BUSINESS AMBITION FOR 1.5°C

INTEGRATED REPORT 2024

“Green is the New Gold”
A Net-Zero Future for a Happy Tomorrow

OYAK | CEMENT

With OYAK CEMENT towards a net-zero future, WITH CONFIDENCE...

Towards a net-zero future;

The Paris Agreement aims to strengthen the global response to the threat of climate change by limiting global temperature rise to below 2°C above pre-industrial levels this century and to pursue efforts to limit the temperature increase to 1.5°C.

"Net Zero" means achieving a balance between the amount of emissions produced and the amount of emissions removed from the atmosphere in order to reduce global warming.
Reducing greenhouse gas emissions is crucial in preventing climate change. The world's net zero target is 2050 and Türkiye's target in this regard is 2053.

For a net-zero future:

OYAK CEMENT is the first Turkish company in its sector to commit to a carbon-free future by reducing greenhouse gas emissions by 22.8% by 2030.

By limiting our activities to exceeding the ambitious 1.5°C target and making our products and operations carbon neutral, we aim for climate-resilient development.

Energy efficiency and the transition to low-carbon energy are among our priority areas on our sustainability journey. As part of our science-based Net Zero commitment, we aim to reduce our Scope 2 emissions by 56.3% by 2030.

To achieve this goal, we are planning and implementing investments that will increase low-carbon energy consumption. Our Solar Power Plant (SPP) projects are one of our important steps towards meeting the energy needs of our production facilities directly from renewable sources.

These investments reduce our carbon emissions and increase our resilience to the physical impacts of climate change.

In this context, we are implementing Waste Heat Recovery (WHR) systems to reevaluate the waste heat generated in our production processes. In 2024, the energy obtained from our WHR systems accounted for 6.5% of our total consumption. This prevented approximately 189,000 tons of fossil fuel-derived CO_2 emissions. This has strengthened our energy independence and reduced our fossil fuel consumption.

Our energy conversion investments and efficiency-enhancing projects also play a significant role in our Net Zero target. To make energy use more efficient at our facilities, we are implementing process optimizations, investing in high-efficiency motors and equipment, and expanding digital monitoring and control systems. These projects ensure the most efficient use of existing energy resources and improve operational costs.

The Fizix Project is one of the practical steps in our digitalization efforts. We have begun to learn the languages of our machines using artificial intelligence-based analysis methodologies. This allows us to reduce the risk of machine breakdowns and unplanned downtime, achieving measurable gains in energy efficiency.

In addition, we have started purchasing electricity from Wind Power Plant (WPP) to diversify our renewable energy portfolio. With this step, we are shifting towards low-carbon sources not only through our direct investments but also through our energy supply chain.

Energy efficiency, productivity-enhancing projects, WHR applications, SPP investments, renewable energy purchases, and the Fizix Project focused on digital transformation enable us to meet today's requirements

ABOUT THE REPORT

OYAK ÇİMENTO FABRİKALARI A.Ş. (OYAK CEMENT) presents this Integrated Report, covering all locations and activities for the period from January 1, 2024 to December 31, 2024, for the use of our stakeholders. The report has been prepared within the financial scope of our company's cement and concrete activities.

Our Integrated Report, published in September 2025, is available in print and electronic formats.

The next report will be published in 2026 with data from 2025. Our integrated report has been prepared in accordance with the International Integrated Reporting Council (IIRC). This year, OYAK Cement has reported the information cited in this GRI content index for the period 1 January - 31 December 2024 with reference to the GRI Standards.

All information contained in the Integrated Report has been provided by OYAK Cement and has not been independently verified. The topics covered in the report are based on reliable and verifiable information. The content of this report may not be copied, modified, or distributed without the express written consent of OYAK Cement. All rights reserved by OYAK Cement.

Our report can be accessed at ***www.oyakcimento.com***. For questions and suggestions, you can contact us via our email address ***iletisim@oyakcimento.com***.

LIABILITY STATEMENT

The 2024 Integrated Report has been reviewed by us. We hereby declare that the content of the report clearly reflects the development and performance of the business, our activities, our financial position, and the significant risks and uncertainties we face, and that it does not contain any statements that are untrue or misleading as of the date of the statement in relation to important matters based on the information we have obtained within the scope of our duties and responsibilities at our company.
We acknowledge and declare.

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1.1 Messages from Senior Management

CHAIRMAN'S MESSAGE

Suat ÇALBIYIK
Chairman of the Board of Directors, CIMPOR & OYAK Cement

As OYAK Cement, we have completed another year in which we continued our leadership role with the initiatives we have implemented, representing firsts in the Turkish Cement and Concrete sector. During this period, while achieving our 2024 business goals, we also focused resolutely on the targets we set for 2025, primarily a carbon-neutral future.

Today, OYAK Cement stands out as one of the most prominent players in the sector thanks to our strong financial performance and sustainability-focused strategies. While maintaining our leading position in the Turkish market, we are setting even greater goals for the future. Our aim to analyze global cement demand, invest in new markets, and contribute to sustainable growth forms the foundation of this major transformation. In this context, as OYAK Cement, we took a historic step in 2024 by joining forces under the umbrella of the global cement giant TCC Group Holdings. This is more than just a merger; it also brings the advantage of transferring our knowledge base, technological expertise, and operational experience to a global platform. Alongside our financial performance, we continued to make a difference in the industry in this new era, growing, developing, and focusing on environmental awareness and higher product quality principles, while advancing even more strongly on the world stage with the CIMPOR brand. Continuing our activities and investments with our "Global Local Player" approach, we further increased our effectiveness in markets such as France and the United Kingdom through global growth and partnerships.

With our sustainability-focused investments totaling approximately 400 million euros, we aim to strengthen our leading position in the sector while reducing environmental impact and increasing long-term profitability. In line with this, in 2024, we will continue to focus on innovative investments with global scale integration, we continued to focus on special projects, more environmentally friendly building materials, and R&D and innovation-based solutions for renewable energy.

Within the Turkish market, we continued to operate in all seven regions of Türkiye, maintaining our position as the only player meeting the country's cement demand in 2024. In this context, we concluded this year with the goal of allocating a significant portion of Türkiye's 2025 investment budget to renewable energy, capacity expansion to meet cement and concrete needs in earthquake-prone regions, recovery and digitalization projects.

As demonstrated by all these steps and our future-oriented goals, OYAK Cement's 2024 performance continues to set an example not only in terms of financial success but also in terms of environmental and strategic sustainability. In line with our efforts towards OYAK Cement's goal of a carbon-neutral future by 2050, primarily through green financing tools in Europe and worldwide, we continue to follow a model aligned with sustainability targets and international standards, including the EU Taxonomy for cement production.

In this context, we reiterate that we have not compromised on our people- and environment-focused approach in all our

Best regards,

GENERAL MANAGER'S MESSAGE

Murat SELA
Country CEO

Dear Stakeholders,

We have left behind another year in which the cement industry, with a production capacity of approximately 4 billion tons worldwide, has made significant contributions to the economy through the high employment and extensive trade opportunities it provides, reaching a significant scale both industrially and commercially. As OYAK Cement, we are proud and delighted that our commitment to sustainable growth, quality, and the value we add to our sector has been recognized once again by independent institutions.

In this context, in the "Most Admired Companies in the Business World" survey organized by Capital Magazine, we achieved the top position in our sector for the fourth time since 2021. In the "Türkiye's 500 Largest Industrial Companies 2024" survey announced by the İstanbul Chamber of Industry (ISO), we continued our upward trend, ranking 43rd, and this year we were the only cement brand to rank in the top 50.

The European cement industry, shaped by several key trends in 2024, is expected to continue growing in the coming period, with the market value projected to reach 31 billion dollars by 2033. Cement consumption remains strong in the European Union market, with 55% of cement used in ready-mix concrete production. In this context, sustainability efforts have become one of the key focal points in the sector, along with the reduction of CO_2 emissions and the increased use of circular waste fuels.

As OYAK Cement, a pioneer in the sector with its sustainability based goals and activities, we are developing our processes in line with Environmental, Social, and Governance (ESG) requirements together with all our stakeholders and resolutely maintaining our leadership in this area. Especially sustainability focused products are a key reason why customers seeking to reduce their carbon footprint choose us. Thanks to our strong R&D and innovation capabilities, we provide more tailored solutions to meet evolving needs, offering reliability and supply assurance at global standards.

In this context, as an organization that believes competition should be measured not only by financial success but also by environmental and social responsibility, we plan to implement our corporate social responsibility projects, which we are addressing alongside our business processes in 2025, and we look to the future with hope.

As the first cement company in Türkiye to commit to Net Zero, we are reviewing our strategies to reduce carbon emissions and increase energy efficiency, also in line with our climate risks and opportunities. We will continue to set an example for our industry with our sustainability efforts and the successes we have achieved in this area, as we have done to date.

Best regards,

ALTERNATIVE RESOURCES AND ENVIRONMENT DIRECTOR'S MESSAGE

Galip TEKİNER
Director of Alternative Resources and Environment

At OYAK Cement, we view our sustainability journey not only as a responsibility for the future of our company, but also for the transformation of our industry and the common good of society. Every step we take today is an integral part of our goals to build a low-carbon future, protect natural resources, and create long-term value for our stakeholders.

Redirecting a significant portion of our energy consumption to alternative sources, combined with the modernization of our production processes, energy efficiency investments, and digitalization initiatives, has resulted in significant increases in efficiency and resource savings. The integration of alternative fuels and raw materials into our processes not only strengthens our operational efficiency but also forms one of the most critical pillars of our net-zero carbon commitment.

Our science-based emission reduction targets for 2030 and 2050 embody our vision of a carbon-neutral future. These targets are aligned with global climate commitments and reflect our determination to pioneer low-carbon technologies.

We structure our sustainability strategies based on ESG criteria; and in this regard we prioritize:

- Decarbonizing our production processes,
- Developing our low-carbon and innovative product portfolio,
- Waste management and alternative raw material applications that support the circular economy,
- Energy efficiency projects and renewable energy investments,
- Social responsibility and inclusive growth projects carried out together with our employees and business partners.

Our analyses, which are compliant with the Türkiye Sustainability Reporting Standards (TSRS) and the Task Force on Climate-related Financial Disclosures (TCFD), ensure that climate risks and opportunities are regularly assessed, thereby strengthening both our strategic decision-making processes and our long-term resilience capacity.

Through Integrated Reporting, we share our ESG performance transparently with all our stakeholders, strengthening accountability and trust. Our work is based on a comprehensive value creation model that not only supports environmental sustainability but also increases economic growth and social impact.

Our vision for the future is to build an innovative, inclusive, and resilient cement industry aligned with the Sustainable Development Goals (SDGs). We will continue to lead the industry, share our best practices, and create value for a more livable world in the coming period.

Best regards,

1.2. Corporate Profile and External Environment

ABOUT OYAK CEMENT

SOCIAL VALUE-FOCUSED LEADERSHIP FROM 1957 TO THE PRESENT

OYAK Cement, which began its leadership in the sector with the incorporation of the Adana Cement factory, which began production in 1957, into the OYAK group, is a leading industrial group in the sector that creates social value. OYAK Cement also includes Aslan Cement, "Türkiye's first cement factory," as well as Ankara Cement, Bolu Cement, Ünye Cement, Mardin Cement, İskenderun Facilities, and OYAK Beton, is a pioneering industrial group that creates social value in the sector. OYAK Cement is also a strong market player in concrete production and marketing with its 60 concrete plants.

As the first Turkish producer to expand across three continents in the global market, OYAK Cement is also a leader in capacity and market share in the domestic market. The group continues its production activities in 6 geographical regions and its sales and marketing activities in 7 geographical regions. OYAK Cement continues to set precedents in its sector by being the first Turkish company in its sector to commit to Net Zero and continues to play an active role in the sustainability journey.

WE CREATE VALUE IN THE GLOBAL MARKET.

OYAK Cement ranks among the world's largest producers in terms of production capacity. With the acquisition of CIMPOR at the beginning of 2019 and ongoing investments in Africa, it maintains its presence in the global market.

OYAK Cement is a member of the Cement Concrete Paper Companies of OYAK, Türkiye's leading corporate group.

OYAK was founded in 1961 and is Türkiye's largest supplementary occupational pension fund. A leading participant in the Turkish economy, OYAK employs over 38,000 people and operates in many sectors, from mining and metallurgy to cement, automotive logistics to energy, food, agriculture, and livestock to chemicals and finance, through its 141 affiliated companies in 25 countries across 6 continents.

OYAK, SUPPORTING TÜRKİYE'S GREEN TRANSITION, IS SHAPING THE FUTURE WITH ITS VISION AS THE LARGEST CEMENT BRAND.

OYAK Cement is Türkiye's largest publicly traded cement company. As of December 31, 2023, the company's market value is 49.8 billion TL. OYAK Cement shares are traded on the Borsa İstanbul under the symbol OYAKC.

OYAK Cement is the only cement company included in the BIST 30 and 50 indices, as well as the MSCI indices.

KEY DEVELOPMENTS

1963

The Adana Cement Factory joined the OYAK Group.

1974 - 1975

The Bolu, Ünye, and Mardin Cement Factories began their first cement production.

1998

White cement production has begun.

2004

OYAK Concrete was established.

2009

Aslan Cement joined the OYAK Group.

2014

Denizli Cement joined the OYAK Group.

2016

OYAK Cement Concrete Paper Group was established. Adana Cement and Aslan Cement published their first integrated reports.

2018

A strategic partnership was established with Taiwan Cement Corporation. CIMPOR Global Holdings BV was established. Adana Cement and Aslan Cement published integrated reports.

2019

CIMPOR joined the OYAK Group.
Adana Cement and Aslan Cement published their 2018 integrated reports.

2020

Five publicly traded companies merged under the umbrella of OYAK Concrete and OYAK Cement Factories Inc. OYAK Cement became the only cement company listed on the BIST 30 and 50 and MSCI indices. Adana Cement and Aslan Cement published their 2019 integrated reports.

2021

A Net Zero Carbon commitment has been announced. OYAK Cement Factories Inc. published its 2020 integrated report.

2022

OYAK Cement Factories Inc. has published its 2021 integrated report.

2023

The partnership structure with TCC was renewed. OYAK Cement Factories Inc. published its 2022 integrated report. OYAK Cement Factories Inc.'s Net-Zero commitment was certified by SBTi.

2024

On March 6, 2024, agreements involving changes to the share structure were signed between the Ordu Yardımlaşma Kurumu (OYAK) and TCC Group Holdings ("TCC").

Partnership Structure and Capital Distribution

Following the mandatory share purchase offer that ended on July 29, 2024, the share of TCC OYAK Amsterdam Holdings B.V., the main shareholder, in the Company's capital increased from 75.81% to 80.05%. Our issued capital was increased by 290%, from 1,246,578,406 TL to 4,861,655,783 TL entirely funded through internal resources. The share issue related to the 3,615,077,377 TL bonus share capital increase and the amendment to Article 7 of the Articles of Association were approved by the Capital Markets Board (CMB) on November 28, 2024, and published in CMB Bulletin No. 2024/54. The capital
increase transactions were registered with the Trade Registry on December 19, 2024.

Registered Capital Ceiling (TL): 1,500,000,000.00 TL
Paid-in Capital (TL) : 4,861,655,783.00 TL

Partners	Nominal Value (TL)	Share in Capital (%)
TCC OYAK Amsterdam Holdings B.V.	3,891,795,733.59	80.05
Other	969,860,049.41	19.95
Grand Total	**4,861,655,783.00**	**100**

OYAK Cement's partnership structure as of the end of 2024

Company	Sector	Effective Partnership Ratio (%)
Adana Cement Industry and Trade Ltd.	Cement, clinker, readymix concrete sales	100
Adana Cement Free Port Ltd.	Cement, clinker, readymix concrete sales	100
Cimpor Romania Terminal S.R.L.	Cement sales	100
Marmara Mining Industry and Trade Ltd. Co.	Exploration, extraction, discovery, processing, and operation of all types of minerals, as well as processing, acquisition, and sale of raw, semi-finished, and finished products	98,9
T1C3 Technology and Software Development Inc.	Research and Development and software activities	100

OYAK CEMENT'S ORGANIZATIONAL STRUCTURE

COUNTRY CEO

- INDUSTRIAL ACTIVITIES COUNTRY DIRECTORATE
- FINANCE COUNTRY DIRECTORATE
- HUMAN RESOURCES COUNTRY DIRECTORATE
- SALES AND SUPPLY CHAIN COUNTRY DIRECTORATE
- CONCRETE & AGGREGATE OPERATIONS COUNTRY DIRECTORATE
- INFORMATION SYSTEMS DIRECTORATE
- LEGAL COORDINATION
- CORPORATE COMMUNICATIONS DEPARTMENT
- STRATEGY & BUSINESS DEVELOPMENT DEPARTMENT

OYAK Cement, the capacity and market leader in the Turkish cement sector, continues its sales in 7 geographical regions with 6 factories. OYAK Cement is one of the most effective organizations in the country's market, applying a value-oriented management model, demonstrating its commitment to reducing its carbon footprint with science-based approaches, and offering innovative products in its sector.

OYAK Cement proudly carries the vision of being "Türkiye's largest cement brand" with a total production of **9,765,036 tons** of **clinker, 12,327,006 tons** of **cement, 5,900,000 m³** of concrete, and **88,818 tons** of **lime.**

OYAK Cement shares are traded on the Borsa İstanbul (BIST) under the ticker symbol OYAKC.

As OYAK Cement, the locations of our operations and our products within the scope of our 2024 Integrated Report have been shared.

OPERATION LOCATION AND SCOPE OF ACTIVITIES

Operating Locations	Scope of Operations
Adana Cement Branch	Cement - Clinker Production and Sales
Iskenderun Plant-I	Cement - Ground Granulated Blast Furnace Slag and Sales
Iskenderun Plant-II	Cement - Ground Granulated Blast Furnace Slag and Sales
Turkish Republic of Northern Cyprus	Stock and Sales
Bolu Cement Branch	Cement - Clinker Production and Sales
Ereğli Branch	Cement - Ground Slag and Sales
Ankara Branch	Cement - Clinker Production and Sales
Aslan Cement Branch	Cement - Clinker Production and Sales
Ünye Cement Branch	Cement - Clinker Production and Sales
Rize/Çayeli	Cement Filling and Packaging Facility
Romania Facility	Cement Filling and Packaging Facility
Mardin Cement Branch	Cement - Clinker Production and Sales
Denizli Cement Branch	Cement - Clinker Production and Sales
Ready-Mix Concrete Plants (Mersin, Adana, Hatay, Osmaniye, Gaziantep, Kahramanmaraş, Zonguldak, Kocaeli, Istanbul, Samsun, Ordu, Rize, Izmir, Aydin, Manisa, Denizli, Antalya, Ankara, Afyon)	Ready-Mix Concrete Production and Sales
Aggregate Production Plants (Ayaş, Çerkeşli, Candere, Akarca)	Aggregate Production
Denizli Lime Production Plant	Lime Production
Marmara Island Marble Plant	Marble - By Production

HISTORY OF OUR BRANCHES

Adana Cement Branch

Adana Cement was established in 1954 under the name Çukurova Cement Industry Inc. with the leadership of the Turkish Real Estate Bank, Akbank, and the Turkish Industrial Bank. The factory began production in 1957 and started producing white cement and sulfate-resistant cement (SKÇ) in 1998.

