



TEDAŞ

TURKISH ELECTRICITY DISTRIBUTION CORPORATION



**ACTIVITY
REPORT OF 2021**







Fatih Dönmez

Minister of Energy and Natural Resources of Republic of Türkiye



**T.C. ENERJİ VE TABİİ
KAYNAKLAR BAKANLIĞI**



Ömer Sami YAPICI

Turkish Electricity Distribution Corporation General Manager



Our corporation, as the relevant corporation of the Ministry of Energy and Natural Sources, carries out its activities in the direction of profitability and productivity principles and in compliance with the top policy documents prepared for the energy sector of our country.

Electrical energy is a vital need for human life, and energy supply requires medium and long-term planning, and organizational activities. Therefore, it is required to implement the distribution activities by planning in terms of criteria such as sustainability, productivity, and public interest, and to realize the necessary investments after the prior determination of the problems that may be experienced. The fact that the electricity distribution activities in our country has been performed by a private enterprise since 2009 loads our corporation with a new mission in this regard, and our corporation has started to take place in the distribution sector as an authority acting for the formation of the principle “public effectuality” in line with this new mission.

Performance of all the works and projects realized by us, as TEDAŞ, in line with our new mission, in a meaningful, efficient, and acceptable way, in the direction of the responsibility and accountability principles, and through a fulfillment without compromising the financial and administrative discipline, depends on not depriving it perspicuously from “public audit”. Our Activity Report has been prepared depending on the result of implementation of a citizen-oriented, transparent, and participative management that may meet the necessities of the time.

In line with this approach, our organization, which has a deep-rooted history in the Electricity Distribution sector, and an organizational culture, records the works performed within the year by “Activity Report of 2021”, and provides the basis of auditability in a transparent way through its obvious performance. All these works create an archive, and leaves a memory to the future generations.

Our corporation has completed the Activity Report of 2021 for which a frame was drawn by the Regulation on Determination of Minimum Content of the Annual Activity Reports of Companies, and Communiqué on Determination of Procedures and Principles Regarding the Implementation of General Investment and Financing Program of 2022.

I kindly bring the Activity Report of 2021 to the public attention with my best wishes, and I hereby thank all our employees who contribute the preparation of the report.

Ömer Sami YAPICI

General Director

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SHORT HISTORY



Turkish Electricity Administration (TEK) was established as a State Economic Enterprise in order to carry out the production, transmission, distribution, and trade activities of electricity in our country by the "Law on Turkish Electricity Administration dated 15/07/1970 and numbered 1312" published in the Official Gazette dated 25/07/1970 and numbered 13559.

Two different State-owned Enterprises, the affiliation of which will continue with the Ministry of Energy and Natural Resources, with the titles of "Turkish Electricity Generation and Transmission Corporation" (TEAŞ), which will provide services such as electricity generation, transmission, and trade/supply, and "Turkish Electricity Distribution Corporation" (TEDAŞ), which will provide electricity distribution services, were established by the Decision of the Council of Ministers dated 12/08/1993 and numbered 93/4789 published in the Official Gazette dated 15/09/1993 and numbered 21699.

Within the framework of the privatization of electricity distribution activities; Kayseri and Civarı Elektrik Türk A.Ş. (Kayseri), Aydem EDAŞ (Denizli, Muğla, Aydın) and Akedaş (Adıyaman, Kahramanmaraş) electricity distribution regions were transferred to the private sector within the scope of the Law No. 3096. Besides, TEDAŞ was included in the scope and program of privatization with the Decision of the High Council for Privatization (ÖYK) dated 02/04/2004 and numbered 2004/22 published in the Official Gazette dated 03/04/2004 and numbered 25422. In this regard, 18 electricity distribution regions created in the remaining provinces throughout the country were privatized within the scope of Law No. 4046, based on the transfer of operating rights, with the ownership right of the existing and new distribution facilities belonging to TEDAŞ, and these privatization works were completed as of 2013.

TEDAŞ was removed from the scope and program of privatization by the decision of ÖYK dated 25/04/2017 and numbered 2017/12 and returned to its previous status and dealt with the Ministry of Energy and Natural Resources.

The "Main Status of Turkish Electricity Distribution Corporation", which covers the legal structure, purpose and activity subjects, bodies, organizational structure, establishment, subsidiary, operation, and affiliates of Turkish Electricity Distribution Corporation (TEDAŞ) and their relations, financial provisions, and other related matters, has been published and entered into force in the Official Gazette dated 14/02/2018 and numbered 30332. It carries on its activities in the Main Status of TEDAŞ General Directorate with its central organization, 21 Regional Directorates in 21 distribution regions and Training and Certification Centers in Ankara, Istanbul, İzmir, and Erzincan.

OUR MISSION

To provide quality service in the electricity distribution sector based on customer satisfaction continuity.



OUR VISION

To achieve the goal of a bright Turkey where uninterrupted energy is supplied, with our understanding of quality service and effective supervision.

OUR CORE VALUES AND PRINCIPLES

- To provide gracious and fast service
- To predicate upon citizen satisfaction
- To be human-oriented
- To be honest, transparent and fair
- To use resources effectively and efficiently
- To be respectful of nature and the environment
- To be solution-oriented



Aims and Objectives*

AIM 1

To increase
citizen
satisfaction

- Objective 1.1: Citizen satisfaction will be measured.
- Objective 1.2: Improvement of investment quality will be ensured.
- Objective 1.3: Monitoring activities will be conducted to reduce the duration and number of power outages throughout the country.
- Objective 1.4: With the lighting financial audit, outage tracking will be facilitated and activated.
- Objective 1.5: Service processes will be accelerated.

AIM 2

To be an efficient
factor in the
international arena

- Objective 2.1: The international education network will be expanded.
- Objective 2.2: Sectoral collaborations will be constructed with countries with which we have agreements in the international arena.
- Objective 2.3: Establishment of management systems in the international distribution sector will be provided.
- Objective 2.4: A test laboratory operating internationally will be established.
- Objective 2.5: Authorization to be a professional qualification and certification body will be obtained.

AIM 3

To develop
shareholder
management
applications

- Objective 3.1: Contributions will be made to the development of shareholders in the sector.
- Objective 3.2: Communication effectiveness with shareholders will be increased.
- Objective 3.3: Social responsibility activities and environmental activities will be designed.*

AIM 4

To develop
asset
management
applications

- Objective 4.1: ISO 55001 Asset Management System will be established.
- Objective 4.2: Formation of new resources will be ensured.
- Objective 4.3: ISO 22000 Food Safety and ISO 14001 Environmental Management Systems will be set up.*
- Objective 4.4: ISO 50001 Energy Management System will be set up.*

AIM 5

To improve
corporate capacity

- Objective 5.1: Corporate and individual performance management system will be commissioned.
- Objective 5.2: ISO 45001 OHS Management System will be set up.
- Objective 5.3: In-house employee satisfaction and belonging will be increased.
- Objective 5.4: Human resource experience and competence will be improved.
- Objective 5.5: Establishment of sustainable information technology infrastructure will be ensured.

The aims and objectives included in the 2019-2023 Strategic Plan of our Corporation are presented in this section.

*The TEDAŞ Strategic Plan has been updated as of the end of 2021. In this regard, a name change has been made in Objective 3.3 and a name and scope change has been made in Objective 4.3 and Objective 4.4 has been removed from our Strategic Plan.

A. GENERAL INFORMATION

A.1. Reporting Period

01.01.2021 - 31.12.2021

A.2.Trade Name

TURKISH ELECTRICITY DISTRIBUTION CORPORATION
Nasuh Akar Mah. Türkocağı Cad. No:2 Çankaya/ ANKARA
Tax Office: Ankara Kurumlar
Tax ID No: 8790013397
<https://www.tedas.gov.tr/>

REGIONAL DIRECTORATES

TEDAŞ 1ST REGIONAL DIRECTORATE

Address: Adalet Mahallesi Hasan Gönüllü
BulvarıNo:17/A Merkezefendi/DENİZLİ
Phone: 0 258 377 54 58- 0 258 377 60 51
Fax: 0 258 377 65 43

TEDAŞ 2ND REGIONAL DIRECTORATE

Address: Gazi Bulvarı No:96
Sedir
Mahallesi/Muratpaşa/ANTALYA
Phone: 0242 338 08 13-15
Fax: 0 242 338 08 14

TEDAŞ 3RD REGIONAL DIRECTORATE

Address: Karamanlı Mahallesi Necip Fazıl Kısakürek
Bulvarı No:3 46050 Onikişubat/ KAHRAMANMARAŞ
Phone: 0 344 223 07 08-09
Fax: 0 344 223 07 04

TEDAŞ 4TH REGIONAL DIRECTORATE

Address: Şükrü Paşa Mah. Filiz Cad. TEDAŞ
TesisleriYakutiye/ ERZURUM
Phone: 0 442 240 01 84-85
Fax: 0 442 240 01 87

TEDAŞ 5TH REGIONAL DIRECTORATE

Address: İçerenköy Mah. Prof. Ali Nihat Tarlan Cad. No
95/A Ataşehir / İSTANBUL
Phone: 0 216 306 19 75 - 0 216 577 41 87 - 0216
577 41 88 - 0216 577 41 89

TEDAŞ 6TH REGIONAL DIRECTORATE

Address: Kızılırmak Mah. Ufuk Üniversitesi
Caddesi,No:1 Kat:4 Çankaya/ANKARA
Phone:0312 223 79 49-0 312 212 58 63
Fax: 0 312 215 40 54

TEDAŞ 7TH REGIONAL DIRECTORATE

Address: Kocatepe Mahallesi Abdulhakhamit
CaddesiNo:21/B Beyoğlu/İSTANBUL
Phone: 0 212 235 98 92 - 0 212 235 96 85
Fax: 0 212 235 01 71

TEDAŞ 8TH REGIONAL DIRECTORATE

Address: Kümbet Mahallesi 8. Sokak
No:22Merkez/SİVAS
Phone: 0 346 215 00 60
Fax: 0 346 215 00 61

TEDAŞ 9TH REGIONAL DIRECTORATE

Address: Dürbinar Mahallesi Atatürk Bulvarı Belediye
İşhanı No: 21 Kat: 3 Akçaabat / TRABZON
Phone: 0 462 228 11 07
Fax: 0 462 321 11 07

TEDAŞ 10TH REGIONAL DIRECTORATE

Address: TEDAŞ 10. Bölge Müdürlüğü
ŞanlıurfaYolu 3. Km Kayapınar/ DİYARBAKIR
Phone: 0 412 251 30 21
Fax: 0 412 251 60 21

TEDAŞ 11TH REGIONAL DIRECTORATE

Address: Cumhuriyet Mahallesi Melike sokak
No:1ELAZIĞ
Phone: 0 424 247 4830
Fax: 0 424 247 24 19

TEDAŞ 12TH REGIONAL DIRECTORATE

Address: Üniversite Cad. No:57 35042
Bornova /İZMİR
Phone: 0 232 461 57 60

TEDAŞ 13TH REGIONAL DIRECTORATE

Address: Osman Kavuncu Mah. Mensucat Cad.
No:2Melikgazi/KAYSERİ
Phone: 0 352 222 58 23-33
Fax:0 352 222 58 43

TEDAŞ 14TH REGIONAL DIRECTORATE

Address: Nişantaş Mah. Dr. Hulusi Baybal Cad.
Beraiş Merkezi No:12 Kat:10-11-12 Selçuklu /
KONYA
Phone: 0 332 320 00 43 – 0 332 320 00 46
Fax: 0 332 320 00 83

TEDAŞ 15TH REGIONAL DIRECTORATE

Address: İstiklal Mh. Şair Fuzuli Cd. No:7
Odunpazarı/ESKİŞEHİR
Phone: 0 222 230 15 34
Fax: 0 222 230 15 30

TEDAŞ 16TH REGIONAL DIRECTORATE

Address:Maltepe Mahallesi Orhangazi Caddesi F
Blok No:132 Adapazarı / SAKARYA
Phone: 0 264 275 10 89
Fax: 0 264 275 10 96

TEDAŞ 17TH REGIONAL DIRECTORATE

Address: Beyazevler Mahallesi Seyhan Barajı İçi
01150Çukurova/ADANA
Phone:0 322 235 88 03
Fax:0 322 234 30 81

TEDAŞ 18TH REGIONAL DIRECTORATE

Address: Hürriyet Mah. Öğretmenler Cad. No:34
Kat:2 59030 Süleymanpaşa/TEKİRDAĞ
Phone: 0 282 293 12 77
Fax : 0 282 293 12 78

TEDAŞ 19TH REGIONAL DIRECTORATE

Address: Fethiye Mahallesi Ünal Sokak
No:7Nilüfer/BURSA
Phone: 0 224 271 72 34
Fax: 0 224 271 72 35

TEDAŞ 20TH REGIONAL DIRECTORATE

Address: TEDAŞ 20. Bölge Müdürlüğü Süphan
Mah. Sümerbank Cad. TEDAŞ Sitesi A Blok 9/A
Edremit/VAN
Phone: 0 432 217 95 70
Fax: 0 432 217 79 08

TEDAŞ 21ST REGIONAL DIRECTORATE

Address: Hançerli Mahallesi Fatih Sultan Mehmet
Caddesi No:69 Gidiş İş Hanı Kat: 1-2-3-4 İlkadım /
SAMSUN
Phone: 0 362 435 13 73 – 0 362 435 0 849
Fax: 0 362 435 16 05

DIRECTORATES OF TRAINING AND CERTIFICATION CENTERS

TEDAŞ ANKARA DIRECTORATE OF TRAINING AND CERTIFICATION CENTER

Address:Eymir Mahallesi 832. Cadde No:23
Gölbaşı/ANKARA
Phone: 0 312 484 20 03 - 0312 449 50 08
e-mail: ankaraegitim@tedas.gov.tr

TEDAŞ İZMİR DIRECTORATE OF TRAINING AND CERTIFICATION CENTER

Address: 6106/4 Sokak NO:3/5 Rasathane Yolu
Işıkkent Bornova/İZMİR
Phone: 0 232 437 02 34-35-38
e-mail: egitimizmir@tedas.gov.tr

TEDAŞ İSTANBUL DIRECTORATE OF INTERNATIONAL TRAINING AND CERTIFICATION CENTER

Address: İçmeler Mah. Aktaş Sok.
No:2Tuzla/İSTANBUL
Phone: 0 216 392 38 10-11
e-mail: uluslararasıegitim@tedas.gov.tr

TEDAŞ ERZİNCAN DIRECTORATE OF TRAINING AND CERTIFICATION CENTER

Address: TEDAŞ Yerleşkesi İzzetpaşa Mah. İzzetpaşa
27 Sok. No:2 Merkez/ERZİNCAN
Phone: 0 446 226 63 22
e-mail: erzincan.egitim@tedas.gov.tr

A.3. Capital and Shareholding Structure

Capital 22 000 000 000 ₺

There is no shareholding structure.

A.4.Managing Body and Senior Executives



Ömer Sami YAPICI

Chairman of the Board of Directors, and General Director

22.03.2021	TEDAŞ General Director and Chairman of the Board of Directors
19.01.2021	TEDAŞ General Director and Deputy Chairman of the Board of Directors
14.12.2017	ETKB Strategy Development Head
08.02.2017	TEDAŞ Deputy General Director (ETKB Strategy Development Head in Charge)
22.04.2016	TEDAŞ Deputy General Director (Official at Ministry of Energy and Natural Resources)
01.04.2016	TEDAŞ Deputy General Director (On behalf of TEDAŞ General Director)
29.01.2016	TEDAŞ Deputy General Director (Official at Ministry of Energy and Natural Resources)
06.12.2005	TEDAŞ Deputy General Director
09.08.2005	TEDAŞ General Directorate Counsellor (Principal Clerk and Office Manager of Board of Directors in Charge)
01.06.2005	TEDAŞ General Directorate Counsellor (Principal Clerk in Charge)
24.05.2005	TEDAŞ Head of Energy Market Implementation Department (Principal Clerk in Charge)
24.02.2004	TEDAŞ Head of Energy Market Implementation Department
05.01.2004	TEDAŞ General Directorate Counsellor (Head of Energy Market Implementation Department in Charge)
22.05.2003	TEDAŞ Head of Information Access and Assessment Department (Head of Energy Market Implementation Department in Charge)
12.03.2003	TEDAŞ Head of Construction and Real Estate Department
26.02.2003	TEDAŞ Director at Customers Department (Principal Clerk in Charge)
27.12.2001	TEDAŞ Director at Customers Department
03.12.2001	TEDAŞ Director at Information Access and Assessment Department
04.04.1997	TEDAŞ Director at Privatization Department
12.09.1994	Lecturer at Gaziosmanpaşa University Tokat Vocational College
20.09.1991	TEK Elazığ EDM Engineer
01.12.1986	TEK Diyarbakır EDM Engineer



Ahmet ERDEM

Member of Board of Directors

30.10.2020	TEDAŞ General Directorate Member of Board of Directors
16.09.2017-16.09.2020	TEDAŞ General Directorate Member of Board of Directors
2018	Ministry of Family, Labor and Social Services, Deputy Minister
2015 – 2018	Undersecretary at Ministry of Labor and Social Security
2015	Minister of Labor and Social Security
2014 – 2015	Undersecretary at Ministry of Labor and Social Security
2009 – 2014	Counsellor to Prime Minister
2007 – 2009	Undersecretary at Ministry of Labor and Social Security
2003 – 2007	Deputy Undersecretary at Ministry of Labor and Social Security
1997 – 2003	Counsellor to the Minister of Labor and Social Security
1996 – 1997	Deputy Undersecretary at Ministry of Labor and Social Security
1985 - 1996	Ministry of Labor and Social Security, General Secretary of High Board of Arbitration



Osman İLTER

Member of Board of Directors

11.11.2020	TEDAŞ General Directorate Member of Board of Directors
2016-27.09.2020	TEDAŞ General Directorate Member of Board of Directors
04.2016-06.2016	Türkiye Şeker Fabrikaları A.Ş. General Directorate, Chairman of Board of Directors
2012-2016	Türkiye Denizcilik İşletmeleri A.Ş. Deputy Chairman of Board of Directors and Member of Board of Directors
03.2004-2011	PETKİM Petro Kimya A.Ş. Chairman and Member of Board of Directors
2003	Prime Ministry Privatization Administration (Deputy President)
03.2001-2002	Nitromak A.Ş. Member of Board of Directors
11.1998-07.2000	Manisa Pamuklu Dokuma A.Ş. Member of Board of Directors
04.1996-02.1997	AKSANTAŞ A.Ş. Member of Board of Directors
06.1996-02.1997	KÖYTEKS Yatırım Holding A.Ş. Member of Supervisory Board
06.1995-11.1995	Sümerbank Bankacılık A.Ş. Member of Supervisory Board
05.1994-11.1995	Turban Turizm A.Ş. Member of Supervisory Board
03.1993-02.1995	Adıyaman Çimento Sanayii A.Ş. Member of Board of Directors
03.1993-1994	Aşkale Çimento Sanayii A.Ş. Member of Board of Directors
19.02.1993-27.04.1993	Pancar Motor Sanayi ve Ticaret A.Ş. Member of Board of Directors
1992	Meysu A.Ş. Member of Board of Directors
1992-1995	Köytaş A.Ş. Member and Chairman of Board of Directors



