0	8	0	14
Total number of employees that returned to work in the reporting period after parental leave ended	0	10	0	8	0	4
Total number of employees due to return to work after taking parental leave, by gender	0	10	0	8	0	14
Total number of employees that returned to work after parental leave ended, who were still employed 12 months after their return to work, by gender	0	9	0	8	0	12
Return to work rate of employees that took parental leave, by gender, %	N/A	100	N/A	100	N/A	29
Retention rate of employees that took parental leave, by gender, %	N/A	90	N/A	100	N/A	86

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of new employee hires	74	39	54	27	74	37
Total number of employee turnover	129	18	98	54	204	241
Rate of employee turnover, %	8	4	6	13	14	119

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER, BY AGE	2023			2024			2025		
	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50
Total number of new employee hires	35	70	8	35	40	6	50	52	9
Total number of employee turnover	18	68	61	18	60	74	38	179	228
Rate of employee turnover, %	9	10	5	8	5	12	31	18	43

TALENT DEVELOPMENT	2023	2024	2025
Total number of training hours	163	2,161	2,943
Average training hours per employee[6]	0.08	1.10	1.79

DIVERSITY OF EMPLOYEES	2023	2024	2025
Number of employees with disabilities	26	24	43

RATIO OF SALARY, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Ratio of standard entry-level wage compared to local minimum wage, by gender	1.15	1.15	1.15	1.15	1	1
Ratio of the basic salary of women to men, including	100%		100%		100%	

6. The 2023 and 2024 figures were updated due to a change in the calculation methodology to ensure consistency with the current reporting approach.

ANNUAL TOTAL COMPENSATION RATIO[7]	2023	2024	2025
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual)	N/A	7.48	8.31
Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	N/A	0.15	0.88

7. The data for previous years is unavailable due to a system change and organizational restructuring.

OPERATIONAL

OPERATIONAL INDICATORS	2023	2024	2025
Total Number of Flights in the Airport	**56,874**	**68,279**	**68,822**
Heydar Aliyev International Airport	48,963	59,237	59,387
Ganja International Airport	1,920	1,710	1,624
Nakhchivan International Airport	5,818	7,172	7,555
Lankaran International Airport	173	110	52
Gabala International Airport	N/A	N/A	40
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	50	164
Zangilan International Airport	N/A	N/A	N/A
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

OPERATIONAL INDICATORS	2023	2024	2025
Number of airlines operating at the airport			
Heydar Aliyev International Airport	41	40	40
Ganja International Airport	7	7	7
Nakhchivan International Airport	3	3	3
Lankaran International Airport	1	1	1
Gabala International Airport	N/A	N/A	1
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	1	1
Zangilan International Airport	N/A	N/A	N/A
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

OPERATIONAL INDICATORS	2023	2024	2025
Retail revenue per passenger	1.04	2.36	2.61
Parking revenue per vehicle	1.14	0.96	0.92
Revenue from Lounges (VIP lounges, business class facilities)	1,507,082	1,465,618	1,474,640
Concessions revenue (revenue from retail shops, restaurants, and duty-free)	6,018,266	17,794,788	19,843,932

