



CEMENT
INTEGRATED
REPORT
2021



ON THE WAY TO DIGITALIZATION

As OYAK Çimento Fabrikaları A.Ş. (OYAK Cement), we support our productivity, creativity and sustainability-oriented strategies and our goal to develop production technologies and products that have minimal carbon footprint with OYAK Cement 4.0 which is our digital transformation project that features many firsts for the cement sector in the industrial sense.

Almost entirely established on internal resources, OYAK Cement 4.0 Project embodies many firsts for the cement industry not only in our country but also globally.

OYAK Cement 4.0 Project also provides direct support to CO₂ reduction which is one of the most important matters of the recent period and the near future.

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ABOUT THE REPORT

OYAK Çimento Fabrikaları A.Ş. (OYAK Cement) Integrated Report (IR) is published within the period of 1 January - 31 December 2021, covering all locations and activities. Our integrated reporting frequency is one year from now on. OYAK Concrete is merged with OYAK Cement at the end of 2020 with the structural changes in our group, merging with cement and concrete operations were gathered under one roof. Our report examines the financial limits of our company's cement and concrete business.

Our next IR of 2022 will be published in 2023. Our IR is prepared based on the International Integrated Reporting Council (The International Integrated Reporting Council (IIRC) and Global Reporting Initiative (GRI) frameworks.

The Integrated Report was published on May 2022.

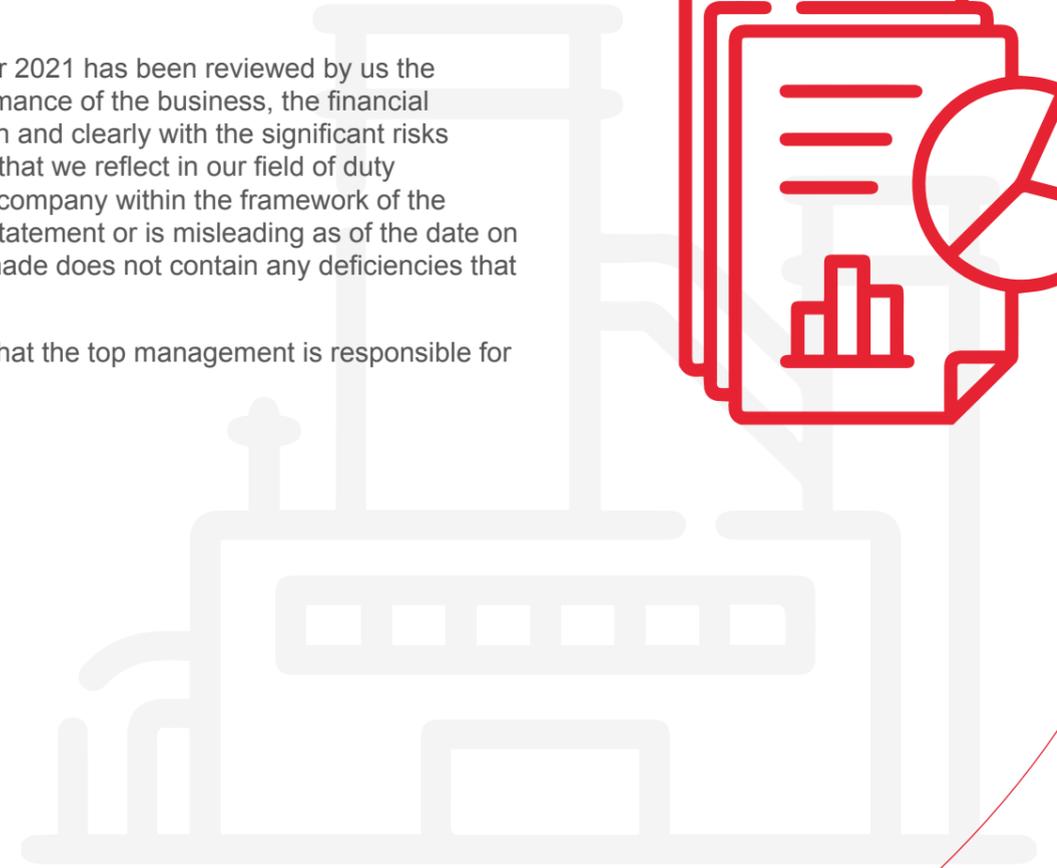
All information included in this report had been provided by OYAK Cement, and the report had not been verified independently. The subjects covered by the report are based on reliable and verifiable information. The content of the report cannot be copied, amended or distributed without explicit written approval of OYAK Cement. All rights of OYAK Cement are reserved.

The report can be reached at www.oyakcimento.com and our e-mail address for your questions and suggestions: iletisim@oyakcimento.com

STATEMENT OF RESPONSIBILITY

Our Integrated Report for 2021 has been reviewed by us the development and performance of the business, the financial condition of our operation and clearly with the significant risks and uncertainties facing that we reflect in our field of duty and responsibility in our company within the framework of the information we have, a statement or is misleading as of the date on which the statement is made does not contain any deficiencies that may result in.

We accept and declare that the top management is responsible for the entire report.



1. CORPORATE PROFILE AND EXTERNAL ENVIRONMENT



CHAIRMAN'S MESSAGE

The past two years have been both a period in which the resilience of all systems was tested throughout the world with the impact of the COVID-19 pandemic and a year in which the transformation taking place all over the world against climate change gained momentum. Despite all of these challenging periods we had, OYAK Cement continues its journey in 2021 with major goals in two important areas, namely, "digitalization and sustainability", in parallel with its strategic goals and the developments experienced in the world. Within this scope, we became the first cement company in Turkey to make the 'Net-Zero' commitment by setting another major goal on a national scale. Also, being a first in the world, OYAK Cement 4.0 project that we carry out clearly represents our perspective on the topics of digitalization and sustainability. I would like to highlight that as a family that not only follows global developments but also realizes the firsts in its sector on a global scale, we are planning the future with the vision of being a "game-changer" in the cement industry. We are not only expressing the responsibility we assume for the future generations, but also enjoying the happiness and pride of having realized efforts

that are far beyond adapting to global developments and for that we can say "We are the only ones that can do this in the world". We are aware that leading new developments and shaping the future in our field of business is steering history. I would like you to know that, bearing the title of "Turkey's Largest Cement Company" for which we are presenting you the 2021 Integrated Report, OYAK Cement will go on leading the developments in Turkey and the world in order to build a more sustainable world and a better future.

Sincerely,

Suat ÇALBIYIK
Chairman



MESSAGE FROM THE GENERAL MANAGER

As OYAK Cement, we left behind another year in which we focused our energy on “Sustainability and Digitalization” to increase our competitive power on a global scale. We were able to design and implement the transformation needed by making use of the risks and incidents we experienced during the COVID-19 process as opportunities. In 2021, which was a year that measures for limiting/stopping climate change increased further, we put the European Union’s new practices for economic, environmental and energy transformation in our focus for our planning and business processes. In this context, 2021 will be recalled as a year of transformation during which technological, social, environmental, and economic parameters were included in our processes more comprehensively than ever as well as our conventional industrial performance indicators. We will continue to be in progress towards our goals with the practices that will steer our industry while supporting sustainable development in the upcoming period. We will continue our activities in the fields of energy efficiency and digitalization without losing the pace in our journey of sustainable management we have set out to a long time ago. We promise that OYAK Cement, “Turkey’s Largest Cement Brand”, will continue be strong leader in

sustainability in the upcoming years, as in all other areas, and we are gladly presenting you our 2021 Integrated Report.