Mahmut YAĞIZ

Member of Board of Directors and Deputy General Director

22.03.2021	TEDAŞ General Directorate - Deputy General Director and Member of Board of Directors
27.02.2018	TEDAŞ General Directorate - Deputy General Director and Member of Board of Directors
02.06.2017	TEDAS Investments Monitoring Department - Head of Investments Monitoring Department (On behalf of Deputy General Director)
04.11.2016	TEDAS Investments Monitoring Department - Head of Investments Monitoring Department (Head of Supervision and Strategy Development Department in Charge- Head of Asset Management Department in Charge)
15.08.2016	TEDAŞ General Directorate Department of Construction and Real Estate – Head of Construction and Real Estate Department
30.09.2014	Directorate General of Agricultural Enterprises Department of Real Estate and Affiliates - Head of Department
17.06.2016	General Directorate of Agricultural Enterprises Support Services Construction Department - Head of Department
19.08.2013	General Directorate of Agricultural Enterprises Department of Agricultural Mechanization and Construction- Head of Department
29.03.2013	General Directorate of Agricultural Enterprises Department of Machinery - Head of Department
18.05.2012	TEİAŞ General Directorate - Chief Expert (Official in the Turkish Grand National Assembly)
23.03.2011	TEİAŞ General Directorate Research Planning and Coordination Department - Branch Manager
02.04.2009	TEİAŞ General Directorate – Chief Expert
03.07.2006	Başkent EDAŞ General Directorate – Chief Expert
23.02.2006	Dicle EDAŞ Diyarbakır Provincial Directorate - Provincial Director (Official at Boğaziçi EDAŞ General Directorate)
14.02.2005	TEDAS Diyarbakır EDM - Institution Manager and Chairman of the Management Committee
29.04.2004	TEDAŞ Diyarbakır EDM Customer Directorate - Engineer (Institution Manager and Chairman of the Management Committee in Charge)
10.07.2003	TEDAŞ Diyarbakır EDM Customers Directorate - Engineer (Deputy Institution Manager and Member of the Management Committee in Charge)
26.05.2003	TEDAS Diyarbakır EDM. Customer Directorate- Customer Chief Engineering - Engineer
13.08.2001	ETKB General Directorate of Energy Affairs - Engineer
18.05.1998	Eti Krom A.Ş. General Directorate Machinery Industry Directorate. Chief Energy Engineering Office– AG Technical Chief
03.11.1997	Ferrokrom Institution Manager Chief Energy Engineering Office– Engineer
07.04.1997	Etibank Bandırma Bor and Acid Tab. Process. Automation Chief Engineering Office - Engineer



Zafer TURUT

Member of Board of Directors and Deputy General

Director

06.04.2021	TEDAS General Directorate - Deputy General Director and Member of Board of Directors
02.04.2021	TEDAS General Directorate - Deputy General Director
02.04.2018	TEDAŞ General Directorate - Deputy General Director and Member of Board of Directors
02.06.2017	Chief Expert at TEDAŞ General Directorate (On behalf of Deputy General Director)
04.04.2017	Chief Expert at TEDAŞ General Directorate (Head of Asset Management Department in Charge)
03.04.2017	Chief Engineer at TEDAŞ General Directorate
31.05.2016	Osmangazi EDAŞ Consultant of Board of Directors and General Director
20.07.2015	Chief Expert in TEDAS Boğaziçi Regional Coordination
15.08.2013	Vangölü EDAŞ Company Manager
25.05.2009	Chief Expert at Vangölü EDAŞ (Company Manager in Charge)
23.10.2008	Provincial Director at Aras Provincial Directorate (Company Manager at Vangölü EDAŞ in Charge)
31.01.2006	Provincial Director at Aras Provincial Directorate
16.12.2005	Aras EDAŞ Institution Manager and Chairman of the Management Committee at Iğdır Institution
07.12.2005	Aras EDAŞ Iğdır Deputy Institution Manager and Member of Management Committee (Institution Manager and Chairman of the Committee of Directors in Charge)
01.03.2005	Aras EDAŞ Deputy Institution Manager and Chairman of the Management Committee at Iğdır Institution
06.10.2004	TEDAŞ Deputy Institution Manager and Member of the Management Committee at Iğdır EDM
06.02.2003	Project and Facility Manager and Member of the Management Committee at TEDAŞ Muş EDM
18.09.2002	Project and Facility Manager at TEDAŞ Muş EDM (Official at Elazığ EDM)
03.02.2002	Project and Facility Manager at TEDAŞ Muş EDM (Deputy Institution Manager in Charge) Member of the Management Committee
	Planning Facility Manager at TEDAŞ Muş EDM (Deputy Institution Manager (TEK.) Execution of his Duty) Member of Management Committee
03.01.2001	
05.01.1995	Chief Engineer (On behalf of Planning and Facility Manager) at TEDAŞ Muş EDM Planning and Facility Directorate, and Member of the Management Committee
22.08.1994	Facility Chief Engineer (Member of the Management Committee) at TEDAŞ Muş EDM Planning and Facility Directorate
19.04.1994	Engineer at TEK Muş EDM Planning and Facility Directorate, Planning and Project Chief Engineering Office (Member of the Management Committee)
23.03.1994	Engineer at TEK Muş EDM Planning and Facility Directorate, Planning and Project Chief Engineering Office
27.04.1989	Engineer at TEK Vangölü EDM Muş Provincial Directorate



Zübeyir ÇALIŞAN

Member of Board of Directors and Deputy
General Director

18.11.2020	TEDAŞ- Deputy General Director and Member of Board of Directors
06.01.2020	TEDAŞ- Deputy General Director
20.11.2017	TEİAŞ - Chairman of the Inspection Board (On behalf of TEDAŞ Deputy General Director)
09.05.2016	TEİAŞ - Chairman of the Inspection Board (On behalf of Deputy General Director)
07.07.2015	TEİAŞ - Chairman of the Inspection Board
15.12.2010	TEİAŞ - Chairman of the Inspection Board – Chief Inspector
19.12.2006	TEİAŞ - Inspection Board Presidency – Inspector
30.01.2006	Ministry of Health - in the Inspection Board Presidency – Inspector
27.01.2004	TEDAS - Inspection Board Presidency – Inspector
12.12.2000	TEDAŞ - Inspection Board Presidency - Deputy Inspector



Bora ÜLKER

Deputy General Director

05.04.2021	TEDAŞ General Directorate- Deputy General Director
06.08.2020	TEDAŞ Head of Administrative and Social Affairs Department - On behalf of Deputy General Director
06.07.2020	TEDAŞ Head of Administrative and Social Affairs Department - Head of Asset Management Department (in Charge) - Deputy General Director in Charge
06.11.2017	TEDAŞ Head of Administrative and Social Affairs Department - (Head of Asset Management Department in Charge)
05.06.2017	TEDAS Head of Asset Management Department - Technical Chief (Head of Department in Charge)
07.11.2016	TEDAS Head of Asset Management Department - Technical Chief
07.06.2016	TEDAS Head of R&D Planning and Foreign Relations Department - Technical Chief
29.07.2010	TEDAŞ Project and Facility Directorate – Chief
08.03.2010	TEDAS Head of Real Estate and Construction – Chief.
25.05.2006	TEDAŞ Head of Real Estate and Construction - Engineer (Deputy Director in Charge)
19.12.2001	TEDAS Head of Real Estate and Construction - Engineer
15.09.2000	TEDAŞ Head of Distribution Line and Network Project Facility Department – Engineer

Our Deputy General Directors



Mahmut YAĞIZ

Deputy General Director



Zafer TURUT

Deputy General Director



Zübeyir ÇALIŞAN

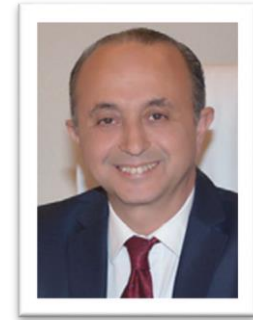
Deputy General Director



Bora ÜLKER

Deputy General Director

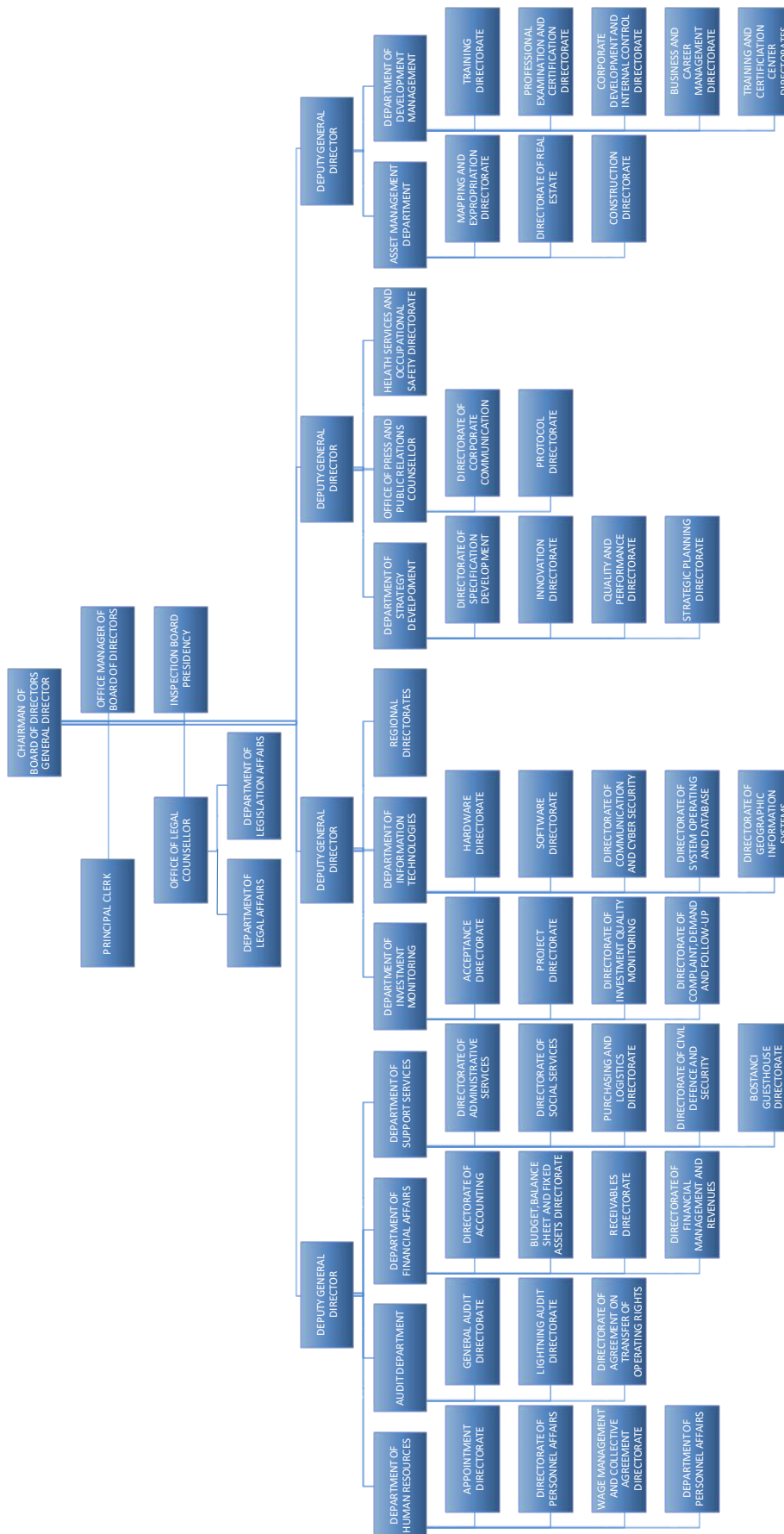
Our managers who have a service period during the activity period



Halil İbrahim LEVENTOĞLU

Chairman of the Board of Directors and
General Director

A.5. Organizational Structure



1- The Corporate Development and Internal Control Directorate and Business and Career Management Directorates affiliated to the Development Management Department were established with the approval of the General Directorate dated 11.01.2021 and numbered 3902, and the sub-units of the said Directorates were structured.

2- The name of the Lighting Inspection Directorate, Data Analysis and Reporting Chief Office affiliated with the Inspection Department has been changed to the Lighting Follow-up Chief Office with the approval of the General Directorate dated 14.01.2021 and numbered 7358, and the Inspection Process Management and Reporting Chief Office affiliated with the Presidency has been established.

3- Bostancı Guesthouse Directorate affiliated to the Support Services Department was established with the approval of the General Directorate dated 14.01.2021 and numbered 8373.

4- The names of the Regional Directorates have been changed with the decision of the Board of Directors dated 18.03.2021 and numbered 7-794.

5- All duties, powers, and responsibilities of the Corporate Development and Quality Directorate of the Development Management Department and its personnel have been transferred to the Corporate Development and Internal Control Directorate and the Business and Career Management Directorate and the Presidency has been restructured with the approval of the General Directorate dated 01.06.2021 and numbered 101391.

6- The guest house, nursery and kindergarten, maintenance-repair, cleaning, central kitchen, and personnel transportation services included within the duty and activity area of the Support Services Department have been transferred to the General Directorate of Turkish Electricity Transmission Corporation and the sub-units of the Presidency have been restructured with the approval of the General Directorate dated 10.06.2021 and numbered 90255.

7- The duties and responsibilities of the Information Technology Department have been rearranged and the organizational structure has been changed with the approval of the General Directorate dated 07.07.2021 and numbered 128726.

8- The Coordination and Monitoring Chief Office and the Planning Chief Office affiliated to the Strategic Planning Directorate of the Department of Strategy Development were established with the approval of the General Directorate dated 10.09.2021 and numbered 171090.

9- Gölbaşı Facilities Technical Operations Chief Office was established with the approval of the General Directorate dated 10.09.2021 and numbered 171089 in order to meet the maintenance, repair and renovation needs in lighting, heating, cooling, water, electricity, construction and mechanical issues that may arise in Gölbaşı Social Facilities affiliated to the Department of Support Services.

10- The Security Directorate affiliated to the Human Resources Department and the Civil Defense Expertise were merged under the name of the Civil Defense and Security Directorate and connected to the Support Services Department and the relevant Presidencies were restructured with the approval of the General Directorate dated 04.11.2021 and numbered 208828.

11- The Investments Monitoring Department Project and Acceptance Directorate was divided into two sections as Project Directorate and Acceptance Directorate and its sub-units were restructured with the approval of the General Directorate dated 04.12.2021 and numbered 238206.

12- The Financial Affairs Department Accounting and Finance Directorate has been divided as Accounting Directorate and Finance Management and Revenue Directorate and its sub-units have been restructured with the Approval of the General Directorate dated 21.12.2021 and numbered 228901.

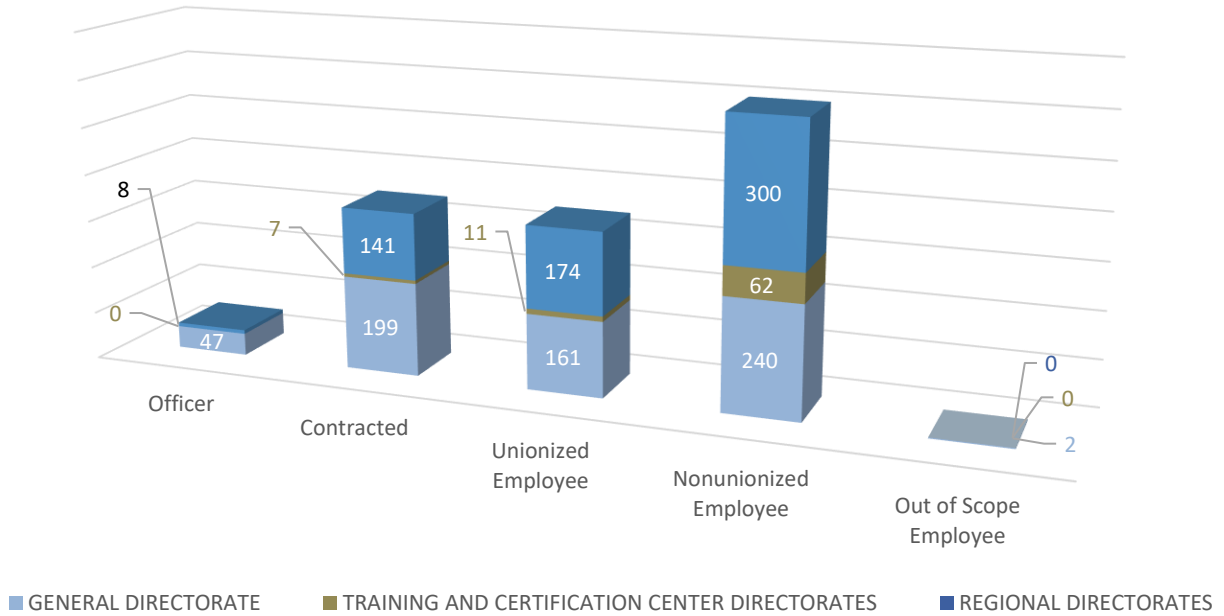
A.6. Human Resources

Distribution of Personnel Based on their Status in 2021

2021

TEDAŞ	Officer	Contracted	Total of Officers and Contracted Personnel	Employee			Total Employee	Grand Total
				Unionized	Nonunionized	Out of Scope		
General Directorate	47	199	246	161	240	2	403	649
Training and Certification Center Directorates	0	7	7	11	62	0	73	80
Regional Directorates	8	141	149	174	300	0	474	623
Total	55	347	402	346	602	2	950	1.352

Distribution of Personnel Based on their Status in 2021

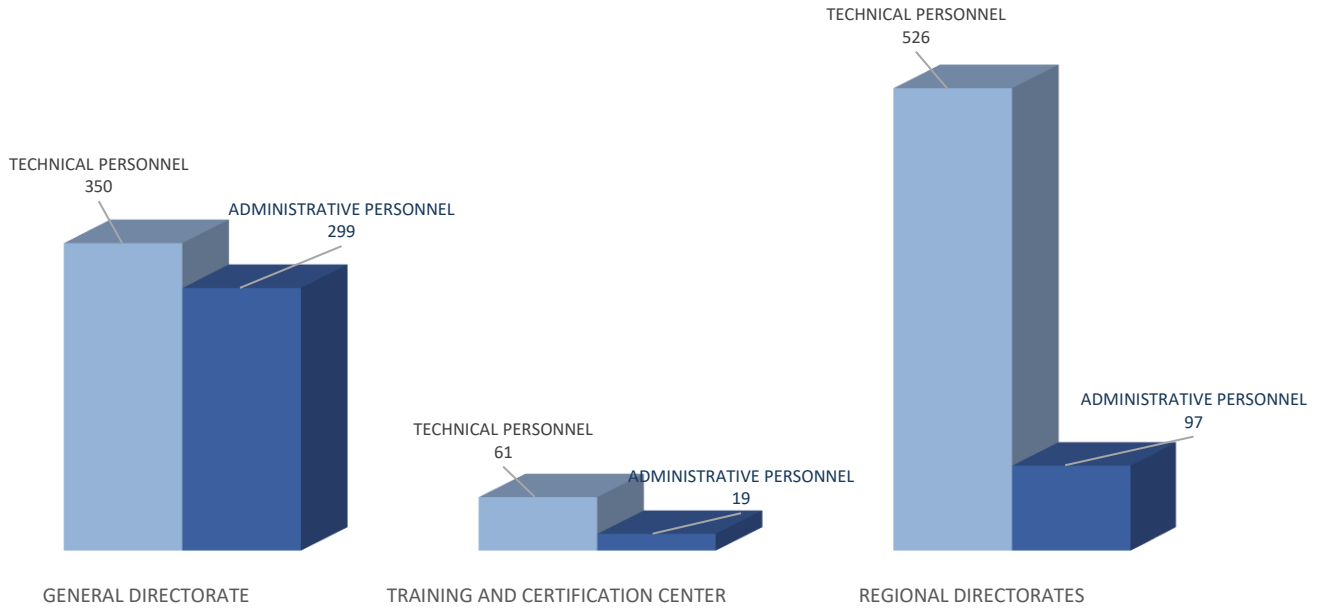


Distribution of Numbers of Technical-Administrative Personnel in 2021

(General Directorate- Training and Certification Center Directorates - Regional Directorates)

2021					
Technical/ Administrative	General Directorate	Training and Certification Center Directorates	Regional Directorates	Grand Total	Percentage
Technical Personnel	350	61	526	937	69%
Administrative Personnel	299	19	97	415	31%
Total	649	80	623	1.352	100%