OPERATIONAL INDICATORS	2023	2024	2025
Total revenue from airport services	**241,314,664**	**298,822,438**	**327,127,949**
Heydar Aliyev International Airport	241,314,664	291,577,339	316,745,086
Ganja International Airport	N/A	6,793,468	6,986,662
Nakhchivan International Airport	N/A	N/A	N/A
Lankaran International Airport	N/A	370,800	227,141
Gabala International Airport	N/A	75,371	200,247
Zagatala International Airport	N/A	2,195	N/A
Fuzuli International Airport	N/A	3,265	3,628
Zangilan International Airport	N/A	N/A	N/A
Zabrat Regional Security Services	N/A	3,448,257	2,965,185
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Total number of runways			
Heydar Aliyev International Airport	2	2	2
Ganja International Airport	1	1	1
Nakhchivan International Airport	2	2	2
Lankaran International Airport	1	1	1
Gabala International Airport	1	1	1
Zagatala International Airport	1	1	1
Fuzuli International Airport	1	1	1
Zangilan International Airport	1	1	1
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Total Number of passenger gates			
Heydar Aliyev International Airport	28	28	28
Ganja International Airport	1	1	1
Nakhchivan International Airport	2	2	2
Lankaran International Airport	1	1	1
Gabala International Airport	1	1	1
Zagatala International Airport	1	1	1
Fuzuli International Airport	1	1	1
Zangilan International Airport	2	2	2
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Passenger throughput per hour			
Heydar Aliyev International Airport	4,850	4,850	4,850
Ganja International Airport	300	300	300
Nakhchivan International Airport	600	600	600
Lankaran International Airport	200	200	200
Gabala International Airport	250	250	250
Zagatala International Airport	100	100	100
Fuzuli International Airport	200	200	200
Zangilan International Airport	200	200	200
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Aircraft turnaround time			
Heydar Aliyev International Airport	60 min/90 min	60 min/90 min	60 min/90 min
Ganja International Airport	60 min/90 min	60 min/90 min	60 min/90 min
Nakhchivan International Airport	60 min/90 min	60 min/90 min	60 min/90 min
Lankaran International Airport	N/A	N/A	N/A
Gabala International Airport	N/A	N/A	N/A
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	N/A	N/A
Zangilan International Airport	N/A	N/A	N/A
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A
On-time Performance			
Heydar Aliyev International Airport	74%	73%	76%

OPERATIONAL INDICATORS	2023	2024	2025
Total number of passengers, by airport	**6,727,525**	**8,526,634**	**8,621,625**
Heydar Aliyev International Airport	5,765,000	7,537,800	7,635,023
Ganja International Airport	216,511	223,351	211,713
Nakhchivan International Airport	729,747	750,752	758,234
Lankaran International Airport	16,267	11,401	5,078
Gabala International Airport	N/A	N/A	6,274
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	3,330	5,303
Zangilan International Airport	N/A	N/A	N/A
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A
International passengers, by airport	**5,291,422**	**7,039,617**	**7,120,827**
Heydar Aliyev International Airport	5,063,395	6,804,561	6,894,934
Ganja International Airport	202,040	213,080	200,985
Nakhchivan International Airport	9,720	10,575	13,556
Lankaran International Airport	16,267	11,401	5,078
Gabala International Airport	N/A	N/A	6,274
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	N/A	N/A
Zangilan International Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
International passengers, by airport	**5,291,422**	**7,039,617**	**7,120,827**
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A
Local passengers, by airport	**1,436,103**	**1,487,017**	**1,500,798**
Heydar Aliyev International Airport	701,605	733,239	740,089
Ganja International Airport	14,471	10,271	10,728
Nakhchivan International Airport	720,027	740,177	744,678
Lankaran International Airport	N/A	N/A	N/A
Gabala International Airport	N/A	N/A	N/A
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	3,330	5,303
Zangilan International Airport	N/A	N/A	N/A
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Unique destinations			
Heydar Aliyev International Airport	76	82	75
Ganja International Airport	5	5	4
Nakhchivan International Airport	4	4	4
Lankaran International Airport	1	1	1
Gabala International Airport	0	0	1
Zagatala International Airport	0	0	0
Fuzuli International Airport	0	1	1
Zangilan International Airport	0	0	0
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

OPERATIONAL INDICATORS	2023	2024	2025
Total number of security incidents:	**437**	**478**	**517**
Heydar Aliyev International Airport	415	455	504
Ganja International Airport	8	21	13
Nakhchivan International Airport	0	0	0
Lankaran International Airport	14	0	0
Gabala International Airport	0	1	0
Zagatala International Airport	0	0	0
Fuzuli International Airport	0	1	0
Zangilan International Airport	0	0	0
Lachin International Airport	N/A	N/A	N/A
Yevlakh Airport	N/A	N/A	N/A