Sincerely,

Ali PASTONOĞLU
General Manager



MESSAGE FROM DIRECTOR OF ALTERNATIVE RESOURCES AND ENVIRONMENT

As OYAK Cement, 2021 was a year in which the risks and opportunities were addressed with a focus on social capital as well as natural capital, we reflected sustainable management to our operational processes by making a start from the board of directors and we completed our organizational structuring process. 2021 was also a year in which we created our Sustainability Strategies and focused on our short, medium, and long-term indicators. We took the first steps towards integration with the goals that are based on science in 2021 with our processes that address our business performance with performance indicators in regards of environmental, social and governance dimensions. We initiated a significant transformation focusing on goals that are based on science by also considering Turkey's announcement of 2053 as the year of transition to decarbonization and the emission reduction commitments of the Glasgow Climate Pact. We are carrying out major studies primarily on decarbonization of our processes under the pressure of the reflections of climate change and on development of new products, waste management, energy efficiency and the use of renewable resources. In addition to combating the pandemic in 2021, when the impact of the COVID-19 pandemic was felt, our studies which focus on innovation, energy efficiency, decarbonization and climate

change in all our products took an important place. We have entered a period in which sustainable management is strongly felt in our sector and in our companies. Acting with this aim, we will also maintain in the future, our goals of developing products and production processes that are mid-term and based on long years, minimizing our carbon footprint, and developing production technologies. We will maintain our leadership position in our sector by being in communication with all our stakeholders through Integrated Reporting by adopting a vision that our economic and social impact will increase exponentially in addition to environmental sustainability.

Sincerely,

Galip TEKİNER
*Director of Alternative Resources
and Environment*



Corporate Profile and External Environment

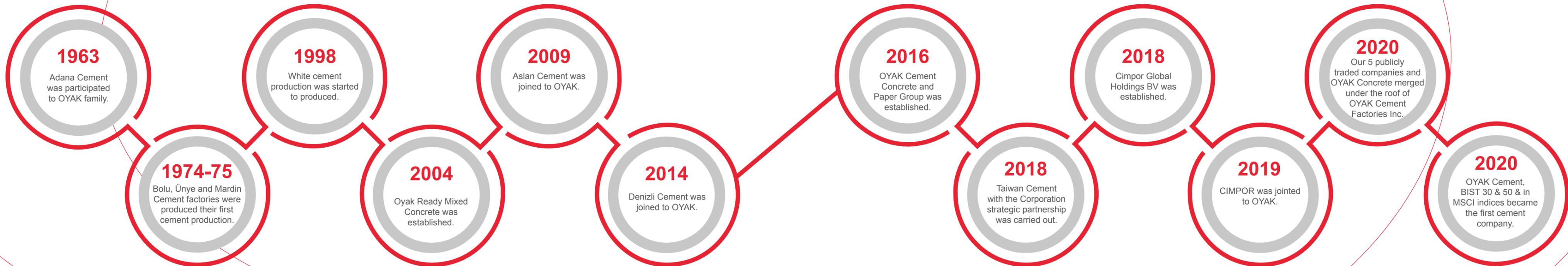
ABOUT OYAK CEMENT

Our Journey

OYAK Cement started its journey with the production of Adana Cement in 1957, Aslan Cement which is the first cement factory in Turkey, Bolu Cement, Ünye Cement and together with Mardin Cement are belonging to OYAK which is a leading community.

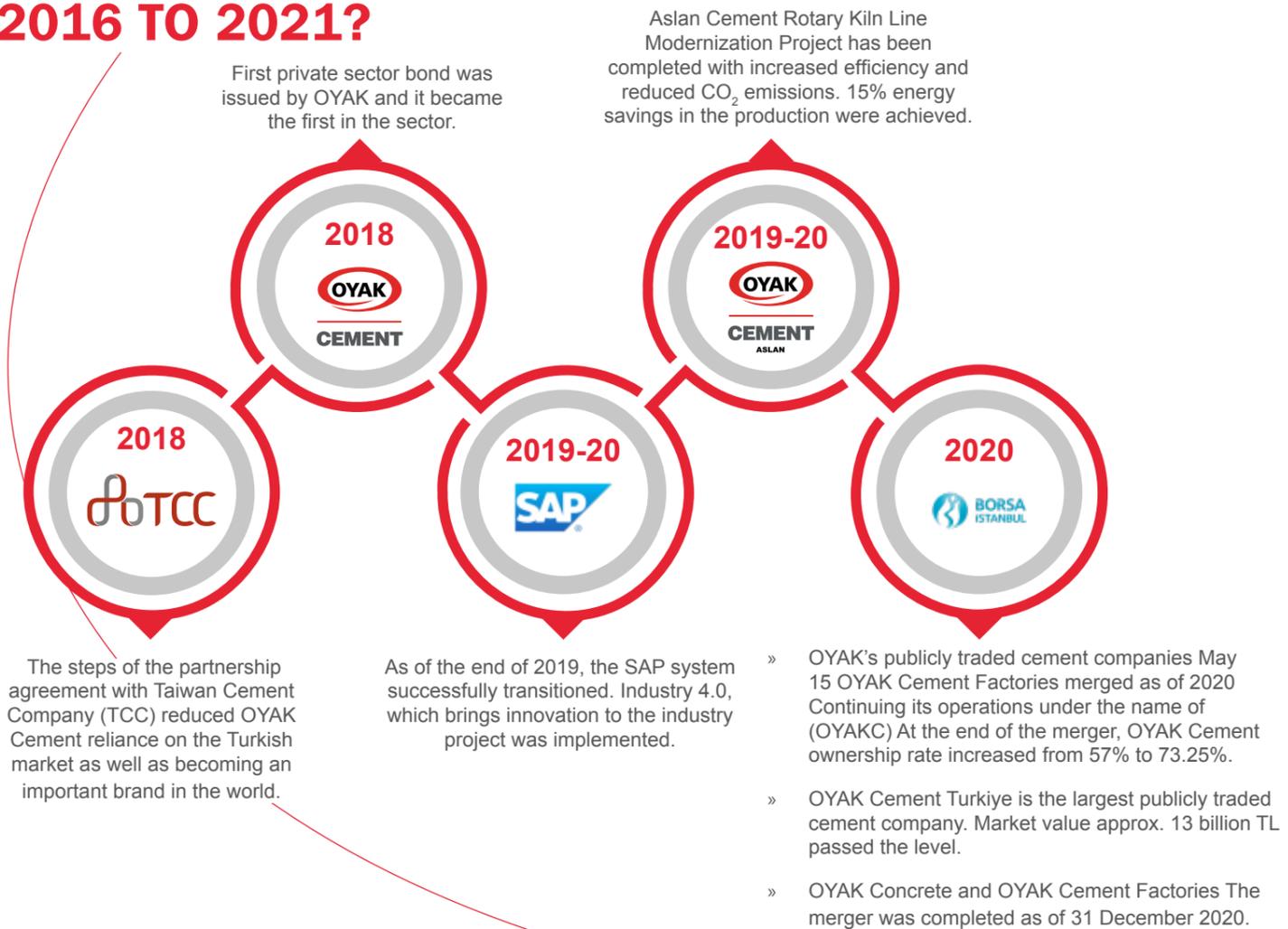
OYAK Cement, the first Turkish producer to grow in 3 continents in the global market, "OYAK Çimento Fabrikaları A.Ş." as "Turkey's largest cement brand" continues its vision.