Distribution of Numbers of Technical-Administrative Personnel in 2021



Branch Distribution of Personnel in Technical Services Class in 2021

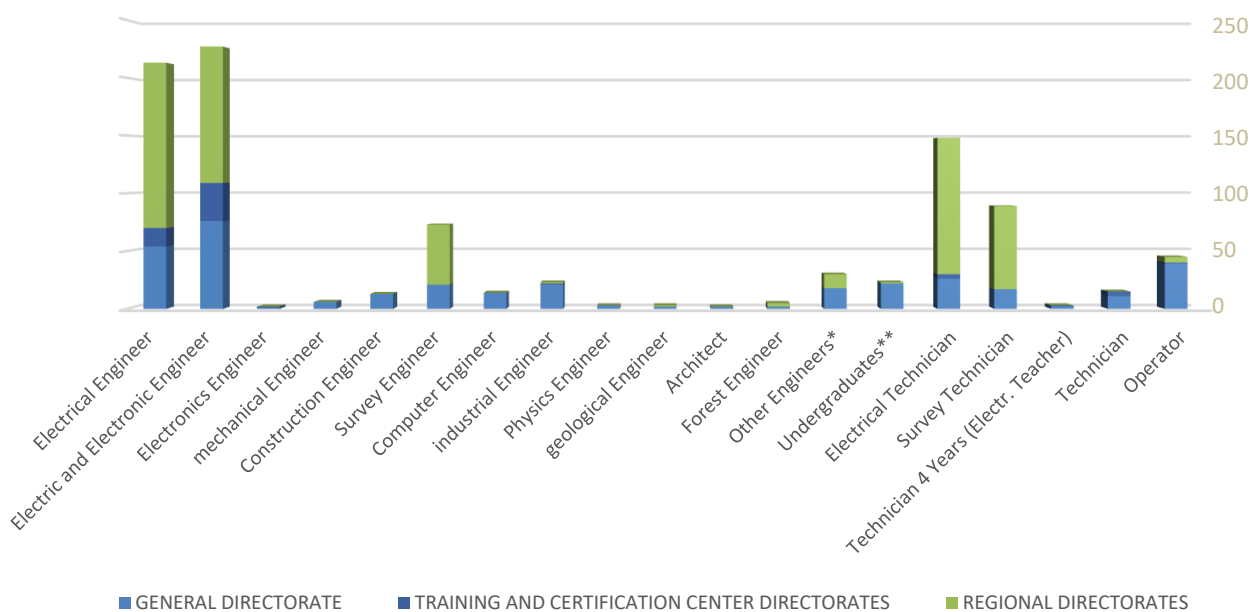
2021

Branches	General Directorate	Training and Certification Center Directorates	Regional Directorates	Grand Total	Percentage
Electrical Engineer	54	16	143	213	22,73%
Electrical Electronics Engineer	76	33	118	227	24,23%
Electronics Engineer	1	1	0	2	0,21%
Mechanical Engineer	6	0	0	6	0,64%
Civil Engineer	13	0	0	13	1,39%
Survey Engineer	21	0	52	73	7,79%
Computer Engineer	14	0	0	14	1,49%
Industrial Engineer	21	1	1	23	2,45%
Physics Engineer	3	0	0	3	0,32%
Geological Engineer	2	0	1	3	0,32%
Architect	2	0	0	2	0,21%
Forest Engineer	2	0	3	5	0,53%
Other Engineers*	18	0	12	30	3,20%
Bachelor	22	0	1	23	2,45%
Electrical Technician	26	4	118	148	15,80%
Survey Technician	17	0	72	89	9,50%
Technician 4 Years (Electricity Teacher)	2	1	0	3	0,32%
Technician	11	4	0	15	1,60%
Technician	39	1	5	45	4,80%
Total	350	61	526	937	100%

* Environmental, Food, Mining, Meteorology, Agricultural, Software, Material Engineer, Operating Engineers

** Physics, Chemistry, Mathematics, Statistics, Urban and Regional Planning

Branch Distribution of Personnel in Technical Services Class in 2021



Branch Distribution of Personnel in Technical Services Class in 2021

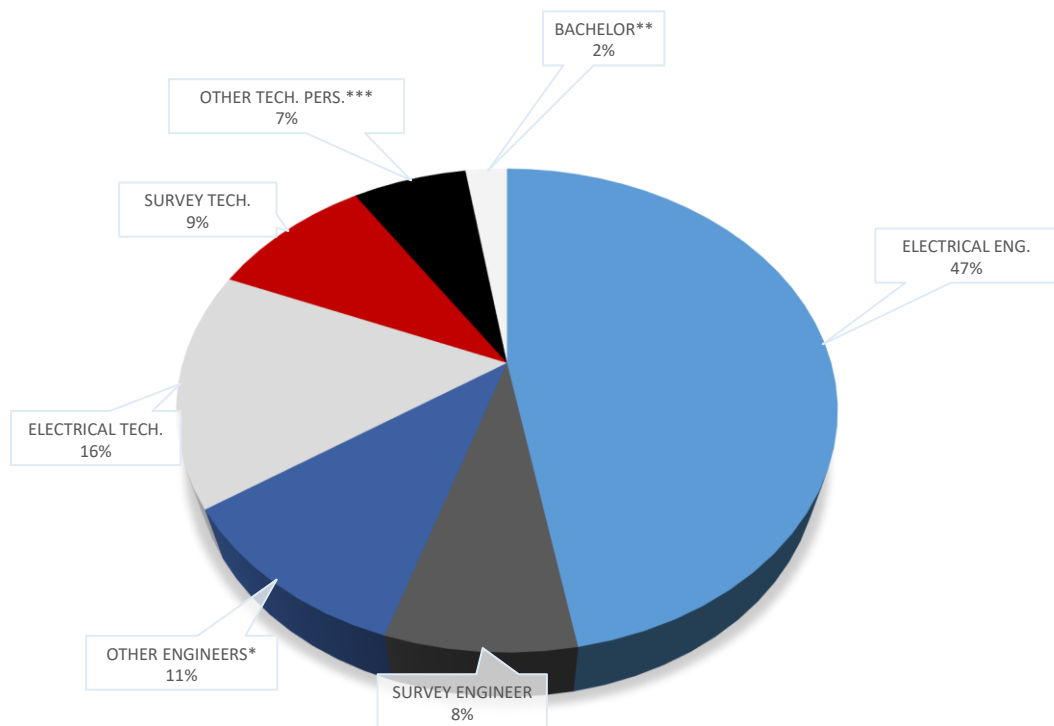
					2021
Branches	General Directorate	Training and Certification Center Directorates	Regional Directorates	Grand Total	Percentage
Electrical Engineer	131	50	261	442	47%
Survey Engineer	21	0	52	73	8%
Other Engineers*	81	1	17	99	11%
Electrical Technician	26	4	118	148	16%
Survey Technician	17	0	72	89	9%
Other Technical Personnel***	52	6	5	63	7%
Bachelor **	22	0	1	23	2%
Total	350	61	526	937	100%

* Environmental, Food, Mining, Meteorology, Agricultural, Software, Material Engineer, Mechanical, Civil, Computer, Industrial, Geological, Forest, Operating Engineers, Architect

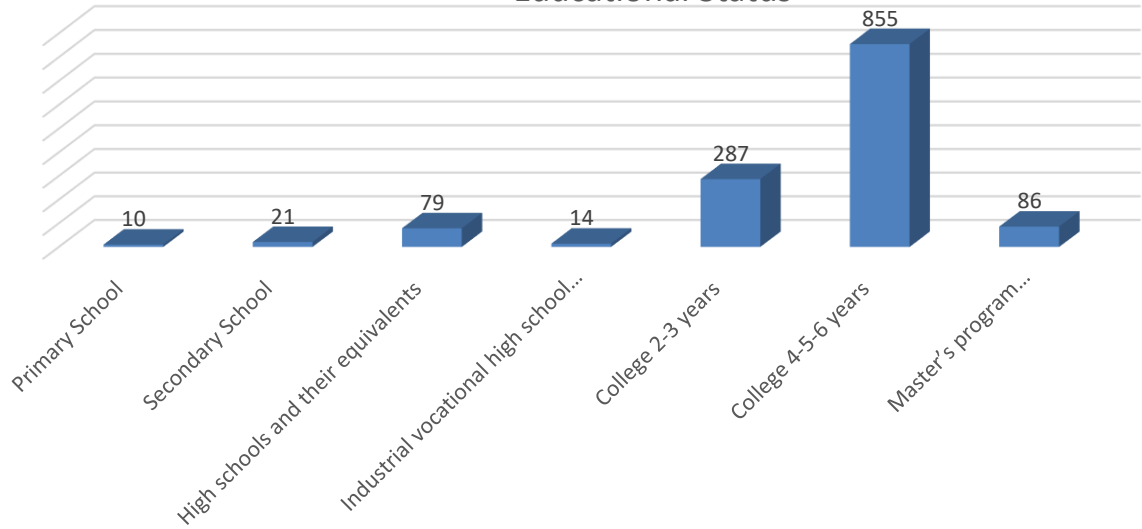
** Physics, Chemistry, Mathematics, Statistics, Urban and Regional Planning

*** Electricity Teacher, Technicians and Technicians

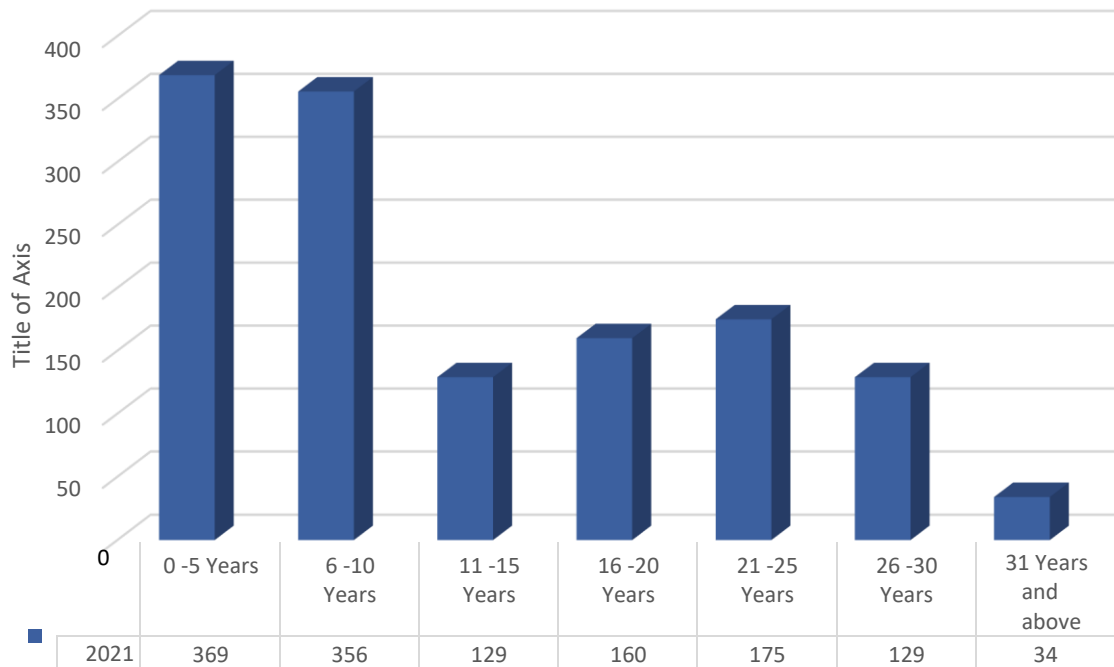
Branch Distribution of Personnel in Technical Services Class in 2021



Distribution of Number of Personnel in 2021 Based on Their Educational Status



Distribution of Number of Personnel in 2021 Based on Service Years

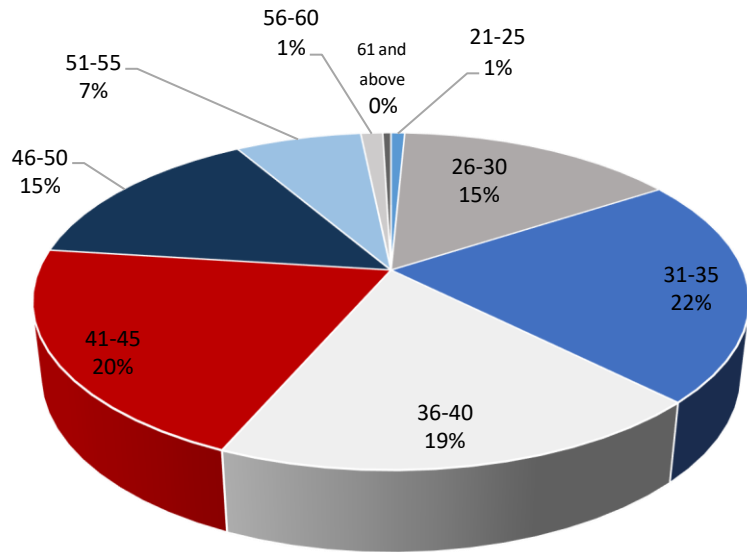


Distribution of Personnel in 2021 Based on Age Groups

					2021
Age Range	General Directorate	Training and Certification Center Directorates	Regional Directorates	Grand Total	Percentage
21-25	7		3	10	1%
26-30	91	2	111	204	15%
31-35	102	28	163	293	22%
36-40	113	31	113	257	19%
41-45	137	13	127	277	20%
46-50	121	4	72	197	15%
51-55	63	2	27	92	7%
56-60	10		6	16	1%
61 and above	5		1	6	0,4%
Total	649	80	623	1.352	100%

*Age mean of 2021 is 39,1

Distribution of Personnel in 2021 Based on Age Groups



B. FINANCIAL RIGHTS GIVEN TO THE MEMBERS OF MANAGING BODY AND SENIOR EXECUTIVES

Wages and additional payments are made to the Chairman and Members of the Board of Directors of our enterprise in the amount determined every year by the President of the Republic in accordance with the Article 34 of the Decree Law No. 399. On the other hand, appropriations, advances and transportation allowance payments are made to our senior executives pursuant to Travel Expense Law No. 6245.

C. RESEARCH AND DEVELOPMENT STUDIES OF THE COMPANY

Any research and development studies were not made in the activity period of 2021, and there were no expenses.

Ç. ACTIVITIES OF THE COMPANY AND MAJOR DEVELOPMENTS REGARDING THE ACTIVITIES

Ç.1. Subject of Activity of the Enterprise

Our enterprise carries out the following activities included in the "Main Status of Turkish Electricity Distribution Corporation" published in the Official Gazette dated 14.02.2018 and numbered 30332;

- To perform the expropriation procedures required for electricity distribution facilities within the framework of the relevant legislation,
- To perform the tasks assigned in relation to general lighting,
- To perform the audit duties to be given by the ministries, relevant institutions and organizations in return for the price,
- To carry out the necessary works and transactions pursuant to the principles determined by the Operating Right Transfer Agreement as the owner of the distribution facilities within the distribution zones taken over and operated by private legal entities within the scope of the Law on Electricity Generation, Transmission, Distribution and Trade of Organizations Other than the Turkish Electricity Authority dated 4/12/1984 and numbered 3096 and the Law on Privatization Practices dated 24/11/1994 and numbered 4046,
- To carry out operational network and investment activities of distribution companies, and the procedures related to the inspection in terms of necessity, priority, and characteristics.
- To carry out or cause to be carried out electricity distribution activities at home and/or abroad when necessary and/or assigned,
- To carry out R&D studies required in order to increase service quality and customer satisfaction and to determine new performance criteria,
- To carry out project control and approval, temporary and final acceptance procedures, etc. for a price,
- To carry out the duties to be assigned within the scope of the Regulation on Measures Regarding Distribution and Supply Licenses in the Electricity Market published in the Official Gazette dated 2/8/2013 and numbered 28726,
- To establish laboratories and training facilities, to prepare the specifications of the materials and equipment to be used in the distribution network, to perform the certification process related to the conformity assessment of the materials or equipment to be used in the network and to issue all related documents/certificates,
- To establish a company at home and abroad, to become a partner of the company or to cooperate with other companies,
- To provide energy consultancy and engineering activities to national and international distribution companies,
- To obtain and/or grant documents/certificates and licenses related to its activities,

- To provide and document all kinds of trainings to the public and private sector in national and international fields, to issue certificates, professional competence authorization certificates, to make service procurement related to these transactions, when necessary,
- To provide all kinds of support services in return for the price if requested by distribution companies,
- To prepare the annual data and statistics book by making the assessment of the annual data in the energy sector,
- To prepare the unit price book,
- To carry out and have carried out surveys, planning and projects in relation to the fields of activity, and accordingly, to provide the establishment of facilities and systems,
- To carry out cooperation and coordination activities with other real and legal persons to realize the activities,
- To perform / have performed of all kinds of cyber security, system, software, hardware, device, license, patent, right, project and other similar works related to Information Technology (IT) and Operational Technology (OT), which are directly related to e-Government applications, and which may arise in the future in relation to the activities of relevant and related institutions and organizations affiliated with the central organization of the Ministry, and to have them used in return for the price,
- To procure all kinds of goods and services related to the fields of activity from home and abroad,
- To carry out research and development studies on the necessary systems and machinery and equipment related to the fields of activity, to manufacture them or have them manufactured when required, considering their domestic possibilities,
- To dispose of all kinds of real and intellectual rights related to the fields of activity, to sell, purchase, rent, and lease securities and real estate,
- To carry out activities related to the insurance and securing of distribution assets,
- To procure services while performing its activities,
- To perform other duties and fulfill the obligations given and to be given by the Electricity Market Law No. 6446 and the relevant legislation,
- To carry out the works arising from other legislation required by its activities.

Ç.2. Information on Investments

Project list of Investment Program of 2021, which was issued within the framework of Decision on Approval of Annual Program of the Presidency for 2021 (Decision Number: 3136) published on the Official Gazette (Repeating) dated October 27, 2020, and numbered 31287, was published in the Official Gazette (Repeating) dated January 15, 2021, and numbered 31365 (Decision Number: 3428), and Investment Program of our enterprise became definite.

In this regard, bound allowance for the Investment Program of our enterprise for 2021 has been determined as 750.000.000 TRY.

INVESTMENT PROGRAM OF 2021 AND ACCRUAL AMOUNTS

Groups	Revision Allowance for 2021	Accrual of 2021	Rate %
1-Group of Enterprises	22.000.000	2.761.811	12,55
2-Group of Machines and Equipment	11.818.325	7.104.901	60,12
3-Data Center to be used in common	100.000.000	17.932.000	17,93
4-Central Corporate Source Management	1.000		0,00
5-Keypos	12.500.000		0,00
6-Cyber Security Operation Center	50.000.000	15.876.750	31,75
7- High Tension and High-Power Test Lab.	553.680.675	5.570.149	1,01
Total	750.000.000	49.245.611	6,57

Ç.3. Information on Internal Control System and Internal Audit Activities

An internal control system has been maintained in our corporation since 2020 pursuant to the Public Financial Management and Control Law No. 5018 and the Circular on Compliance with Public Internal Control Standards. Duties and obligations have been defined and published in the Authority Approval for internal control system studies. TEDAŞ Public Internal Control Standards Compliance Action Plan is issued and published in two-year periods.

In relation to the internal audit activities in our corporation; processes, objectives, documents, and management activities within the scope of management systems (quality management, information security, occupational health and safety, food safety) are audited and reported by internal auditors, the results of the audits performed by the Inspection Board are submitted to the Senior Management, general activity audits are carried out and reported by the Internal Audit Unit of the Ministry, and financial audits are carried out and reported by the Independent Financial Auditors. Besides, the results of the internal audits carried out are evaluated in the management review meetings, and the audits and Ministry audit results are evaluated in the Board of Directors and Senior Management meetings, and action plans

consisting of the essential measures are prepared and executed.

Ç.4. Affiliates of the Company

Our corporation does not have any affiliates.

Ç.5. Information on Own Acquired Shares of the Company

From the expropriation process, a total of 7,784 title deeds were obtained by registering 1,808 immovable properties belonging to various transformer stations and energy transmission lines and 5,976 immovable properties for finalized court decisions.