GOVERNANCE

ECONOMIC INDICATORS	2023	2024	2025
Capital Investment, AZN	28,581,493	46,750,571	44,226,687
Total assets, AZN	727,197,595	782,269,075	767,998,413
Total capitalization, AZN	431,441,425	520,961,570	787,376,866
Total revenues, AZN	241,314,664	302,304,664	327,127,979
Economic value distributed:	**131,667,935**	**143,510,916**	**169,525,946**
• Operating expenses, AZN	130,931,633	143,399,107	169,286,531
• Employee wages and benefits, AZN	55,096,229	58,453,828	68,435,045
Interest payments, AZN	679,665	78,798	72,262
Other expenses, AZN	56,637	33,011	167,153
Forex (gain)/loss, AZN	634,848	584,057	1,170,969
Income from Investing Activities, AZN	997,695	2,148,034	625,023
Other non-operating (income)/loss, AZN	1,721,587	44,633	1,690
Economic value retained, AZN	108,287,989	161,570,472	157,057,777

SUPPLIERS	2023	2024	2025
Total number of suppliers	265	672	822
Total number of local suppliers	N/A	629	745
Total number of foreign suppliers	N/A	43	77
Proportion of suppliers by location:			
Local suppliers, %	N/A	94	91
Foreign suppliers, %	N/A	6	9

ENVIRONMENTAL

EMISSION INDICATORS, TON CO2e	2023	2024	2025
Total Emissions, tCO2e	27,820	33,512	43,642
Scope 1, tCO2e	**8,544**	**9,692**	**7,237**
Gasoline	964	539	336
Diesel	2,165	2,595	1094
Natural Gas	5,415	6,558	5807
Scope 2, tCO2e	**19,276**	**23,820**	**36,405**
Electricity	19,276	23,820	36,405

ENERGY CONSUMPTION	2023	2024	2025
Total, GJ	307,504	366,776	343,823
Gasoline, GJ	14,330	8,013	4,977
Diesel, GJ	31,497	37,756	15,909
Electricity, GJ	166,412	205,637	219,527
Natural Gas, GJ	95,265	115,370	103,410

TOTAL ENERGY INTENSITY	2023	2024	2025
Total Energy Intensity, GJ/passenger	0.003771	0.003575	0.0034

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

WATER MANAGEMENT	2023	2024	2025
Total Water Consumption, m³	706,124	610,643	600,096
Total Water Discharge, m³	498,477	418,532	408,065
Total Water Withdrawal, m³	1,204,601	1,029,175	1,008,161

WASTE MANAGEMENT[8]	2023	2024	2025
Non-Hazardous Waste			
Total non-hazardous waste generated, tons	**934**	**1,551**	**2,744**
Plastic waste, tons	N/A	6.6	2
Waste directed to landfill, tons	934	1,551	2,744
Recycled non-hazardous waste, tons	**N/A**	**100.51**	**28.8**
Paper waste, tons	N/A	10.51	4.8
Plastic waste, tons	N/A	30	11
Other, tons	N/A	60	13
Hazardous Waste			
Total hazardous waste generated, tons	**33.56**	**39.43**	**25.36**
Oil waste, tons	1	13	7
Batteries, tons	32.56	12.75	0.78
Other, tons	N/A	91.2	117.2

8. Starting from the 2025 reporting period, waste data is reported in metric tons to ensure alignment with the measurement and disclosure requirements of GRI 306: Waste 2020.

Directed to landfill, tons	**N/A**	**17.73**	**21.41**
Oil waste, tons	N/A	4	3.8
Batteries, tons	N/A	0.05	0.032
Other, tons	N/A	13.68	17.58
Recycled hazardous waste recycled, tons	**33.56**	**21.7**	**3.95**
Oil waste, tons	1	9	3.2
Batteries, tons	32.56	12.7	0.75

RECORDED BIRD STRIKES	2023	2024	2025
Total number of recorded bird strikes	35	23	49