OYAK Cement, BIST 30 & 50 & in MSCI indices became the first cement company.



Corporate Profile and External Environment

WHAT HAS CHANGED FROM 2016 TO 2021?



Organizational Structure at OYAK Cement





As the capacity and market leader of the Turkish cement industry, OYAK Cement, which continues its activities in 6 factories and sales in 7 geographical regions, provides efficiency, creativity and profit is a leading community that develops cement usage areas with its focus on principles and plays an active role in the country market.

Integrated Reports of Adana Cement and Aslan Cement were published in 2016, 2018 and 2019 and after merging group companies in 2020, we continued to publish Integrated Reports for 2020.

The 2021 Integrated Report was published in May 2022 and the concrete activity has been added in our integrated report.

Branches and Production Distribution

Location	Activities
Adana	Grey Cement and Clinker Production
İskenderun 1	White Cement and Clinker Production
İskenderun 2	Grey Cement and Clinker Production, Blast Furnace Slag Production
Aslan	Grey Cement and Clinker Production,
Ankara	Grey Cement and Clinker Production, Blast Furnace Slag Production
Bolu	Grey Cement and Clinker Production, Blast Furnace Slag Production
Ereğli	Grey Cement and Blast Furnace Slag Production
Mardin	Grey Cement and Clinker Production
Ünye	Grey Cement and Clinker Production
OYAK Concrete	Ready Mixed Concrete Production

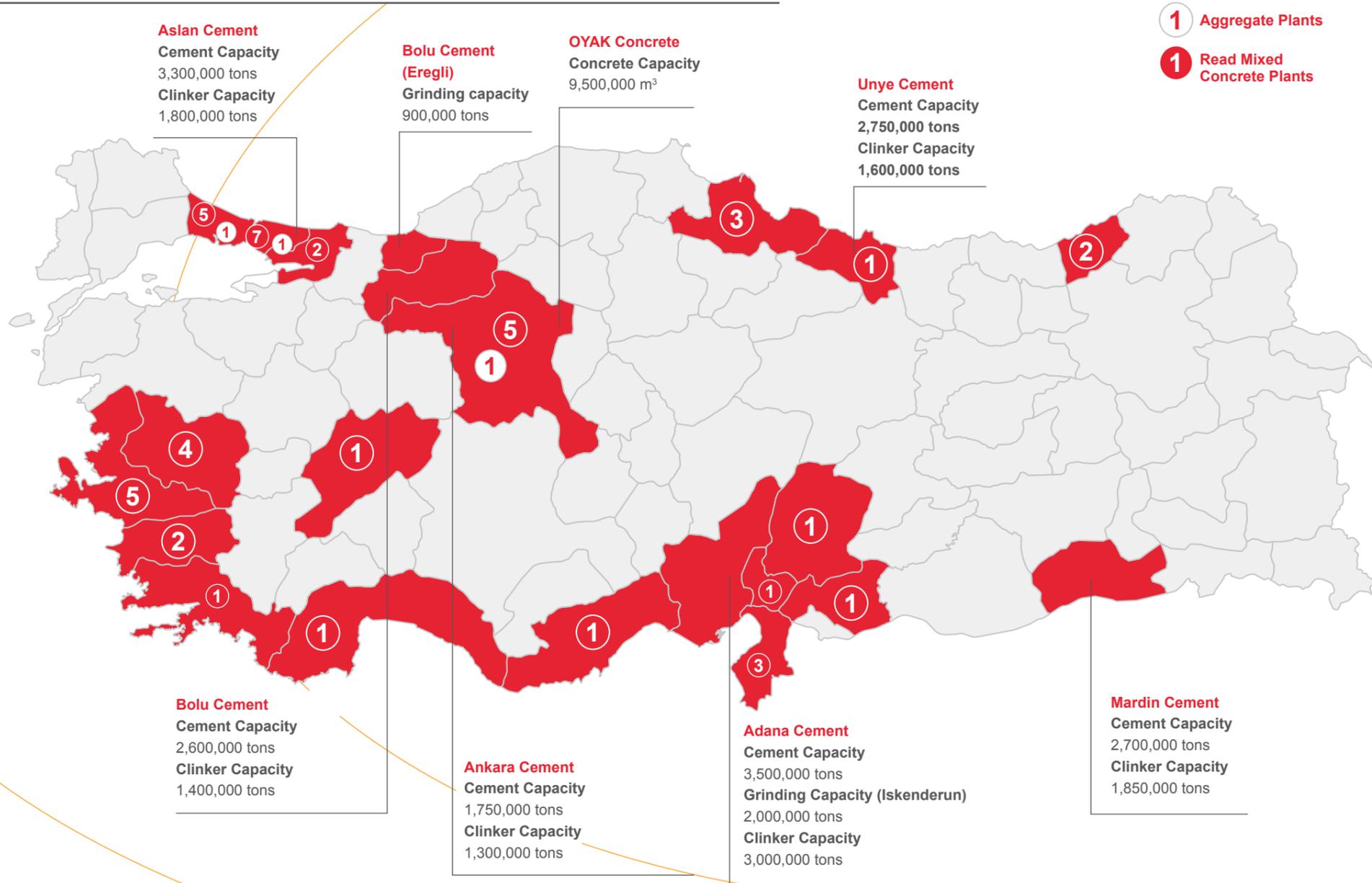
Distribution of By-product Usage in 2021

Location	Using By-product	
	Grinding Slag Consumption**	Fly Ash Consumption**
Adana	103,373	541
İskenderun 1	128,397	32,372
İskenderun 2	1,490	-
Aslan	131,741	-
Bolu	69,075	-
Ereğli	21,880	-
Ünye	8,278	-
Ankara	-	-
Mardin	-	-
OYAK Concrete	121,423	39,060

** Refers to the amounts consumed in cement in 2021.



Corporate Profile and External Environment



Corporate Profile and External Environment

History of Our Branches

OYAK Cement Aslan

The first cement factory in Turkey built in 1910, Aslan Cement, put their first wet process kiln into use in 1953. Being the first plant to switch to the dry system in 1969, Aslan Cement reached to an annual capacity of 1 M with a single kiln in 1978. Aslan Cement was privatized in 1989 and operated by Lafarge Cement company for 20 years and then bought by OYAK Group in 2009. The plant exceeds the average in the industry in use of alternative fuels and therefore is one of the plants with the lowest carbon footprint.