Its terminals in the Gazimağusa Free Port Zone of the Turkish Republic of Northern Cyprus (TRNC) have an annual The İskenderun Grinding and Packaging Facility, with an annual capacity of 1 million tons of slag and slag cement grinding, was incorporated into the company in 2007.

The grinding plant with an annual capacity of 1 million tons, which was commissioned in 2009 at the Iskenderun Iron and Steel Inc. site, has increased the company's slag and slag cement grinding capacity to a total of 2 million tons per year. The total annual cement grinding capacity at the Adana headquarter and İskenderun 1 and 2 plants has reached 5.5 million tons.

The increase in clinker capacity for white and gray cement as a result of the investment made in Adana Cement's No. 5 clinker production line has been shared.
• White clinker production capacity: 1.1 million tons/year
• Gray clinker production capacity: 3.3 million tons/year

Ankara Cement Branch

The Ankara Packaging Plant was established in 1996 as a subsidiary of Bolu Cement Industry Inc. and was converted into the Ankara Grinding and Packaging Plant in 1998. In 2014, The investment in the Ankara Branch Integrated Cement Factory, which began in its early months, was completed in 2015. With this investment, OYAK Cement Factories Inc. Ankara Branch reached a production capacity of 1,300,000 tons of clinker and 1,950,000 tons of cement and slag.

Aslan Cement Branch

Established in 1910 as the first factory in the Turkish cement sector, Aslan Cement commissioned its first kilns operating with the wet system in 1953. Aslan Cement, which became the first factory to switch to the dry system in 1969, reached a capacity of 1 million tons per year with a single kiln in 1978.

In its historical journey, Aslan Cement, which was the first cement factory to be privatized in 1989 and operated under Lafarge's management for 20 years, became part of the OYAK Group in 2010. It is at the top of the industry average in alternative fuel use and is therefore among the factories with the lowest carbon footprint.

Bolu Cement Branch

Bolu Cement, established in 1968 as Bol-Bak Food and Industry Trade Inc., transferred 25% of its shares to Bolu Cement Türkiye Cement Industry ve Ordu Yardımlaşma Kurumu (OYAK) and 16% of its shares to Türkiye Cement Industry (ÇİSAN). In 1990, OYAK's share in Bolu Cement exceeded 50%.

The Bolu Cement Factory, whose foundations were laid in 1969, completed its trial production and began operations in 1974. Bolu Cement, which has continued to make regular investments to this day, also has the characteristic of being a factory that designs and produces cement for special projects.

Denizli Cement Branch

OYAK Cement Factories Inc. Denizli Cement Branch was founded in 1976 and began operations in 1988. At the end of 1992, as part of the privatization project, it was acquired by Modern Cement and, as a result of a partnership with the Irish-based CRH company in 2007, transitioned to a 50% Eren Holding, 50% CRH partnership structure. As of November 2014, OYAK Cement Group acquired 100% of the shares and joined the OYAK Cement Group.

With investments made in phases since 1993, the factory's capacity has been increased, reaching 1,815,000 tons/year of clinker and 3,300,000 tons/year of cement production.The ATY Preparation and Feeding Facility was commissioned in 2017, the R&D Center in 2019, and the Lime Production Facility in 2024.

Mardin Cement Branch

Mardin Cement was established in Mardin in 1969 to lead the development and growth of the Southeastern Anatolia region and to meet the cement demand of the region and neighboring countries in the Middle East.

The founding capital of the factory was contributed by the OYAK at 40%, Türkiye Cement Industry Inc. at 40%, and local organizations and individuals at 20%. Mardin Cement OYAK's shareholding exceeded 50% in 1990. Mardin Cement became a subsidiary of OYAK Cement in 2015. Mardin Cement has continued to grow through investments in line with the development of Türkiye and the region. Taking into account the evolving market conditions, Mardin Cement, one of the facilities with the best clinker utilization rate in terms of the distribution of cement types produced at the factory, stands out with its contribution to sustainability by reducing its carbon footprint on a final product basis.

Ünye Cement Branch

Ünye Cement Industry and Trade Inc. was established in Ünye in 1969 to produce clinker and cement. Ünye Cement, in which Türkiye Cement Industry Inc. and the OYAK hold a 40% stake, began its first cement production in 1974.

With an annual production capacity of 600,000 tons of cement, Ünye Cement continues its operations through improvement and modernization efforts.

OUR PRODUCTS

OYAK Cement continues to expand its product portfolio with new lime products. OYAK Cement began production of slaked and unslaked calcium lime at its facility in Denizli in 2024.

The 'CL 80-S product', produced from 100% slaked calcium lime at the facility, is used in the construction sector and construction material production, as well as in the chemical and pharmaceutical industries. Offers a wide range of applications in industrial processes, agriculture, and environmental protection.

Unslaked lime products CL 80-Q and CL 90-Q are used in the chemical and iron and steel industries, in the non-ferrous metal industry, in agricultural food materials, in industrial processes, in construction sector, and environmental protection.

Product Name	Capacity (Tons/Year)	Production Quantities (Tons/Year) 2024	Capacity Utilization Percentage (%)
Clinker	10,850,150	9,765,036	90
Cement	19,740,000	12,327,006	62.45
Lime	275,000	48,774.39	17.74

OYAK Cement, as the capacity and market leader in its sector, continues its operations in 7 geographical regions with 7 integrated plants, 3 grinding plants, and 4 aggregate plants. OYAK Cement, which focuses on innovative solutions with low-carbon footprint products in its sector, produces sustainable solutions while remaining committed to its net-zero pledge.

In this context, OYAK Cement supports the construction of higher-quality buildings by producing and selling ready-mix concrete across all regions of Türkiye through its total of 60 concrete plants.

OUR TRADEMARKED PRODUCTS

OYAK Cement, in addition to producing standard concrete in all classes in the ready-mix concrete sector, is also capable of supporting various projects in the industry with its innovative, trademarked products developed through extensive research and development.

Brand	Product Name	Description
DURABET®	Durability High-Strength Concrete	Resistant to severe environmental effects, low water and chlorine permeability, minimized risk of cracking, heat development It is a specially designed product with controlled properties and high durability.
SMARTBET®	Self-Compacting Concrete	It is a special product designed for narrow-section, densely reinforced structural elements, featuring easy installation and workability, and self-leveling properties.
AQUABET®	Water Permeability Reduced Concrete	A specialized product designed for any environment exposed to water and moisture, featuring reduced water permeability.
SKYBET®	Pumpable Concrete for High Floors	A special product that can be easily transferred over very long distances both vertically and horizontally in multi-story office and residential buildings, with high consistency retention and high strength.
IZOBET®	Insulation Concrete	It is a special product designed for building elements that require thermal and sound insulation.
FIBRABET®	Fiber-Reinforced Concrete	High flexural and impact resistance, reduced risk of early-age cracking, reinforced with steel and polypropylene fibers It is a special product.
FIBROSHOT®	Fiber-Reinforced Sprayed Concrete	It is a fast, practical, fiber-reinforced special sprayed concrete product used in tunnel and slope reinforcement works, etc.
WHITEBET®	White Colored Concrete	This is a special product manufactured using special white cement and light-colored raw materials for building elements requiring aesthetic and decorative properties.
REPABET®	Fiber-Reinforced Repair Concrete	It is a special product that can be used in the repair of factory floor concrete as well as road, apron, and runway concrete exposed to heavy traffic.
VIABET®	Slip Form Concrete	It has a low risk of cracking, high early and ultimate strength, fast setting, and is fiber-reinforced.
POROZBET®	Permeable Concrete	It is a special product designed in accordance with the working principle of sliding formwork systems in viaduct concrete. It is a special product designed for areas such as parks, gardens, and parking lots, with increased permeability.
DUALBET®	Road Concrete	A special road concrete that can be compacted with a roller and/or poured with a finisher.
DOZBET®	Ready-Mix Concrete	A special product designed based on the binder ratio according to customer demand.
FLEKSBET®	Fixed and Flexible Line Concrete	A special product designed according to customer requirements, which can be easily pumped over long distances with fixed or flexible hoses.

Product Name	Type and Class	Standard
Standard Ready-Mix Concrete	C8/11 - C80/95	TS EN 206
Lightweight Concrete	LC 8/9 - LC 35/38	TS EN 206
Heavyweight Concrete	HC8/10 - HC 50/60	TS EN 206
DURABET®	Special Product	TS EN 206
SMARTBET®	Special Product	TS EN 206
AQUABET®	Special Product	TS EN 206
SKYBET®	Special Product	TS EN 206
IZOBET®	Special Product	TS EN 206
FIBRABET®	Special Product	TS EN 206
FIBROSHOT®	Special Product	TS EN 206
WHITEBET®	Special Product	TS EN 206
REPABET®	Special Product	TS EN 206
VIABET®	Special Product	TS EN 206
POROZBET®	Special Product	TS EN 206
DUALBET®	Special Product	TS EN 206
DOZBET®	Special Product	TS EN 206
FLEKSBET®	Special Product	TS EN 206

HIGH-PERFORMANCE, LOW-EMISSION PRODUCTS;

Powercem
559 - 613 kg CO_2/t cement

Cementum
627 - 672 kg CO_2/t cement

Duracem
296 - 464 kg CO_2/t cement

Duracem Plus
Has a CO_2 emission value of 294 kg CO_2/t cement

KarBeyaz
598 kg CO_2/t cement

Alfacem
335 - 448 kg CO_2/t cement

OVERALL NET ZERO TARGET

OYAK Cement is committed to achieving net zero greenhouse gas emissions across its entire value chain by 2050.

Short-Term Targets
OYAK Cement commits to reducing gross scope 1 and 2 greenhouse gas emissions per ton of cement product by 22.8% by 2030 compared to the 2021 base year. Within the scope of this target, OYAK Cement also commits to reducing gross scope 1 greenhouse gas emissions per ton of cement product by 20.5% and gross scope 2 greenhouse gas emissions per ton of cement product by 56.3% during the same time period OYAK Cement further commits to reducing gross scope 3 emissions from purchased cement and clinker by 22.9% per ton purchased. OYAK Cement also commits to reducing Scope 3 greenhouse gas emissions from fuel and energy-related activities by 51.6% per ton of fuel purchased during the same time period.

Long-Term Targets
OYAK Cement commits to reducing gross Scope 1 and 2 greenhouse gas emissions per ton of cement products by 95.8% by 2050 compared to the 2021 base year. OYAK Cement also commits to reducing absolute gross Scope 3 greenhouse gas emissions by 90% during the same time period.

CORPORATE MEMBERSHIPS

Corporate Membership	Abbreviation (if applicable)
Turkish Cement Manufacturers Association	TÜRKÇİMENTO
Cement Industry Employers' Union	ÇEİS
Cement Workers' Union	ÇİMSE-İŞ
Ankara Chamber of Commerce	ATO
Turkish Ready-Mix Concrete Association	THBB
All Waste and Environmental Management Association	TAYÇED
World Cement Association	WCA

OUR CORPORATE AWARDS

In the OHS Contributors Awards Awards organized annually by ÇEİS, we received 5 awards in 4 different categories in 2024. Projects for which we received awards:

In the Digital Solutions Adding Value to OHS Awards, the Gezervinç Unmanned Operation Project, **İskenderun**

Digital Solutions Adding Value to OHS, Digital EKED Application - Lock'um, **Denizli**

Adding Value to OHS with Training and Development, We Are Safe Together OHS Festivals

Workplace Safety Contributors Category, Articulated Boom Bucket and Hydraulic Cover Installation with Safe Tertiary Elbow Cleaning Project, **Ünye**

OHS Ambassadors Category, Machine Maintenance Technician, İbrahim Mert, **Ünye**

Fortune 500 Türkiye's Largest Companies

As OYAK Cement, we ranked first in our sector for the fourth time by being included in the Fortune 500 Türkiye's Largest Companies 2024 Survey.

ISO500

In the 2024 Survey of Türkiye's 500 Largest Industrial Organizations announced by the Istanbul Chamber of Industry (ISO), we continued our upward trend this year as we did last year, ranking among the top 50 and becoming the sector leader.

Capital Magazine, Türkiye's 500 Largest Companies

In Capital Magazine's "Türkiye's Top 500 Companies" ranking, OYAK Cement received its award as the top company in its sector in 2024.

Capital Magazine's Most Admired Companies in the Business World

In Capital Magazine's Most Admired Companies in the Business World survey, we ranked first in our sector in 2024. We ranked first in our sector in the list of most admired companies.

FINANCIAL PROFILE

Our Financial Indicators

Summary Financial Statement (TL)

	31/12/2024	31/12/2023
Current Assets	22,644,116,122	21,378,149,561
Fixed Assets	33,792,338,260	29,697,496,108
Total Assets	56,436,454,382	51,075,645,669
Short-Term Liabilities	9,590,952,128	9,623,439,045
Long-Term Liabilities	1,224,053,782	2,951,890,790
Equity	45,621,448,472	38,500,315,834
Total Assets	56,436,454,382	51,075,645,669

Key Performance Indicators and Financial Ratios

Summary Profit or Loss Statement (TL)

	12/31/2024	12/31/2023
Revenue	44,430,668,166	44,323,987,453
Operating Profit	10,894,838,900	11,131,857,431
Pre-tax Profit	11,136,820,177	14,085,112,917
Net Period Profit	7,167,377,286	11,734,975,327

External Environment

In the Turkish cement sector, due to climate change, there is no roadmap for carbon neutrality. A sectoral reduction plan linked to global developments is expected to be developed, and the TSRS is expected to come into effect in 2024 has been entered. In this context, the identification of climate risks and opportunities and our business processes have been reviewed accordingly.

In 2024 OYAK CEMENT

OYAK Cement continued to lead its sector in 2024. The sustainability profile it established in 2020 PROFILE OYAK CEMENT organization and sustainability strategies in 2024 and announced its 2030 roadmap.

SUSTAINABILITY STRATEGIES WORKSHOP

OYAK Cement's senior and middle management meet every three years to develop sustainability strategies and plan for new periods. The second phase of the OYAK Cement Sustainability Strategies initiative, launched in 2020 to define strategies and align business processes with sustainability management, has begun. With the completion of the 2020-2023 period, the focus in 2024 shifted to the 2025–2030 period. The workshop, which began with an opening speech by the General Manager and was attended by all executives, reviewed sustainability strategies focused on green transformation and created a roadmap for 2030. OYAK Cement aims to structure its sustainability efforts in a way that contributes to Türkiye's 2053 Net Zero targets, not limiting them to sectoral transformation alone.




The EU's Carbon Border Mechanism taxation period is about to begin, and it is anticipated that mechanisms such as the emissions trading system will also be implemented in our country in the short to medium term. In this context, we are continuing our efforts and, as OYAK Cement, we are bringing our low-carbon products to market by increasing the use of alternative fuels (AF).

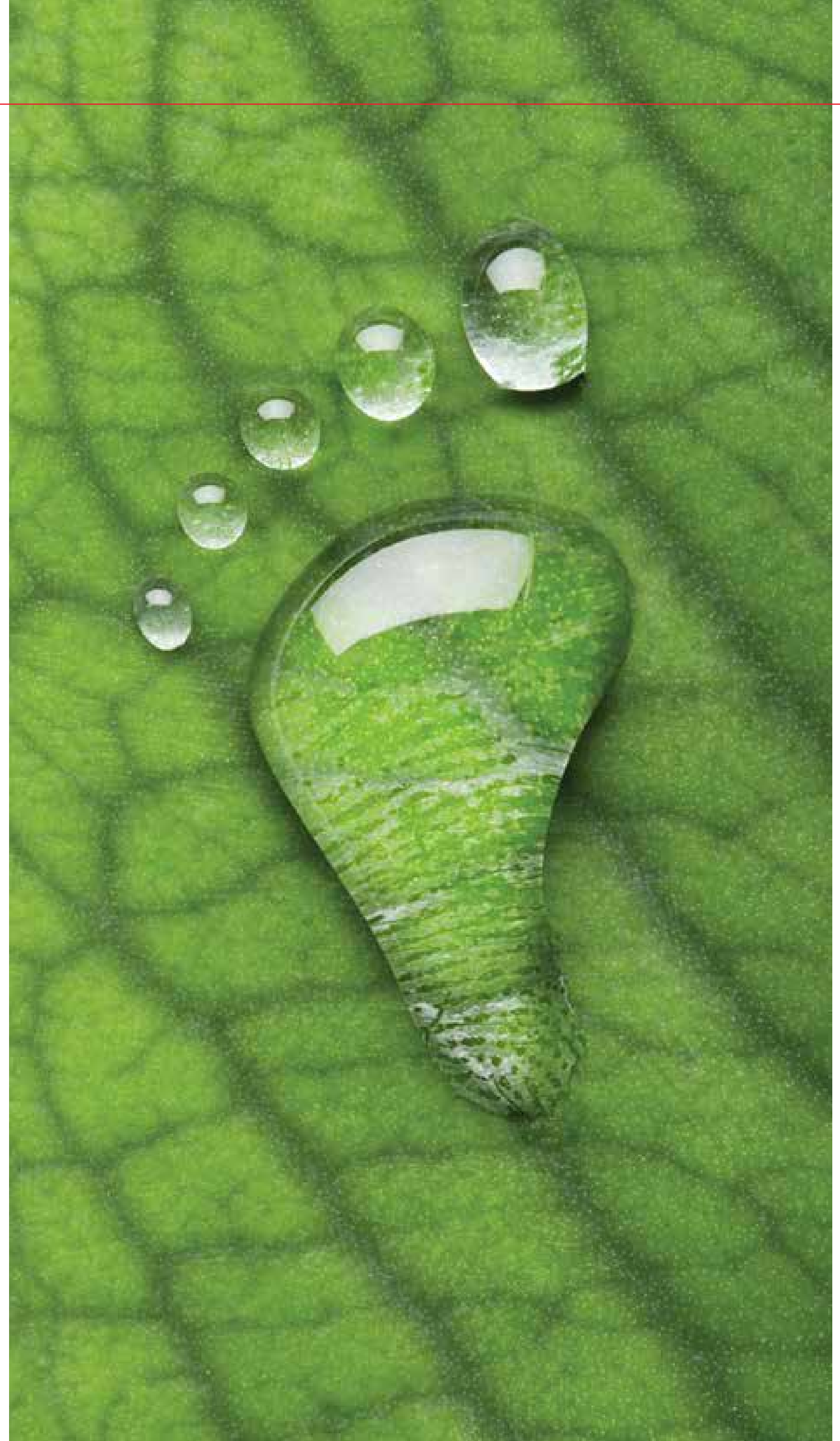
OYAK Cement's Science-Based Targets:

Net Zero Commitment: Setting targets on an international scale, OYAK Cement became the first Turkish cement company to commit to Net Zero and disclose its reduction rates. The OYAK Cement 4.0 Project, which directly supports CO_2 reduction, plays a significant role in this commitment.