AZALOIL SOCIAL

OHS[9]	2023	2024	2025
Number of hours worked[10]	447,027	469,182	490,532
Number of fatalities	0	0	0
Fatality rate, %	0	0	0
Number of recordable injuries	0	1	3
Injury frequency rate (per 200,000 hours worked)	N/A	1.44	1.22
Number of Lost Time Injuries (LTI)	N/A	0	2
LTI Frequency Rate (LTIFR) (per 200,000 hours worked)	N/A	0	0.82
Number of days lost due to injury/accident	0	0	2
LTI severity rate (per 200,000 hours worked)	0	0	0.82
Number of fatalities as a result of work-related ill health	0	0	N/A
Number of cases of recordable work-related ill health	0	0	N/A

OHS TRAINING	2023	2024	2025
Number of conducted OHS trainings	4	10	12
Number of employees who received OHS training	50	150	170
Percentage of employees who received OHS training, %	18.51	55	45
OHS training hours	16	40	48

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

9. The 2023 and 2024 figures were updated due to a technical alignment in the data exchange and reporting process, with no change to the calculation methodology.
10. The data for previous years is updated due to a calculation methodology change.

OHS INVESTMENT	2023	2024	2025
Total investments into improving working conditions, AZN	10,000	50,000	50,000
Total investments into personal protective equipment, AZN	90,000	60,000	60,000

EMPLOYEES, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees, by gender and category[11]	**242**	**21**	**258**	**22**	**264**	**19**
Executive	16	1	16	1	14	1
Specialist	65	13	66	14	68	17
Other	161	7	176	7	182	1
Total number of employees by employment type:	**242**	**21**	**258**	**22**	**264**	**19**
Total number of permanent employees	188	15	196	15	192	10
Total number of temporary employees	54	6	62	7	72	9
Total number of employees by employment contract:	**242**	**21**	**258**	**22**	**264**	**19**
Total number of full-time employees	242	21	258	22	264	19
Total number of part-time employees	0	0	0	0	0	0

11. Calculated total excludes internal mobility, leading to variance with reported total.

EMPLOYEES, BY AGE	2023			2024			2025		
	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50
Total number of employees, by age and by category	**26**	**127**	**110**	**31**	**138**	**111**	**30**	**140**	**113**
Executive	3	5	9	2	6	9	1	5	9
Specialist	13	38	27	15	40	25	17	42	26
Other	10	84	74	14	92	77	12	93	78

MINIMUM NOTICE PERIODS	2023	2024	2025
Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	4	4	4

PARENTAL LEAVE	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees that were entitled to parental leave, by gender	0	21	0	22	264	19
Total number of employees that took parental leave, by gender	0	0	0	0	0	0
Total number of employees that returned to work in the reporting period after parental leave ended	0	0	0	1	0	0
Total number of employees due to return to work after taking parental leave, by gender	0	0	0	1	0	0
Total number of employees that returned to work after parental leave ended, who were still employed 12 months after their return to work, by gender	0	0	0	0	0	0
Return to work rate of employees that took parental leave, by gender, %	N/A	N/A	N/A	100	N/A	N/A
Retention rate of employees that took parental leave, by gender, %	N/A	N/A	N/A	N/A	N/A	N/A

NEW EMPLOYEE HIRES AND EMPLOYEE TURN-OVER, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of new employee hires	29	1	29	1	16	8
Total number of employee turnover	20	1	20	1	11	11
Rate of employee turnover, %	0.08	0.05	0.08	0.05	0.04	0.58

NEW EMPLOYEE HIRES AND EMPLOYEE TURN-OVER, BY AGE	2023			2024			2025		
	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50
Total number of new employee hires	4	14	1	8	20	2	12	8	4
Total number of employee turnover	3	2	2	8	8	5	7	8	7
Rate of employee turnover, %	12	2	2	26	6	5	23%	6%	6%

TALENT DEVELOPMENT	2023	2024	2025
Total number of training hours	848	989	1994
Average training hours per employee[12]	3.22	3.53	7.05

DIVERSITY OF EMPLOYEES	2023	2024	2025
Number of employees with disabilities	6	5	5

RATIO OF SALARY, BY GENDER	2023		2024		2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Ratio of standard entry-level wage compared to local minimum wage, by gender, %	1.76	1.76	2.08	1.79	1.9	2.025
Ratio of the basic salary of women to men, %	100		86		107	

12. The 2023 and 2024 figures were updated due to a change in the calculation methodology to ensure consistency with the current reporting approach.