Ç.6. Explanations on Private and Public Audit

Our corporation is subject to the provisions of Laws No. 6085 and 3346 and Decree Law No. 233 in terms of audit. The financial activities, decisions and transactions of our corporation are audited by the Court of Accounts. The audit of the Court of Accounts for 2021 is ongoing. On the other hand, the financial transactions of our corporation are audited on a yearly basis by an independent accounting audit company.

Ç.7. Information on Lawsuits filed against the Company that may affect the Company's Financial Status and Activities and Possible Consequences of These Lawsuits

There is no lawsuit that is initiated or concluded against the Corporation that may affect the financial status and activities of the Corporation.

Ç.8. Explanations on Administrative or Judicial Sanctions Applied to the Company and the Members of the Managing Body for Practices Contrary to the Provisions of the Legislation

There is no administrative or judicial sanction applied to the members of the Corporation and the managing body for the practices contrary to the provisions of the legislation.

Ç.9. Objectives and Evaluations

Our corporation has objectives included in the 2019-2023 Strategic Plan, objectives included in the Annual Program of the Presidency and Corporate Objectives followed by the Ministry of Energy and Natural Resources. These objectives are followed and monitored by our corporation and related higher organizations. Besides, annual objectives for senior managers have been determined and monitored within the scope of the ETKB Performance and Competence Evaluation System coordinated by the Ministry of Energy and Natural Resources.

The performance of the Aims and Objectives included in the 2019-2023 Strategic Plan of our corporation as of the end of 2021 is presented below.

PERFORMANCES OF AIMS AND OBJECTIVES OF 2021



Some of the activities intended to be conducted regarding the 496.1 measure in the Annual Program of the Presidency for 2021 could not be completed as a result of personnel shortage, pandemic conditions, existing infrastructure shortages in some of the institutions related to the activity, and delays in institutions outside our corporation.

Projected activities related to 378.1 measure have been completed.

A total of 6 objectives within the scope of the Corporate Targets for 2021 monitored by our Ministry have been realized.

Ç.10. Donations and Grants and Social Responsibility Projects

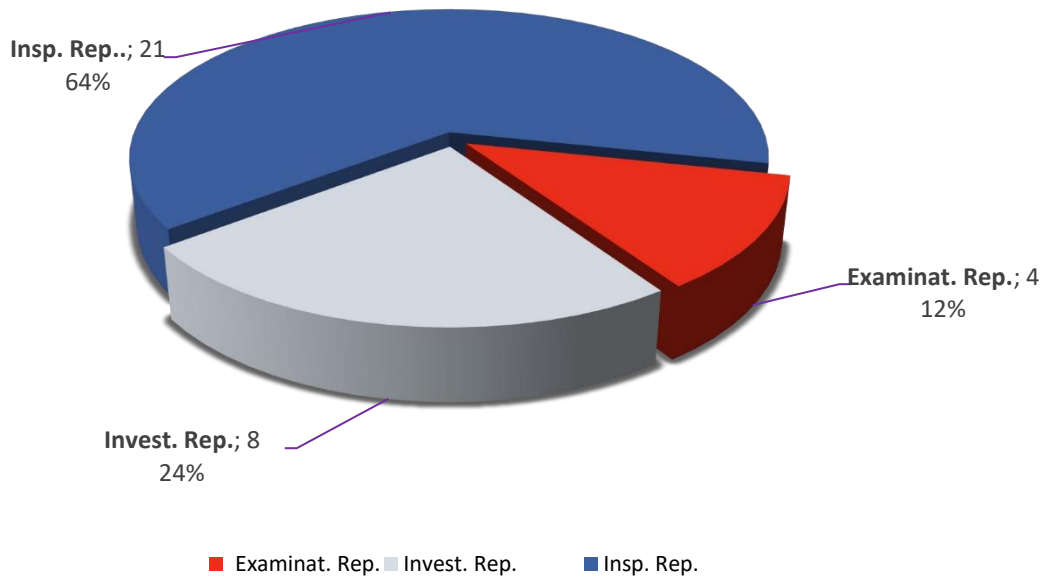
Our organization does not have any donation, grants and social responsibility projects.

Ç.11. Activities, Activity Results and Evaluations

Ç.11.1. Inspection Board Presidency

In order to ensure that the activities of our corporation are conducted in a more effective and performance-oriented manner as per the strategic objectives, legislation, and ethical principles, it has been approved with the approvals of the Authority dated 06.07.2021 and numbered E.129617 that 21 Regional Directorates and 5 Training and Certification Centers will supervise the works and procedures they perform within the scope of their duties and responsibilities with an educational and guiding understanding, and they will be inspected for the determination and elimination of the application differences between the mentioned units if any. 19 of the inspection duties (15 Regional Directorates and 4 Training and Certification Centers) within the scope of the aforementioned Approval were completed in 2021. 4 Inspection Reports, 8 Investigation Reports and 21 Response Inspection Reports were issued in 2021.

Distribution of Reports Issued in 2021 by Types



Ç.11.2. Legal Consultancy

There are a total of 69,018 pending case files, 68,652 legal, 329 administrative and tax, 37 penalties to which our corporation is a party. Most of the civil lawsuits filed against our Corporation consist of confiscation lawsuits without expropriating, and most of the civil lawsuits filed by our Corporation consist of cost determination, registration, and urgent expropriation lawsuits.

Matter in Dispute	Number of Lawsuits filed against the Institution	Number of Lawsuits filed by the Institution
Confiscating Without Expropriating	46.124	0
Cost Determination and Registration	101	10.601
Other Civil Cases	4.426	7.400
Administrative Cases	280	24
Tax Cases	1	24
Criminal Cases	3	34
Total	50.935	18.083
Grand Total	69.018	

It has been made compulsory to apply to mediation as a condition of lawsuit before filing a lawsuit in disputes in consumer courts and lawsuits with claims for compensation and compensation, which are subject to the payment of some money from commercial lawsuits, in lawsuits filed with workers' or employers' receivables, compensation and reinstatement requests based on employment contracts. With regard to this, in 2021, our Legal Consultancies participated in a total of 170 mediation negotiations.

In 2021, 19 legislative regulations (regulations, circulars, procedures, and principles, etc.) entered into force within the scope of the legislative studies performed by our Legal Consultancy, and 9 legislative regulations are still in progress.

Total number of opinions submitted to the Ministry of Energy and Natural Resources in relation to the legislation drafts prepared by the Public Institutions and Organizations in 2021 and for which an opinion has been requested by the Ministry of Energy and Natural Resources is 96, which consists of 4 opinions for the legislation drafts of the electricity market, and 92 opinions for the legislation drafts out of the electricity market.

REGIONAL DIRECTORATES NUMBER OF PENDING CASES IN 2021

REGIONAL DIRECTORATES	FILED AGAINST THE INSTITUTION										FILED BY THE INSTITUTION						
	EXECUTIONS DUE TO EXPROPRIATION	COST DETERMINATION AND REGISTRATI ON	OTHER CIVIL CASES	EXECUTION FILES			ADMINIS TRATIVE CASES	TAX CASES	CRIMINA L CASES	COST DETERMINATI ON REGISTRATI ON	OTHER CIVIL CASES	EXECUTION FILES			ADMINIS TRATIVE CASES	TAX CASES	CRIMINA L CASES
				EXECUTIONS DUE TO EXPROPRIATION	EXECUTIONS DUE TO OTHER CASES	EXECUTIONS DUE TO ENERGY RECEIVABLES						EXECUTIONS DUE TO EXPROPRIATION	EXECUTIONS DUE TO OTHER CASES	EXECUTIONS DUE TO ENERGY RECEIVABLES			
TEDAS 2ND REGIONAL DIRECTORATE(ANTALYA)	191	1	64	1	2		4			81	3		1	483			
TEDAS 4TH REGIONAL DIRECTORATE (ERZURUM)	2.831		58	42			1			69	26	16		7		1	1
TEDAS 5TH REGIONAL DIRECTORATE (ISTANBUL ANATOLIAN SIDE)	11		106				10			8	55		9				
TEDAS 6TH REGIONAL DIRECTORATE(ANKARA)	974						15			1.890	5.218			160	10		
TEDAS 7TH REGIONAL DIRECTORATE (ISTANBUL EUROPEAN SIDE)	55		108	14	4		1			16	207	51	1	80	1		4
TEDAS 8 th REGIONAL DIRECTORATE (SIVAS)	116		74	46	120		1			650	6			314	1		
TEDAS 9 th REGIONAL DIRECTORATE (TRABZON)	1.382		81				12		1	498	7	53		1	3		
TEDAS 10 th REGIONAL DIRECTORATE (DIYARBAKIR)	25.735		1.110	12.369	686									492			
TEDAS 1 st REGIONAL DIRECTORATE (DENİZLİ)	276		148		5		17			274	112	41		10.291			
TEDAS 14 th REGIONAL DIRECTORATE (KONYA)	600			400	200					600				2.481			
TEDAS 16 th REGIONAL DIRECTORATE (SAKARYA)	45		5				4			187	1.270			122			5
TEDAS 18 th REGIONAL DIRECTORATE (TEKİRDAĞ)	65		41	30			37			73	8	10	1	11			
TEDAS 17. BÖLGE MÜDÜRLÜĞÜ (ADANA)	98		57		2		8			1.231	37			88	1		2
TEDAS 19 th REGIONAL DIRECTORATE (BURSA)	645	95	91		61					3.829				667			
TEDAS 20 th REGIONAL DIRECTORATE (VAN)	114			5			3		2	270			60	193			
TEDAS 21 st REGIONAL DIRECTORATE (SAMSUN)	5.085									41	40	46		65			
TEDAS 15 th REGIONAL DIRECTORATE (ESKİŞEHİR)	162	3	105	48	23		1			65	55	32	49	423		2	2
TEDAS 12 th REGIONAL DIRECTORATE (İZMİR)	900	2	269	43	2		21			578	170		9	659			5
TEDAS 11 th REGIONAL DIRECTORATE (ELAZIĞ)	716		116				10			157	15			332			3
TEDAS 3 rd REGIONAL DIRECTORATE (KAHRAMANMARAŞ)	6.118		1.507	574	10		2			56				5.232			3
TEDAS 13 th REGIONAL DIRECTORATE (KAYSERİ)																	
TOTAL	46.119	101	3.940	13.572	1.115	0	147		3	10.573	7.229	249	130	22.101	16	3	25
GRAND TOTAL	105.323																

Ç.11.3. Office of Press and Public Relations Counsellor

Intranet Management

169 news, 18 notices, and 24 announcements of our personnel were published in our Intranet page, which is our in-house communication network, in 2021.

Written and Visual Media and Internet-Media Follow-up

Media news about our corporation is regularly followed through the media tracking agency and search engines. Within this framework, it has been determined that a total of 18,470 news reports were made about our corporation in 2021, including 2,004 news reports in printed media and 16,466 news reports in digital media. Besides, during the media follow-up processes conducted by our Consultancy, disclaimers are issued against unfounded news, which constitute an attack on personal rights, about our Institution.

Online Reputation Management

In addition to the follow-up of the news transferred via the media tracking agency in order to protect and increase the reputation of our corporation, all digital media (social media, internet news sites, blogs, corporate websites, etc.) is regularly screened by our consultancy.

The content in which the corporate identity of our corporation is used unfoundedly has been determined and necessary corrections or unpublishing procedures have been provided and 985 contents have been intervened in this context in 2021.

Communication Activities

Within the scope of the activities realized by our consultancy to increase employee well-being, activities to celebrate our personnel's children's birthdays were started in 2021. In this regard, the birthday cards prepared by our Consultancy were first mailed as of October and a total of 397 birthday cards were sent in 2021.

In our corporation, internal announcements such as death and blood need and special day messages (National and Religious Holidays, Birthdays of our Personnel, Special Days and Weeks, etc.) were made through a total of 2.379 SMS and 189 e-mails.

Since the beginning of the coronavirus outbreak, our employees who contracted the coronavirus have been contacted with the Health Services and Occupational Safety Directorate of our Corporation and their processes have been monitored.

The theater activities, which were suspended due to the pandemic, were initiated as of December. Theatre activities were organized for our personnel in State Theaters.

Survey Studies

Once a year, the Employee Satisfaction Survey conducted for our employees and the Shareholder Satisfaction Survey conducted for our external shareholders were executed by the organization of our Consultancy. Besides, the EKAT Employer Assessment Survey for Tea Houses, Training and Certification Centers, and the Kitchen Environment Assessment Survey within the scope of ISO 22000:2018 Food Safety Management System were also performed by our Consultancy.

Employee Satisfaction Survey Result

The "Employee Satisfaction Survey" was repeated during the strategic planning process for the purpose of determining the current standing and the changes of the shareholders towards the corporate perception, determining and developing the corporate goals and objectives, and determining the products/services/duties/units to be improved.

A survey study was carried out between 29 November and 6 December 2021 in the General Directorate, Regional Directorates, and Training and Certification Center Directorates in relation to the study commenced in order to measure employee satisfaction. Thereafter, the overall satisfaction rate of our Institution in 2021 was 84.5 percent.



External Stakeholder Satisfaction Survey Result

The External Stakeholder Satisfaction Survey was repeated to determine the satisfaction levels of our institution's stakeholders and to reveal the areas open for improvement.

The survey was conducted between October 4 and October 22, 2021. Thereafter, the stakeholder satisfaction rate of our Institution in 2021 was 75.6 percent.



Survey Software Program

TEDAŞ Survey Management System, which was developed in cooperation with our Consultancy and Information Technologies Department, was put into use as of 2021 and an online survey was conducted for our stakeholders for the first time in 2021.

Request/Suggestion System

A total of 229 requests and suggestions were collected through the Request and Suggestion System and submitted in 2021 to the General Directorate for assessment.

Fair Organizations

The protocol (welcoming), and hall arrangement (sound, photo, brochure, table, light, seating arrangement, etc.) related to the events such as meetings, briefings, seminars, fairs etc. are conducted by our Consultancy. Within this scope, at the 4th Türkiye Energy and Natural Resources Summit held on June 7, 2021, and the EIF World Energy Congress and Fair held between 13-15 October 2021, a booth was opened by our Consultancy and our Organization was represented.



Ç.11.4. Inspection Department

Periodic / Partial Inspection Activities

Pursuant to Article 1 of the Electricity Market Law No. 6446 titled "The purpose of this Law is to create a financially strong, stable and transparent electricity energy market that operates in accordance with the provisions of private law in a competitive environment and to ensure that an independent regulation and supervision is made in this market in order to make electricity available to consumers in an adequate, high quality, continuous, low cost and environmentally compatible manner.", the electricity distribution facilities in the possession of TEDAŞ are audited.

The inspection authority of the electricity distribution companies under the authority of the Ministry is deemed appropriate to be transferred to our Authority Approvals dated 31.05.2017 and numbered 1198 and dated 09.03.2021 and numbered 51663, and the periodic and partial audits of the companies are carried out by our Institution within the framework of the "Electricity Distribution Companies Audit Regulation".

The activities of the companies are audited under the headings of expropriation, investment, operation-maintenance, users, information systems, service quality, purchase-sale, financial issues, legal processes, etc.

Although the pandemic conditions continued in 2021, 27 periodic inspections and 3 partial inspections were performed within the scope of the audit of the activities of the distribution companies.

IHDS Follow-up Activities

Within the scope of the provisions of the "Directive on the Procedures and Principles of Control to be Performed in Privatized Electricity Distribution Zones" and the contracts of electricity distribution and supply companies in charge, follow-up activities were executed under the titles of plans and realizations of maintenance in distribution facilities, investment plans, and realizations, network inventory information, guarantees, security deposits, insurances, and receivables.

In addition, a commission has been established with the approval of the General Directorate dated 18.08.2021 and numbered 156119 in order to determine the obligations of our corporation in the provisions of the contracts of electricity distribution and authorized supply companies. During the commission works, it has been determined by which units of our corporation the said obligations will be fulfilled and the commission work has been approved with the approval of the General Directorate dated 19.11.2021 and numbered 220962. Within the framework of the contractual obligations determined by the aforementioned Consent, the activities carried out by the units were followed up.

IHDS Control Activities

Within the scope of the 18.2 provisions of the "Agreement on the Transfer of Operating Rights" signed between our corporation and electricity distribution companies and the "Agreement on the Separation and Use of Assets within the Scope of IHDS" signed between the authorized supply companies; in 2021, a total of 25 companies, 13 Electricity Distribution Companies and 12 Assigned Supply Companies, were controlled as owners under the following headings.

- Expropriation
- Investment Activities
- Financial Issues
- Disassembly Material
- Vehicle
- Tools
- Equipment
- Scrap Entities
- IT Systems
- Notifications

General Lighting Inspection Activities

In the fourth paragraph of the Provisional Article 6 of the Electricity Market Law No. 6446, "TEDAŞ shall conduct the necessary inspections before the distribution companies concerning if the consumption amount and prices in the invoices sent by the distribution companies show the actual situation as of certain periods. If it is identified as a result of the audits that an overpayment has been made to the distribution company, the overpayment amount shall be requested from the relevant distribution company to be paid within one month together with the interest calculated by taking into account the delay increase rate determined in accordance with Article 51 of the Law on the Collection Procedure of Public Receivables dated 21/7/1953 and numbered 6183 to the period between the date of payment and the date of withdrawal. In the case that no payment is made within this period, the aforementioned payment amount shall be deducted from the current period receivables of the distribution company. Receivables that cannot be collected in this way are monitored and collected by the tax offices in accordance with the provisions of Law No. 6183 upon the notification of the Ministry. Eighty percent of the collections made due to overpayments are registered as revenue in the general budget, and the remaining twenty percent is transferred to the relevant local administrations. General lighting inspections are carried out before the Distribution Companies within the scope of the task assigned to our Corporation with the provision of "The Ministry is authorized to eliminate hesitations regarding the implementation of this paragraph and to determine the procedure and basis, when necessary, upon the approval of the Ministry of Finance".

Within this framework, 18 general lighting inspections were carried out in 2021.

General Lighting Payment Activities

The invoices sent to our corporation by the distribution companies within the scope of general lighting are reviewed monthly and reported to our Ministry. In 2021, 21 distribution companies were paid 3.849.799.545 TL against a total consumption of 4.756.599.483 kWh within the scope of general lighting.

Lighting Mobile Tracking Application Activities

"Lighting Mobile Tracking Application" has been put into service by our organization and the deficiencies related to non-combustible, in-situ armatures and/or pre-existing poles have been detected through this application. In the notification details left from the failure locations; the open address of the failure, the number of defective armatures and/or missing poles, the time of the notification, the time of the failure repair, and the remaining time for the notification to be resolved without being penalized and all other information regarding the notification processes can be monitored by EDAŞs and the transactions to be made regarding the notifications can be carried out through the application. Our application was commissioned in February 2019 and;

In 2021, 1.818 pieces of luminaires in penalized condition were reported to the Ministry.

Date	Number of Users Downloading the App	Number of Notifications	Number of Luminaires Considered as Penalty	Resolution Percentage
2021	41.802	224.153	846	99,62

In consequence of the evaluation of the objections from EDAŞs by our General Directorate and Regional Directorates, updates are made to the number of armatures that are penalized.

Preparation Activity of Information Report Required to be Published on the Websites of Electricity Distribution Companies

Since the Ministry Authority Approvals dated 31.05.2017 and numbered 1198 and 09.03.2021 and numbered 51663 and the inspection authority of the distribution companies are in our organization, the follow-up of the issues that the electricity distribution companies are obliged to publish on their websites in the secondary legislation issued in accordance with the Electricity Market Law numbered 6446 is carried out under the coordination of the Audit Department and the prepared report is submitted to our Ministry once a year.

Ç.11.5. Department of Investment Monitoring

Project and Acceptance Activities

Project approval procedures of other Unlicensed Generation Plants (WPP, tri/COGEN, BPP, etc.) with over 100 kW of SPP plants were also carried out in 2021. In 2021, project approval procedures were carried out by the Project and Acceptance Directorate for approximately 1.555 unlicensed production power plants with a power of 1.44 GWe.