OYAK Cement Bolu

Bolu Cement was founded in 1968 under the name Bol-Bak Gıda ve Sanayii Ticaret A.Ş., and 25% of its shares were transferred to Türkiye Çimento Sanayii ve Ordu Yardımlaşma Kurumu (OYAK) and 16% were transferred to Turkish Cement Industry (ÇİSAN). In 1990 OYAK's shares in Bolu Cement increased over 50%.

The construction of Bolu Cement Plant started in 1969 and after trial productions were completed, the plant started to operate in 1974. Investments have continued in the plant until today. Bolu Cement Plant also designs and produces cement for special projects.

OYAK Cement Ünye

Ünye Çimento Sanayii ve Ticaret A.Ş. was founded in Ünye, Turkey in 1969 to produce clinker and cement. Ünye Cement in which Türkiye Çimento Sanayii T.A.Ş. and OYAK have 40% share started cement production in 1974.

Ünye Cement, with an annual installed capacity of 1,600,000 tons of cement, continues its activities with improvement and modernization works.

OYAK Cement Mardin

Mardin Cement was established in 1969 in Mardin to lead the way in development and reconstruction in Southeast Anatolia Region and meet cement demands of neighbor countries in the Middle East.

OYAK had 40% share, Türkiye Çimento Sanayii T.A.Ş. had 40% share and local organizations and individuals had 20% share in the founding capital of the plant. OYAK increased its share in Mardin Cement to 50% in 1990. Mardin Cement became an OYAK Cement affiliate in 2015.

Mardin Cement continued to grow with investments parallel to the development of Turkey and the region. Taking into consideration the changing market conditions, Mardin Cement has one of the best clinker use ratio based on the distribution of cement types produced in the plant, and therefore stands out among others by lowering its carbon footprint in the final product and contributing to sustainability.

OYAK Cement Ankara

Ankara Packaging Plant was established in 1996 as part of Bolu Çimento San. A.Ş. and became Ankara Grinding and Packaging Plant in 1998. The construction of Ankara Branch Integrated Cement Plant that has started in 2014 ended in 2015 and with this investment, Ankara Branch of OYAK Çimento Fabrikaları A.Ş. achieved an annual production capacity of 1,300,000 tons of clinker and 1,750,000 tons of cement and slag.

OYAK Cement Adana

Adana Cement was established under the name Çukurova Çimento Sanayii T.A.Ş. in 1954 with the collaborative work of Türkiye Emlak Bankası, Akbank and Türkiye İş Bankası. Production started in the factory in 1957 and in 1998 the factory started to produce white cement and sulphate resisting cement (SRC).

In 2007, Iskenderun Grinding and Packaging Plant with an annual capacity of 1 M tons slag and slag cement was bought by the company.

With the grinding plant with an annual capacity of 1 M tons built within the facilities of Iskenderun Demir ve Çelik A.Ş. in 2009, the company's slag and slag cement grinding capacity was increased to a total of 2 M tons/year. Annual total grinding capacity in Adana

Central and Iskenderun 1 and 2 plants reached to 5.5 M tons.

With the investment of Adana Cement in its clinker production line no 5, its clinker production capacity was increased in white and grey cement,

- » White clinker production capacity, 1.1 M ton/year,
- » Gray clinker production capacity, 3.3 M ton/year

OYAK Concrete

The production and sales of ready-mixed concrete, which is offered as a secondary service under the roof of OYAK Cement, has been organized in accordance with the rapid development and increasing demand in the sector. In order to further increase efficiency, it was gathered under one roof as a separate corporate company and in 2004 OYAK Beton Sanayi ve Ticaret A.Ş. was established.

At the end of 2020, OYAK Beton joined OYAK Çimento Fabrikaları A.Ş. has a ready-mixed concrete production capacity of 9.5 million m³/year; Marmara, Central Anatolia, It operates in the Mediterranean, Aegean and Black Sea regions.

Names of Partnership and Subsidiaries

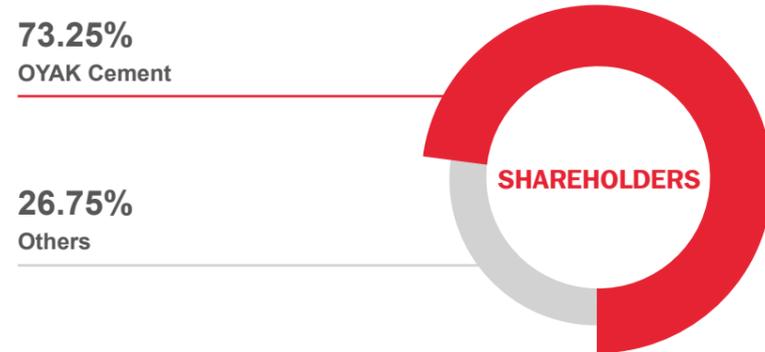
Names of Partnership and Subsidiaries	Activity
Marmara Madencilik San. ve Tic. Ltd. Şti.	All kinds of mineral exploration, extraction, discovery, processing and operation of these and their raw, semifinished products, manufacture, purchase and sale

Name of Foreign Affiliates	Activities
Adana Çimento Sanayi ve Ticaret Ltd.	Cement and clinker
Adana Çimento Free Port Ltd.	Cement and clinker
Ünye Cem SRL	Cement and Packaging

Our Corporate Memberships

Name	Abbreviation
Turkish Cement Manufacturers' Association	TÜRKÇİMENTO
Cement Industry Employers's Association	ÇEİS
Cement Workers Union	ÇİMSE-İŞ
Integrated Reporting Turkey Network	ERTA
Ankara Chamber of Commerce	ATO
Turkish Ready Mixed Concrete Association	THBB
Waste and Environment Management Association	TAYÇED
World Cement Association (Global Cement and Concrete Association)	WCA
Ethics and Reputation Association	TEİD

Shareholder structure of OYAK Cement for 2021

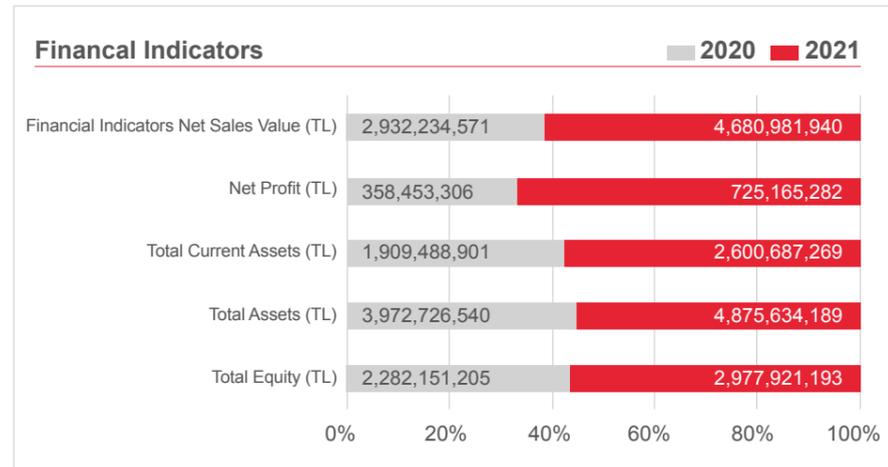


OYAK Cement is in the 100 list of the Istanbul Industrial Chapter survey of Turkey's first 500 Large Industrial Enterprise 2021 Survey, and took place as the leader of our industry.