ANNUAL TOTAL COMPENSATION RATIO[13]	2023	2024	2025
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual)	N/A	6.47	6.02
Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	N/A	2.08	2.14

13. The data for previous years is unavailable due to a system change and organizational restructuring.

OPERATIONAL

OPERATIONAL INDICATORS	2023	2024	2025
Domestic oil deliveries, tons			
Heydar Aliyev International Airport	259,019	330,003	376,882
Ganja International Airport	6,587	5,740	5,243
Nakhchivan International Airport	3,492	3,407	2,498
Lankaran International Airport	570	390	163
Gabala International Airport	99	51	344
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	N/A	N/A
Zangilan International Airport	N/A	N/A	N/A
Zabrat Regional Security Services	3,116	2,728	3,007

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

OPERATIONAL INDICATORS	2023	2024	2025
Revenue per Ton of Oil Delivered	1,775	1,709	1,637
Cost per Ton of Oil Delivered	1,112	1,138	1,209
Total capacity of oil storage facilities			
Heydar Aliyev International Airport	35,000	35,000	35,000
Ganja International Airport	1,500	1,500	1,500
Nakhchivan International Airport	N/A	N/A	N/A
Lankaran International Airport	75	75	75
Gabala International Airport	120	120	120
Zagatala International Airport	N/A	N/A	N/A
Fuzuli International Airport	N/A	N/A	N/A
Zangilan International Airport	N/A	N/A	N/A

GOVERNANCE

ECONOMIC INDICATORS	2023	2024	2025
Capital Investment, AZN	554,932	463,296	11,145,342
Total assets, AZN	158,572,964	203,101,359	282,878,429
Total capitalization, AZN	338,273,533	558,075,489	490,772,652
Total revenues, AZN	217,359,409	284,922,052	310,939,000
Economic value distributed, AZN	**146,203,937**	**225,752,504**	**232,104,630**
• Operating expenses	145,880,325	225,752,504	232,104,630
• Employee wages and benefits	4,695,721	5,380,207	6,641,075
Interest payments, AZN	323,612	N/A	N/A
Forex (gain)/loss, AZN	750,961	358,844	255,445
Income from Investing Activities, AZN	394,512	881,656	713,674
Economic value retained, AZN	70,799,023	59,692,360	79,803,489

SUPPLIERS	2023	2024	2025
Total number of suppliers	62	62	114
Total number of local suppliers	N/A	50	96
Total number of foreign suppliers	N/A	12	18
Proportion of suppliers by location:			
Local suppliers, %	N/A	81%	84%
Foreign suppliers, %	N/A	19%	16%

ENVIRONMENTAL

EMISSION INDICATORS, TON CO2E	2023	2024	2025
Total Emissions, tCO2e	1,274	1,386	1,560
Scope 1, tCO2e	**701**	**730**	**327**
Gasoline	71	55	51
Diesel	630	675	276
Scope 2, tCO2e	**573**	**656**	**1233**
Electricity	573	656	1233

ENERGY CONSUMPTION, GJ	2023	2024	2025
Total, GJ	15,168	16,307	12,180
Gasoline, GJ	1,060	822	742
Diesel, GJ	9,160	9,823	4,001
Electricity, GJ	4,947	5,662	7,437

WATER MANAGEMENT	2023	2024	2025
Total Water Consumption m^3	24,511	18,300	17,557
Total Water Discharge, m^3	24,261	18,050	17,050
Total Water Withdrawal, m^3	48,772	36,350	34,607

The information and figures presented in this section are subject to change, as certain data is currently undergoing assurance procedures and has not yet been finalized.