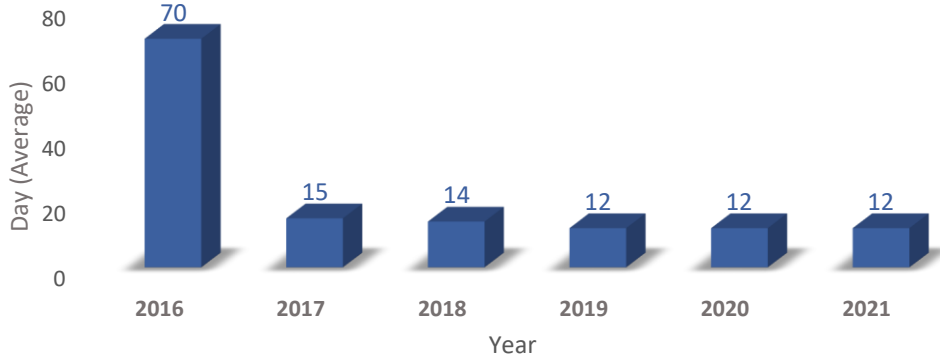


Project Approval Number and Power Information of Unlicensed Electricity Generation Plants

Type of Generation Plant	Number of Projects Approved	Power of Projects Approved (kWe)
BPP	3	2.994
SPP (above 100 kWe)	1.540	1.421.191
WPP	7	11.900
TRI/COGEN	5	4.968
TOTAL	1.555	1.441.053

While the project approval periods of unlicensed generation plants in 2016 and before were 70 working days on average, this period was conducted under 15 days in 2021 in consequence of the improvements performed by our corporation.

Average Project Approval Periods of Unlicensed Electricity Generation Plants



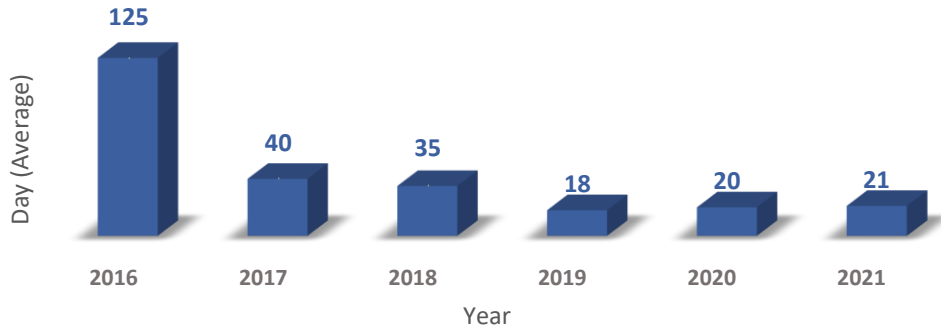
Acceptance procedures of other Unlicensed Generation Plants (WPP, tri/COGEN, BPP, etc.) with over 100 kW of SPP plants were also carried out in 2021. In 2021, the Project and Acceptance Directorate carried out acceptance procedures for 879 unlicensed generation plants with a power of approximately 640 MWe.

Acceptance Number and Power Information of Unlicensed Electricity Generation Plants

TYPE OF GENERATION PLANT	NUMBER OF ACCEPTED PLANTS	ACCEPTED PLANT POWER (kWe)
BPP	3	2.994
SPP (above 100 kWe)	865	623.781
WPP	4	3.000
TRI/COGEN	7	10.645
TOTAL	879	640.420

While the acceptance periods of unlicensed generation plants in 2016 and before were 125 working days on average, this period was conducted under 30 days in 2021 in consequence of the improvements performed by our corporation.

Average Acceptance Periods of Unlicensed Electricity Generation Plants



Our Presidency carries out the simultaneous follow-up of all project approval and acceptance procedures carried out by our Regional Directorates, ensuring interregional coordination and monthly reporting of the transactions to the senior management. A total of 8,449 project approvals and 5,773 acceptance procedures were completed in all regions in 2021. The regional distribution of the abovementioned project approvals and acceptances is presented in the project/acceptance/investment prioritization/ investment monitoring/ displacement table of the regional directorates.

Project/Acceptance/Investment Monitoring/Displacement Report of Regional Directorates

REGIONAL DIRECTORATE	Project Approval		Acceptance Number		Investment Monitoring Projects Number	Number of Displacements
	Distribution Plant and 3rd Party Projects	LUY*	Distribution Plant and 3rd Party Projects	LUY*		
1st Regional Directorate (Denizli)	441	5	129	4	299	128
2nd Regional Directorate (Antalya)	316	151	139	56	347	881
3rd Regional Directorate (Kahramanmaraş)	129	3	62	2	196	187
4th Regional Directorate (Erzurum)	346	0	138	0	564	511
5th Regional Directorate (İstanbul Anatolian Side)	238	18	258	7	291	297
6th Regional Directorate (Ankara)	882	106	822	53	740	395
7th Regional Directorate (İstanbul European Side)	508	22	338	35	1.148	428
8th Regional Directorate (Sivas)	203	10	104	9	283	10
9th Regional Directorate (Trabzon)	220	42	121	37	330	372
10th Regional Directorate (Diyarbakır)	400	38	378	22	773	133
11th Regional Directorate (Elazığ)	294	4	251	15	217	106
12th Regional Directorate (İzmir)	560	28	257	18	957	213
13th Regional Directorate (Kayseri)	212	1	124	4	269	8
14th Regional Directorate (Konya)	831	12	375	13	534	522
15th Regional Directorate (Eskişehir)	237	10	289	11	310	121
16th Regional Directorate (Sakarya)	189	3	139	1	343	902
17th Regional Directorate (Adana)	916	9	899	10	1.030	205
18th Regional Directorate (Tekirdağ)	297	1	173	1	197	71
19th Regional Directorate (Bursa)	263	33	150	23	355	309
20th Regional Directorate (Van)	180	0	64	1	265	18
21st Regional Directorate (Samsun)	286	5	235	6	229	270
Total	7.948	501	5.445	328	9.677	6.087

*LUY: Unlicensed Electricity Generation Regulation



Within the scope of the Unlicensed Electricity Generation Regulation (LUY) in 2021, a total of **2.056** project approvals and a total of **1.207** acceptance procedures were performed within our corporation.





Mobile application software processes related to the Project Acceptance Tracking System (PKTS) have been completed and have been opened for use at the beginning of 2021. The integration of the service fee to be paid by the applicant with the banks has been ensured.

Acceptance procedures in relation to the technological investments made by the Distribution Companies were performed. 91 acceptance applications were made for technological investments in 2021.

Within the scope of general lighting, type project approval procedures of lighting poles used in boulevard, street, street, under-overpass, bridge, square, intersection lighting are carried out for general use of the public. 190 lighting poles have been approved so far, 62 of which have been approved in 2021.

Analysis of existing types of projects and specifications in the electricity network, development of new types of projects, and redesign of the network model are performed. Within this context, in 2021, Manual-5 (City Networks MV-LV Electricity Project Construction Principles) and Manual-6 (Application Principles for Grounding in ENH and MV-LV Electricity Distribution Facilities) update studies were initiated and working groups were created with distribution companies and opinions were collected.

The Service Sales List of the relevant year for the services provided by our corporation is updated every year and the 2021 update has been realized in this regard.

Procedural and substantive works are carried out for the Project Approval and Acceptance procedures.

[Evaluation of Request, Complaint, Opinion, Suggestion, Information Acquisition Applications](#)

All applications in the subjects of requests, complaints, opinions, suggestions, information acquisition, etc. submitted to our Presidency through various channels have been meticulously examined and answered by directing them to the relevant units, Distribution Companies, and Regional Directorates. All applications are recorded and reported.

CİMER applications of our institution are managed by our Presidency. Correspondence is made with the relevant units and companies for each application and the answers are evaluated and uploaded to the system. Correspondence is made via Kep/Mail and all correspondence is processed in tables with date and number and the time spent in our unit is reported within the scope of our targets. 19,291 applications were processed in 2021. In addition, CİMER Users of our Institution's Central and Regional Directorates have been updated periodically.

Applications received through the petition (Citizens' Requests and Complaints, ETKB Inspection Board Presidency, ETKB Press and Public Relations Consultancy, Court Information and Document Requests, ETKB Strategy Development Department (Question Proposals), TBMM Public Audit Agency, Public Institutions, EPDK, etc.) were directed to the relevant units and companies and the answers were collected and forwarded to the applicant and 660 applications were processed in 2021.

Applications received through info@tedas.gov.tr e-mail address are directed to the relevant departments, and 4,770 applications were processed in 2021.

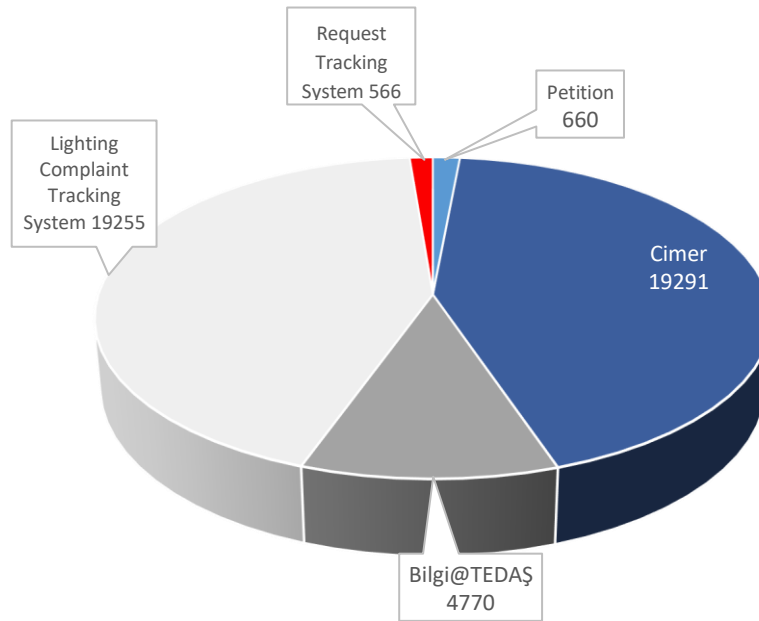
Applications submitted by the Private Office of our Ministry are sent to our Regional Managers via e-mail and answers are collected and sent to our Ministry in a short time and

978 applications were processed in 2021.

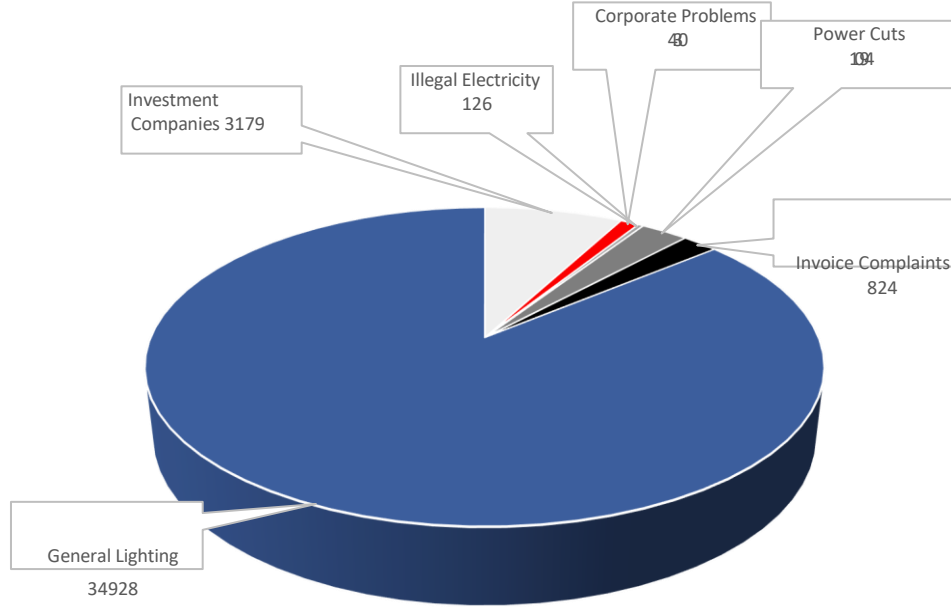
Applications are forwarded directly to the Distribution Companies with the Lighting Complaint Tracking System, which integrates the E-Government Gateway. 19,255 applications were made in 2021. The system is controlled periodically and the user feedback about the applications is monitored through the e-mail address bilgi@tedas.gov.tr.

Failure, lighting, and investment requests notified by other Institutions and customers by phone and e-mail are sent to Distribution Companies through the Request Tracking System. The process is monitored and reported periodically and 566 applications were processed in 2021.

Number of Channel-Based Applications



Number of Topic Based Applications



Request Tracking System and Monitoring of Scheduled Interruptions

The power interruption data reported instantly by the Distribution Companies through the Request Tracking System software are monitored 24/7 and reported periodically.

New Request Tracking System works continue within the scope of increasing data entry rates by enabling Distribution Companies to instantly enter all outage data into the Request Tracking System, creating qualified data for audit, investment and maintenance works by analyzing these data, and providing quality and continuous service by reducing the duration and number of outages in this direction.

In emergencies such as weather opposition, earthquake, disaster, etc., the healthiest outage information was obtained by contacting the distribution company outage records that reached our Interruption Tracking Center and the region and reported to the relevant authorities in the periods deemed necessary.

The table of senior managers assigned on holidays is prepared periodically and notified to our Ministry by an official letter. During the official holidays, feasts, and election processes, our corporation, Regional Directorates and Distribution Companies Duty Personnel Lists are created and conducted by our process unit.

The "Programmed Interruptions" section published on the Distribution Companies website is controlled monthly by our unit.

Lighting Mobile Tracking Application Activities

It is evaluated if each application received through the Lighting Mobile Tracking Application is suitable pursuant to the General Lighting Regulation.

An average of 612 applications are evaluated on a daily basis. In 2021, 223,238 applications were processed.

Participation was provided in the software development and testing processes of the Lighting Mobile Tracking Application.

Emergency Activities

TEDAS Emergency Action Plan was updated. Participation was made in the Emergency Crisis Management Meetings of Electricity Distribution Companies held under the coordination of our Ministry. It was provided that the studies of the decisions taken in the meetings are performed by the relevant Distribution Companies.

Our Ministry participated in the meetings held within the scope of Emergency Crisis Management and in the periodic video conferences held as Crisis Center Officers. Besides, in the event of a disaster, our Institution AYDES Supervisors were planned and assigned to AFAD General Directorate Crisis Center. Information flow was provided with the Presidential State Information Coordination Center, the Ministry of Energy and Natural Resources Emergency Crisis Management Center and the Ministry of Interior Disaster and Emergency Management Directorate in disasters, especially forest fires in Muğla, Antalya, Adana, Osmaniye and Mersin provinces in July 2021 and floods in Bartın, Kastamonu, Karabük, Zonguldak and Sinop provinces in August.

Investment Quality Monitoring Activities

Monitoring activities of electricity distribution companies in terms of quality criteria such as supply continuity, technical quality, customer satisfaction and performance have been performed.

Approval procedures were carried out within the framework of the authorization by following the process of the displacement requests evaluated by our Regional Directorates in all Türkiye. In 2021, 6,087 displacement requests were evaluated.

Pursuant to the legislation of the Public Procurement Authority, 14 applications were made in 2021 within the scope of the Regulation on Work Experience Certificates of Unlicensed Electricity Generation Plants and electrical facility construction works tendered by the General Directorate, Electricity Distribution Companies before /after privatization and accepted by our Organization and Electricity Distribution Companies, and 9 work experience certificates deemed appropriate within the framework of the legislation were issued.

For the purpose of preventing the use of the plants for a longer period, the repeated interruptions and investments that may occur in the network in the future, the occupational health and safety that may occur in consequence of incorrect and incomplete processes during the production phase, as well as the life and property safety hazards to the citizen and to ensure that the acceptance procedures are carried out more quickly and easily, the physical realizations of the investments in 2021 were monitored through our Regional Directorates between 01.01.2021-31.12.2021 and the reports prepared were submitted to the General Directorate.

658 applications were replied in 2021 within the scope of replying to the relevant parties by evaluating the requests for information, documents and opinions in relation to the business and investment requested by the Ministry, judicial authorities, municipalities, other public institutions and Legal Consultancy.

Ç.11.6. Department of Strategy Development

Studies Conducted to Establish Sectoral Unit Prices

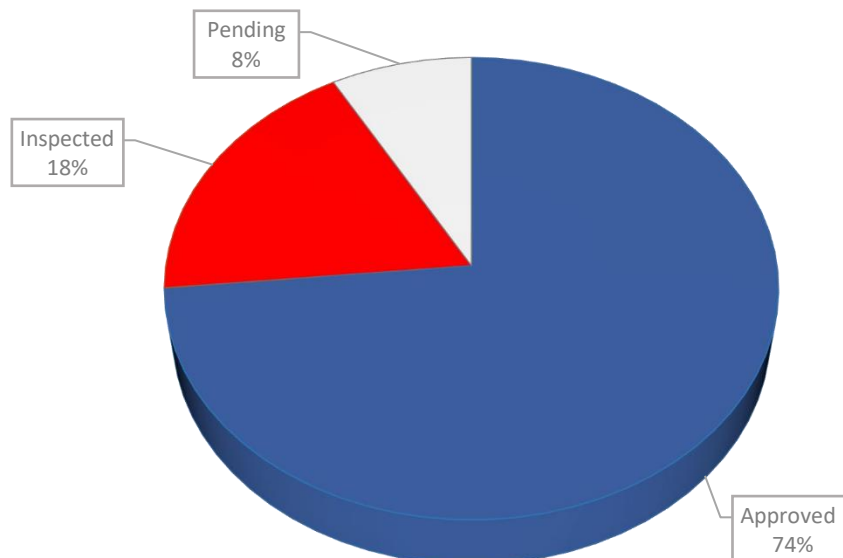
21 electricity distribution companies and 167 licensed OIZs were asked for price information about the electricity materials they purchased in 2021 to be used in the preparation of TEDAŞ Unit Price Books, and information was received from 20 electricity distribution companies and 29 OIZs. Besides, the sales prices of the materials produced by 200 manufacturers throughout the country were asked in writing as of 01.01.2021, and answers were received from 18 manufacturers. The data obtained from electricity distribution companies, OIZs and manufacturing companies were evaluated by the unit price commission and the unit price books for 2021 were prepared and made available to the sector stakeholders.

Approval of Led Armatures in terms of Compliance with the Specification

It is said in the index (4) of Article 5 of the "*Procedures and Principles Regarding the Use of LED Armatures within the Scope of General Lighting*" published by our Ministry that "Armatures approved by TEDAŞ are used in plants constructed with led armatures. In order to use approved armatures, it is obligatory to have armatures belonging to at least three different brands approved in each armature class to be determined by TEDAŞ." Within this context, the application files prepared and submitted for approval by the manufacturing companies in accordance with the "*Procedures and Principles for the Approval of Led Armatures*" published by our Institution have been examined and the approved armatures have been given a Certificate of Conformity to the Specification.

Within the frame of this study, 49 application files of 10 companies were reviewed and 36 led armatures were granted a Certificate of Conformity to the Specification. In 7 armature classes, the condition of having approved armatures belonging to at least three different brands has been provided and published on the corporate website for the use of sector stakeholders.

APPROVAL OF LED ARMATURES IN TERMS OF COMPLIANCE WITH THE SPECIFICATION



Activities conducted within the scope of Planning and Legislation Monitoring

TEDAŞ 2019-2023 Strategic Plan was updated in line with the requests and evaluations from the relevant units and submitted to the Ministry of Energy and Natural Resources with our letter dated 13.12.2021 and numbered 245554 and approved with the letter of our Ministry dated 30.12.2021 and numbered 96683.

The 2020 Performance Evaluation Report for our Strategic Plan prepared in accordance with the provisions of the General Investment and Financing Program of Public Economic Enterprises and Subsidiaries for 2021 has been sent to the Strategy and Budget Presidency, the Ministry of Energy and Natural Resources, and the Ministry of Treasury and Finance.

The 2022 Year Performance Program of our corporation was prepared and sent to the Directorate of Strategy and Budget, the Ministry of Energy and Natural Resources and the Ministry of Treasury and Finance.