OYAK Cement, "Turkey's largest cement company, continues to proudly carry the vision of brand".

Financial Profile

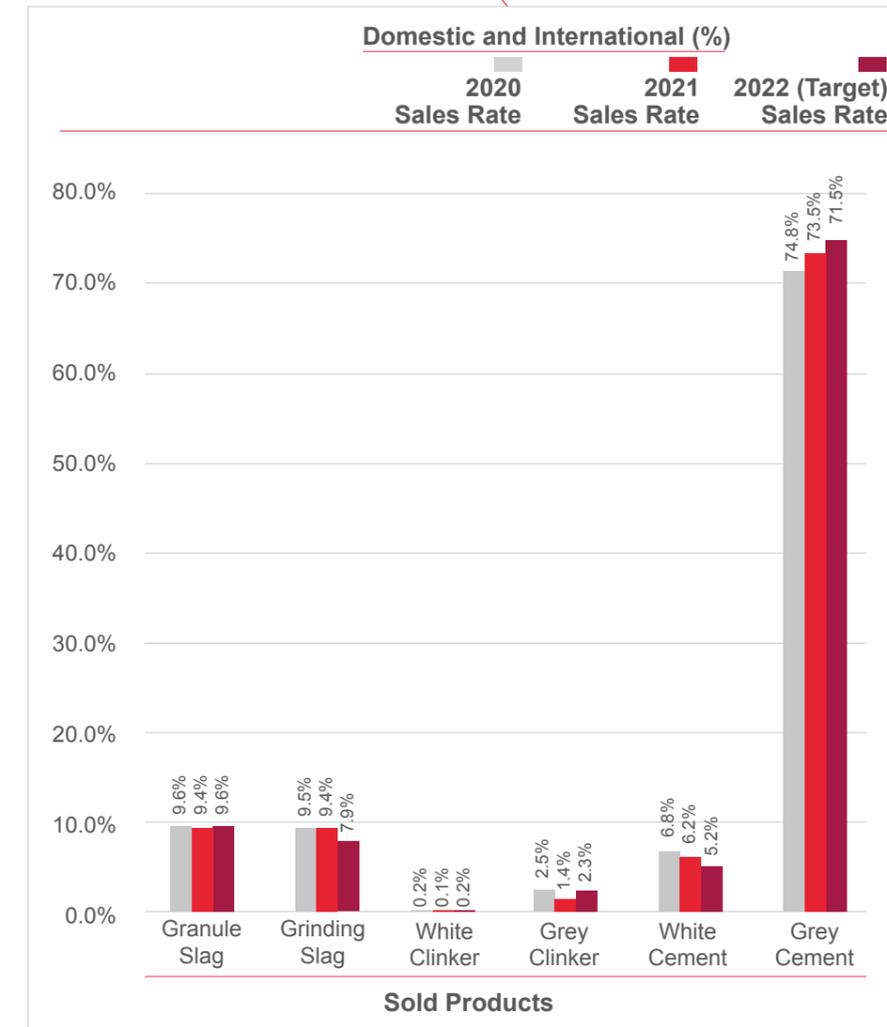
Financial Indicators



Our capacity utilization rates in cement and slag production were 78.2% in cement and 75.3% in clinker in 2021.

Product	Capacity(T/Year)	2021	
		Production Amount (ton/year)	The Capacity Utilization Rate (%)
Grey Clinker	9,461,650	7,443,752	78.6
White Clinker	960,300	692,849	72.1
Grey Cement and Slag	17,932,800	10,186,483	56.8
White Cement	750,000	747,773	99.7

Distribution of Sold Products



Plant Name	Location	Cement
Adana Cement	Centre	CEM I 42,5 R
Adana Cement	Centre	CEM I 42,5 R (White)
Adana Cement	Centre	CEM I 52,5 R
Adana Cement	Centre	CEM I 52,5 R (Extre White)
Adana Cement	Centre	CEM II/B-LL 42,5 R (Pro White)
Adana Cement	Centre	CEM II/A-S 42,5 R (Cementum)
Adana Cement	Centre	CEM V/A (S-P) 32,5 R
Adana Cement	Centre	ASTM C 150 TYPE I
Adana Cement	İskenderun	CEM I 42,5 R
Adana Cement	İskenderun	CEM I 52,5 R
Adana Cement	İskenderun	CEM I 52,5 R (Extre White)
Adana Cement	İskenderun	CEM II/B-M (S-V) 42,5 R (Powercem)
Adana Cement	İskenderun	CEM III/A 42,5 N (Duracem)
Adana Cement	İskenderun	CEM V/A (S-V) 32,5 R
Adana Cement	İskenderun	ASTM C 150 TYPE I
Adana Cement	İskenderun	Ground Blast Furnace Slag (İsk-I)
Adana Cement	İskenderun	Ground Blast Furnace Slag (İsk-II)
Bolu Cement	Centre	CEM I 42,5 R
Bolu Cement	Centre	CEM I 42,5 R - SR5
Bolu Cement	Centre	CEM II/A-M (S-L) 42,5 R (Cementum)
Bolu Cement	Centre	CEM IV/B (P) 32,5 R
Bolu Cement	Centre	G Class HSR Cement
Bolu Cement	Centre	Ground Blast Furnace Slag