Sustainability and Digitalization: OYAK Cement, throughout the year, it has prioritized "Sustainability and Digitalization" projects, achieving firsts in its sector. By planning for the future with this vision, it aims to be a "game changer" in the cement industry.

Comprehensive Integrated Report: The 2024 Integrated Report includes a value-focused management model that addresses business processes with a holistic approach and, accordingly, ESG performance indicators. Our Integrated Report for 2024 was prepared with reference to GRI standards.

OYAK Cement's continued leadership in the sector with science-based targets reflects its mission to contribute to a more livable world and a healthy future by contributing to Türkiye's 2053 Net Zero commitment.



OYAK Cement's 2024 Outlook

SUSTAINABLE MANAGEMENT	In 2024, our net profit reached 7,167,377,286 TL, and our activities supported the development of the supply chain by promoting policies focused on sustainable development, as well as creating decent employment.
NET ZERO	OYAK Cement 2050 Roadmap Our commitment to a 22% reduction by 2030, based on 2021 as a reference year, has been approved by the Science-Based Targets initiative. 2050 - Net Zero CO_2 Emissions are targeted. 2,505 MWh of electricity was generated from our solar power plant. 83,716 MWh of energy was generated with WHR. Our carbon-neutral electricity consumption rate was 6.5% in 2024.
CIRCULAR ECONOMY	Our AF ratio, which stood at 22.6% in 2022, reached 24.5% in 2024. OYAK Cement has reached the level achieved by the EU in 18 years in just 5 years. In 2024, a total of 320,425 tons of ARM was used within the group, accounting for 1.86% of total raw material consumption.
RESEARCH, DEVELOPMENT, AND INNOVATION	An Environmental Product Declaration (EPD) has been prepared for a total of 5 products manufactured at the Adana Cement and Iskenderun Cement branches. • SuperWhite / Adana and İskenderun • SuperWhite+ / Adana • ProWhite / Adana • Duracem / İskenderun
LEADERSHIP IN OCCUPATIONAL HEALTH AND SAFETY (OHS)	A New Approach to Site Inspections Our Broken Glass Inspections have begun. Our goal is to intervene immediately in case of danger; not to allow the first glass to be broken or the first graffiti to pollute the environment. Broken Glass Inspections make a significant contribution to identifying and preventing situations that are hazardous to health and safety in our branches. situations in our branches. In the details shared in the report, we received 5 awards in 4 separate categories in 2024 at the "Those Who Add Value to OSH" awards organized annually by ÇEİS.
ANTI-CORRUPTION AND COMPLIANCE MANAGEMENT	By establishing the ISO 37001 Anti-Bribery Management System and the ISO 37301 Compliance Management System, a system managed with transparency, accountability, and ethical principles has been established within a planned and systematic approach.

1.3 Integrated Corporate Governance

CORPORATE GOVERNANCE

Corporate governance is implemented in our company on a permanent basis, with fair, transparent, accountable, and responsible management processes. Our board of directors leads the implementation of our strategic focus areas, primarily by increasing investor confidence, supporting sustainable growth, and fulfilling all compliance requirements.

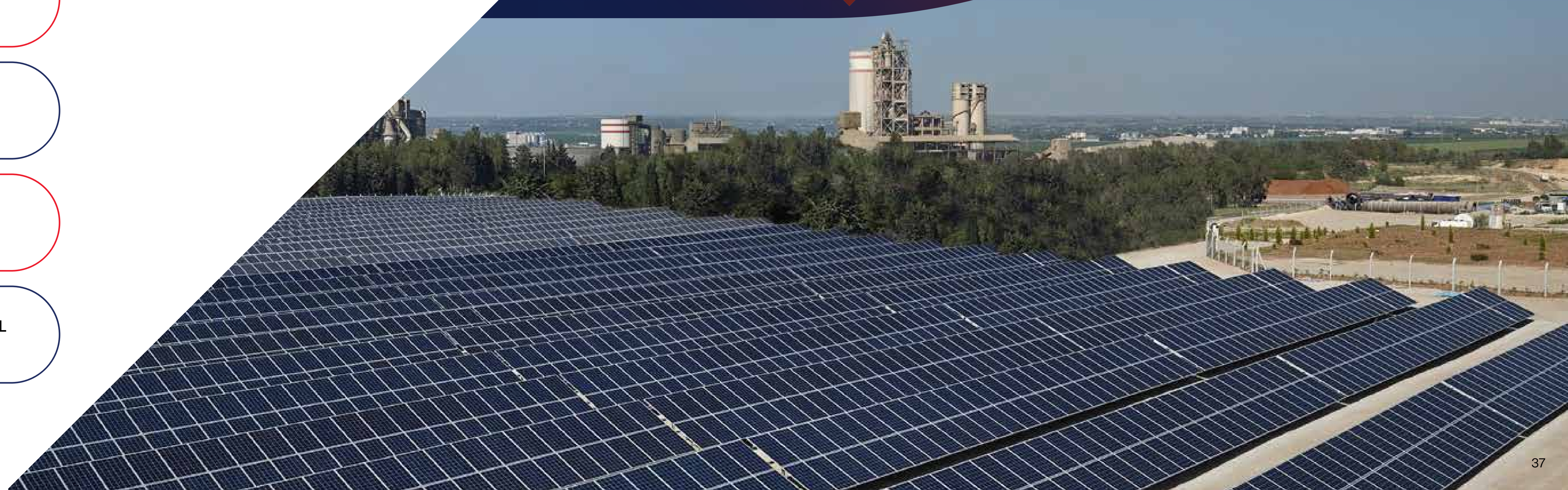
In this context, we manage a comprehensive system in a planned and practical manner by implementing corporate risk management. By increasing investor confidence, we increase our company value in the long term.

is our goal. Increasing our resilience by taking into account climate change, socio-political and international competition conditions is one of the important elements of our corporate governance.

Our sustainability strategies for 2024 have been reviewed and our roadmap for 2030 has been updated.

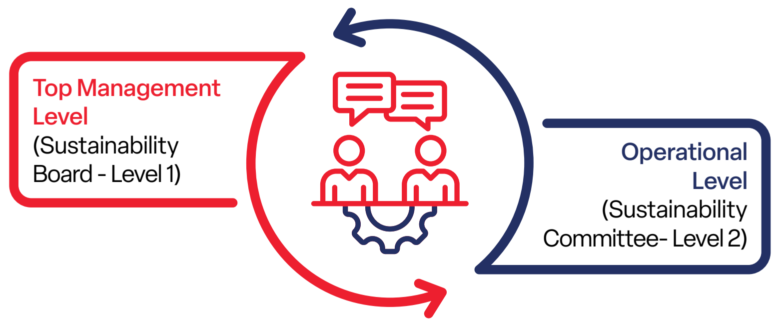
OYAK CEMENT SUSTAINABILITY TARGETS 2025 - 2030

- REDUCTION OF GREENHOUSE GAS EMISSIONS, ADAPTATION, and TRANSITION TO NET ZERO CARBON BY 2050
- IMPROVING THE WORK ENVIRONMENT
- ZERO WASTE AND CIRCULAR ECONOMY
- COMBATING WATER SCARCITY
- BIODIVERSITY
- ENERGY EFFICIENCY
- NATURAL RESOURCE EFFICIENCY
- ESTABLISHING SUSTAINABLE SUPPLY CHAIN MANAGEMENT
- RESEARCH, DEVELOPMENT, INNOVATION, and PRODUCTION EFFICIENCY
- PROMOTING A CULTURE OF OCCUPATIONAL HEALTH and SAFETY



SUSTAINABILITY ORGANIZATION AT OYAK CEMENT

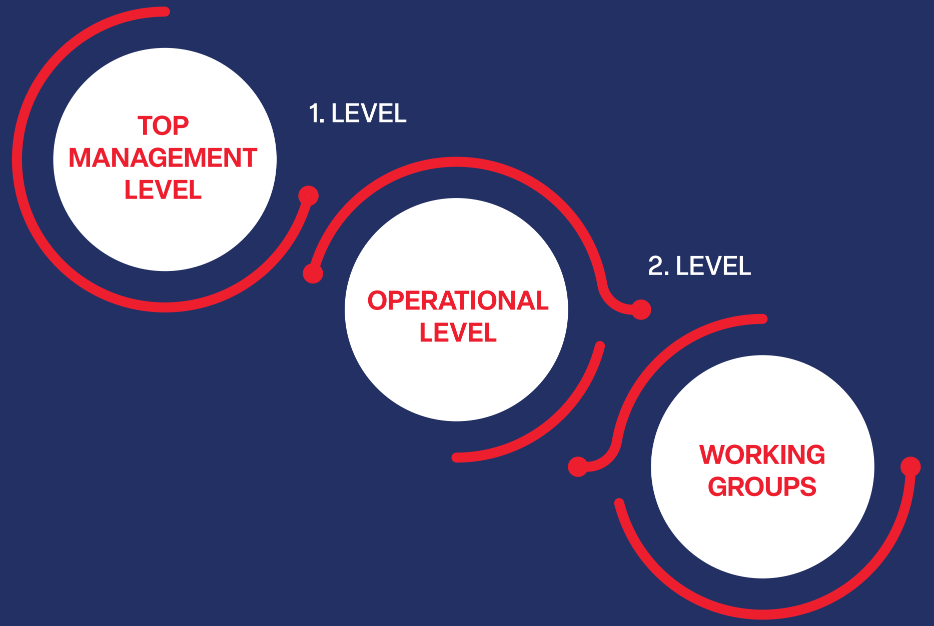
OYAK Cement has established a Sustainability Committee and Sustainability Board. OYAK Cement implements sustainability management through a two-tiered organization. These tiers are:



The Board is responsible for determining the sustainability strategy in the areas of environmental, social, and corporate governance, as well as implementing, monitoring, auditing, reviewing, improving, and developing policies, objectives, and practices in the field of sustainability.

At OYAK Cement, management processes are strategically planned, and a management system supported by sustainability performance indicators is implemented and maintained in all operational processes. In this context, our organizational structure has been completed and put into practice.

SUSTAINABILITY MANAGEMENT



The Sustainability Committee, in line with the strategies established by the Sustainability Board;

- Establishing short-, medium-, and long-term work programs,
- Monitoring work committees by setting targets for operational processes,
- Ensuring continuity in this regard.

This committee consists of the Director and Manager/Executive levels responsible for execution.

The Audit Committee, Corporate Governance Committee, and Early Risk Detection Committee have been established to ensure that the duties and responsibilities of the Company's Board of Directors are carried out effectively and in compliance with Corporate Governance Principles. The Audit Committee and Corporate Governance Committee meet every three months, while the Early Risk Detection Committee meets every two months and operate under the Board of Directors in accordance with the objectives outlined in their operating principles. The authority, duties, and responsibilities related to fulfilling the tasks envisaged for the Nomination Committee and the Compensation Committee within the framework of the Capital Markets Board's Corporate Governance Communication have also been assigned to the Corporate Governance Committee.

INTEGRATED CORPORATE GOVERNANCE

It is supported by quality, environmental, energy, occupational health, and safety management systems.

Our management approach is based on the synergies created by risks and opportunities supported by performance and targets in the short, medium, and long term, which are the building blocks of our corporate governance value chain.

In 2024 OYAK CEMENT

In our 2024 Integrated Reporting, structured around six capital pillars, we share how we create value by contributing to the 9 UN SDGs we have identified as part of our sustainable development focus.

FINANCIAL

With a net profit of 7,167,377,286 TL, a contribution was made to economic growth and 3,062 people were employed.

PRODUCED

In 2024, a total of 9,765,036 tons of clinker and 12,327,006 tons of cement were produced.

In the same year, our ready-mix concrete production reached 5,900,000 m³, and OYAK Cement, an indispensable part of quality construction, produced a total of 48,774.39 tons of lime from our Denizli Cement Branch. During the same period, our thermal displacement rate for alternative fuel use reached 24.5%, marking the highest thermal displacement rate ever recorded.

Our solar power plant generated 2,505 MWh of electricity.

IDEA

The Fizix Project has launched a groundbreaking initiative in the cement industry in terms of digitalization, efficiency, and sustainability.

By learning the languages of our machines through artificial intelligence-based analysis methodologies, we aim to reduce the risk of machine failure and unplanned downtime, as well as achieve measurable gains in energy efficiency.

Thanks to a system equipped with 10,500 sensors, malfunctions are detected before they occur, reducing energy and time loss. This prevents unplanned downtime and ensures production continuity.

In terms of occupational health and safety, risky maintenance interventions are reduced, and preventive maintenance takes center stage.

HUMAN

Our total training hours amount to 86,243.02 person-hours, and the total training hours for employees of subcontractor companies amount to 30,260.5 person-hours.

ISO 37001 - Anti-Bribery Management System and ISO 37301 - Compliance Management System have been established. A systematic approach to anti-bribery and general compliance management has been introduced, ensuring continuity and enabling a holistic approach to both long-term compliance risks and bribery-related risks.

SOCIAL AND RELATIONAL

Within the scope of our 5 S Sensitivity rules, we implement a sustainable management model in accordance with life, sustainable business, our regional traditions, the environment, and international rules.

In addition to the brand's strong image, we also have stakeholder management initiatives.

NATURAL

By using zero waste management in waste management, we continue to lead the sector in terms of ARM and AF usage rates within the scope of the circular economy.

Water usage and energy management are also evaluated within this scope.

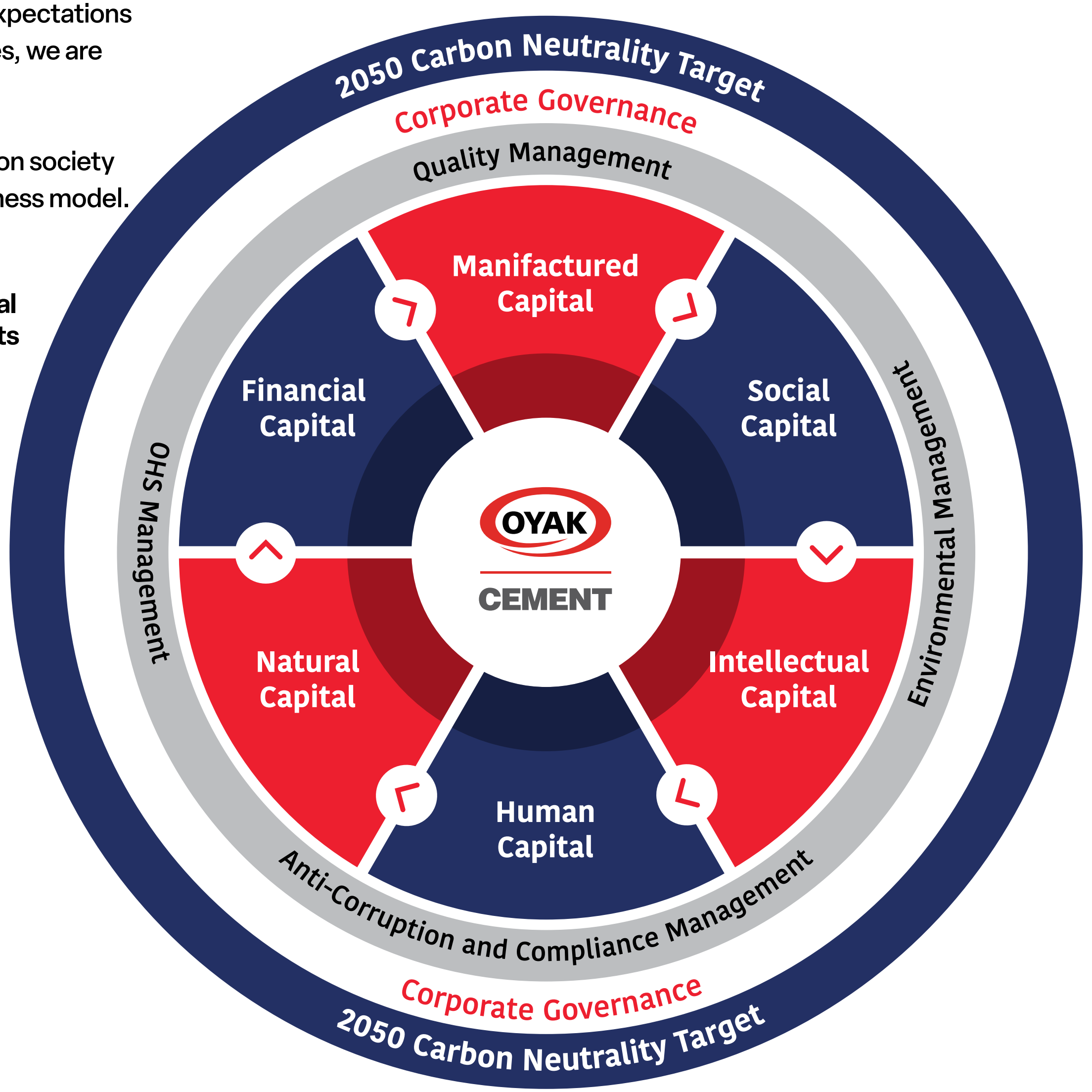
BUSINESS MODEL and VALUE CREATION

INPUTS IN THE VALUE CHAIN

By implementing a value-focused business model, our operational and managerial processes, which include the six elements of integrated reporting, support our country's development with a focus on sustainable development. Our operational and managerial processes, which include these six elements, are supported by the needs and expectations of our stakeholders. By analyzing risks and opportunities alongside our key issues, we are progressing towards becoming a climate-resilient organization.

With the motto of sustainable profitability, we aim to positively shift our impact on society and the environment, touching the lives of all our stakeholders through our business model.

- Shareholders
- Raw Materials
- Social Inputs
- Environmental Inputs
- Economic Inputs
- Supply Chain
- Community
- Universities
- Public Institutions and Organizations



STAKEHOLDERS AND MATERIALITY

OYAK Cement analyzes the needs and expectations of its stakeholders and reviews the resulting risks and opportunities. Stakeholder workshops have been held to establish our dual materiality topics.

The Corporate Sustainability Reporting Directive (CSRD) is a comprehensive regulation developed by the European Union to increase transparency and accountability in the field of sustainability. Based on this directive, our materiality issues are addressed using a dual materiality approach, considering both OYAK Cement's impact on the environment and society and the financial impact of external factors on our company.