The 2021 Performance Monitoring Report (6 months) prepared in line with the TEDAS 2021 Performance Program was sent to the senior management.

It was provided that our corporate objectives monitored by our Ministry are determined, monitored and their realization status is monitored and entered into the "Objective Based Performance and Competence Evaluation System".

Studies have been carried out on the measures and activities that our corporation is responsible for in the Presidential Annual Program for 2021.

Studies were conducted within the scope of the Decision Support Systems Project of the Ministry of Energy and Natural Resources.

The data relating to the objectives included in the Strategic Plan of the Ministry of Energy and Natural Resources and cooperated by our corporation were consolidated and processed in the Strategic Plan Monitoring, Evaluation, and Reporting Application (SPİDER).

Studies have been performed in order to provide our Ministry with up-to-date information on the realization of monthly activities that are important for the public in our corporation and the field in which it operates.

Within the scope of the Project on Increasing the Effectiveness by Simplifying the Transactions in the Services Provided by the Central Units of our Ministry and our Related and Relevant Organizations, the monitoring, evaluation, reporting of the duties and services of our corporation and the announcement of the audit reports sent by ETKB and the follow-up of the results were performed.

It was provided that the data requested by our Ministry in relation to the activities performed by our corporation as per the National e-Government Strategy and Action Plan were sent by the Presidency Digital Transformation Office.

The opinion of our corporation about the regulations issued in relation to the Electricity Market has been created and sent to the relevant institutions.

The legislation concerning the electricity market has been followed and notified to the relevant units.

Information requests in relation to the issues in the Presidency's field of duty within the scope of the Law on the Right to Information No. 4982 have been met.

Written questions about the field of duty of our Presidency have been replied.

Information note, research and document preparation studies were performed on various subjects.

Activities Conducted within the Scope of Specification Development

Within the scope of the preparation and updating of the Technical Specifications of the materials used in electricity distribution plants, 10 Technical Specifications indicated below entered into force during the year;

- TEDAŞ-MLZ/2020-072 marked Smart Separator Technical Specification,
- TEDAŞ-MLZ/2021.071 marked Technical Specifications of MV Covered Conductors and Conductor Accessories,
- TEDAS-MLZ/96-010.B marked Technical Specification of High Voltage Current Transformers,
- TEDAS-MLZ/96-011.B marked Technical Specification of HV Voltage Transformers,
- TEDAS-MLZ/2004-045.A marked Technical Specification of LV Current Transformers,
- TEDAS-MLZ/2006-052.B marked Technical Specification of Prefabricated Distribution Center and HV/LV Distribution Transformer Center Buildings,
- TEDAŞ-MLZ/96-014 marked Covered Full Aluminum Conductors and Steel Extract Mesh Aluminum Conductors Technical Specification,
- TEDAŞ-MLZ/2019-069 Technical Specification of Compact Type HV/LV Distribution Transformer Centers with Concrete Housing,
- TEDAS-MLZ/2010-057.D marked LED Light Source Road Lighting Armatures Technical Specifications,
- TEDAS-MLZ/96-027.C marked Technical Specification for Secondary Relays.

In addition, updating studies of Metal Oxide Surge Arresters Technical Specification for TEDAŞ-MLZ/96-019.A marked MV Systems have been continued.

In order for the determination of the compliance of the materials used in the electricity distribution facilities with the Technical Specifications and relevant standards, type test report review studies were performed on the main item materials below in order to examine the type test report and to announce the results to the relevant parties.

As of December, within the scope of type test report review studies;

- LV and MV Energy Cables: 1.340 pieces,
- LV and MV Cable Heads and Attachments: 1,134 pieces,
- Low Voltage Distribution Panels : 462 pieces,
- Low Voltage Field Distribution Boxes: 140 pieces,
- MV/LV Distribution Power Transformers (with Hermetic Expansion Tank and Dry Type) : 624 pcs,

- HV/LV Distribution Transformer Centers with Concrete Housing (Compact Type and Prefabricated): 162 pieces
- SF6 Gas Insulated Metal Housing Modular Switching and Control Arrangements: 74 pcs,
- Modular Switching and Control Arrangements with HV Air Insulated Metal Housing: 473 pcs
- LV Vertical Type Fused Load Separators (DSYA): 483 pcs,
- Battery-Redressor Groups: 448 pcs,
- HV Fuses: 20 pieces,
- MV Separators: 60 pieces,
- HV Air Lines Composite Silicone Hanger and Tension Insulators: 61 pcs

the evaluation tables created by examining 5.481 type experiments in 13 material groups were presented to the benefit of our stakeholders.

Within the scope of the "High Power and High Voltage Test Laboratory Complex Installation Survey Project Contract" signed on 16.10.2018;

- " The process for the termination of the supply contract for the work of "High Power and High Voltage Test Laboratory Complex Installation Survey Project" has been carried out and completed.

Within the scope of High Power and High Voltage Test Laboratory Complex Installation work;

- The Laboratory Installation tender was held on 02.03.2021 and no bid was received.

- The Ministry of Energy and Natural Resources has been informed about the tender process in relation to the installation works of the High Power and High Voltage Test Laboratory Complex.

Monitoring and Improvement of Service Quality in Electricity Distribution System

By using the interruption tables of the distribution companies, the Failure Repair Report, which includes the information on the number of faults, maximum daily faults, average interruption time per interruption, average interruption time and number per user, and the Call Center Report and Call Number Report, which contain the quality indicators and call number information of the call centers within the distribution companies, were issued regularly every month and service quality monitoring studies were carried out. Besides, the annual changes of the technical quality and supply continuity quality indicators of the electricity distribution system are monitored on a company basis.

"Proposal for Procedures and Principles for Measurement, Classification and Evaluation of Current and Voltage Harmonics and Determination of Connection Criteria to Distribution System" has been prepared for improving technical quality in electricity distribution system and

submitted to the Ministry of Energy and Natural Resources and Energy Market Regulatory Authority.

In order to improve the supply continuity in the electricity distribution system, the study of "Determination of Quality Indicators Regarding the Effect of Investments on Supply Continuity" was completed and turned into a report.

[Türkiye Electricity Distribution Sector Report for 2020](#)

The "Türkiye Electricity Distribution Sector Report for 2020", which contains the view of the sector in the world and Türkiye, the place of TEDAS in the sector and its comparison with similar international organizations, has been prepared and published on the website of our corporation.

[Electricity Distribution and Consumption Statistics of Türkiye in 2020](#)

Within the scope of the Official Statistics Program prepared on the basis of the Turkish Statistical Law No. 5429, the annual data obtained from electricity distribution companies, authorized supply companies, EÜAŞ, TEİAŞ, EİAŞ and all OİZs holding distribution licenses were compiled and created, turned into a book and shared with the relevant institutions and organizations.

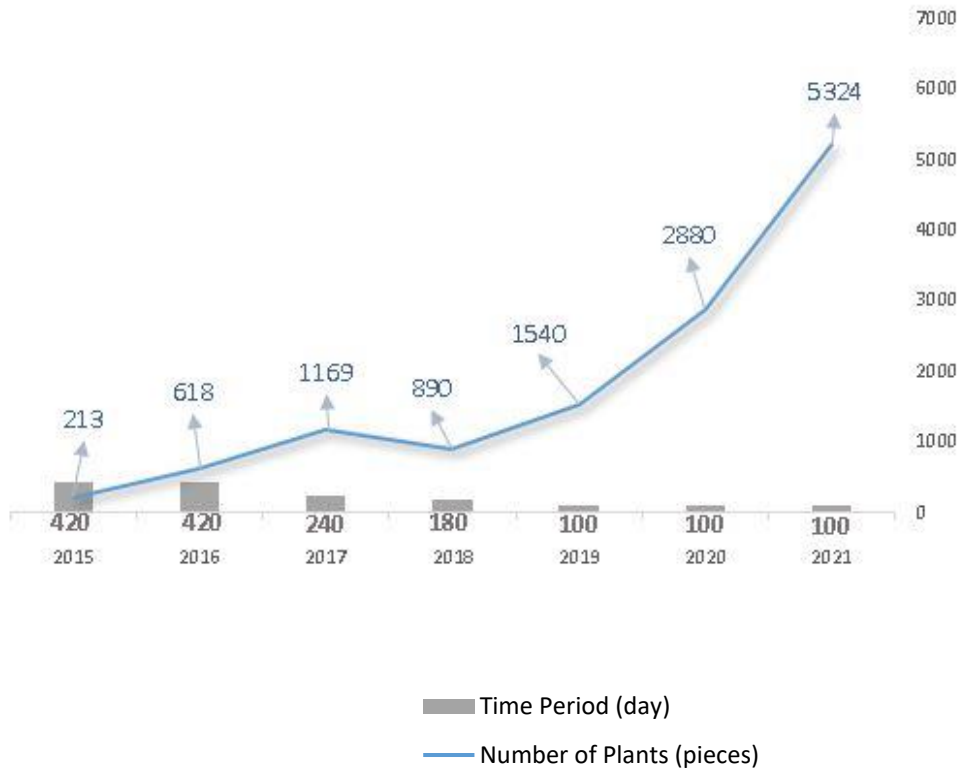
In the Electricity Distribution and Consumption Statistics of Türkiye in 2020 book, data such as distribution system data, number of subscribers, distribution of electricity consumption to sectors, loss-leakage amounts, rates, etc. are included on the basis of provinces and distribution regions.

Ç.11.7. Asset Management Department

Mapping and Expropriation Activities

Expropriation decision has been taken from the Board of Directors of our corporation for the facilities such as 3.931 Energy Transmission Lines and 1.393 Transformer Centers, Distribution Centers, Breaker Measurement Cabinets etc. in relation to the real estate procurement procedures.

The Number of Decisions of the Board of Directors of our Corporation for Years



In accordance with Article 8 of the Expropriation Law numbered 2942, a total of 150 settlement sessions for 2021 were held with 23,576 people within the scope of the procurement procedures of the immovable properties in which the facilities such as ENH, TR, DM, İM, KÖK etc. belonging to various electricity distribution regions were found, and a compromise was reached with 4,390 people.



A total of 934 Litigation Consents have been obtained for the facilities such as ENH, TR, DM, İM, KÖK etc. located in various electricity distribution regions for the immovable property owners who did not participate in the settlement negotiations or could not be reconciled during the expropriation procedures.

Within the scope of Article 19 of the Electricity Market Law No. 6446, "Principles and Procedures On Immovable Procurement" prepared for the effective, efficient and sustainable execution of the expropriation, takeover and provision of rights facilities of the immovable properties where the electricity distribution facilities are located in relation to the immovable property procurement transactions carried out by our corporation in relation to the distribution activities in the electricity market has been approved by the Decision of the Board of Directors dated 18.11.2021 and numbered 36-4079 and published on the website of our corporation.

Pursuant to the provisions of the Expropriation Law No. 2942, the commission report of 379 immovables prepared by the appraisal commissions of our Regional Directorates has been controlled for the determination of the expropriation costs of immovables to be expropriated.

An annotation has been placed on the WEB-TAPU for the beginning of the land registry and expropriation procedures of a total of 85,673 immovables.

Our TEKBİS (TEDAŞ Real Estate Expropriation Information System) program, which was prepared by our corporation in order to carry out the management and follow-up of the expropriation studies and transactions under the responsibility of our corporation in a more effective, efficient and sustainable structure, was completed and made available via <http://tekbis.tedas.gov.tr> URL with document user information and training was given to all Regional Directorates in November.

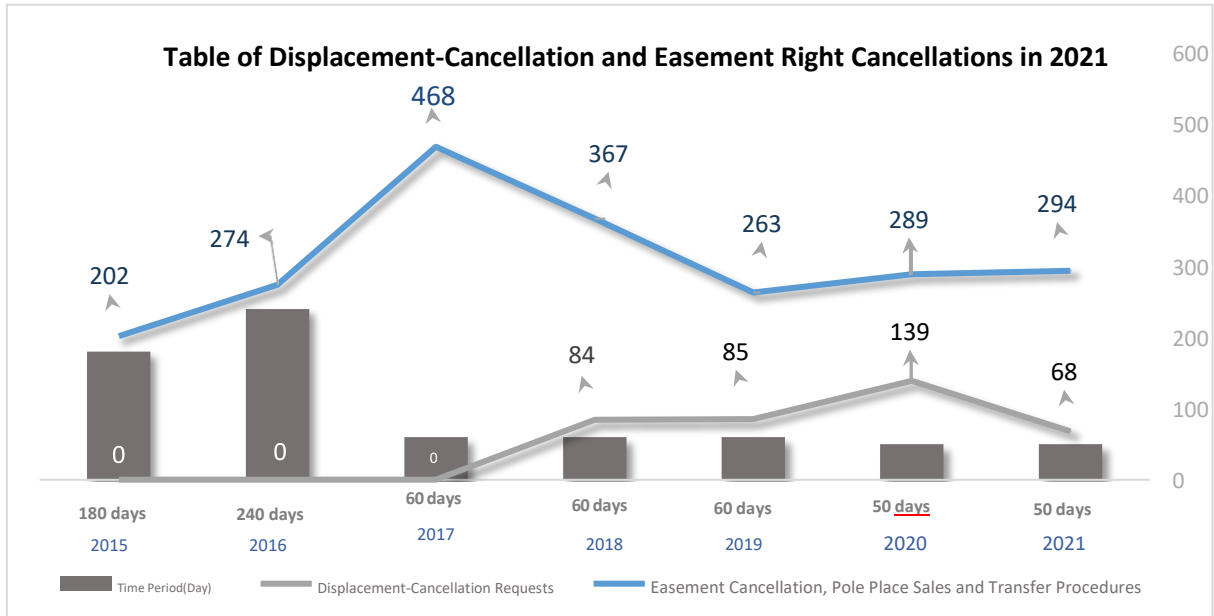
Real Estate Activities

1.399 correspondence has been made for the legal documents and documents requested with the provision of information and documents regarding the expert reports, warrants and expert/appraisal report procedures sent by the Courts regarding the real estates of our corporation and our electricity distribution facilities.

708 correspondences were made in relation to the permit procedures of the parts of the electricity distribution facilities of our corporation that hit the forest areas.

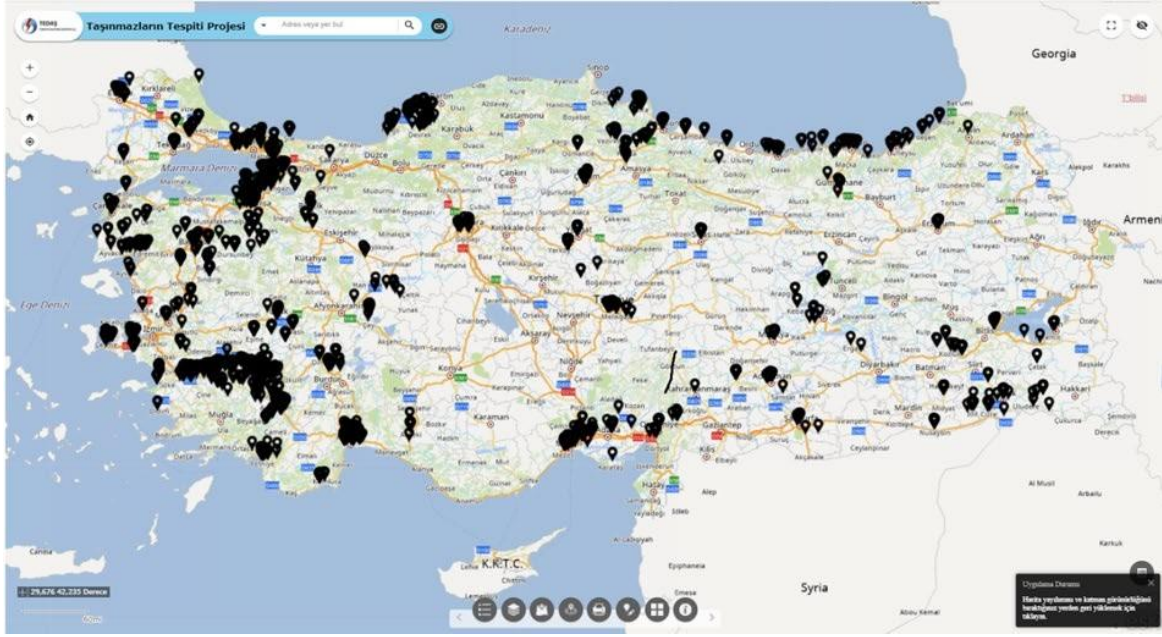
The requests for displacement and/or cancellation of electricity distribution facilities from third parties and public institutions and organizations for various reasons have been investigated on-site by the commissions established within the framework of the relevant legislation and a procedure has been established to obtain the approval of the General Directorate Authority and/or the Board of Directors Decision regarding the 68 electricity distribution facility displacement/cancellation request files sent to our Directorate after the examination in terms of ownership.

Within the scope of the Expropriation Law No. 2942, which is under the ownership of our corporation, which is requested to be abandoned for various reasons, a total of 294 files have been established for obtaining the approval of the General Directorate and/or the Board of Directors Decision within the scope of the transfer procedures for the price of the immovables requested by public institutions and organizations and which are not inconvenient to transfer.



Valuation Report has been issued by performing on-site determinations for 53 immovable properties.

"TEDAŞ Immovables Determination Project", which was built on the basis of GIS (Geographic Information System) in order to determine whether approximately 25,000 immovable properties are used outside their purpose and control except for the pylon location used in electricity distribution activities, has been put into service and determinations have been started with controlled data flow in coordination with all TEDAŞ Regional Directorates.



It was provided by carrying out the necessary studies in order to perform name corrections of the immovable properties registered in the name of the institutions and organizations listed in subparagraph (i) of the second paragraph of Article 3 of the “Law on Amendment of Certain Articles of the Turkish Electricity Administration Law No. 1312, Abolishment of Two Articles of the said Law, and Addition of Certain Articles, Clauses and Paragraphs” No. 2705, and Etibank, Turkish Electricity Administration (TEK), Turkish Electricity Generation and Transmission Corporation, and electricity distribution companies, and to exempt the procedures to be made within the scope of this article from all kinds of fees and circulating capital service fees that the provision “ (1) Those registered in the land registry in the name of the institutions and organizations listed in subparagraph (i) of the second paragraph of Article 3 of the “Law on Amendment of Certain Articles of the Turkish Electricity Administration Law No. 1312, Abolishment of Two Articles of the said Law, and Addition of Certain Articles, Clauses and Paragraphs” No. 2705 and dated 9/9/1982, and Turkish Electricity Administration Law dated 15/7/1970 and numbered 1312” cancelled by the Provisional Article 31 of Electricity Market Law dated 14.3.2013 and numbered 6446, and "Law on the Amendment of Certain Laws" (Official Gazette dated 11.01.2022 and numbered 31716), and Etibank, Turkish Electricity Administration (TEK), Turkish Electricity Generation and Transmission Corporation, and electricity distribution companies, and those land charges and limited rights in rem concerning the electricity transmission activities are registered ex officio free of charge on behalf of TEDAŞ General Directorate upon application of TEDAŞ General Directorate, and those concerning the electricity transmission activities are registered ex officio free of charge on behalf of General Directorate of TEİAŞ upon application of General Directorate of TEİAŞ. (2) The transfer and amendment procedures related to the registration procedures to be made within the scope of this article are exempt from all kinds of fees and circulating capital service fees.” was added.

In accordance with the Provisional Added Article 31 of the Electricity Market Law No. 6446, registration procedures have been started and the relevant Land Registry Offices have started to be established for 6745 immovable properties to be processed.

Construction Activities

Preparation of TEDAŞ General Directorate ABCD Block Building Reinforcement and Renovation Project against Earthquake has been completed.

Preparation of KLMN Block Building Reinforcement and Renovation Project against Earthquake has been completed.

TEDAS General Directorate Kahramanmaraş ESM Service Building and Göksu Regional Directorate Service Building Reinforcement and Renovation against Earthquake and Preparation of EKAT Site Project have been completed and construction tender has been initiated.