WASTE MANAGEMENT[14]	2023	2024	2025
Non-Hazardous Waste			
Total non-hazardous waste generated, tons	**133**	**180**	**1,040**
Other, tons	14.26	10	10
Waste directed to landfill, tons	133	180	1,040
Hazardous Waste			
Total hazardous waste generated, tons	**0.85**	**59.5**	**59.5**
Oil waste, tons	0.85	59.5	59.5
Other, tons	N/A	13.35	12
Directed to landfill, tons	**N/A**	**13.35**	**12**
Other	N/A	13.35	12
Recycled hazardous waste recycled, tons	**0.85**	**59.5**	**59.5**
Oil waste, tons	0.85	59.5	59.5

14. Starting from the 2025 reporting period, waste data is reported in metric tons to ensure alignment with the measurement and disclosure requirements of GRI 306: Waste 2020.

GRI INDEX

	Disclosure	Status	Location/Comment
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	Disclosed	The Airports: Our Network and Strategic Role
	2-2 Entities included in the organization's sustainability reporting	Disclosed	Scope and Boundary
	2-3 Reporting period, frequency, and contact point	Disclosed	Scope and Boundary
	2-4 Restatements of information	Disclosed	Reasons for restatements are indicated in corresponding footnotes throughout the report.
	2-5 External assurance	Disclosed	External assurance process is ongoing
	2-6 Activities, value chain, and other business relationships	Disclosed	Stakeholder Engagement Practices, People Behind Excellence
	2-7 Employees	Disclosed	People Behind Excellence, Performance Metrics
	2-8 Workers who are not employees	Disclosed	Performance Metrics Outsourced workers are engaged only within the Airports. AZALOIL did not engage any outsourced workers during the reporting period.
	2-9 Governance structure and composition	Disclosed	Leadership Framework

GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Disclosed	Leadership Framework
	2-11 Chair of the highest governance body	Disclosed	Leadership Framework
	2-12 Role of the highest governance body in overseeing the management of impacts	Disclosed	Leadership Framework
	2-13 Delegation of responsibility for managing impacts	Disclosed	Leadership Framework
	2-14 Role of the highest governance body in sustainability reporting	Disclosed	Leadership Framework
	2-15 Conflicts of interest	Disclosed	Ethics and Responsible Conduct
	2-16 Communication of critical concerns	Disclosed	Ethics and Responsible Conduct
	2-17 Collective knowledge of the highest governance body	Partially Disclosed	Creating Value Through Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Not Disclosed	
	2-19 Remuneration policies	Partially Disclosed	People Behind Excellence
	2-20 Process to determine remuneration	Not Disclosed	
	2-21 Annual total compensation ratio	Partially Disclosed	Performance Metrics
	2-22 Statement on sustainable development strategy	Disclosed	Message from the Chairman of the Management Board, Developments of The Year
	2-23 Policy commitments	Disclosed	Governance, Ethics, and Accountability
	2-24 Embedding policy commitments	Disclosed	Governance, Ethics, and Accountability
	2-25 Processes to remediate negative impacts	Disclosed	People Behind Excellence

GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Disclosed	Governance, Ethics, and Accountability, People and Workplace Safety
	2-27 Compliance with laws and regulations[15]	Disclosed	No deviations from legal and regulatory requirements were observed during the reporting period.
	2-28 Membership associations	Disclosed	Membership associations are referenced throughout the report.
	2-29 Approach to stakeholder engagement	Disclosed	Stakeholder Engagement Practices
	2-30 Collective bargaining agreements	Not Disclosed	
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Disclosed	Materiality Review Process
	3-2 List of material topics	Disclosed	Materiality Review Process
GRI 3: Material Topics 2021	3-3 Management of material topics	Disclosed	Materiality Review Process
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Disclosed	Performance Metrics
	201-2 Financial implications and other risks and opportunities due to climate change	Not Disclosed	
	201-3 Defined benefit plan obligations and other retirement plans	Disclosed	This is regulated by the Labor Code of the Republic of Azerbaijan.
	201-4 Financial assistance received from government	Disclosed	During the reporting year, the Airports received no financial assistance from the government.