Materiality topics identified by our stakeholders as having the greatest impact on society and the environment have been published.

- Corporate governance, ethics and compliance
- Energy transition
- R&D and innovation
- Customer satisfaction
- Talent management and employee development
- Occupational health and safety
- Alternative fuels and alternative raw materials
- Adaptation to climate change and net-zero emissions
- Air emissions
- Sustainable products and services
- Operational efficiency
- Supply chain management
- Workplace change and equality
- Social impact and community involvement

Key issues identified in our materiality assessment:

- Climate change adaptation and net zero
- Alternative fuels and alternative raw materials
- Climate finance
- Research and development and innovation

Key issues identified in our impact materiality assessment

- Occupational health and safety
- Climate change adaptation and net-zero emissions
- Sustainable products and services
- Regulatory and legal compliance

STAKEHOLDER MATERIALITY MATRIX

ENVIRONMENT

1. 1. Climate change adaptation and net zero emissions
2. Energy transition
4. Alternative fuels and alternative raw materials
12. Air emissions
13. Water management
21. Biodiversity and ecosystems
23. Circular economy

SOCIAL

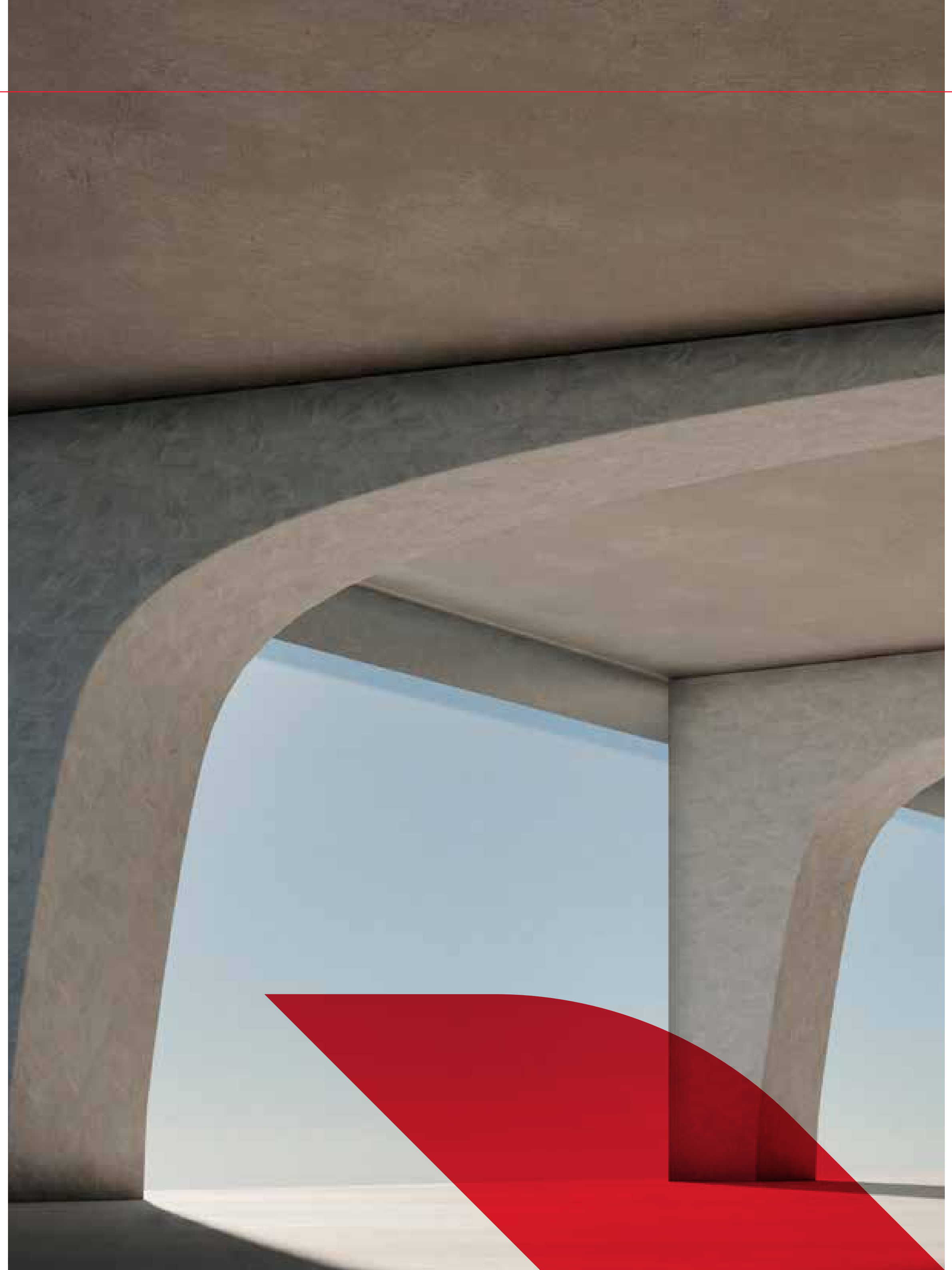
7. Occupational health and safety
8. Sustainable products and services
9. Customer satisfaction
11. Operational efficiency
14. Supply chain management
15. Talent management and employee development
17. Diversity and equality in the workplace
18. Social impact and community contribution
19. Respect for and protection of human rights
22. Employees in the value chain

GOVERNANCE

16. Regulatory and legal compliance
20. Integrated risk management
24. Corporate governance, ethics management, and compliance management

ECONOMY

3. Climate finance
5. Digitalization and technological transformation
6. Sustainable profitability
10. R&D and innovation



As a result of the double materiality analysis, climate change adaptation and net zero emissions, energy transition, alternative fuels and raw materials, occupational health and safety, sustainable products and services, customer satisfaction, climate finance, and digitalization/technological transformation have been identified as the highest priority areas within the double materiality approach.

A: Below 50% | **B:** Between 50% and 70% | **C:** Between 70% and 80% | **D:** Above 80%

Materiality Issues	Importance Materiality	Financial Material	Impact on Business	Impact Material	Impact on the Value Chain
1. Climate change adaptation and net zero emissions	X	D	Financial	D	All operations
2. Energy conversion	X	D	Reputation	D	All operations
4. Alternative fuels and alternative raw materials	X	D	Financial	C	All operations
12. Air emissions		B	Financial	B	All operations
13. Water management		B	Reputation	B	All operations
21. Biodiversity and ecosystems		A	Reputation	B	All operations
23. Circular economy		B	Financial	A	All operations
7. Occupational health and safety	X	B	Reputation	D	All operations
8. Sustainable products and services	X	B	Financial	C	Direct operations and downstream operations
9. Customer satisfaction	X	C	Financial	B	Downstream operations
11. Operational efficiency		B	Financial	B	Direct operations
14. Supply chain management		B	Financial	B	All operations
15. Talent management and employee development		B	Reputation	A	Direct operations
17. Diversity and equality in the workplace		A	Business Development	B	Direct Operations
18. Social impact and community contribution		A	Reputation	A	All operations
19. Respect for and protection of human rights		A	Reputation	A	All operations
22. Employees in the value chain		A	Reputation	B	All operations
24. Corporate governance, ethics and compliance management		A	Reputation	A	Direct operations
16. Regulatory and legal compliance		A	Reputation	C	All operations
20. Integrated risk management		B	Reputation	A	Direct operations
3. Climate finance	X	D	Business Development	D	All operations
5. Digitalization and technological transformation	X	C	Financial	B	Direct operations
6. Sustainable profitability		D	Financial	A	Direct operations
10. R&D and innovation		C	Financial	B	Direct operations

The integration of our priorities with sustainability strategies has been an area of focus for our work in 2024. By implementing the concept of dual importance, we will continue to have a positive impact on our entire value chain, along with the performance indicators of our business processes.

OUR STAKEHOLDERS

STAKEHOLDER MATERIALITY AND SUSTAINABLE DEVELOPMENT GOALS INTEGRATION

The relationship between our stakeholders' needs and expectations and the Sustainable Development Goals is outlined below. There are no changes in our priority areas compared to the previous year.

Stakeholders and Their Needs and Expectations

Our Stakeholder Groups	Needs and Expectations	SDGs
Our Employees	• Career planning and personal development • Work ethics • Gender equality • Employee engagement and satisfaction • Occupational Health and Safety • Energy efficiency • Combating climate change • Contributing to society through environmental and social initiatives	5, 7, 8, 9, 11, 12, 13
Shareholders	• Sustainable profitability • Regulatory compliance • R&D and innovation • Operational efficiency	8
Our Customers (Distributors and end users)	• Customer satisfaction • Product and service quality • Reliability and transparency • Product variety	5, 8, 10
Community	• Impact on social development • Employment • Reducing environmental impact (Water, greenhouse gas emissions reduction, emission/dust reduction, circular economy, biodiversity conservation)	8, 11, 12, 13, 14, 15
Suppliers	• Transparency in management processes • Reliability • Business continuity, sustainable profitability	8, 12
Ministries/Local Authorities/Public Institutions	Social contribution, community development, and economic development	8, 9, 17

RISK AND OPPORTUNITY MANAGEMENT

SECTOR OVERVIEW

There are 56 active integrated plants and 19 grinding and packaging plants belonging to 32 groups and producers across Türkiye. According to Turkish Cement data for 2023, Türkiye's clinker production capacity is 97,348,930 tons, while its cement production capacity is 148,241,669 tons. Türkiye ranks third in terms of capacity after China and India. Based on Turkish Cement data for November 2024, cement production was 78,359,435 tons. Total sales amounted to 65,393,264 tons of domestic sales and 12,046,938 tons of foreign sales. During this period, clinker exports amounted to 4,652,248 tons. Türkiye has excess capacity, making exports a necessity. Even with existing overcapacity, cement factory investments continue in Türkiye. As of late November 2024, Turkish Cement data indicates a 4.76% increase in cement production compared to the previous year, with approximately 15.37% of this production being exported. During this period, there was a 10.11% increase in domestic sales and a 15.05% decrease in exports. According to Turkish Cement's data for November 2024, domestic cement sales increased in all regions except the Aegean Region, while exports decreased in all regions except the Eastern Anatolia Region.

RISK MANAGEMENT AT OYAK CEMENT

We manage our risks within our risk management system in order to systematically identify and manage the uncertainties and threats we may encounter through corporate risk management.

The financial implications of climate change, climate risks, and opportunities have been published separately under the TSRS and can be accessed at *https://www.oyakcimento.com/en/sustainability.*

The core components of our risk management:

CORPORATE RISK MANAGEMENT

Financial Risks and Opportunities

The risk management policy identifies risks that could jeopardize the company's existence, development, and continuity, and manages these risks by taking the necessary measures. In this context, the company has established the Early Risk Detection Committee.

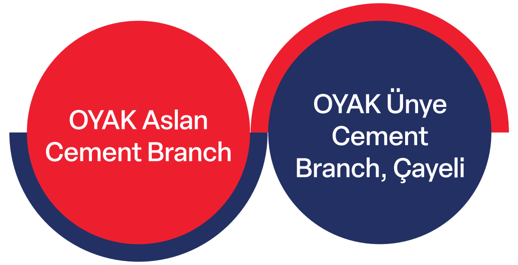
The Early Risk Detection Committee was established on July 25, 2012, and consists of two members. Reports on the early diagnosis of causes that endanger the company's existence and development, as well as the necessary measures and practices for this purpose, are available on the company's website at *www.oyakcimento.com.*

Climate risks and opportunities, including compliance obligations, are addressed at the Board of Directors level and integrated into the company's strategies and monitored in operations. Climate Risks and Opportunities to be reported as of 2024 are also reported under the TSRS.

Operational Risks and Opportunities

Depending on business processes, the process of addressing climate change-related risks through integrated management systems has been systematically addressed as of 2024. Our goal is to successfully achieve our net-zero target in the cement sector, which is among the sectors most affected by climate change mitigation and adaptation, by increasing our resilience mechanisms.

Thanks to the integration of our operational processes with capital items, risks and opportunities are updated annually and/or more frequently as needed. Our climate change-related risks and their management are also reported under the TSRS.



providing logistics by sea is one of our company's key strengths.

In relation to our maritime activities, within the scope of compliance obligations, a "Risk Assessment and Emergency Response Plan" is implemented, and training and drills are conducted under the "Petroleum and Other Hazardous Substances Response" framework to support the process. The International Ship and Port Facility Security (ISPS) Code is implemented at our ports.

Sustainability Risks and Opportunities

The cement sector plays a significant role in social development, particularly in the construction of earthquake-resistant and high-quality building stocks and other living spaces.

Our Key Risks

Greenhouse Gas Emissions: Cement production contributes to climate change due to carbon dioxide (CO_2) emissions and intensive energy consumption. Therefore, it must commit to net-zero emissions and facilitate a transition to a low-carbon economy by 2050. We were the first in our industry to make a net-zero commitment in 2021, and our reduction targets have since been approved by the Science Based Targets initiative (SBTi).

Dust Emissions: Our emissions monitored under compliance obligations are also reported within this scope.

Resource Use: Considering the impact of raw material use on land degradation, we continue to develop solutions that minimize our impact on future generations by focusing on resource efficiency. Resource use, which is also among our strategic priorities, poses a risk to us.

Water Use: Our goals include a planned and systematic monitoring system to minimize our water footprint.

Biodiversity: The pressure of raw material quarries on local ecosystems due to land use is among our risks. Biodiversity will remain an important risk factor in the sector in the coming years in terms of sustainability risks.

Sustainability Risks: Systemic risks and climate change-related risks also maintain their importance in the sector. On the other hand, technology selection and investments to comply with global and national compliance obligations are also among these risks.

Opportunities

Our ability to use ARM and AF within the scope of the circular economy presents a significant opportunity for our company.

OYAK Cement's Approach to Risks

OYAK Cement has announced its 2030 and 2050 commitments in line with its net zero target in order to turn all risks into opportunities.

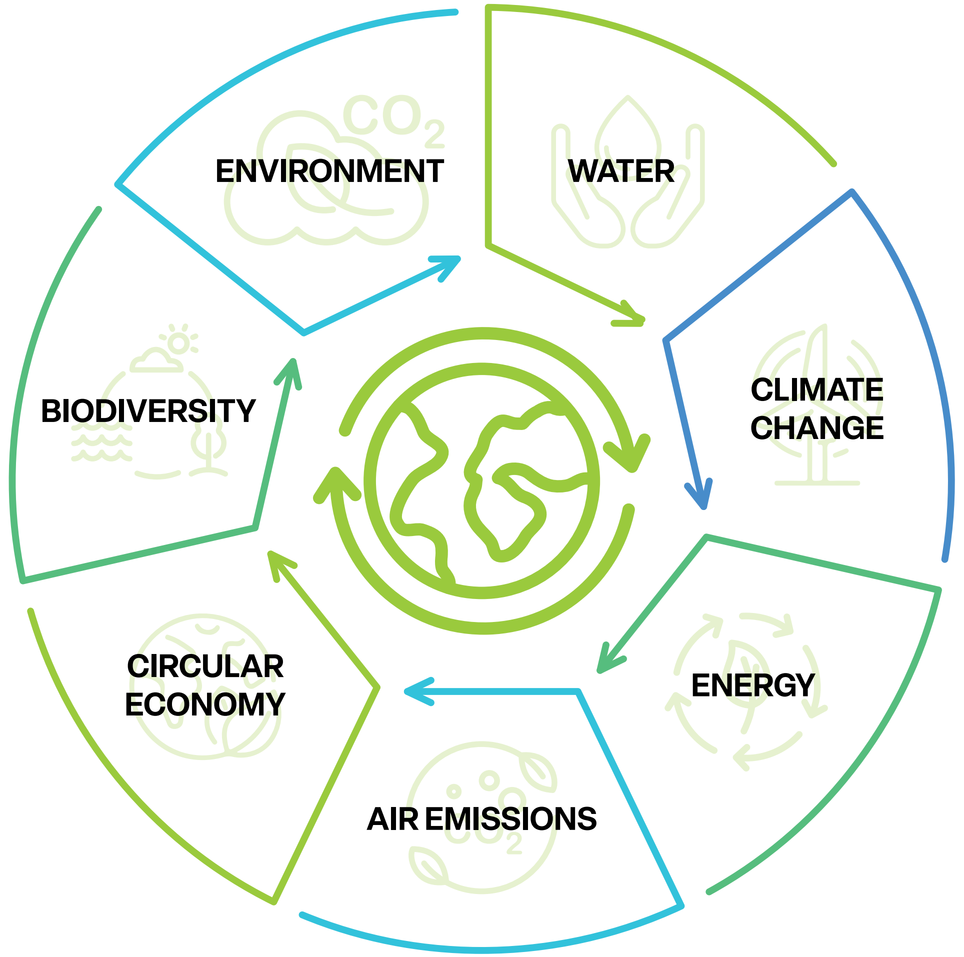
Cement industry-related greenhouse gas emissions account for approximately 11-12% of total national emissions.
Our roadmap to carbon neutrality by 2050:

- Increasing the utilization rate of biomass waste.
- Generating electricity and expanding facilities through waste heat recovery technology.
- Increasing the production of additive cement to produce low-carbon cement.
- Conducting R&D and innovation studies in the areas of carbon capture, utilization, and storage.
- Energy efficiency and savings are one of the key performance indicators in all our processes. We continue our efforts to increase efficiency with the ISO 50001 energy management system, to transform opportunities into innovation, and to turn risks into opportunities.

OUR SUSTAINABILITY PERFORMANCE

5.1. Our Environmental Indicators

As OYAK Cement, our environmental performance headings for 2024



ENVIRONMENT

Our management systems have been shared as part of the planned and systematic management of our operational processes.

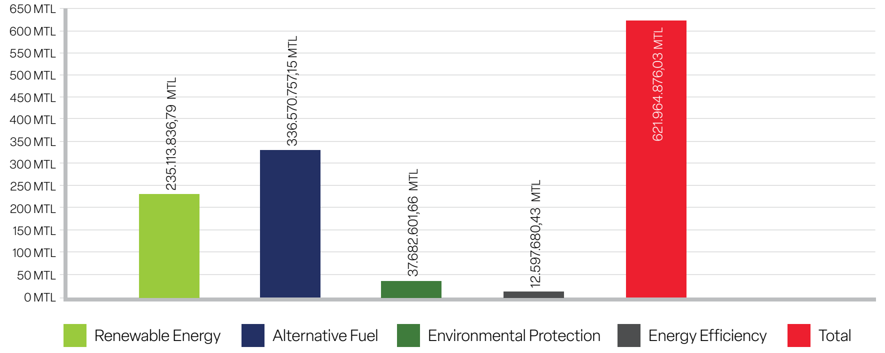
- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- ISO 45001 Occupational Health and Safety Management
- ISO 50001 Energy Management

Our integrated management system is implemented and maintained across all our facilities. Customer satisfaction is monitored as part of our integrated management systems, and improvement efforts are undertaken.