Technical specification of TEDAŞ Erzincan Training and Certification Center for the strengthening of administrative-training, dining hall, lodging and dormitory buildings against earthquake and Preparation of EKAT Site Projects has been prepared and service procurement tender has been initiated.

Ç.11.8. Department of Development Management

Training Activities

In 2021, an average of 33.25 hours of training per person was provided in our Institution. These trainings were conducted under the following 6 main headings in 70 different training programs.

- Personal Development Trainings
- Vocational Development Trainings
- Quality Management Systems Trainings
- Legislation Trainings
- Information Technology Trainings
- Enterprise Resource Management User Trainings

External Trainings

In 2021, a total of 6,051 people were provided a training, including Electrical High Current Facilities (EKAT) High Living Permit, Occupational Health, and Safety, EKAT Renewal, and Engineer/ Mechanician/ Technician Development Trainings.

2021 ESM TRAINING TABLE	
Ankara ESM	1.470 persons
Erzincan ESM	1.451 persons
İstanbul ESM	1.127 persons
İzmir ESM	802 persons
International ESM	1.201 persons
Total	6.051 persons

Management Systems Activities

Within the scope of Management Systems, by following up the processes for the management system documents received and/or to be received by our corporation and by ensuring the necessary coordination, the continuation, and improvement of the works for the implementation of the requirements of the relevant standards in our corporation through both physical and Integrated Management System Software (QDMS) have been carried out.

Individual Suggestion System Activities

The implementation of the Individual Suggestion System in our corporation and the performance of the activities for the participation of the personnel have been realized.

Internal Control System Activities

Within the scope of the Internal Control System required to be established within the scope of the Public Financial Management and Control Law No. 5018, works and procedures have been carried out to prepare, publish, send to the relevant institutions and follow up the activities in the action plan in order to comply with the requirement of the "Communique of Public Internal Control Standards" published in the Official Gazette dated 26.12.2007 and numbered 26738.

Corporate Performance Management System Activities

Within the scope of the Corporate Performance Management System (KPYS), works and procedures for the follow-up of the annual targets determined by the Units and the preparation of the Balanced Score Card (BSC) according to the target realization results were carried out.

Vocational Examination and Certification Activities

Our corporation has been accredited by TÜRKAK on 12.03.2019 within the scope of TS EN ISO/IEC 17024 General Conditions for Personnel Certifying Institutions standard in line with the objectives of measuring, certifying and contributing to the employability of the workforce in line with national qualifications within the framework of international quality principles and standards in Vocational Examination and Certification activities and continues its examination and certification activities as a Certification Authority Authorized by the Vocational Qualification Authority (MYK) on 18.07.2019.

In 2021, our corporation expanded the scope in Photovoltaic Power Systems Personnel Level (3-4-5) professions, and the number of professions we are authorized to provide certificates was raised to 12. In 2021, a total of 335 people who were successful in exams and certification activities were given vocational qualification certificates.

Vocational Training and Internship Activities

In the 2021-2022 academic year, 19 high school senior students underwent vocational education and 34 university students underwent summer internship in the Central and Provincial units of our corporation.

Ç.11.9. Department of Information Technologies

The establishment of the Cyber Security Operation Center (SGOM), which includes the monitoring and intervention of 17 relevant and related Institutions affiliated to ETKB, has been completed within the Ministry of Energy and Natural Resources. The installation and commissioning work of software and hardware for strengthening IT and OT infrastructures, Firewall, End User Management, Infiltration Tests, Network and System Management, Authentication Systems, Application Security Systems, Risk Management Systems, Data Classification, monitoring and intervention management were controlled within the scope of the project.

An electronic education infrastructure has been established in order to realize time and space independent education programs. Besides, the establishment of the online TEDAS Academy Platform, which strives to raise awareness against cyber-attacks, has been completed and efforts to provide its continuity keep up.

Corporate Reporting System has been implemented and integrated with business intelligence applications.

The hardware infrastructure where the General Lighting Automatic Meter Reading System (OSOS) data can be monitored centrally has been prepared and the design works conducted jointly with the relevant units have been completed. The software development process has been initiated.

The dissemination of the use of portal technologies has been carried out and the transition to the new version of TEDAŞ Corporate Information Portals has been completed as Intranet (Internal Network) and Extranet (External Network).

Domain Password Change (DPD) Software, which enables users to change their passwords through the system, has been activated.

With the Determination of Immovables Project, it has been provided that the immovables in the possession of TEDAŞ can be determined and controlled on site with mobile GIS site solutions, the information can be processed instantly and the current and collected positional and verbal information of the immovables can be monitored and managed from the center through the administrator screens and GIS web applications.

In the new General Directorate building KLMN block, in order for the personnel of the institution to benefit from the wireless internet access service, efforts have been made to disseminate access in all the locations moved.

In order to ensure data security in the Internet Protocol (IP) layer, a new IP Security Protocol (IPSec) infrastructure has been designed with the Distribution Companies and all connections have been activated.

Video conference calls with Regional Directorates, Training and Certification Centers, and Central Campus were conducted in a quality, safe and fast manner on the corporate network (konferans.tedas.gov.tr) and developed on the system, the user capacity was increased in order to organize meetings at the same time and the system was ensured to continue its service with a more user-friendly interface. On the other hand, virtual meeting rooms have been opened to all Presidencies, Regional Directorates and Training and Certification Centers in the institution.

Configuration backups of the corporate network devices have been received and the software, where the values such as operating systems, memory occupancy rates, device temperature values and port usage rates can be monitored on a daily basis, has been put into use.

In secure access to corporate applications, the use of Virtual Private Network (VPN) is accessed to the entire corporate network with Two-Step Authentication (2FA) and connections are established and managed.

Corridor closure work, virtualization and database systems infrastructure renewal work, maintenance-repair of physical systems, air conditioning, generator, UPS, energy panels, fire extinguishing systems, water detection system, fingerprint access systems controls and maintenance-repair works were carried out within the General Directorate and Eskişehir Disaster Recovery Center (FKM).

A study was carried out to ensure that the web services received or exported by the software were managed from a central location.

Training was received on big data and the use of Objective Database technologies was started.

By evaluating the end user as a customer and increasing the quality of service, Help Desk has been established and efforts are being carried out to increase the quality of service.

The separation studies of the devices that have completed their economic life have been performed.

CBS Supported TEDAŞ Real Estate and Expropriation Information System Software, which will carry out the works and transactions of the owners and the immovables to be expropriated, has been commissioned in the General Directorate and Regional Directorates.

In the Project Acceptance and Tracking System (PKTS) software, invoices are sent to the BYS software via web service.

General Directorate and Regional Directorates, 3. Project Acceptance and Tracking System (PKTS) software, which tracks the procedures of the Project Approval and Acceptance process of the 3rd Parties and Distribution Companies, has been put into operation.

LDAP Authentication Software, which consists of 12 web services, and developed to enable TEDAŞ users to connect to the internal applications of the Ministry of Energy and Natural Resources with LDAP user information from a central service and to eliminate the need to create a user name and password for each application, has been commissioned.

Occupational Health and Safety Software has been developed and commissioned.

Re-analysis, design and coding studies were carried out for the Power Outage Management application, data were collected from the operators for the verification of the outage data, and the collected data were mapped based on the address, and it was planned that the investments to be made in the distribution network of this software would shed light on the appropriateness decisions.

Collection of requests and procurement activities related to the information technologies (IT) needs of TEDAŞ General Directorate Center and affiliated Regional Directorates and Training and Certification Centers were carried out.

Based on the approval of the Minister, the collection of requests and procurement activities related to the needs of the relevant and related institutions and organizations affiliated with our Ministry (Ministry of Energy and Natural Resources) regarding Information Technologies (IT) and Operational Technologies (OT) were carried out.

User manuals related to the corporate applications produced have been prepared and trainings have been given to the relevant units about the programs.

2nd level certificate has been obtained in Spice (TS ISO/IEC 15504) standard.

In accordance with the Personal Data Protection Law (KVKK), efforts have been made to increase awareness and TEDAŞ's Personal Data Processing Inventory has been issued.

The procurement processes of the software (QDMS) related to the Central Integrated Management System started in 2019 and their installation and training were completed in 18 institutions affiliated to the Ministry of Energy and Natural Resources.

Certification and awareness raising activities of TS EN ISO/IEC 27001:2013 Information Security Management System (ISMS) have been completed as General Directorate, Regional Directorates, Training and Certification Centers and Eskişehir Disaster Recovery Center (FKM).

In accordance with TS 13298 Electronic Document Management Standard, Belge.NET and Merkezi Arşiv.NET Project have been commissioned.

Ç.11.10. Department of Financial Affairs

Within the framework of the legislation in force, the activities of our organization have been carried out to carry out its activities in financial matters, to prepare the annual financing program and budget, and to ensure that the quarterly and annual balance sheet is issued in a timely manner. It has been ensured that the works and transactions in the Financial Affairs Department are carried out in accordance with the legislation, the decisions taken by the competent authorities and the orders given, effectively, efficiently and economically.

Our receivables, which were taken over at the date of privatization of the distribution companies, were included in the restructuring. The debts of the subscribers who apply for configuration are structured and their collections are monitored.

RESTRUCTURING OF TEDAŞ'S RECEIVABLES FOR 2021		
SUBSCRIBER GROUP	RESTRUCTURED	
	Number of Subscribers	Capital (TL)
GOVERNMENT AGENCY	607	2.609.078
AGRICULTURAL IRRIGATION	22.227	561.849.790
OTHER	1.360	2.836.203
TOTAL	24.194	567.295.070
MUNICIPALITIES	Number of Municipalities	Capital (TL)
	51	194.693.098
GRAND TOTAL	24.245	761.988.168

COLLECTION AMOUNT OF TEDAŞ'S RECEIVABLES FOR 2021		
SUBSCRIBER GROUP	COLLECTION AMOUNTS	
	Number of Subscribers	Capital (TL)
GOVERNMENT AGENCY	1446	3.505.476
AGRICULTURAL IRRIGATION	10.571	60.964.953
OTHER	1.134	743.284
TOTAL	13.151	65.213.713
MUNICIPALITIES	Number of Subscribers	Capital (TL)
	95	303.150.185
GRAND TOTAL	13.246	368.363.898

Ç.11.11. Department of Human Resources

Activities for Meeting Personnel Needs

The assignment of a total of 21 personnel, 9 within the scope of the General Investment and Financing Decree, 1 within the scope of the Social Services Law No. 2828, 2 personnel within the scope of the Law on Privatization Practices No. 4046, 7 personnel within the scope of inter-institutional transfer, and 2 personnel based on the court decision, has been completed.

Activities for Manpower Planning

In order to provide that the positions and positions required by our corporation are brought in accordance with the Article 3 of the Decree Law No. 399 and the Main Status of our organization, a request for cancellation/formation has been made in accordance with the Article 4 of the Decree Law No. 399 and the provisions of the Communiqué No. 2013/3 on the cancellation and formation of staff/positions of Public Economic Enterprises and Subsidiaries. With the Presidential decision numbered 2021/613 published in the Official Gazette dated 31.12.2021 and numbered 31706, 1,328 staff/positions belonging to our corporation were canceled and 235 staff/positions were created.

Activities Related to Personnel Policy

Upon the decision of the Privatization High Council of our organization dated 02.04.2004 and numbered 2004/22, the privatization procedures of the companies carrying out electricity distribution activities were started and completed on 30.09.2013. In the 13-year period in the scope and program of privatization, the need for personnel could be met by non-union workers subject to the Labor Law No. 4857 within the scope of the permission granted by the Privatization Administration. Our corporation was removed from the scope and program of privatization with the decision of the High Council of Privatization dated 25/04/2017 and numbered 2017/12 and returned to its former status, and our Main Status was published in the Official Gazette dated 14.02.2018 and numbered 30332. After these developments, new personnel recruitment is carried out in accordance with the provisions of the Decree Law No. 399. In addition, it has been evaluated that the personnel working in out-of-scope positions or non-union worker positions subject to the Labor Law numbered 4857 should be made compatible with the Article 3 titled "Types of employment" of the Decree Law numbered 399, and our proposal for making legal arrangements to ensure the transition of the personnel working in out-of-scope positions and non-union worker positions subject to the Labor Law numbered 4857 to the existing staff/positions and to the staff subject to the list numbered I and to the positions subject to the list numbered II of the Decree Law numbered 399 has been sent to the Legal Counsel.

Activities Related to Human Resources Management

In accordance with the Provisional Article 1 titled "Compliance of Public Administrations" of the Disciplinary Regulation of the General Directorate of Turkish Electricity Distribution Corporation, the Regulation on Disciplinary Supervisors has been updated and submitted to the Legal Counsel.

In line with the amendments made in the General Regulation on the Principles of Promotion and Change of Title in Public Institutions and Organizations, the Regulation on Promotion and Change of Title has been updated by the General Directorate of Turkish Electricity Distribution Corporation and submitted to the Legal Counsel.

The 6th Term Collective Agreement Covering the Years 2022 and 2023 on Financial and Social Rights Related to the Public Officials and their Service Branches, and the 19th Term Enterprise Collective Bargaining Agreement negotiated between TES-İŞ and TÜHİS for our corporation and affiliated workplaces were held on behalf of our corporation.

Ç.11.12. Department of Support Services

The activities of Administrative Services, Social Services, Civil Defense and Security, Purchasing and Logistics and Bostancı Guesthouse Directorates are carried out by 86 institutions and 168 service procurement personnel and within the scope of the protocol signed on 25.03.2021 and entered into force on 03.05.2021, the Central Guesthouse, Child Care, Heat Center and the operation, maintenance-repair, cleaning, cafeteria and personnel transportation services of the campus were transferred to the General Directorate of TEİAŞ with all kinds of tools, equipment, supplies, materials and annexes.

As the Department of Support Services, purchasing, warehouse, logistics, lodging operations, sports facilities, tea houses, general documents, archive and documentation, official garage, security and civil defense services were performed.

Civil Defense and Security Activities

8 Institutions and 97 private security personnel, Bahçelievler Campus and Gölbaşı Social Facilities, Ankara Training and Certification Center, International Training and Certification Center, Istanbul Training and Certification Center, Vaniköy Business Facilities and Göksu Regional Directorate have been provided with security services in the campuses. In addition, civil defense service was provided in the units where Bahçelievler Campus is located.

Lodging Activities

Management services of Gölbaşı and Çankaya lodgings and Uludağ, Boğaziçi, Anadolu Yakası, Çamlıbel, Gediz, Aras, Toroslar, Akdeniz, Çoruh Regional Directorates and İzmir and Erzincan Training and Certification Centers lodgings have been fulfilled.

Tea House Activities

Relevant works and procedures were carried out for a total of 17 tea houses leased.

Sports Facilities Activities

In Gölbaşı Sports Facility Complex, swimming pool, indoor sports hall, cafeteria, tennis court, carpet football field, fitness center, sauna, pool bar and restaurant operation activities were performed.

General Document and Archive Activities

General paperwork of the General Directorate and archive and documentation works in the central and provincial organizations of the General Directorate were carried out.

Purchasing and Logistics Activities

In line with the requests of the General Directorate units, the works and procedures for the procurement of the needs related to the goods, services, consultancy and construction works by the tender and direct procurement method and the dispatch and management of the warehouses in the central and provincial organizations of the General Directorate were carried out. In addition, within the scope of the Operating Rights Transfer Agreements (İHDS), the works of sales were carried out by ensuring the return, withdrawal from traffic, registration, system registration, transfer, etc. of materials, vehicles and construction equipment whose services are not needed.

Guesthouse Activities

In the Bostancı Guesthouse, which has a capacity of 22 beds, accommodation was provided for 1,513 days in 2021 and 526 people accommodated.

Activities Related to Technical Works

Coordination has been provided for the realization of the works and procedures related to the maintenance, repair and renovation needs of the service buildings, additional equipment and lodgings, electrical, machinery, construction and mechanical issues in the headquarters and provinces of the General Directorate.

Ç.11.13. Regional Directorates

Performing project approval/acceptance procedures of the facilities in the area of responsibility within the scope of its authority,

Checking if General Lighting inventory update and General Lighting failure notifications are made within the periods specified in the legislation,

Participating in provincial lighting commissions

Performing office and field control procedures of displacement/cancellation requests,

Controlling and reporting the physical realizations of the distribution company's investment projects in the field,

Performing the supervision of maintenance and repair works of distribution companies,

Performing office and land controls of expropriation files,

Following up the forest permit processes by controlling the office and land of the forest permit files,

Conducting settlement negotiations within the scope of expropriation procedures,

Carrying out the works and procedures related to the cases followed by the

Regional Directorate,

The activities mentioned above were performed.

Ç.11.14. Directorate of Board of Directors

NUMBER OF MEETINGS AND DECISIONS OF TEDAŞ BOARD OF DIRECTORS IN 2021

	MONTHS	DATE	NUMBER OF MEETINGS	NUMBER OF DECISIONS
2021	January	07/12/26 January 2021	3	526
2021	February	12/24 February 2021	2	3
2021	March	04/18/31 March 2021	3	616
2021	April	01/20/29 April 2021	3	296
2021	May	03/05/07/25 May 2021	4	738
2021	June	04/14/16/29 June 2021	4	282
2021	July	05/08/12/16 July 2021	4	263
2021	August	03/27 August 2021	2	336
2021	September	03/09/16/23 September 2021	4	450
2021	October	05/13/26 October 2021	3	258
2021	November	04/11/16/18/29 November 2021	5	565
2021	December	13/15/23/31 December 2021	4	335
TOTAL			41	4.668

Ç.11.15. Health Services and Occupational Safety Directorate

Preparation of Electricity Distribution Sector Occupational Accidents Statistics, conducting the procedures related to Occupational Health and Safety Board, providing occupational health and safety trainings of the central employees of the General Directorate, conducting the central campus work surveillance of the General Directorate, following up the national and international occupational safety events and the procedures related to the participation of the personnel of our corporation to the events and the activities in relation to TSE ISO 45001 OHS Management System were carried out.

TSE EN ISO 45001:2018 Occupational Health and Safety Management System has been established and the certificate of the system has been obtained. Mask workshop manufacturing processes were conducted. Mask distribution to the employees was realized every month. The works and procedures have been carried out within the scope of TEDAS Recourse Directive. Due to the Covid-19 Pandemic, a total of 2,458 employees in 917 groups were monitored daily. Secretarial duty was performed in the Occupational Health and Safety Board. Occupational health and safety activities of our Regional Directorates have been monitored.

D.FINANCIAL POSITION

Our corporation has objectives included in the 2019-2023 Strategic Plan, objectives included in the Annual Program of the Presidency and Corporate Objectives followed by the Ministry of Energy and Natural Resources. These objectives are followed and monitored by our corporation and related higher organizations.

The tables and rates showing the financial position of our corporation are presented below.