15. Compliance with laws and regulations indicators are not available for 2025 due to the absence of an established tracking procedure during that reporting period.

MARKET PRESENCE			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Disclosed	Performance Metrics
	202-2 Proportion of senior management hired from the local community	Disclosed	Only one senior manager was hired in 2025
INDIRECT ECONOMIC IMPACTS			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Partially Disclosed	Our Sustainability Priorities, Operational Excellence Across the Airports
	203-2 Significant indirect economic impacts	Partially Disclosed	Economic Value Creation, Throughout the Report
PROCUREMENT PRACTICES			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not Disclosed	
ANTI-CORRUPTION			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Disclosed	Performance Metrics
	205-2 Communication and training about anti-corruption policies and procedures	Disclosed	Performance Metrics
	205-3 Confirmed incidents of corruption and actions taken	Not Disclosed	Data was not tracked during the reporting period.

ANTI-COMPETITIVE BEHAVIOR			
GRI 206: Anti-competitive Behavior 2016[16]	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not Disclosed	Data was not tracked during the reporting period.
TAX			
GRI 207: Tax 2019	207-1 Approach to tax	Partially Disclosed	Economic Value Creation
	207-2 Tax governance, control, and risk management	Partially Disclosed	Economic Value Creation
	207-3 Stakeholder engagement and management of concerns related to tax	Partially Disclosed	Economic Value Creation
	207-4 Country-by-country reporting	Not Applicable	
MATERIALS			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not Disclosed	
	301-2 Recycled input materials used	Not Disclosed	
	301-3 Reclaimed products and their packaging materials	Not Disclosed	

16. Anti-competitive behavior indicators are not available for 2025 due to the absence of an established tracking procedure during that reporting period.

ENERGY			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Disclosed	Smarter Energy Use, Performance Metrics
	302-2 Energy consumption outside of the organization	Not Disclosed	
	302-3 Energy intensity	Disclosed	Smarter Energy Use, Performance Metrics
	302-4 Reduction of energy consumption	Disclosed	Smarter Energy Use, Performance Metrics
	302-5 Reductions in energy requirements of products and services	Not Disclosed	
WATER AND EFFLUENTS			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Disclosed	Water and Waste Management
	303-2 Management of water discharge-related impacts	Not Disclosed	
	303-3 Water withdrawal	Disclosed	Performance Metrics
	303-4 Water discharge	Disclosed	Water and Waste Management
	303-5 Water consumption	Disclosed	Water and Waste Management

BIODIVERSITY			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not Disclosed	
	304-2 Significant impacts of activities, products and services on biodiversity	Partially Disclosed	Noise Mitigation and Biodiversity Impacts
	304-3 Habitats protected or restored	Not Disclosed	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not Disclosed	
EMISSIONS			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Disclosed	Emissions Across Our Operations, Performance Metrics
	305-2 Energy indirect (Scope 2) GHG emissions	Disclosed	Emissions Across Our Operations, Performance Metrics
	305-3 Other indirect (Scope 3) GHG emissions	Not Disclosed	
	305-4 GHG emissions intensity	Disclosed	Emissions Across Our Operations, Performance Metrics
	305-5 Reduction of GHG emissions	Disclosed	Emissions Across Our Operations
	305-6 Emissions of ozone-depleting substances (ODS)	Not Disclosed	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not Disclosed	

WASTE			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Disclosed	Water and Waste Management
	306-2 Management of significant waste-related impacts	Disclosed	Water and Waste Management
	306-3 Waste generated	Disclosed	Water and Waste Management, Performance Metrics
	306-4 Waste diverted from disposal	Disclosed	Water and Waste Management, Performance Metrics
	306-5 Waste directed to disposal	Disclosed	Water and Waste Management, Performance Metrics
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Not Disclosed	
	308-2 Negative environmental impacts in the supply chain and actions taken	Not Disclosed	
EMPLOYMENT			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Disclosed	Inclusion and Equal Opportunities, Performance Metrics
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Disclosed	Skills and Capability Development
	401-3 Parental leave	Disclosed	Performance Metrics