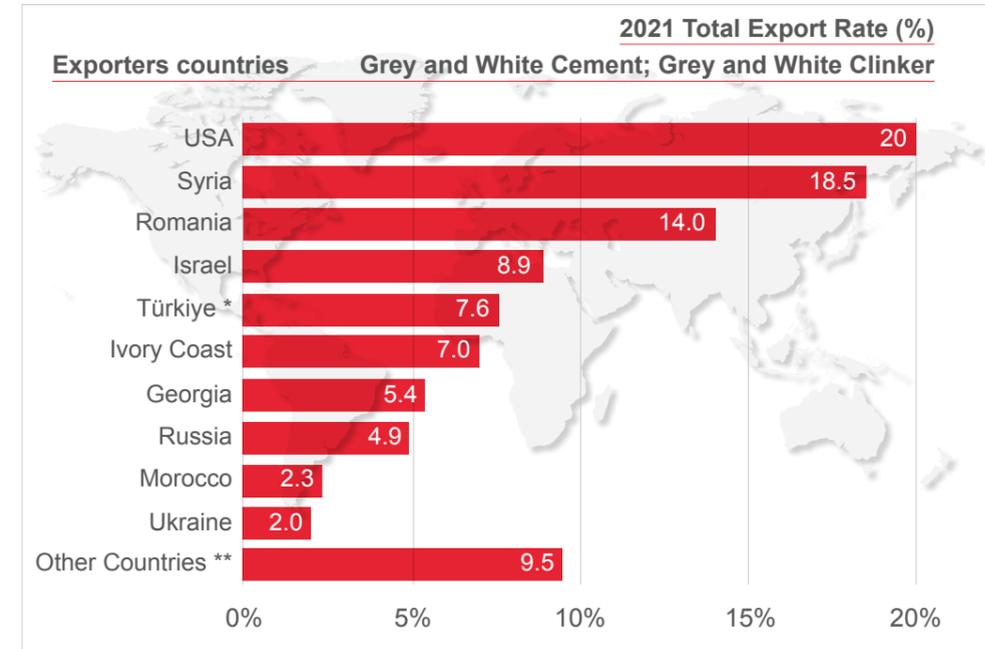
Plant Name	Location	Cement
Bolu Cement	Ereğli	CEM III/A (S) 32,5 N (Duracem)
Bolu Cement	Ereğli	CEM III/A (S) 42,5 N (Duracem)
Bolu Cement	Ereğli	CEM III/B (S) 32,5 N - SR (Duracem+)
Bolu Cement	Ereğli	Ground Blast Furnace Slag
Ankara Cement	Centre	CEM I 42,5 R
Ankara Cement	Centre	CEM II/A-LL 42,5 R (Cementum)
Ankara Cement	Centre	CEM IV/B (P) 32,5 R
Ankara Cement	Centre	Ground Blast Furnace Slag
Aslan Cement	Centre	CEM I 42,5 R
Aslan Cement	Centre	CEM II/A-M (S-L) 42,5 R (Cementum)
Aslan Cement	Centre	CEM II/B-M (S-L) 42,5 R (Powercem)
Aslan Cement	Centre	CEM V/A (S-P) 32,5 N
Aslan Cement	Centre	ASTM C 150 TYPE I
Ünye Cement	Centre	CEM I 42,5 R
Ünye Cement	Centre	CEM I 42,5 R - SR5
Ünye Cement	Centre	CEM II/A-M (P-LL) 42,5 R (Cementum)
Ünye Cement	Centre	CEM III/A (S) 42,5 N (Duracem)
Ünye Cement	Centre	CEM IV/B (P) 32,5 R
Mardin Cement	Centre	CEM I 42,5 N
Mardin Cement	Centre	CEM I 42,5 R - SR3
Mardin Cement	Centre	CEM II/A-M (P-LL) 42,5 R (Cementum)
Mardin Cement	Centre	CEM IV/B (P) 32,5 N



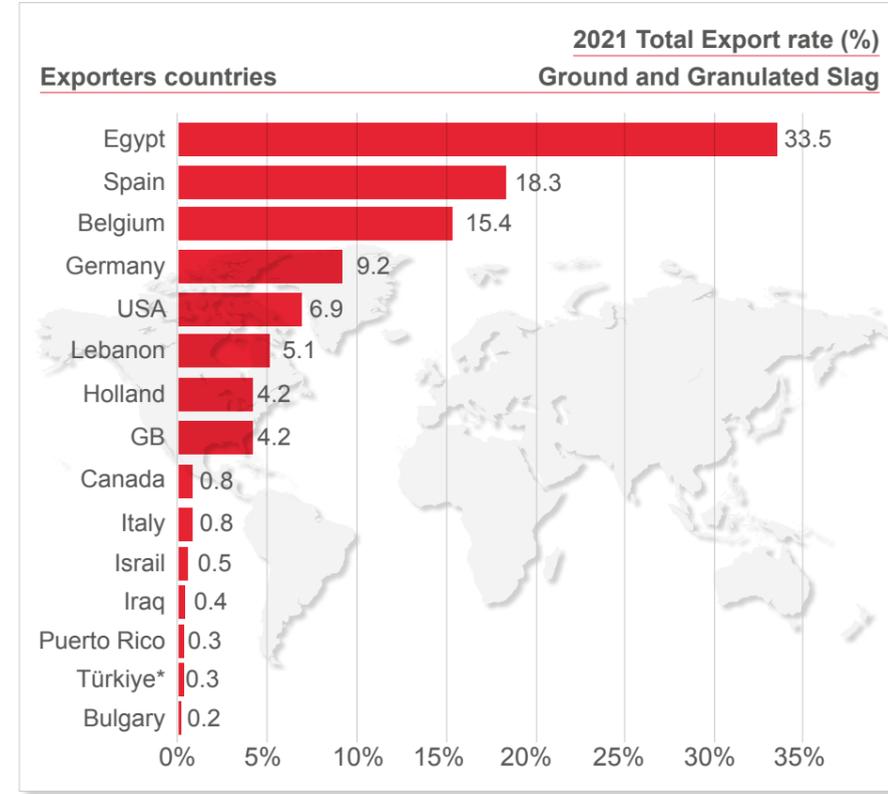
Distribution of Concrete Product Types and Classes

Concrete	Type and Class
Regular Read Mixed Concrete	C8/10 - C100/115
Light Concrete	LC 8/9 - LC 40/44
AQUABET	Special Product
DUALBET	Special Product
DURABET	Special Product
DUBAET+	Special Product
FIBRABET	Special Product
SKYBET	Special Product
SMARTBET	Special Product
REPABET	Special Product
WHITEBET	Special Product
IZOBET	Special Product
POROZBET	Special Product

Distribution of Exports by Countries



* Data for Turkey includes exports to the KKTC and Free Zone.
Rate distribution: TRNC: 4.5%, Free Zone: 3.1%
** Total of countries below 0.1%



* Turkey data includes export data to TRNC

EXTERNAL ENVIRONMENT

The Turkish cement sector has no roadmap for decarbonization and a carbon reduction plan yet. Average alternative fuel (AF) use in Turkey is around 8%.

This rate is quite low compared to OYAK Cement's AF use in 2021, which was 22.5%. Technology, new products, R&D, and digitalization processes addressing carbon reduction are still at the idea stage in our sector and related sectors.

On the other hand, innovation-based solutions will be commercially implemented in the next decade according to the estimates of the International Energy Agency (IEA).

Carbon tax and credit facility principles have not yet been clarified in Turkey and serious risks may arise in the sector in this sense. External environment analysis was also carried out in the establishment of our sustainability strategies.

Economic fluctuations, catastrophes due to climate risks, infectious diseases, risks in supply chain logistics are directly a concern for our sector. On the flip side, reduction and adaptation plans related to greenhouse gas emissions have created an opportunity to address local suppliers.

OYAK Cement in 2021

OYAK Cement will ensure that global companies science-based targets to limit temperature rise to 1.5°C “Net-Zero”, which brings together the necessary criteria to determine, it became the first Turkish cement company to make the (Net-Zero) commitment. While transitioning to a low carbon economy in the world , OYAK Cement is also among more than 2,000 businesses working with the Science-Based Goals Initiative.

In order to provide added value to a sustainable world, OYAK Cement continues its pioneer activities to transition to carbon neutrality with a focus on climate risks and continuing its work to the 2050 road map.

In this context, companies’ global temperature increase by 1.5°C need to set science-based targets to limit the “Net-Zero” commitment, which brings together the criteria OYAK Cement, the first cement company in Turkey, in the sector with a value-oriented business model in the light of innovation studies once again reveals its difference.