Current Rate= $\frac{\text{Current Assets}}{\text{Short Term Foreign Funds}} \times 100$	3,8	CURRENT RATIO: It shows how many TL current assets the entity has against short-term liabilities of 1 TL. The purpose of the calculation of the current ratio is to measure the ability of the entity to pay its short-term debts and to determine if the net business capital (current assets – short-term liabilities) is sufficient. The current ratio is expected to be above 1.
Liquidity Ratio = $\frac{(\text{Current Assets} - \text{Stocks})}{\text{Short-Term Foreign Funds}} \times 100$	3,78	LIQUIDITY RATIO: Although it is possible to convert some of the current assets into money in a very short time, the conversion of the stocks of products among the current assets into money varies according to their qualifications and economic conditions. This ratio is calculated by deducting the stocks from the current assets, which may take quite a while to be converted into cash. The ratio is expected to be above 1.
Cash Ratio = $\frac{\text{Liquid Assets} + \text{Securities}}{\text{Short-Term Foreign Funds}}$	0,71	CASH RATIO: This ratio reveals the power of the business to pay its short-term debts if its sales stop and it cannot collect its receivables and it has difficulty in converting its stocks into cash.
Financial Leverage (Borrowing Ratio) = $\frac{\text{Foreign Funds}}{\text{Total Assets}} \times 100$	47,50	BORROWING (FINANCIAL LEVERAGE RATIO): This ratio shows the extent to which the entity's assets are funded by foreign funds. In general, financial leverage of 1/2 is considered normal.
Financial Adequacy Ratio = $\frac{\text{Equities}}{\text{Foreign Funds}} \times 100$	1,11	FINANCIAL ADEQUACY RATIO: It shows the relationship between the equity of the enterprise and the foreign resources that it is provided by borrowing. The high ratio indicates that the equity contribution is higher than foreign funds in the financing of the enterprise, while the low ratio indicates that the equity contribution is less than foreign funds. It is accepted that the financing rate is close to or above 1.
Borrowing Coefficient Ratio = $\frac{\text{Foreign Funds}}{\text{Equities}} \times 100$	0,91	BORROWING COEFFICIENT RATIO: It shows how many times the equity is borrowed. The ratio of 1 is generally considered sufficient in terms of equity and foreign fund balance.
Ratio of Fixed Assets to Total Assets = $\frac{\text{Fixed Assets}}{\text{Total Assets}} \times 100$	23,84	RATIO OF FIXED ASSETS TO TOTAL ASSETS: This ratio is obtained by dividing by the total assets of the fixed assets. It indicates to what extent the asset total consists of fixed assets. The ratio of fixed assets varies according to the structure and field of activity of the enterprise.

INCOME TABLE OF TEDAŞ FOR THE YEAR 2020-2021

		2020	2021
60	1-GROSS SALES	431.200.860	652.524.726
600	a- Domestic Sales	431.200.860	525.715.554
601	b- Overseas Sales		
602	c- Other Income		126.809.172
61	2- SALES DISCOUNTS (-)	3.656.913	43.204.118
610	a- Returns from Sales (-)	3.656.913	43.204.118
611	b- Sales Discounts (-)		
612	c- Other Discounts (-)		
-	3-NET SALES (1-2)	427.543.947	609.320.608
62	4- COST OF SALES (-)	226.280.262	437.354.857
620	a- Cost of Products Sold(-)		
621	b- Cost of Commercial Goods Sold (-)		
622	c- Cost of Services Sold (-)	226.280.262	437.354.857
623	d- Other Sales Cost (-)		
--	5- PROFIT OR LOSS FROM GROSS SALES (3-4)	201.263.685	171.965.751
63	6-OPERATING EXPENSES (-)	449.622.208	318.029.000
630	a- Research and Development Expenses (-)		
631	b- Marketing, Sales and Distribution Expenses (-)		
632	c- General Administrative Expenses (-)	449.622.208	318.029.000
	7-OPERATING PROFIT OR LOSS (5-6)	-248.358.523	-146.063.249
64	8-INCOME AND PROFIT FROM OTHER ORDINARY OPERATIONS	202.732.820	289.286.656
640	a- Dividend Income from Affiliates		
641	b- Dividend Income from Subsidiaries		
642	c-Interest Income	63.333.006	131.765.124
643	d- Commission Incomes		
644	e- Provisions for Doubtful Receivables	5.002.320	14.632.482
646	f- Foreign Exchange Profits	18.020.860	30.130.690
649	g- Other Income and Profit from Operations	116.376.634	112.758.359
	h- Inflation Current Year Profit	0	
65	9- EXPENSES AND LOSSES FROM OTHER ORDINARY OPERATIONS (-)	95.578.644	105.518.337
657	a- Rediscount Interest Expenses (-)		
653	b- Commission Expenses (-)		

654	c- Provision Expenses (-)	69.323.019	42.565.524
656	d- Foreign Exchange Losses (-)	1.198.535	11.291.764
659	e- Other Ordinary Expenses and Losses (-)	25.057.090	51.661.049
	f- Inflation Current Year Loss (-)		
66	10-FINANCING EXPENSES (-)	191.010	231.070
660	a- Short Term Borrowing Expenses (-)	191.010	231.070
661	b- Long Term Borrowing Expenses (-)		
	11-ORDINARY PROFIT OR LOSS (7 +8-9-10)	-141.395.357	37.474.000
67	12-EXTRAORDINARY INCOME AND PROFITS	37.617.396	293.807.963
671	a- Income and Profits of the Previous Period	37.283.014	289.541.226
679	b- Other Extraordinary Income and Profits	334.382	4.266.737
68	13-EXTRAORDINARY EXPENSES AND LOSSES (-)	253.712.963	437.278.300
680	a- Expenses and Losses from Non-operating Section (-)		
681	b- Previous Period Expenses and Losses (-)	253.437.466	425.343.148
689	c- Other Extraordinary Expenses and Losses (-)	275.497	11.935.152
690	14-PERIOD PROFIT OR LOSS (11 +12-13)	-357.490.923	-105.996.336
691	15-PERIOD PROFIT TAX AND OTHER LEGAL LIABILITIES PROVISIONS (-)		
692	16- NET PROFIT OR LOSS FOR THE PERIOD (-)	-357.490.923	-105.996.336

ACTIVE ASSETS TABLE OF TEDAŞ

Active (Asset)	Previous Period		Current Year	
	2020		2021	
	One Thousand TL	%	One Thousand TL	%
I. Current Assets:				
Liquid Assets	1.488	0,02	5.233	0,06
Securities	801.713	9,72	1.289.918	14,23
Trade Receivables	2.906.539	35,25	2.385.634	26,33
Other Receivables	2.362.142	28,64	3.197.971	35,29
Stocks	4.824	0,06	4.225	0,05
Long-term Construction and Repair Contract Costs	-	-	-	-
Prepaid Expenses and Accrued Expenses for Future Months	15.933	0,19	13.679	0,15
Other Current Assets	7.579	0,09	5.992	0,07
Total(I)	6.100.218	73,97	6.902.652	76
II- Fixed Assets				
Trade Receivables	-	-	-	-
Other Receivables	-	-	-	-
Financial Fixed Assets	-	-	-	-
Tangible Fixed Assets	2.023.684	24,54	2.056.527	22,69
Intangible Fixed Assets	122.625	1,49	103.024	1,14
Depletable Assets	-	-	-	-
Prepaid Expenses and Income Accruals for Future Years	-	-	-	-
Other Fixed Assets	-	-	-	-
Total(II)	2.146.310	26,03	2.159.551	24
Grand Total(I+II)	8.246.528	100	9.062.203	100

PASSIVE ASSETS TABLE OF TEDAŞ

Passive (Asset)	Previous Period		Current Year	
	2020		2021	
	One Thousand TL	%	One Thousand TL	%
I- Short Term Payables				
Financial Payables	218.918	2,65	367.498	4,06
Trade Payables	122.114	1,48	171.942	1,90
Other Payables	761.026	9,23	1.050.507	11,59
Advances Received	52.456	0,64	56.094	0,62
Construction and Repair Billings Spread Over Years	0	-	0	-
Taxes and Liabilities Payable	13.613	0,17	22.503	0,25
Provisions for Payables and Expenses	0	-	0	-
Income and Expense Accruals for Future Months	247.160	3,00	148.419	1,64
Other Short-Term Liabilities	192	0,00	0	-
Total(I)	1.415.478	17,16	1.816.964	20
II- Long Term Payables				
Financial Payables	1.278.258	15,50	1.715.981	18,94
Trade Payables	413.991	5,02	413.384	4,56
Other Payables	0	-	0	-
Advances Received	0	-	0	-
Provisions for Payables and Expenses	94.614	1,15	78.250	0,86
Income and Expense Accruals for Future Months	180.683	2,19	280.116	3,09
Other Long-Term Payables	0	-	0	-
Total(II)	1.967.547	23,86	2.487.732	27
III- Equities				
Paid-in Capital	20.598.642	249,79	21.324.117	235,31
Capital Reserves	1.307.631	15,86	1.307.631	14,43
Profit Reserves	311.401	3,78	311.401	3,44
Retained Earnings	725.475	8,80	0	-
Retained Losses (-)	-17.722.155	-214,90	-18.079.646	-199,51
Net Profit (Loss) for the Period	-357.491	-4,34	-105.996	-1,17
Total(III)	4.863.504	58,98	4.757.507	52
Grand Total(I+II+III)	8.246.528	100,00	9.062.203	100,00

PROFIT-LOSS DISTRIBUTION TABLE OF TEDAŞ

PROFIT-LOSS DISTRIBUTION	2020	2021
OPERATING INCOME		
Project Approval Incomes	92.389.024	174.777.103
Provisional Acceptance Income	66.256.579	75.628.168
Final Acceptance Incomes	37.101.725	22.094.053
Domestic Trainings	12.352.471	38.251.693
Overseas Trainings		
Information Technologies Service Incomes	165.098.374	134.478.874
Expropriation Service Incomes	57.534.236	64.572.851
Income from Audit Activities		15.276.887
Other Income	468.450	127.445.097
A-GROSS SALES	431.200.860	652.524.726
B-SALES RETURNS	3.656.913	43.204.118
C-NET SALES (A-B)	427.543.947	609.320.608
Personnel Expenses	183.946.294	229.430.999
Rental Expenses	6.842.444	17.680.383
Domestic Consumption Expenses	5.069.869	7.781.187
Service Procurement Expenses	35.882.492	46.423.957
Information Technology Expenses	59.200.202	85.485.345
Maintenance and Repair Expenses	1.441.473	2.550.662
Material Expenses	8.704.557	10.485.560
Subscription Share and Contribution Expenses	12.148.878	18.446.180
Mail, Cargo and Communication Expenses	6.154.345	6.441.509
Announcement and Advertising Expenses	40.370	72.167
Representation and Hospitality Expenses	435.063	453.075
Legal Expenses	1.725.146	2.526.453
Tax and Fee Expenses	2.200.063	1.878.637
Social Service Expenses		7.698.744
Provision Expenses for Employee Termination Benefits	19.988.899	
Ç-COST OF SERVICES SOLD	343.780.096	437.354.857
D-GROSS SALES PROFIT/LOSS (C-Ç)	83.763.851	171.965.751
Personnel Expenses	20.390.737	7.161.897
Miscellaneous Expenses	126.471	123.284
Depreciation and Amortization Expenses	311.605.166	310.743.819
E-GENERAL MANAGEMENT EXPENSES	332.122.374	318.029.000
F-OPERATING PROFIT/LOSS (D-E)	-248.358.523	-146.063.249
Interest Income (642)	63.333.006	131.765.124
Terminated Provisions (644)	5.002.320	14.632.482
Foreign Exchange Incomes (646)	18.020.860	30.130.690
Other Ordinary Income and Profits (649)	116.376.634	112.758.359
Previous Period Income and Profits (671)	37.283.014	289.541.226
Other Extraordinary Income and Profits (679)	334.382	4.266.737

G-NON-OPERATING INCOME AND PROFITS (+)	240.350.216	583.094.619
Provision Expenses (654)	69.323.019	42.565.524
Foreign Exchange Losses (656)	1.198.535	11.291.764
Other Ordinary Expenses and Losses (659)	25.057.090	51.661.049
Previous Period Expenses and Losses (681)	253.437.466	425.343.148
Other Extraordinary Expenses and Losses (689)	275.497	11.935.152
Short Term Borrowing Expenses (660)	191.010	231.070
H-NON-OPERATING EXPENSES AND LOSSES (-)	349.482.616	543.027.707
I-NON-OPERATING INCOME/EXPENSE DIFFERENCE (G-H)	-109.132.401	40.066.912
PROFIT OR LOSS FOR THE PERIOD (F-I)	-357.490.923	-105.996.336
TAX		
PROFIT/LOSS FOR THE PERIOD (AFTER TAX)	-357.490.923	-105.996.336

There is no profit distribution in the 2021 balance sheet of our institution.

E. RISKS AND EVALUATION OF THE MANAGEMENT BODY

E.1. Information on Risk Management Policy

Determination and implementation of the methods in relation to the determination, analysis, and evaluation of the risks that may arise in the activities aimed at the strategic goals and objectives of our corporation, in the management of processes, and other activities in line with the activities of the Integrated Management System are carried out according to PR.004 Risk and Opportunity Management Procedure.

For the risks specific to Management Systems, the risks within the scope of Occupational Health and Safety Management System (OHSMS) are managed and conducted in accordance with PR.107 Hazard Identification and Risk Assessment Procedure, the risks within the scope of the Food Safety Management System (GGYS) are managed and conducted in accordance with PR.032 GGYS Implementation Procedure, and the risks within the scope of Information Security Management System (ISMS) are managed and conducted in accordance with PR.084 ISMS Risk and Opportunity Management Procedure.

E.2. Information on the Studies and Reports of the Early Risk Detection and Management Committee

Risks are detected using various methods and necessary actions are planned to secure the activities to be performed in relation the desired/undesirable situations or events that may emerge during the activities conducted by the units and to implement the improvements.

The determined risks are defined and monitored by the risk owner in the Integrated Management System Software Risk Assessment Module. The issues detected during the execution of the system and not included in the risk assessment are reported to the relevant unit by the identifying personnel.

Reports on the evaluation of risks are prepared and presented to the Senior Management at the Management Review meeting and at determined periods.

E.3. Forward-looking Risks in Sales, Productivity, Income Creation Capacity, Profitability, Debt/Equity Ratio and Similar Issues

$\text{Net Business Capital Turnover Rate} = \frac{\text{Net Sales}}{\text{Current Assets} - \text{KVYK}}$	1,2	<p>NET BUSINESS CAPITAL TURNOVER RATE: This ratio shows the volume of sales provided by a net business capital of 1 TL and the extent to which the net business capital is effectively used and the turnover rate. It is accepted that the ratio is above 1.</p>
$\text{Current Asset Turnover Rate} = \frac{\text{Net Sales}}{\text{Current Assets}}$	0,88	<p>CURRENT ASSET ACTIVE TURNOVER RATE: It is a ratio used to measure the efficiency of current assets. It shows how many times the net sales of current assets are made. The high ratio indicates that the current assets are used efficiently, while the low ratio indicates that the business assets are not used efficiently or that the current assets are overinvested. It is accepted that the ratio is close to 1.</p>
$\text{Equity Turnover Rate} = \frac{\text{Net Sales}}{\text{Equities}}$	1,28	<p>EQUITY TURNOVER RATE: It is a rate that indicates if the company uses its own resources efficiently or not. It is accepted that the ratio is above 1.</p>
$\text{Activity Result Indicator} = \frac{\text{Operating Expenses}}{\text{Net Sales}} \times 100$	52,19	<p>ACTIVITY RESULT INDICATOR: It is found by proportioning operating expenses to net sales. It shows what percentage of net sales revenue corresponds to operating expenses.</p>

F. OTHER ISSUES

F.1. Integrated Management System

The Integrated Management System Commission was established by the Authority Approval dated 06.07.2021 and numbered E.128156 in order to perform the unification of the management systems maintained in our organization under the umbrella of the Integrated Management System (IMS) for the purpose of performing them more easily and efficiently.

The Occupational Health and Safety Management System (OHSMS) was also included in the revision works of the IMS joint documents performed with the commission in July. Management Systems policies were also revised in September and announced to staff via TEDAŞ communication channels.

In the Integrated Management System Software, internal audit plans were created for 4 management systems and internal audits were conducted between 27.09.2021-08.10.2021. On 23.09.2021 and 30.09.2021, an information meeting was held with all internal auditors before the internal audits.

Preparatory meetings were held with the units before the external audits and external audits were carried out on 08-12 November 2021 within the scope of Quality Management System (QMS), 13-24 December 2021 within the scope of OHSMS, 14-15 December 2021 within the scope of OHSMS and 8 December 2021 within the scope of GGYS.

F.2. Quality Management System

It is provided in our corporation the monitoring, coordination and continuity of the Quality Management System (QMS), which was certified in 2017. Within the scope of the QMS, the documents generated/revised by the units are controlled and approved through the Integrated Management System Software.

Within the scope of the QMS, internal audits were carried out between 27.09.2021-08.10.2021 in the Head Office Units, Regional Directorates and Training and Certification Centers. On 04.11.2021, the Management Review (YGG) Meeting was held under the chairmanship of our General Manager Mr. Ömer Sami YAPICI.

On 05.11.2021, an information meeting was held with the units before the QMS external audit. Within the scope of the QMS, external audits were realized on 08-12.11.2021 and no nonconformity was detected.

F.3. Occupational Health and Safety

In August 2021, ISO 45001 Occupational Health and Safety Management System (OHSMS) installation works were initiated in our corporation.

Internal audits within the scope of OHSMS were realized between 27.09.2021-08.10.2021 in the Headquarters Units of the General Directorate. The Management Review Meeting was held on 10.12.2021 and the OHSMS Performance Report issued by the relevant unit was presented to the Senior Management during the meeting.

A certification audit was performed on 14-15 December 2021 within the scope of OHSMS, and our corporation has been entitled to receive the OHSMS certificate after the audit.

F.4. Information Security Management System

It is provided in our corporation the monitoring, coordination, and continuity of the Information Security Management System (ISMS), which was certified in 2020.

Internal audit question lists were revised in August within the scope of ISMS, and an internal audit plan was formed. The ISMS internal audits were carried out between 27.09.2021-08.10.2021 in the Head Office Units, Regional Directorates and Training and Certification Centers.

The Management Review Meeting was held on 10.12.2021 and the ISMS Performance Report issued by the relevant unit was presented to the Senior Management during the meeting.

On 09.12.2021 and 22.12.2021, an information meeting was held before the external audit of ISMS. Within the scope of ISMS, external audits were carried out on 13-24.12.2021.

Preliminary control, control, and approval procedures of the documents have been carried out during the year within the scope of ISMS.

F.5. Internal Control

In our corporation, Internal Control System studies have been initiated upon the Authority Approval received on 04.06.2020. Within this scope, TEDAŞ Internal Control System Implementation Principles have been published and "TEDAŞ Internal Control Monitoring and Guidance Board" and "TEDAŞ Public Internal Control Standards Compliance Action Plan Preparation Group" have been created. The 2020-2021 TEDAŞ Public Internal Control Standards Compliance Action Plan prepared by the Preparation Group and evaluated by the Monitoring and Guidance Board was submitted to the Ministry of Treasury and Finance on 08.11.2020. The 2020-2021 TEDAŞ Public Internal Control Standards Compliance Action Plan was revised on 31.08.2021 as a result of the evaluation made by the TEDAŞ Internal Control Monitoring and Guidance Board.

In accordance with the Authority Approval received on 30.09.2021 in our corporation, TEDAŞ 2022-2023 Year Public Internal Control Standards Compliance Action Plan preparation studies have been initiated. Both the results of the 2020-2021 Compliance Action Plan with TEDAŞ Public Internal Control Standards and the draft of the TEDAŞ 2022-2023 Compliance Action Plan were presented to the TEDAŞ Internal Control Monitoring and Guidance Board on 27.12.2021. TEDAŞ 2022-2023 Year Public Internal Control Standards Compliance Action Plan approved by TEDAŞ Internal Control Monitoring and Guidance Board was submitted to the Ministry of Treasury and Finance on 06.01.2022 following its approval by the Authority on 31.12.2021.

F.6. Communication Activities

Media and tools such as intranet, SMS, e-mail, and meetings are used for internal and external communication, and the Request and Suggestion System is used as a feedback mechanism.

F.7. Strategic Plan of 2019- 2023

TEDAŞ Strategic Plan of 2019-2023 was approved with the letter dated 12.12.2019 and numbered 4849 of the Directorate of Strategy and Budget Presidency and put into practice with the Circular dated 10.02.2020 and numbered 2020/1 of the Ministry of Energy and Natural Resources. The aforementioned Strategic Plan has been updated as a result of the requests and evaluations made by the units and the draft plan prepared has been submitted to the Ministry of Energy and Natural Resources. The draft plan approved by the letter of our Ministry dated 30.12.2021 and numbered 96683 was submitted to the Directorate of Strategy and Budget and approved by the letter of the Directorate in question dated 21.01.2022 and numbered 11305.



Nasuh Akar Mahallesi
Türk Ocağı Caddesi No:2
0650 Balgat
Çankaya / ANKARA

www.tedas.gov.tr