LABOR/MANAGEMENT RELATIONS			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Disclosed	Performance Metrics
OCCUPATIONAL HEALTH AND SAFETY			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Disclosed	Safe Workplace Practices
	403-2 Hazard identification, risk assessment, and incident investigation	Disclosed	Safe Workplace Practices
	403-3 Occupational health services	Disclosed	Safe Workplace Practices
	403-4 Worker participation, consultation, and communication on occupational health and safety	Disclosed	Safe Workplace Practices
	403-5 Worker training on occupational health and safety	Disclosed	Safe Workplace Practices,
	Performance Metrics		
	403-6 Promotion of worker health	Disclosed	Safe Workplace Practices
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Disclosed	Safe Workplace Practices
	403-8 Workers covered by an occupational health and safety management system	Disclosed	Safe Workplace Practices The report states that AZAL CJSC is certified under ISO 45001:2018, indicating a formal OHS management system covering all employees.
	403-9 Work-related injuries	Disclosed	Performance Metrics
	403-10 Work-related ill health	Disclosed	Performance Metrics

TRAINING AND EDUCATION			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Disclosed	Employee Learning and Growth Initiatives, Performance Metrics
	404-2 Programs for upgrading employee skills and transition assistance programs	Disclosed	Skills and Capability Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Not Disclosed	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Disclosed	Inclusion and Equal Opportunity, Performance Metrics
	405-2 Ratio of basic salary and remuneration of women to men	Disclosed	Performance Metrics
NON-DISCRIMINATION			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Disclosed	Performance Metrics No cases of discrimination were recorded in the reporting period.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Disclosed	No such operations have been determined during the reporting year.
CHILD LABOR			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Disclosed	The Airports of Azerbaijan and AZALOIL, operating under the umbrella of AZAL CJSC, are firmly opposed to child labor and adhere to both legal requirements and internal regulations to prevent its occurrence.

FORCED OR COMPULSORY LABOR			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Disclosed	No such operations have been determined during the reporting year.
SECURITY PRACTICES			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Partially Disclosed	All employees, regardless of their position, received training on human rights.
RIGHTS OF INDIGENOUS PEOPLES			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Disclosed	No such incidents occurred during the reporting year.
LOCAL COMMUNITIES			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Disclosed	Stakeholder Engagement Practices, Alignment with the UN SDGs
	413-2 Operations with significant actual and potential negative impacts on local communities	Partially Disclosed	Climate Action and Environmental Management
SUPPLIER SOCIAL ASSESSMENT			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not Disclosed	
	414-2 Negative social impacts in the supply chain and actions taken	Not Disclosed	
PUBLIC POLICY			
GRI 415: Public Policy 2016	415-1 Political contributions	Not Disclosed	

CUSTOMER HEALTH AND SAFETY			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Disclosed	Throughout the report
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Disclosed	No incidents of non-compliance regarding the health and safety impact of services observed.
MARKETING AND LABELING			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Not Applicable	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Not Applicable	
	417-3 Incidents of non-compliance concerning marketing communications	Not Applicable	
CUSTOMER PRIVACY			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Partially Disclosed	There were no incidents during the reporting year.

Disclaimer on External Assurance

At the date of publication, the independent external assurance process for selected disclosures in this 2025 Sustainability Report remains ongoing. Figures within the scope of the engagement may be revised once the assurance process is complete. The independent assurance statement will be made available once issued, and any resulting changes will be documented in an updated version of the report.

CONTACT INFO

Teymur Hasanov

Director of Heydar Aliyev International Airport
Director of Airport Operations Department

We welcome your recommendations and comments and appreciate any suggestions that could significantly improve our report and performance.

Phone: +99412 497 27 27
Email: teymur.hasanov@airport.az
Address: Heydar Aliyev International Airport, AZ1044, Baku, Azerbaijan