Our ISO 27001 Information Security Management System has been established and implemented at our OYAK Bolu Cement Branch.

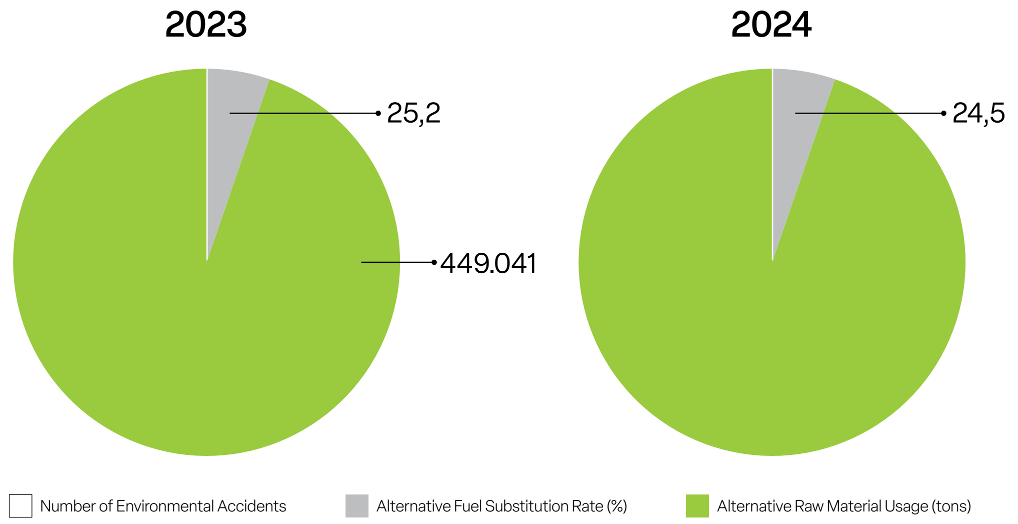
OYAK Cement, which fulfills its compliance obligations, continued its environmental investments in 2024. Our investment expenditures for environmental improvement:

Investments 2024 Amount (TL)



62 Note: Total of environmental protection, energy efficiency, and alternative source investments.

Our Environmental Performance Indicators



WATER

Water is considered a sustainability indicator at OYAK Cement are managed. Water requirements vary depending on the product, and our total annual water consumption by source is shared. The highest water usage among water sources is from surface water, and water usage information is provided in the table.

Water and Wastewater Distribution (m^3)

OYAK Cement	2023	2024
Amount of Water Consumed	20,613,775	23,102,364
Amount of Water Discharged	18,113,072	20,060,788
Water Consumption	2,500,703	3,041,576

CLIMATE CHANGE

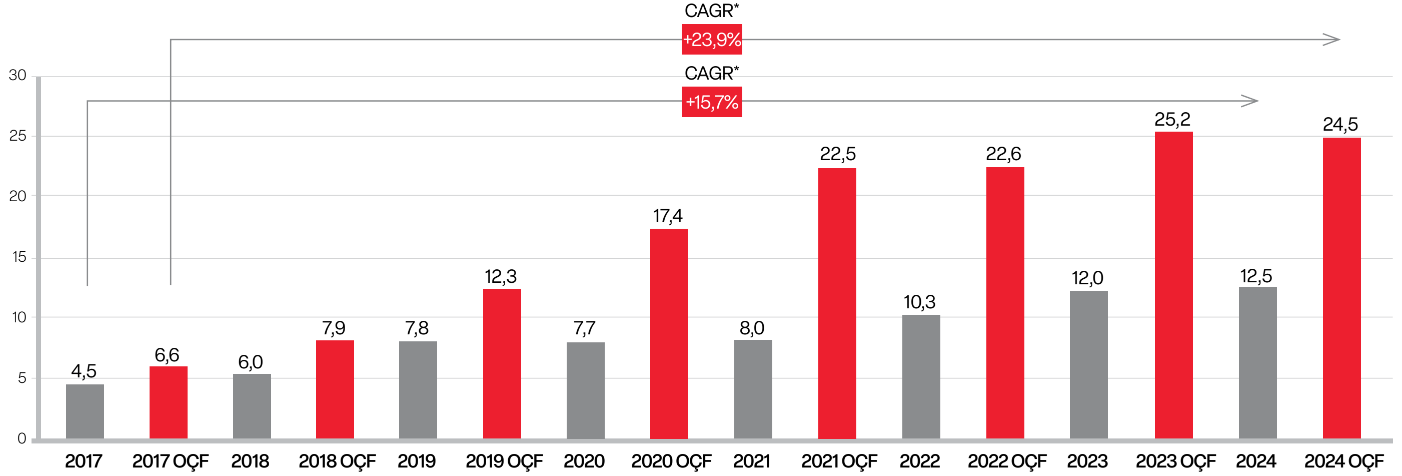
Developments are being monitored, primarily in the context of regional and global climate change, the implementation of the EU Green Deal, the "Carbon Border Adjustment Mechanism," and the UN Climate Conferences. The phasing out of fossil fuel use, climate finance, loss and damage, in line with our decarbonization plans, which are influenced by international developments in a wide range of areas, including carbon trading, our goal is to achieve a 22.8% reduction by 2030. In this context, OYAK Cement, the first cement company in Türkiye to make a (Net-Zero) commitment that brings together the criteria companies need to set science-based targets to limit global temperature increase to 1.5 °C, has declared its reduction rates in light of its R&D and innovation efforts and continues its work toward this goal.

OYAK CEMENT NET-ZERO ROADMAP

Oyak Cement has announced its goal of becoming carbon neutral by 2050 with its medium- and long-term strategies under four main topics and continues its work with the slogan "A NET ZERO FUTURE IS POSSIBLE."

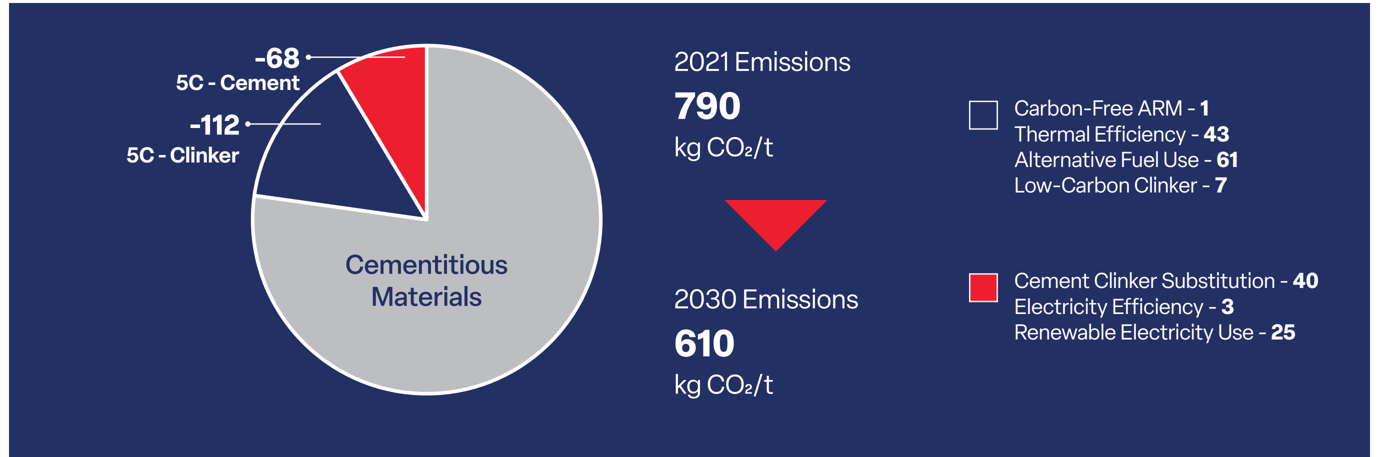
Use of Alternative Fuels and Alternative Raw Materials

OYAK Cement has been pursuing a sustainability strategy that has attracted significant attention in the industry by substantially increasing its use of alternative fuels in recent years. Particularly within the scope of its Net Zero commitment, it has made substantial investments in the use of alternative fuels and raw materials to reduce carbon emissions. Using AF to reduce energy costs and minimize environmental impacts. The focus has been on the use of alternative fuels. By developing waste feeding systems, more industrial and municipal waste can be utilized as fuel. Additionally, energy efficiency is being enhanced by establishing waste heat recovery plants. In 2024, our AF usage rate reached 24.5%.



While the alternative fuel usage rate in the Turkish cement industry has increased by 15.7% CAGR over the last 7 years, OYAK Cement has increased its alternative fuel substitution rate to 23.9% CAGR, quadrupling its fuel usage.

The use of alternative raw materials and alternative fuels is important in reducing greenhouse gas emissions, and in this context, our investments in RDF&AF feeding and combustion systems continue. In line with our Net Zero target, research into new ARM sources is ongoing, and thanks to the biomass content in alternative fuels, our greenhouse gas emissions in the clinker production process are decreasing.



- While the alternative fuel usage rate in the Turkish cement industry has increased by 17.7% CAGR over the last 7 years, OYAK Cement has increased its alternative fuel substitution rate to approximately 4 times that level, at 25.2% CAGR.
- In 2024, 229,775 tons less fossil fuel was used thanks to alternative fuels.
- Approximately 520,000 tons in total by the end of 2024 alternative fuel use has been implemented.

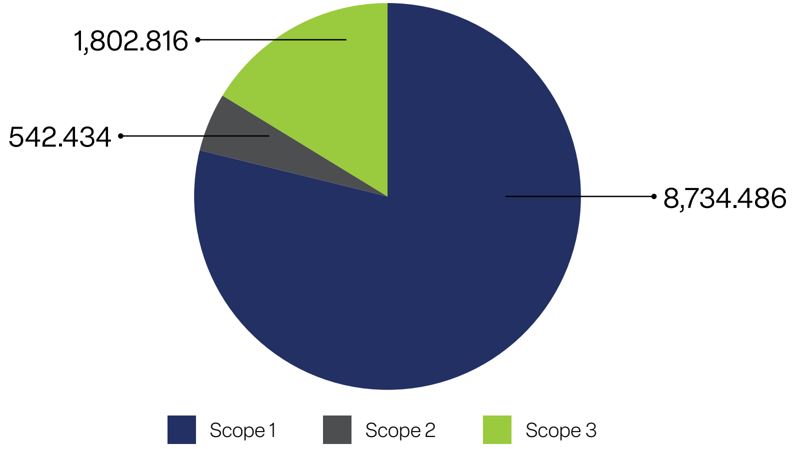
Net Zero Activity Plan

- Increasing the use of alternative fuels and biomass
- Renewable energy investments
- Reduction in clinker usage rate
- Environmentally friendly products in the low carbon class
- Improving process and energy efficiency and productivity

- R&D and production development projects, new technology adaptations
- Emissions reduction through industrial digitalization
- Next-generation fuel and combustion technologies (H_2, Oxyfuel, etc.)
- Carbon capture, utilization, and storage technologies

Low-clinker cement production aims for a 5.9% reduction in CO_2e emissions by 2030.

OYAK Cement's Scope 1, 2 and 3 greenhouse gas emissions have been calculated and shared (tons of CO_2e).



Scope 3 Emissions	Emission Quantity/ton CO_2e
Category 1: Purchased Goods and Services	602,309
Category 2: Capital Goods	19,616
Category 3: Fuel and Energy-Related Activities Not Included in Scope 1 or Scope 2 Energy-Related Activities	447,971
Category 4: Upstream Transportation and Distribution	415,160
Category 5: Waste generated in operations	54
Category 6: Business travel	1,340
Category 7: Employee Commuting	949
Category 8: Upstream Leased Assets	-
Category 9: Downstream Transportation and Distribution	249,272
Category 10: Processing of Sold Products	51,901
Category 11: Use of Sold Products	-
Category 12: End-of-life treatment of sold products	14,244
Category 13: Downstream Leased Assets	-
Category 14: Franchises	-
Category 15: Investments	-
Toplam	**1,802,816**

In 2024, 427,597 tons of CO_2 reduction was achieved, equivalent to the annual absorption of 19.5 million trees covering an area of 1,947 hectares (approximately 2,734 football fields).

ENERGY

Energy is seen as an important area of savings at OYAK Cement, and both the carbon footprint Reducing process efficiency is one of our priority areas in energy management. We implement and ensure the continuity of energy management in a planned and systematic manner through our investments in capacity expansion that reduce energy consumption per unit of product, smart systems that manage the process based on measurement systems, and waste heat-to-electricity production facilities.

Energy efficiency is an integral part of our environmental strategy and is included in our plans to combat climate change. In this context, our energy efficiency efforts continue in a planned and systematic manner through the ISO 50001 Energy Management System implemented in all our facilities for continuous improvement.

Our energy consumption from fuel use was 36,844,747 gigajoules in 2024. Electricity consumption in the same year was 4,418,435 gigajoules.

Electricity consumption for all our branches has been shared based on clinker and cement grinding.

Verification of greenhouse gas emissions in accordance with the TS EN ISO 14064-1: 2018 standard has been carried out at our OYAK Aslan Cement and Ankara Cement branches. The work at our other branches will be completed in 2025.

Our SPP-based energy production took place at our Adana and Mardin branches, with a total of 2,505 MWh of electricity generated. Production increased by 1.6% compared to the previous year.

	Energy Savings (kWh)	Total Energy Savings (TL)	CO_2 Savings (tons)
Total	75,744	75,744	75,744

Electricity Generation from Waste Heat This was achieved at the OYAK Cement Aslan and Bolu branches, with 1,800 MWh more electricity generated from waste heat at the OYAK Cement Aslan Branch compared to the previous year. This amount represents 7,071 MWh more electricity generated from waste heat in 2024 at the Bolu Branch compared to the previous year.

BRANCHES	2023	2024
Aslan (MWh)	43,771	45,571
Bolu (MWh)	31,074	38,145
Toplam	**74.845**	**83.716**

Our renewable electricity consumption rates were 26% at OYAK Cement Aslan Branch in 2023 and 2024, while this rate was 27% at Bolu Branch in 2024.

	Aslan		Bolu	
	2023	2024	2023	2024
Renewable Electricity Consumption Ratio (%) (Total Renewable Electricity Production/Total Electricity Consumption*100)	26	26	24	27

AIR EMISSIONS

The distribution of our air emissions by branch has been shared.

Total Dust Emissions

Total Emissions (tons)
222

Specific Emissions (g/ton of clinker)
22,7

Total NOx Emissions

Total Emissions (tons)
11901

Specific Emissions (g/ton of clinker)
1218,7

Total SO_2 Emissions

Total Emissions (tons)
90

Specific Emissions (g/ton of clinker)
9,2

Total TOC Emissions

Total Emissions (tons)
668

Specific Emissions (g/ton of clinker)
68,4

CIRCULAR ECONOMY

Strategically focused on the circular economy, OYAK Cement aims to increase the use of alternative fuels and, as a result, reduce its carbon footprint by conserving natural resources.

Within the scope of the circular economy,

Raw material recycling

Energy recovery

We continue to produce sustainable solutions.

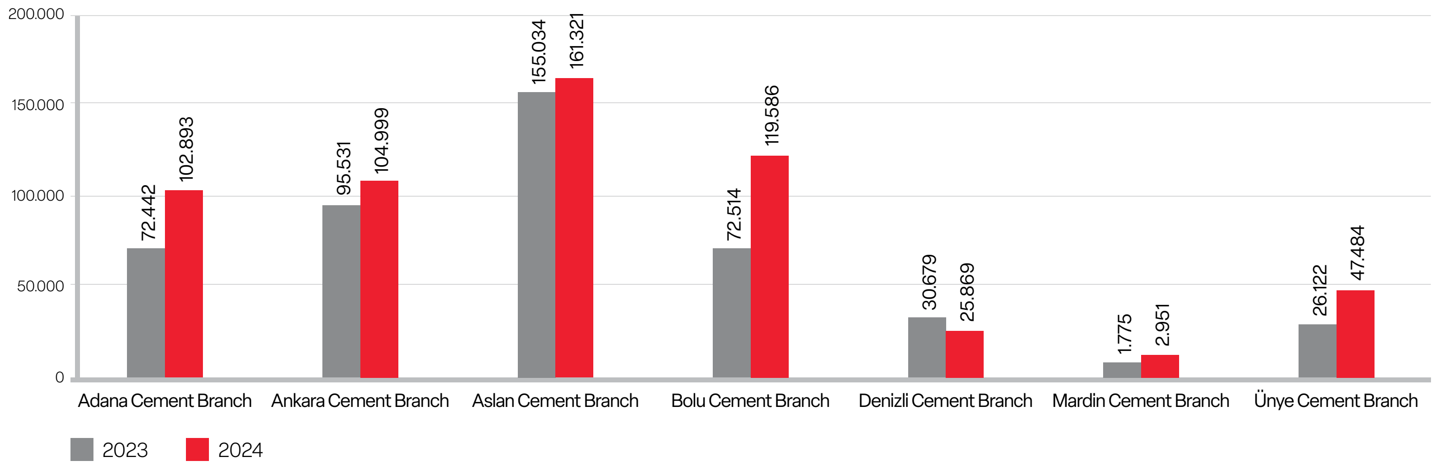
AF USE

AF usage (biomass, waste) is one of the key indicators used in the cement industry as part of climate change adaptation strategies.

As OYAK Cement, we have shared our AF usage, and in 2024, our AF usage rate increased by 111,007 tons, reaching 565,104 tons annually.

CONSUMPTION AMOUNTS (tons)	2023	2024
Total Alternative Fuel	454,097	565,104
TDF	119,692	76,037
Liquid Waste	3,780	5,095
RDF	330,625	483,970

AF Consumption Quantities – 2024



OUR AF PERFORMANCE IMPROVEMENT EFFORTS

Our alternative fuel performance improvement efforts include:

- Increasing Technological Capabilities and Usage Quantities,
- AF Quality Improvement Initiatives.

We continue our performance improvement efforts by enhancing technological capabilities in our branches. In this context, work has continued on installing new RDF feeding systems suitable for the conditions of our facilities and increasing the capabilities of feeding systems.

ARM USE

ARM usage is a critical area of transformation in terms of environmental sustainability and resource efficiency, and our total ARM usage in 2024 was 324,425 tons/year. The alternative raw material usage rate was 1.86.

WASTE MANAGEMENT

The distribution of hazardous and non-hazardous waste per ton has been shared.

Waste Description	Waste Type	Waste (tons)
Amount of waste reused within the company	Non-Hazardous Waste Hazardous Waste	231 0
Waste sent to an off-site storage facility	Non-Hazardous Waste Hazardous Waste	123 0
Waste incinerated for energy recovery outside the company	Non-Hazardous Waste Hazardous Waste	90 241
Waste sent off-site for recycling/reuse	Non-Hazardous Waste Hazardous Waste	29,236 187
Total	Non-Hazardous Waste Hazardous Waste	30,236 428

As part of the OYAK Cement Zero Waste Project, we aim to separate our waste at source and shape waste management in line with the zero waste philosophy. We have now completed our fourth year of implementing the zero waste approach.