OYAK Cement, which started its activities related to SBTi in 2020, its commitment is to Race to a United Nations (UN)-sponsored campaign. As part of Zero, SBTi is the “UN Global Compact” and also exhibited by “We Mean Business”.

OYAK Cement’s sustainability focus is also addressed on its way to Turkey’s 2053 net zero target that OYAK Cement is determines its environmental responsibility in a way that will contribute within the scope of reducing energy costs in the last 5 years, waste feeding taking systems to a higher level, recovery from waste heat important to build facilities and establish more environmentally friendly units. While making investments, the rate of alternative fuel use is also important. Substantially increased. In addition, OYAK Cement, renewable energy resources continue to invest.



SUSTAINABLE MANAGEMENT

Our sustainability strategies have been established for 2021-2025 and our targets are short, medium and long term identified accordingly.

Our sustainability organizational structure has been created and published. OYAK Cement, which carries out pioneering activities in its sector on behalf of a sustainable world also responds to customer needs with its more environmentally friendly new and special products.

With its strong performance, gray cement products are in their new packaging. In the white cement segment, Super White and the new member of the series Pro a brand new era has started with Beyaz.



CLIMATE AND ENERGY

OYAK Cement 2050 Roadmap:

- 2030- 33% reduction until 2030, taking the year 2015 as a reference,
- 2050- «NET ZERO» CO₂ Emission is targeted.

Depending on the carbon neutral target;

- Our total cement production in 2021 is 10,934,256 tons (grey cement, white cement and slag).
- Our total concrete production is 4,301,040 m³.
- Our total clinker production (gray clinker and white clinker) is 8.136,601 tons
- 1,641.012 Gcal (22.5%) of 7,303,799 Gcal energy consumption is alternative obtained from sources. With this savings, 216,845 tons of fossil fuel usege has been reduced.

Our energy consumption from renewable energy sources;

- Solar Energy: 2,665,250 kWh
- WHR: 76.626.380 kWh



CIRCULER ECONOMY

Our investments in alternative fuel supply units continued, and 2021’s first half of the year through

- Adana,
- Bolu,
- Unye



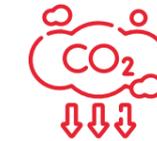
SUPPLIER MANAGEMENT

Trade preference with local suppliers in all regions of operation purchasing from local suppliers among 1,527 suppliers by prioritizing rate was 99%.



R&D AND INNOVATION BUDGET

On the way to being carbon neutral and with the aim of creating innovation Our R&D and innovation budget has been 9,564,307 TL in 2021. carried out in alternative fuel feeding units in our factories. With the implementation of investments, the power of these units will be increased and contributed to our power to combat climate change.



ENERGY SAVING AND CO₂ REDUCTION

Energy savings realized in 2021: 117,357,220 kWh

CO₂ amount of reduction: 983,458,2 T CO₂



OUR INVESTMENTS

In order to reduce carbon footprint in OYAK Beton, low-emission vehicles, energy efficient equipment and plant investments with 48 M TL invested has been done.



LEADERSHIP IN OCCUPATIONAL HEALTH SAFETY (OHS)

A total of 18,4 person/hours of training has been given to our employees annually and OHS training rate is 70% in total training.

Risk and near-miss in the digital environment to ensure the effectiveness of risk notifications an application has been launched for pre-emptive notifications.

“OUR GOLDEN RULES” have been determined in occupational health and safety. The GOLD RULES are the most important safety factor contributes to reducing the risk of accidents and that guide principles of behavior. In line with the OHS Zero Tolerance principle, every employee adheres to the health and safety rule.

In addition to compliance obligations, Occupational Health and Safety Subcommittees prevent accidents caused by unit activities and arrangements have been made to create a safe working environment.

In addition to compliance obligations, by creating an OHS-E Catalogue, A standard solution has been introduced for warning signs at all our facilities.

A distance education model has been developed for our OHS-Environment trainings and has been applied.

The implementation of the cross-inspection system in our facilities has begun and OHS with organizational management supported by managerial processes and the formation of more agile structures in our environmental organizations has been focused.



OUR ENVIRONMENTAL PERFORMANCE

Our environmental investments amounted to 68.7 M TL.

Alternative Raw Material Displacement Rate was 20.74%.

Our environmental training was realized as 881 person/hours.



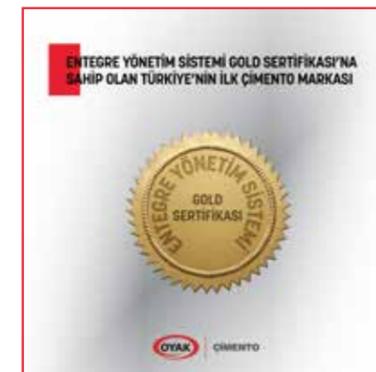
“
**OYAK Cement,
 which is the first
 Turkish cement
 company committed to
 Global NET-ZERO.**
 ”



New Products

As the first cement company in Turkey to make the Carbon Net-Zero commitment, we aim to achieve this goal in new products. Our low-carbon CEM VI (S LL) 32.5 R type product, which we started to produce, broke new ground and achieved G conformity in the Turkish cement sector. It was the first “CEM VI ” class product to receive the certificate

Introduced within the scope of our vision of cement and concrete with low carbon emissions, This product contains 350 kg of CO₂/ton. It makes a difference with a low carbon footprint.



Integrated Management System

Turkey's largest cement brand OYAK Cement, 7 integrated factories, 4 grinding/packaging plants for 2021, with auditing and certification studies carried out for the company and the head office, the system and product. It became the first cement in Turkey to have the “Integrated Management System” Gold Certificate within the scope.



Finance

Our company's 2-year bond issuance, worth TL 100 million, was met with more than 3 times the demand. It was realized as 300 million TL.

The leader of the industry in the list of “The Most Admired Companies of the Business World” announced by Capital Magazine. OYAK Cement, which takes place as the company, proudly fulfills its vision of “Turkey's largest cement brand” carries on.