BIODIVERSITY

As OYAK Cement, our biodiversity practices hold an important place within our strategic goals. We aim to make significant contributions through our corporate social responsibility projects in areas such as the protection of biodiversity, the sustainable management of natural resources, the balancing of ecosystems and preventing habitat degradation are key areas where we aim to make significant contributions through our corporate social responsibility projects.

As OYAK Cement, in addition to our responsibility to minimize our impact on the environment, we also contribute to the protection of natural ecosystems and support related efforts. Biodiversity practices range from protecting soil fertility and preventing erosion It can provide benefits across a wide range of areas, from protecting the habitats of native and migratory species. Such initiatives not only provide direct environmental benefits, such as reducing the carbon footprint and conserving water resources, but also help improve air quality. Additionally, biodiversity initiatives can create economic opportunities; for example, they enable the development of new ventures in areas such as ecotourism and sustainable agriculture. This, in turn, enables companies to develop sustainable business models.

Across our operations, except for our Denizli Plant, there are currently no biodiversity-focused rehabilitated areas. Since 2022, a total of 19.31 hectares have been rehabilitated at our Denizli Plant. Quarry areas across all our plants have been reported, with no changes in active quarry sites except for OYAK Adana Cement.

ADANA		
Mine Site Rehabilitation and Biodiversity	2023	2024
Active Mining Area (ha)	226	228

At OYAK Cement, we conduct our activities in accordance with our biodiversity policy. We also fulfill our compliance obligations in this regard.

Reforestation efforts are underway as part of our plans to restore nature in our mining areas. Our reforestation efforts continue regularly every year. The distribution of trees planted in 2024 by branch has been shared.

	Number of Trees Planted	Area Afforested m²	Tree Species
Adana	1,500	20,000	Blue Cedar
Ankara	160	2,500	Blue Cypress
Aslan	1,500	15,000	Blue Cypress
Bolu	3,500	17,500	Oak
Denizli	2,000	25,000	Cedar and Pine
Mardin	2,500	30,000	Fruit and Pine
Ünye	2,000	12,500	Mixed Fruit Trees
Total	**13,160**	**122,500**	

OYAK Cement is restoring its production site in Antalya to nature.

OYAK Cement is restoring its production site in Antalya to nature. Placing an ecosystem-sensitive approach at the heart of its production activities OYAK Cement is making a difference in the industry with its pioneering initiatives. Committed to protecting future generations and wildlife, OYAK Cement continues its work in the Antalya Rehabilitation Area. Having carried out production activities in this area between 2004 and 2017, OYAK Cement has been working for over three years to restore the region to nature. The Antalya Rehabilitation Area, covering 19.31 hectares, is the first rehabilitation project carried out in an area designated as wildlife habitat.

It has the characteristic of being a rehabilitation project. As a result of mining activities, in line with the work carried out to restore the land to nature, priority was given to slope angles, bench and step dimensions, taking into account long-term stability. Holes 1 m deep were dug at 4 m intervals in hard ground using breakers, filled with soil, and trees were planted.

Trees Planted

3,562 Red Pine trees	**3,150** Pine trees	**480** Bay laurel trees
392 Carob trees	**93** Cypress trees	**1,194** Oleanders
3,200 Lavender	**20** Almond trees and fruit trees for wildlife	**200** kg Red Pine seeds

In the Antalya Rehabilitation Area, a 12,000 m drip irrigation system was installed to meet the water needs of the saplings, and two 4m² water pools were built for wild animals.

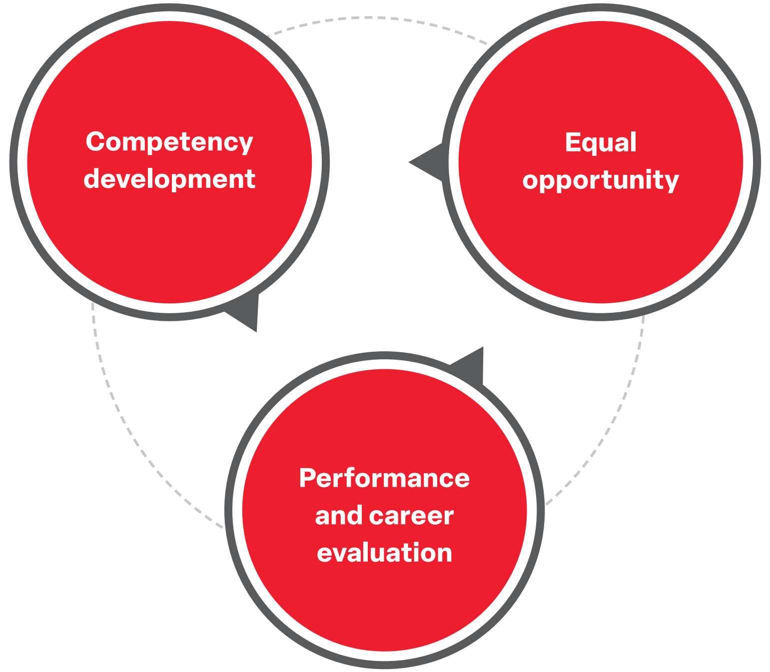
5.2. Our Social Indicators

Our social indicators cover our employees, anti-corruption and compliance management, employee engagement, corporate social responsibility, training, supply chain management, and occupational health and safety.

OUR EMPLOYEES

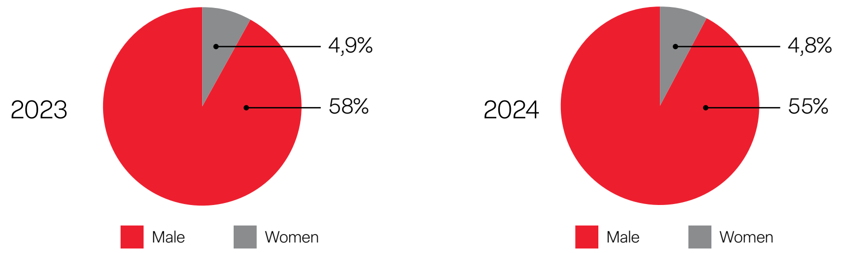
OYAK Cement implements an equal opportunity policy involving employees at all locations; it fills positions vacated due to rotation, promotion, or resignation with its own personnel and provides the opportunity for appointment by conducting an evaluation within its structure.

The components of human resources management at OYAK Cement are as follows:



Our employees' organizational job descriptions, areas of responsibility, and authorities are defined, and the salaries of our non-core employees are determined according to their duties and responsibilities are determined within the scale established in the organizational structure according to their areas of responsibility.

Percentage of employees participating in regular performance and career development reviews:



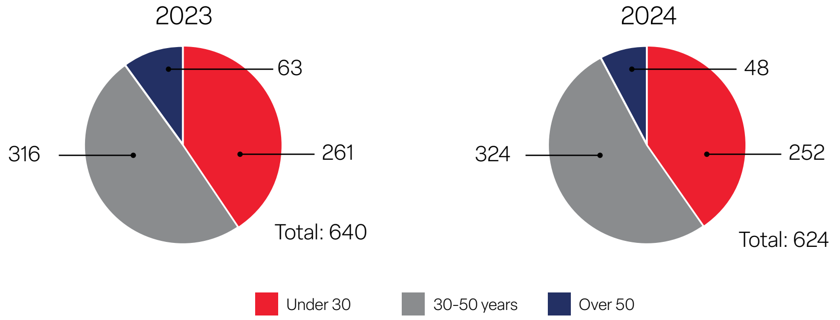
The job groups, positions, duties, and salary scales of our unionized employees covered by collective bargaining agreements are determined by collective bargaining agreements made by labor and employer unions.

The distribution of employees in senior management by gender and age, as well as the distribution of new hires by age and gender, has been shared.

Distribution of employees by age

	Women 2023	Male 2023	Women 2024	Male 2024
Under 30	42	431	58	516
30-50 years old	113	1,829	122	1,966
50 years and older	3	298	7	393
Total	**158**	**2,558**	**187**	**2,875**

The age distribution of new hires has been shared.



The distribution of employees turnover rates by gender has been shared.

	2023 Women	2023 Men	2024 Women	2024 Men
Under 30	8	231	15	212
30-50 years old	2	127	0	54
50 years and older	8	81	4	120
Total	**457**		**405**	

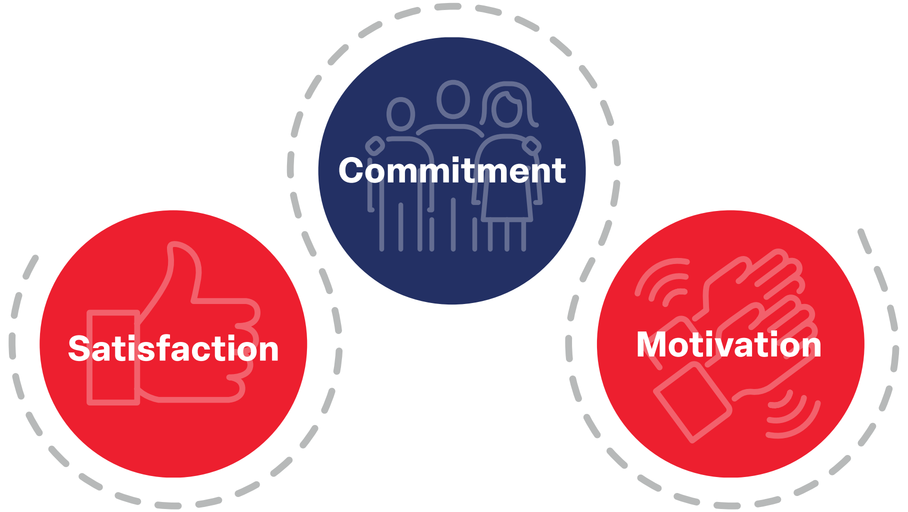
White-collar employees' remuneration is determined based on performance evaluation, while blue-collar employees' wages are determined under a collective bargaining agreement.

Within the framework of the Right to Organize, all blue-collar employees are covered by a collective bargaining agreement (CBA). The number of our employees covered by the CBA is 1,059 in 2024.

The number of people who left their jobs excluding retirement was 18 for women and 354 for men. The number of voluntary resignations was 12 for women and 263 for men. The turnover rate of newly hired employees (<1 year) was 0.10% for women and 7.22% for men.

EMPLOYEE ENGAGEMENT

Employee satisfaction, loyalty, and motivation levels are assessed, and activity plans are developed accordingly. An employee engagement survey is conducted every two years. The following factors are considered in the measurements key focus areas:



EMPLOYEE COMPENSATION SYSTEM AND BENEFITS

At OYAK Cement, remuneration is planned as a fair and accurate remuneration policy that encompasses improving employee living standards, alongside the goal of being a reliable and preferred employer. The value of the work performed is determined from the company's perspective, and the total compensation package for employees the country's economic indicators, the company's financial results, and developments in the labor market influence the decision-making process regarding compensation. To monitor developments in the labor market, a market salary survey is conducted regularly each year. Employees' maternity leave and return to work after childbirth are handled and monitored within the scope of compliance obligations.

ANTI-CORRUPTION AND COMPLIANCE MANAGEMENT

As OYAK Cement, we are pioneering another first in our industry by establishing an ISO 37301 Compliance Management System, which we will be certified for in 2025. This system enables us to identify and control legal and ethical risks, ensuring the continuity of compliance in a planned and systematic manner. This system provides guidance to organizations focused on combating bribery, enabling the continuous improvement of our systems in international formats. Aims to ensure compliance with ethical obligations.
To this end;

- Managing compliance risks
- Establishing clear rules for corporate compliance
- Ensuring that employees understand and implement their responsibilities
- Regularly reviewing and improving the compliance system.

Under ISO 37301 in 2024

- The context of our activities and the expectations of relevant parties
- Leadership and compliance policy
- Risk assessment and objectives
- Operational controls and investigation processes
- Performance evaluation and internal audit
- Continuous improvement

to expand the structure of our management systems.

OYAK Cement has once again pioneered in its sector by establishing the ISO 37001 Anti-Bribery Management System in 2024 and is focusing on certification efforts in 2025.

The ISO 37001 Standard is a standard that guides organizations focused on anti-bribery, enabling the continuous development of our systems in international formats. In this context,

- Prevention, detection, and handling of bribery
- Promoting an ethical business culture
- Increasing transparency and accountability
- Ensuring legal compliance

Have been addressed by the management system.

With ISO 37001;

- Corruption committed by the organization itself
- Corrupt practices committed by individuals acting on behalf of the organization
- Direct and indirect bribery (e.g. through third parties)
- Public, private, and non-profit sector applications

Our processes have been structured in a planned and systematic manner in accordance with international standards.

- Protection of corporate reputation
- Prevention of financial penalties and losses
- Enhancing stakeholder trust
- Our systems continue to strengthen towards integration with other management systems (e.g., ISO 9001, ISO 37301).

CORPORATE SOCIAL RESPONSIBILITY

Our corporate social responsibility projects continued in 2024 with the participation of our internal and external stakeholders in the regions where our headquarters and branches are located.

Our Corporate Social Responsibility Projects focused on three distinct areas:

Promoting OHS culture

Education and awareness-raising activities

Information sessions

Promoting OHS culture

Within this scope, the goal was to strengthen the OHS culture in our eight factories through theater, increase awareness, and spread the culture of safety. To this end, interactive theater and drama workshops were held.

The main objective of this corporate social responsibility project was to emphasize safe behaviors, explore safety culture through themes, and integrate art into OHS awareness for a lasting impact.

Awareness initiatives through education and training

As part of the corporate social responsibility project carried out by our **Bolu Branch,** a play workshop was held with children at Çaydurt Primary School. With the voluntary participation of OYAK Cement employees, dance workshops, games, and face painting activities were held for the children. The World Explorers Coloring Book, containing information about animals and plants, was distributed. In addition, coloring sets and puzzle games were distributed to the children. These activities aimed to increase children's curiosity about nature, raise awareness about protecting the ecosystem, and strengthen social bonds and social responsibility.

In our corporate social responsibility project carried out at our **Mardin Branch,** our partnership with Yeşilli Dereyanı Primary School provided classroom materials and educational sets for children, as well as the renovation of the school, dance workshops, games, and face painting activities for children.

At our Aslan Cement Branch, 300 people participated in an art workshop on World Environment Day and its importance as part of our corporate social responsibility project. The gains from the art workshop were:

Raising awareness about sustainability and the protection of the oceans.

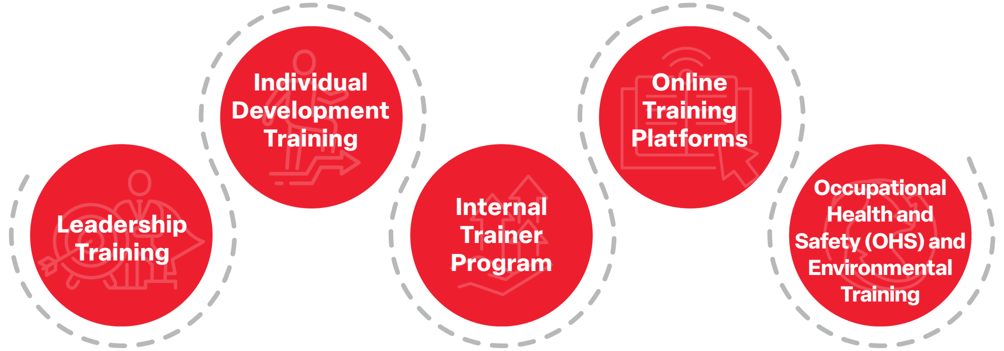
Using recycled materials and learning about different marine life.

Promoting reuse and recycling to reduce waste.

Information Sessions

An Information Session with Shareholders and Investors was held to share OYAK Cement's future vision and strategic goals. Our commitment to transparency and longterm environmental impact was emphasized, and sustainability initiatives were discussed with portfolio managers.

TRAININGS



We can share it in five sections as shown.

These have been shared in training sessions for employees of subcontractor companies.

Training	2023 (hours)		2024 (hours)	
	Women	Male	Women	Male
Integrity and Ethics Training	188	1,119	527	2,257
Information Security Training	107	516	107	502
Occupational Health and Safety Training	2,837	49,991	3,676	64,633
Human Rights Training	-	-	-	-
Audit Staff Training	-	26	-	600
Training for the company's buyers and/or internal stakeholders on their roles in supplier ESG programs	300	2,864	460	6,084
Other Training	5,922	20,808	8,247	28,214
Total	**9,354**	**75,324**	**13,018**	**102,290**

OYAK Cement continued to offer comprehensive training programs supporting the development of its employees in 2024. These trainings target both individual and organizational development.

These training programs include:

- **Leadership Training**
  Programs tailored to different levels are offered to prepare future managers today.
- **Individual Development Training**
  It includes awareness-focused content aimed at developing employees' personal skills.
- **Internal Trainer Program**
  Experienced employees share their knowledge and experience within the organization, thereby increasing the corporate knowledge base.
- **Online Education Platforms**
  Opportunities for learning independent of time and place are provided in areas such as foreign languages, technical knowledge, and digital skills.
- **Our OHS and Environmental Training**
  Our OHS and Environmental training programs are conducted in accordance with compliance obligations.

In addition to these, our training programs include classes on:

- Integrity and Ethics Training
- Information Security Training
- Occupational Health and Safety Training
- Human Rights Training
- Audit Personnel Training
- Training on the roles of suppliers in the company's ESG programs for its customers and/or internal stakeholders

for the company's buyers and/or internal stakeholders

CEMSTART Engineer Development Program

As OYAK Cement, we aim to introduce young engineers to the cement industry and help them develop their technical and personal competencies through the "Cemstart Engineer Development Program."

This training and development program lasts a total of 5.5 months. In 2024, our CEMSTART program was completed in two periods.

At OYAK Cement, remuneration is planned as a fair and accurate remuneration policy that encompasses improving employee living standards, alongside the goal of being a reliable and preferred employer. The total income package for employees is determined by establishing the value of the work performed for the organization. The country's economic indicators, the company's financial results, and developments in the labor market influence the decision-making process regarding remuneration. To monitor developments in the labor market, a market salary survey is conducted regularly each year.

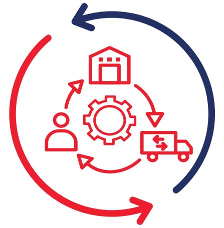
2024 **24 individuals were accepted into the program, and 22 of them were employed after graduation.**

During the program, all expenses of the candidate engineers are covered by us, and they are also paid a certain salary. Cemstart provides young talents with a strong start to their careers while strategically strengthening the company's talent pool and employer brand.

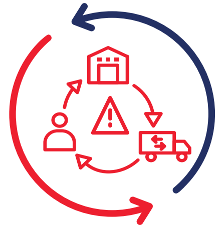
SUPPLY CHAIN MANAGEMENT

Supplier management is provided through Integrated Management Systems. While no social and environmental audit is conducted on our suppliers, our environmental and social conditions are defined and managed within the scope of our approved suppliers entering the system and maintaining their presence, including the fulfillment of compliance obligations.

Our domestic and international suppliers are shared. We primarily use local and domestic suppliers.



Number of Domestic Non-Group Suppliers
16.687



Number of Non-Group Suppliers Foreign
323

OCCUPATIONAL HEALTH AND SAFETY

At OYAK Cement, OHS is managed with the goal of continuous improvement and the creation of a state of continuous well-being. ISO 45001:2018 management systems are implemented in all our branches, and activities are carried out within the scope of continuous improvement.

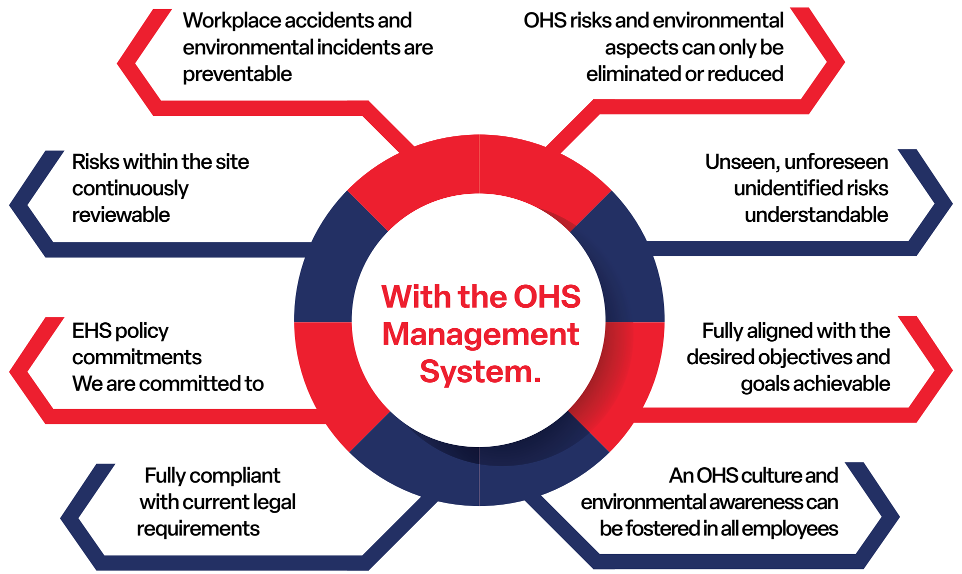
OYAK Cement considers occupational health and safety an "indispensable priority." operates with a "people first" approach in all its activities. OYAK Cement, which treats safety culture as an integral part of life, considers OHS to be a high priority and an area open to continuous improvement. Beyond compliance obligations in the context of OHS, a healthy and safe. We aim to create a safe working environment; prevent workplace accidents and occupational diseases; and achieve an exemplary level that exceeds global standards in this area.

We believe that all workplace accidents are preventable, and our goal is "zero workplace accidents."

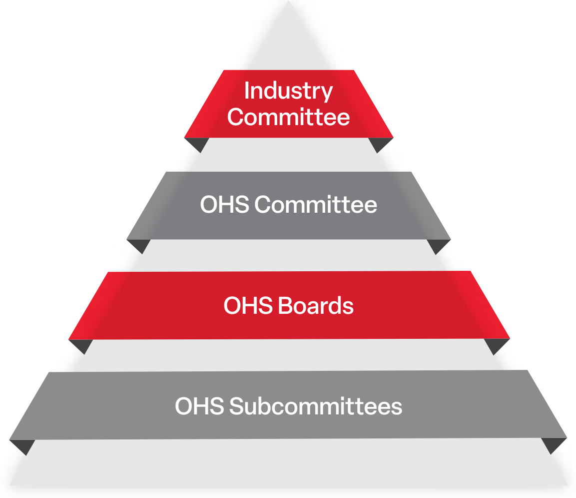
It is essential that all our employees act with sensitivity toward occupational health and safety. In this regard;
- Work environment posing occupational safety risks
- Situations, activities, and behaviors that pose occupational safety risks are managed with a zero-tolerance approach.

Our goal of creating a "strong and positive health and safety culture" that encompasses all our employees remains our top priority. In this context, we consider occupational health and safety to be a fundamental value that must be taken into account in all areas of our operations. In line with this goal, we act on the belief that occupational health and safety is an indispensable right for every employee and also a human responsibility.

At OYAK Cement, OHS is managed by integrating it into business processes in accordance with the ISO 45001: 2018 management standard.



Occupational Health and Safety OYAK Cement Organization at



At OYAK Cement, OHS issues are addressed and managed by the Industry Committee and the OHS Committee.

Industrial Committee

It operates under the leadership of the Vice President of Industrial Operations. This committee shares information on health and safety. It is responsible for ensuring the implementation of the OYAK Cement OHS Strategy and Policy in relation to processes. In this context, it sets OHS targets and evaluates decisions made by the OHS Committee.

The committee operates under the OHS Committee & Environment and Sustainability Committee Working Procedure, with workplace representatives participating as members and activities conducted under the leadership of a chair appointed by the Vice President of Industrial Operations.

Occupational Health and Safety Committee

Committee activities
- Ensuring the implementation of OYAK Cement's Integrated Management Systems Policy,
- Conducting work towards the OHS targets set in the workplace,
- Reviewing the full compliance of activities carried out in the workplace with the defined OHS rules and legal regulations,
- Identifying strengths and weaknesses in OHS management at workplaces, identifying sustainability risks and opportunities,
- Determining and monitoring different control measures that ensure the effective execution and protection of OHS management services at workplaces,
- Monitoring national and global developments in the sector,
- Conducting studies on resource efficiency, process improvement, and innovative solutions,
- Conducting activities to support and encourage continuous improvement in OHS areas,
- The goal is to conduct and share a general assessment of best practices that will continuously improve and develop OHS performance.

The committee is responsible for the implementation of OHS practices and targets. In our branches, in addition to OHS committees, OHS subcommittees have been established at the department level in accordance with compliance obligations and integrated into the OHS organization.

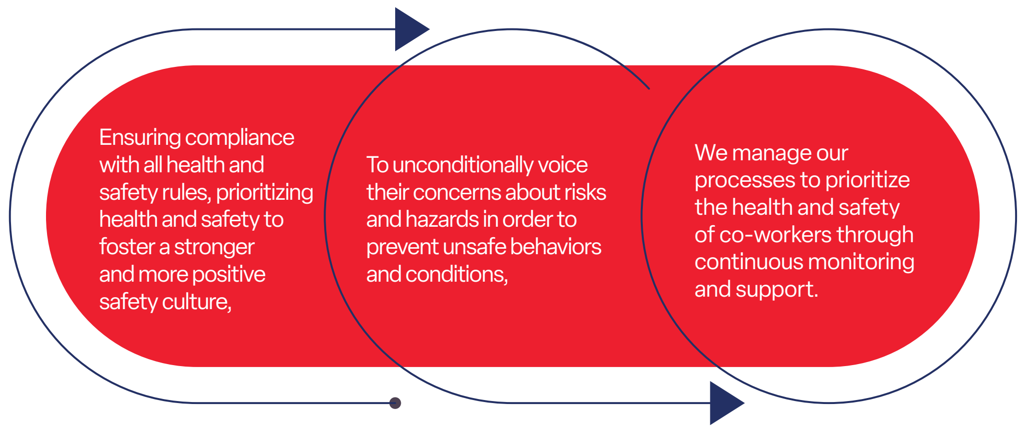
TRANSFORMATION IN OCCUPATIONAL HEALTH AND SAFETY: PROJECT2425

As OYAK Cement, we launched "Project2425" on February 1, 2023, with the aim of creating a sustainable safety culture by working in collaboration with all our stakeholders to protect the health and safety of our employees at the highest level. With this project, we are taking concrete steps to achieve the "zero accident" target in the field of occupational health and safety.

With Project2425, we aim to reduce the accident frequency rate of 2022 by 24% by the end of 2024 and the accident frequency rate of 2024 by 25% by the end of 2025. In this regard, we have implemented innovative practices such as Behavior-Focused Field Tours (DOST) and Safety Meetings. In this process:

are the objectives.

We have worked with all our employees to find effective and sustainable solutions, aware of our responsibility to achieve the goal of zero work accidents and occupational diseases in all our branches.

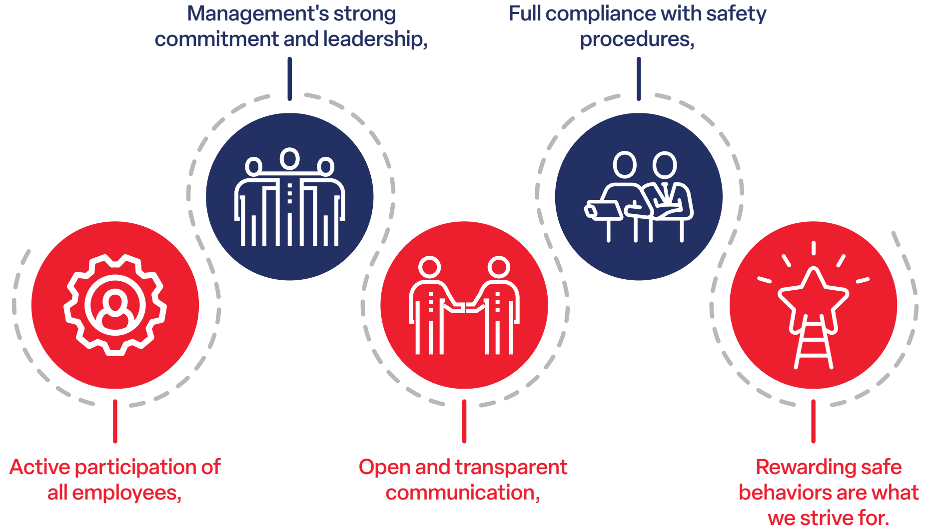


Through the work we carried out under Project 2425, we reduced our accident frequency rate by 3.29%, achieving a success rate that exceeded our target.

DOST PROJECT - SAFETY INTERVIEWS

As OYAK Cement, the DOST Project, which we launched in 2023 with the goal of creating a stronger and more positive OHS culture, continued effectively in 2024. Within this scope, 18,112 safety interviews were conducted by our DOST observers, ensuring the sustainability of safe working environments.

By accepting OHS as a corporate value at OYAK Cement, and with the aim of establishing, spreading, and ensuring the continuity of a strong safety culture;



Safety Interviews and the Role of DOST Observers

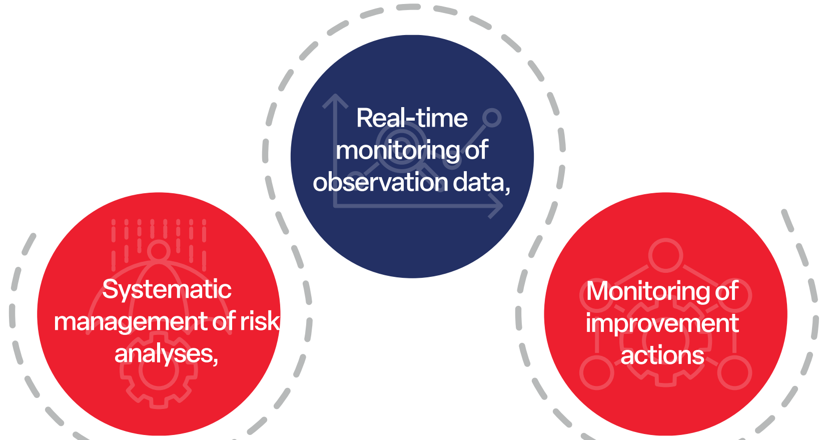
Safety meetings conducted as part of the DOST Project play a critical role in achieving our zero accident target. Thanks to these meetings;

- Our company policies are clearly communicated to employees and contractors,
- The OHS leadership of our managers is strengthened,
- Safe behaviors are reinforced and unsafe behaviors are transformed.

Behavior-focused site tours, defined as DOST for short, and DOST safety meetings ensure that all our employees work safely.

Digital Transformation: DOST Adaptive Software

The "DOST Adaptive" software, specially developed for the effective management and data tracking of the DOST Project, has enabled the digitization of processes. Thanks to this software:



has become possible.

As OYAK Cement, we continue to spread the culture of safety throughout the entire organization with the DOST Project, on this path we have embarked upon with the goal of "zero accidents".

DOST Theater: Learning While Having Fun

Various activities are organized to ensure that all DOST observers conducting safety interviews acquire the necessary knowledge and skills to learn about ongoing activities and actively participate in behavior-focused OHS principles. These activities continued in 2024. By focusing on themes such as theater and drama workshops that offer an interactive platform enables employees to experience occupational safety principles through the power of art.

The DOST theater tour, completed at 7 factories and 1 facility, not only increased participants' awareness of workplace safety but also provided them with a fun and interactive learning environment.

Through the plays and drama workshops held as part of the event, the roles of employees in creating a safety culture and the importance of safe behavior in the workplace were emphasized. Participants learned about the safety chain, awareness corridor, and OHS and other themes, they have explored the safety culture in the workplace in depth.

The DOST Theater event provides artistic support for OYAK Cement OHS culture, contributing to increasing employee safety awareness and establishing a lasting safety culture.

OHS Observation Mechanism
OYAK Cement implements an OHS observation system to reinforce OHS control mechanisms and ensure that employees adopt and spread a culture of safe behavior.

OHS observers, selected from among employees, ensure that personnel comply with company rules and legal regulations, while also encouraging safe behaviors and practices. OHS observers report positive and negative findings immediately and report their observations to the OHS Committee.

OHS ROADMAP

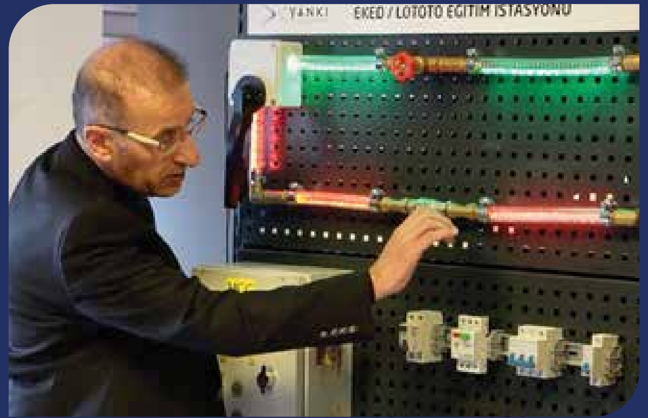
An "OHS Roadmap" is prepared annually in our branches to continuously improve OHS performance and establish a standard management system. This roadmap is being implemented by monitoring factories' OHS performance indicators and making the necessary improvements.

The OHS Roadmap Action Plan set for 2024 has been shaped around the following six main objectives, and customized work plans have been created for each of our branches. These processes are monitored and managed on a monthly basis.

The 2024 OHS Roadmap contains critical steps for our factories to achieve the "Zero Accident" goal. Processes are measured through monthly performance tracking and year-end evaluations, successful applications are rewarded, and additional areas for improvement are identified.

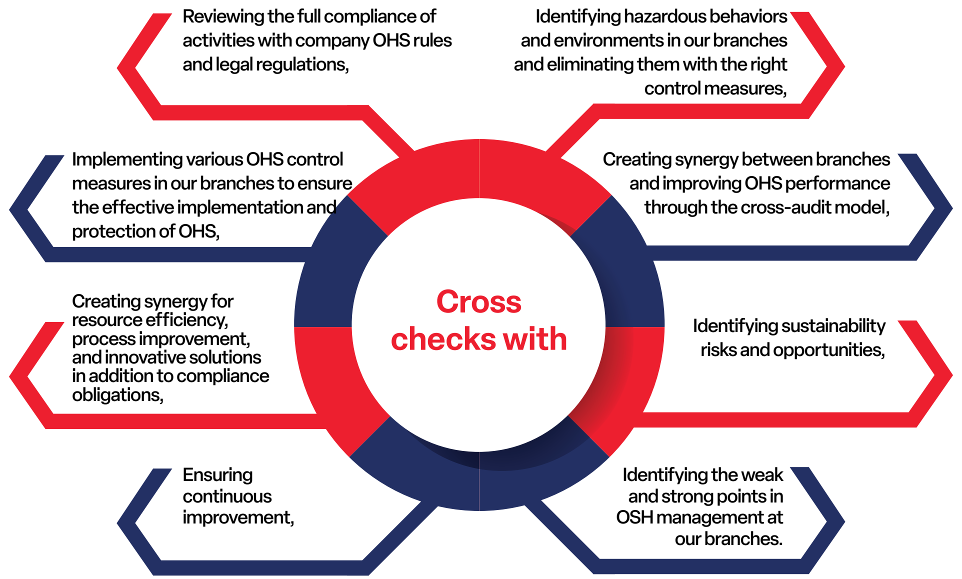
OHS Life-Saving Rules Campaign| LOTO Knowledge Competition

Maintenance activities within the company (repair, assembly, disassembly, replacement-renewal, lubrication, and general maintenance activities), cleaning, inspection, and commissioning processes, we have launched a campaign to ensure the effective and safe implementation of LOTO (Tag, Lock, Secure, Test) procedures, which are applied to prevent hazards that may arise from the operation of equipment, the supply of electrical energy, or the release of stored energy.



Within the scope of the LOTO Campaign, theoretical and practical training is provided at each factory. 3-day LOTO Trainers sessions were organized and LOTO Trainers were trained. Following the completion of the training sessions, an LOTO Knowledge Contest was organized with the motto "It's in your hands to hold on to life, make a difference." Following this, 3-person LOTO teams consisting of 2 blue-collar and 1 white-collar coworkers were formed in each factory. These teams participated simultaneously in the online In-Factory LOTO Knowledge Contest, and the Factory Winners were determined. The winning teams participated in the Final Competition held at the Darıca OHS Training Center, and the four teams that passed the initial theoretical exam qualified for the practical exam. The winning team was awarded as the OYAK Cement competition winner. All participants in the competition were given various prizes and gathered together with their families at a social event.

At OYAK Cement, cross-factory OHS audits have been conducted since 2020.
In accordance with the OHS Cross-Audit Implementation Procedure, cross-audit studies and Action Plans have been created to monitor the health and safety conditions of all sites, areas, and activities; the health and safety performance of OYAK Cement factories has been monitored. Health and safety performance of OYAK Cement factories has been monitored. At OYAK Cement, cross-checks are successfully implemented by audit teams as part of the annual plan.



Employee health is a fundamental and ongoing priority for OYAK Cement.
OYAK Cement has a comprehensive system in place across all its operations that monitors employee health at every level. Necessary arrangements have been made, ranging from basic examinations during the company entrance medical check-up to periodic checks, covering all subcontracted employees and going beyond the legal regulations specific to each job.

At OYAK Cement, work-related illnesses, monitoring of high-risk groups, employees requiring special policies, and occupational diseases are tracked according to the employee's work area and risks.

Our branches are equipped with Automated External Defibrillators (AEDs), bedside monitoring, all forms of burn hydrogels, and first aid rescue equipment; legal usage training is provided to all first aid personnel.

An approach that rewards OHS performance.
OYAK Cement reviews the full compliance of its own employees, as well as subcontractor firms and contractors, with company OHS rules and legal regulations. Employees, interns, customers, and visitors

Annual award programs are implemented for this purpose.

The success of employees' OHS practices is determined by the Workplace OHS and Environment Award Evaluation Committee and approved by the OHS Board. Workplace environmental and OHS awards are implemented in three separate time frames: monthly, quarterly, and annually. With the award program continuing in 2024, the OHS Employee of the Month award, accident-free days OHS performance awards, and annual OHS performance awards were presented to their recipients.

Monthly OHS employee award

At OYAK Cement, at the end of each month, the performance of the previous month is evaluated, and the e of the Month" is selected from among all engineers and staff members.

Accident-free days OHS performance awards

At OYAK Cement, at the end of every four-month period completed without lost-time accidents, workplace-based awards are given.

Annual OHS performance awards

At OYAK Cement, every January, the previous year's performance is evaluated, and the "OHS Hero of the Year" and "Environmental Hero of the Year" are selected from among the employees.

Emergency Management at OYAK Cement

Under the Emergency Preparedness and Response Procedure, the types of emergencies that may occur at OYAK Cement workplaces are addressed in 6 categories.

Type 1: Fire
Type 2: Earthquake
Type 3: Sabotage
Type 4: Flooding
Type 5: Mass Poisoning
Type 6: Situations with Potential Environmental Impact

OYAK Cement conducted drills in 2024 to ensure that teams and employees are prepared to respond to emergencies, and a total of 102 drills were successfully completed.

Formation of FOCUS Groups

Based on the results of the assessment conducted on the distribution and analysis of past work accidents in our workplaces, training/project work is planned to prevent the recurrence or reduce the number of work accidents.

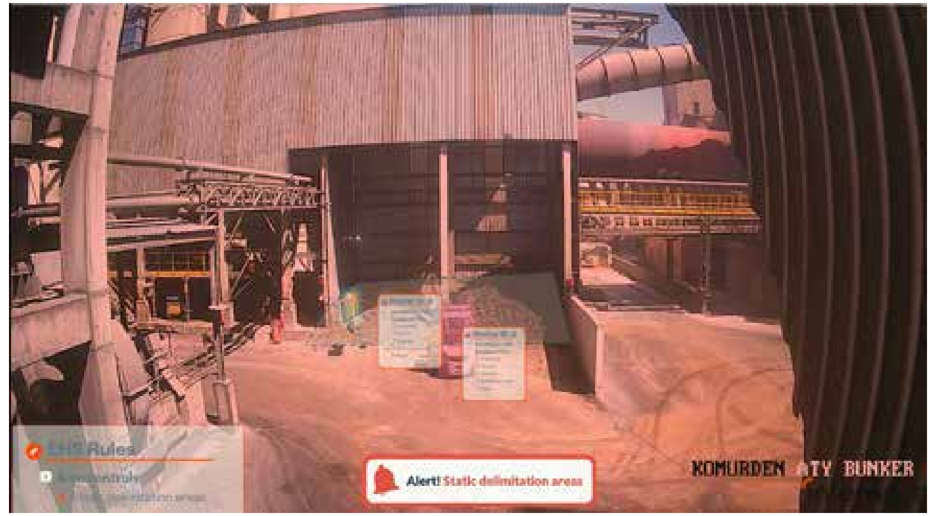
Within this scope, FOCUS Project Groups have been established to address the most common workplace accidents. FOCUS Project Group Leaders, together with designated team members and planned actions to prevent such accidents. Under the leadership of the Factory Directors at the responsible locations, they evaluated the

A New Approach to Field Inspections: Broken Window Inspections

THE BROKEN WINDOW AUDIT

The Broken Window Theory is an analytical model used to understand behavioral disorders and social problems. According to this model, if negligent behavior and unsafe conditions are not addressed in a timely manner, they can create a domino effect, triggering a chain of events. Inspired by this theory, the Broken Window Inspections Project was launched. Our goal is to intervene at the first sign of danger; to prevent the first window from breaking or the first graffiti that pollutes the environment. Broken Window Inspections play a significant role in identifying and preventing hazardous situations in our branches from a health and safety perspective.

OHS Focus Project - Modernization of Workplace Safety with Artificial Intelligence



Maximizing the positive impact of digitalization and Artificial Intelligence (AI) on workplace safety and health is one of the company's top priorities. In this context, we aim to integrate the opportunities offered by digitalization and artificial intelligence into our health and safety processes, thereby managing risks more effectively in our workplaces, enhancing employee safety, and further strengthening our zero-accident culture.

In line with this vision, through our OHS Focus Project, we are:

- The integration of digital technologies and data analysis systems into our occupational safety practices is ensured,
- AI-supported solutions are used to identify hazards in advance and take preventive action quickly.

Developed in collaboration with the TISK Microsurgery and Reconstruction Foundation, of which the Confederation of Turkish Employers (TISK) and CEIS are founding members, The AI-based OHS Video Analysis Software Platform Service, our OHS Focus Project, developed to contribute to the occupational safety culture and add technological solutions to accident prevention measures, has been developed and continues to be actively used.

The relevant OHS rules for each camera were defined at each of our factories, ensuring the platform's active implementation.

Our gains within the scope of the company's occupational health and safety performance with the OHS Focus Project

1. 24/7 Monitoring: Workplace activities are continuously monitored using IP cameras, and real-time notifications of unsafe behaviors are sent to safety leaders and teams, enabling swift interventions. Employee privacy is protected during monitoring.

2. Invisible Hazard Detection: The AI system automatically identifies potential hazards such as crane area violations and electrical risks before they become serious problems.

3. Data-Driven Safety Improvements: Provides video footage and analysis to help OHS leaders make informed decisions that enhance workplace safety.

Advantages of the OHS Focus Project in Terms of OHS Performance:

- **Injury Reduction:** Significant reduction in workplace injuries thanks to proactive hazard detection.
- **Improved Compliance:** Increases safety compliance rates across facilities.
- **Reduction of Hazardous Incidents:** Effectively reduces hazardous incidents, improving overall safety and risk management.
- **High-Accuracy AI Models:** Reduces false positives and increases security monitoring efficiency by providing high alert accuracy.
- **Privacy and Security:** Ensures the privacy of employees is protected during monitoring.
- **Operational Efficiency:** Increases overall facility efficiency and minimizes interruptions.
- **Insurance Benefits:** Can positively impact insurance premiums through proactive security measures.
- **Resource Optimization:** Reduces the need for manual monitoring, enabling better resource allocation.
- **Cost Savings:** Helps save on workplace injuries, lawsuits, and insurance-related costs.

Digital Visitor Management System

The "Digital Visitor Management System," accessible through the OHS Focus Software platform, has been implemented as of August 1, 2024, to more effectively ensure the health and safety conditions of visitors to OYAK Cement workplaces.

This project also provides a platform where visitors can learn about the necessary health and safety procedures in advance or during their visit through "OHS Welcome" videos prepared for each factory/facility.

The "Digital Visitor Management System" on the OHS Focus Software platform implemented within OYAK Cement has been developed to ensure that visitors are admitted to factories and facilities in full compliance with occupational health and safety standards. The project, which will be launched on August 1, 2024, aims to ensure that visitors receive health and safety training in advance and that their entry and exit processes are managed more effectively, quickly, and in a controlled manner in a digital environment.

The main purpose of this system is to ensure that visitors are fully aware of occupational health and safety rules, thereby maximizing the safety of both visitors and employees. Before entering the factory premises, visitors are made aware of the risks by watching specially prepared "Welcome to OHS" videos, which significantly contributes to reducing potential risks. Furthermore, by digitally recording visitor requests in advance and monitoring processes in real-time, gate security procedures are accelerated, and potential disruptions are prevented.

The project minimizes communication gaps that may occur during visitor acceptance and facilitates visitor approval processes and training follow-up with SMS-based notifications. In conclusion, the ISG Focus Software - Visitor Management System is a critical project that aims to strengthen the occupational health and safety culture at OYAK Cement workplaces, increase efficiency by enabling digital transformation in visitor processes, and prevent potential workplace accidents.

OYAK Cement OHS Standards Guide

At OYAK Cement, adopting the highest standards in OHS is our top priority. The OYAK Cement OHS Standards Guide, prepared in line with this priority and announced to all employees in 2024, is a comprehensive guide that includes our company's occupational health and safety policy, procedures, and implementation principles.

The guide aims to increase all employees' knowledge and awareness of OHS, It aims to create safe and healthy working environments by preventing workplace accidents and occupational diseases. Additionally, it strengthens our company's occupational health and safety culture by supporting full compliance with legal regulations and international standards.

This guide has been prepared to provide guidance on acting with a shared sense of responsibility to ensure the safety of our employees and achieve the goal of zero accidents.

Occupational Health and Safety Contributors Awards

In the 2024 ÇEİS-Contributors to Occupational Health and Safety Awards competition Our 5 projects have qualified for awards and are also shared under our awards heading.

Category	FactoryProje	Project Name
Those Who Add Value to OHS with Training and Development	OYAK Cement Center	We Are Safe Together OHS Festivals
Those Who Add Value to OHS with Digital Solutions	Denizli Factory	Digital EKED Application - Lokum (Lock'm) Unmanned
Those Who Add Value to OHS with Digital Solutions	İskenderun Facility	Gantry Crane Unmanned Operation Project
Those Who Add Value to Occupational Safety	Ünye Factory	Articulated Boom Bucket and Hydraulic Cover Installation for Safe Tertiary Elbow Cleaning Project
OHS Envoy	Ünye Factory	İbrahim Mert / Machine Maintenance Technician

In the TISK Shared Tomorrows Awards, our "Gantry Crane Unmanned Operation" project was evaluated in the "Occupational Health and Safety" category and advanced to the final stage.

KPI	2024	2023
Fatal Work Accident	-	-
Accident Frequency Rate (AFR)	3.29	3.66
Maximum Days Without an Accident	106	84
Accident Severity Rate (ASR)	0.100	0.100
OHS Training (person*hour)	104,218	89,176
Company Employees	68,466	59,481
Subcontractor Employees	35,752	29,695
Average OHS Training per Person (hours)	22.25	21.69
Number of Near Miss Incidents Reported	178	212
Number of Hazardous/Risky Situations Reported	14,133	12,002
Job Request - DÖF Closure Rate (%)	97.38	97.83

ANNEXES

GRI CONTENT INDEX

For the Content Index – Essentials With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

Statement of use	OYAK Cement has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024.		
GRI 1 Used	GRI 1: Foundation 2021		
GRI STANDARD /OTHER SOURCES	DISCLOSURE		
	DISCLOSURES	LOCATION/EXPLANATIONS	Page No
GRI 2: General Disclosures 2021	2-1 Organizational details	About the report, Corporate overview	4-6, 20
	2-2 Entities included in the organization's sustainability reporting	Corporate Profile and external environment	16-23, 33, 36
	2-3 Reporting period, frequency and contact point	About the report	4
	2-4 Restatements of information	About the report	4
	2-5 External assurance	Responsibility statement	4
	2-6 Activities, value chain and other business relationships	Corporate profile and external environment, Business model and value creation	16-23, 44-45
	2-7 Employees	Our social indicators	74-75
	2-8 Workers who are not employees	Our social indicators	74-75
	2-9 Governance structure and composition	Our organizational structure, Sustainability organization	19, 38-39
	2-10 Nomination and selection of the highest governance body	Sustainability organization	38-39
	2-11 Chair of the highest governance body	Our organizational structure, Sustainability organization	19, 38-39
	2-12 Role of the highest governance body in overseeing the management of impacts	Our organizational structure, Sustainability organization	19, 38-39
	2-13 Delegation of responsibility for managing impacts	Our organizational structure, Sustainability organization	19, 38-39
	2-14 Role of the highest governance body in sustainability reporting	Our organizational structure, Sustainability organization	19, 38-39
	2-15 Conflicts of interest	Sustainability organization	38-39
	2-16 Communication of critical concerns	Sustainability organization, Anti-corruption and compliance management	38-39, 76
	2-17 Collective knowledge of the highest governance body	Sustainability organization, Anti-corruption and compliance management	38-39, 76
	2-18 Evaluation of the performance of the highest governance body	Sustainability organization	38-39
	2-19 Remuneration policies	Employee remuneration system and benefits	75
	2-20 Process to determine remuneration	Employee remuneration system and benefits	75
	2-21 Annual total compensation ratio	Employee remuneration system and benefits	75
	2-22 Statement on sustainable development strategy	Messages from senior management, Sustainability goals, OYAK Cement in 2024, Stakeholders and Materiality	10 ve 15, 36-37, 31, 40-41, 48-51
	2-23 Policy commitments	Anti-corruption and compliance management	76
	2-24 Embedding policy commitments	Training, Anti-corruption and compliance management	81, 76
	2-25 Processes to remediate negative impacts	Anti-corruption and compliance management, Occupational health and safety, Risk and opportunity management	76, 83-96, 56-59
	2-26 Mechanisms for seeking advice and raising concerns	Anti-corruption and compliance management	76
	2-27 Compliance with laws and regulations	Compliance management	76
	2-28 Membership associations	Our corporate memberships	26
	2-29 Approach to stakeholder engagement	Stakeholders and materiality	52-53
	2-30 Collective bargaining agreements	Our employees	75
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholders and materiality	48-51
	3-2 List of material topicsÖncelikli konuların yönetimi	Stakeholders and materiality	48-51
	3-3 Management of material topics	Stakeholders and materiality	48-51

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GRI 3: Material Topics 2021	3-3 Management of material topics	Our employees, managing risks and opportunities	56-58, 75
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate	Risk and opportunity management	56-58
	201-3 Defined benefit plan obligations and other retirement plans	Our employees	75
	201-4 Financial assistance received from government	Our employees	75
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our employees	75
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Our employees	75
	202-2 Proportion of senior management hired from the local community	Our employees	75
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GRI 3: Material Topics	3-3 Management of material topics	Anti-corruption and compliance management	76
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption and compliance management	76
	205-2 Communication and training about anti-corruption policies and procedures	Anti-corruption and compliance management	76
	205-3 205-3 Confirmed incidents of corruption and actions taken	Anti-corruption and compliance management	76
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy, climate change, AF and ARM usage	64, 65, 67, 70, 71
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy	67
	302-2 Energy consumption outside of the organization	Energy	67
	302-3 Energy intensity	Energy	67
	302-4 Reduction of energy consumption	Energy	67
	302-5 Reductions in energy requirements of products and services	Climate change, AF and ARM usage	64-65 ve 70-71
Water and Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water	63
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Water	63
	303-2 Management of water discharge-related impacts	Water	63
	303-3 Water withdrawal	Water	63
	303-4 Water discharge	Water	63
	303-5 Water consumption	Water	63

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GRI 3: Material Topics 2021	**3-3 Management of material topics**	Biodiversity	72-73
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	72-73
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity	72-73
	304-3 Habitats protected or restored	Biodiversity	72-73
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity	72-73
Emissions			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	Climate change, air emissions	66, 68, 69
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate change	66
	305-2 Energy indirect (Scope 2) GHG emissions	Climate change	66
	305-3 Other indirect (Scope 3) GHG emissions	Climate change	66
	305-4 GHG emissions intensity	Climate change	66
	305-5 Reduction of GHG emissions	Climate change	66
	305-6 Emissions of ozone-depleting substances (ODS)	Climate change	66
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air emissions	68-69
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GRI 3: Material Topics 2021	**3-3 Management of material topics**	Circuler economy and waste management	70-71
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circuler economy	70-71
	306-2 Management of significant waste-related impacts	Circuler economy	70-71
	306-3 Waste generated	Circuler economy	70-71
	306-4 Waste diverted from disposal	Circuler economy	70-71
	306-5 Waste directed to disposal	Waste management	71
Supplier Environmental Assessment			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	Supplier environmental assessment	84
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier environmental assessment	84
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier environmental assessment	84

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GRI 3: Material Topics 2021	**3-3 Management of material topics**	Employees	75
GRI 401: Employment 2016	401-2 New employee hires and employee turnover	Employees	75
	401-3 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employees	75
	401-4 Parental leave	Employees	75
Labor/management relations			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	Employee remuneration system and benefits	75
GRI 402: Labor/management relations 2016	402-1 Minimum notice periods regarding operational changes değişikliklerle ilgili asgari bildirim süreleri	Employee remuneration system and benefits	75
Occupational Health and Safety			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	Occupational health and safety	84-96
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Occupational health and safety	84
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational health and safety	84-96
	403-3 Occupational health services	Occupational health and safety	84-96
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety	84-96
	403-5 Worker training on occupational health and safety	Occupational health and safety	84-96
	403-6 Promotion of worker health	Occupational health and safety	84-96
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational health and safety	84-96
	403-8 Workers covered by an occupational health and safety management system	Occupational health and safety	85-85
	403-9 Work-related injuries	Occupational health and safety	85-96
	403-10 Work-related ill health	Occupational health and safety	85-96
Training and Education			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	Training and employees	75, 81, 82
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	Training	81-82
	404-2 Programs for upgrading employee skills and transition assistance programs	Training	81-82
	404-3 Percentage of employees receiving regular performance and career development reviews	Employees	75

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GRI 3: Material Topics 2021	**3-3**	**Management of material topics**	Employees	74-75
GRI 405: Çeşitlilik ve Fırsat Eşitliği 2016	405-1 405-2	Diversity of governance bodies and employees Ratio of basic salary and remuneration of women to men	Employees Employees	74 74-75
Corporate Governance, Ethics and Compliance				
GRI 3: Material Topics 2021	**3-3**	**Management of material topics**	Coporate governance, ethic and compliance	76
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GRI 3: Material Topics 2021	**3-3**	**Management of material topics**	Talent Management and Employee Development	50, 76, 81
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GRI 3: Material Topics 2021	**3-3**	**Management of material topics**	Alternative Fuels and Alternative Raw Materials	50, 65, 70-71
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GRI 3: Material Topics 2021	**3-3**	**Management of material topics**	Climate adaptation and net zero emission	32, 48, 64
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