Our Integrated Corporate Governance and Management Strategy

CORPORATE MANAGEMENT

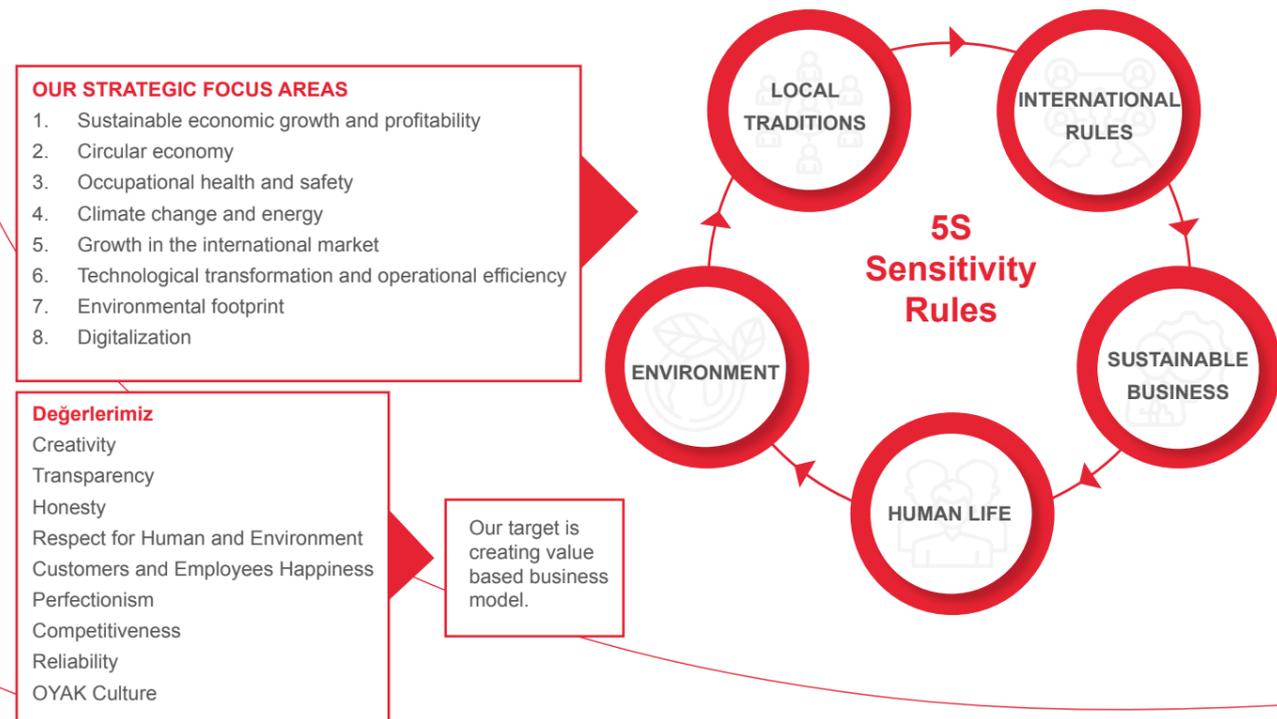
We are working with the goal of trading in international markets and taking the competition to the global level as a player assuming determining role in line with the growth strategy of our country. In this respect, OYAK Cement represents 15% of Turkey's clinker production capacity with a total clinker production of 7,536,107 tons and 16% of Turkey's cement production capacity with a total cement production of 19,740,000 tons.

We are now in a period when risks and opportunities in the sector will be assessed by monitoring the efforts within the scope of the worldwide energy transformation.

The COVID-19 pandemic which came to forefront throughout the world in 2020 pointed out the significance of crisis management and made it one of our top priorities.

Our management team has also initiated a process which addresses sustainability within our business focus and designs the management function with our capital topics.

The efforts for integration of sustainable management with business processes and the establishment of the management system have been accelerated.

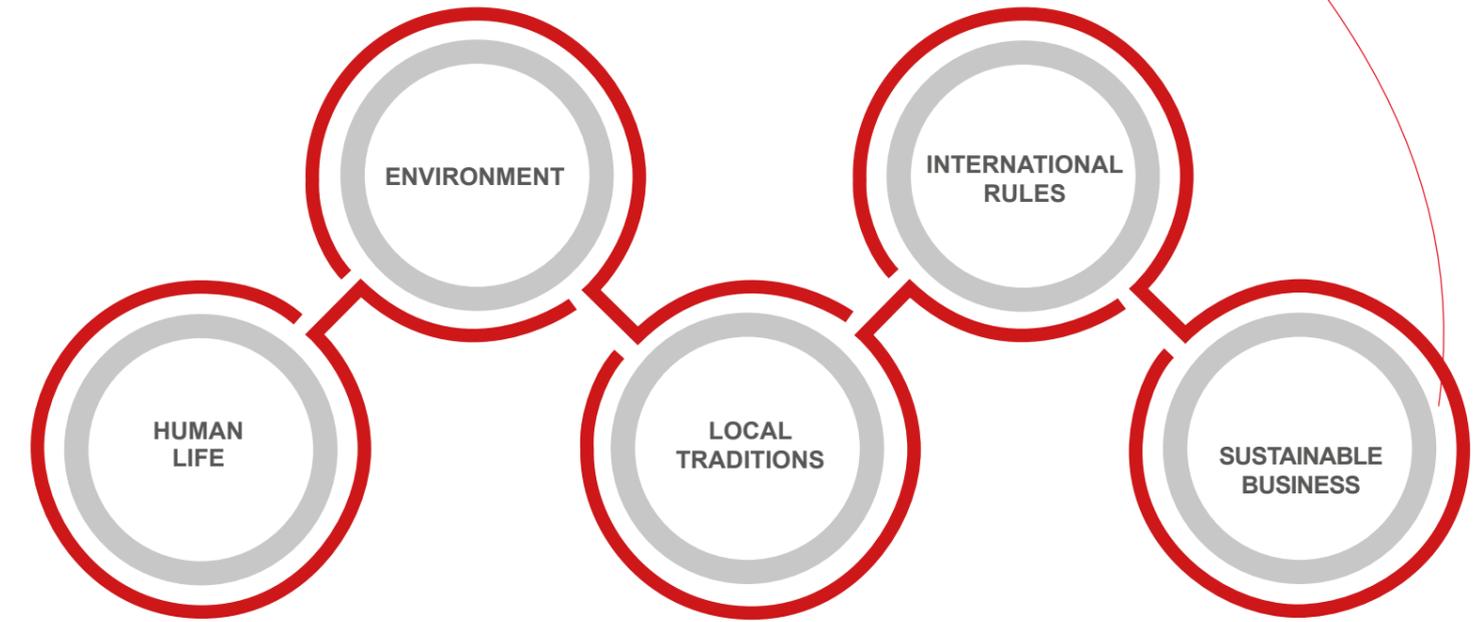


Our Strategic Priorities

Together with 5S Responsiveness Rules we create value and synergy with all our facilities.

Focus Areas	Key Indicators	UN SDG
 Sustainable economic growth and profitability	<p>Increasing the use of alternative fuels due to climate risks and reducing energy costs is our focus in the short and medium term, and will continue to be.</p> <p>Creating a model for measuring the impact of our activity with metrics targeted.</p>	   
 Circular economy	<p>Integration of zero waste into our business processes (increase use of alternative raw materials and alternative fuel)</p>	   
 Occupational health and safety	<p>Dissemination of leadership and safety culture in OHS, (our subcontractors and contractors) competencies with OHS campaigns increasing.</p> <p>Increasing the effectiveness of the combating system against the COVID-19 Pandemic targeted.</p>	  
 Climate Change and Energy	<p>Use of alternative fuels and raw materials, electrical energy from waste heat production, blended cement production and improvement projects, help us to reduce energy use and greenhouse gas emissions.</p>	   
 Environmental Footprint	<p>Our footprints into air, water and biodiversity are monitored with sustainability KPIs and this target will continue.</p>	  

5S Sensitivity Rules



-  Sustainable profitability
-  Occupational health and Safety
-  Climate change
-  Product and service quality
-  Customer satisfaction
-  The international market
-  Technological transformation and operational productivity
-  Environmental footprint and digitalization

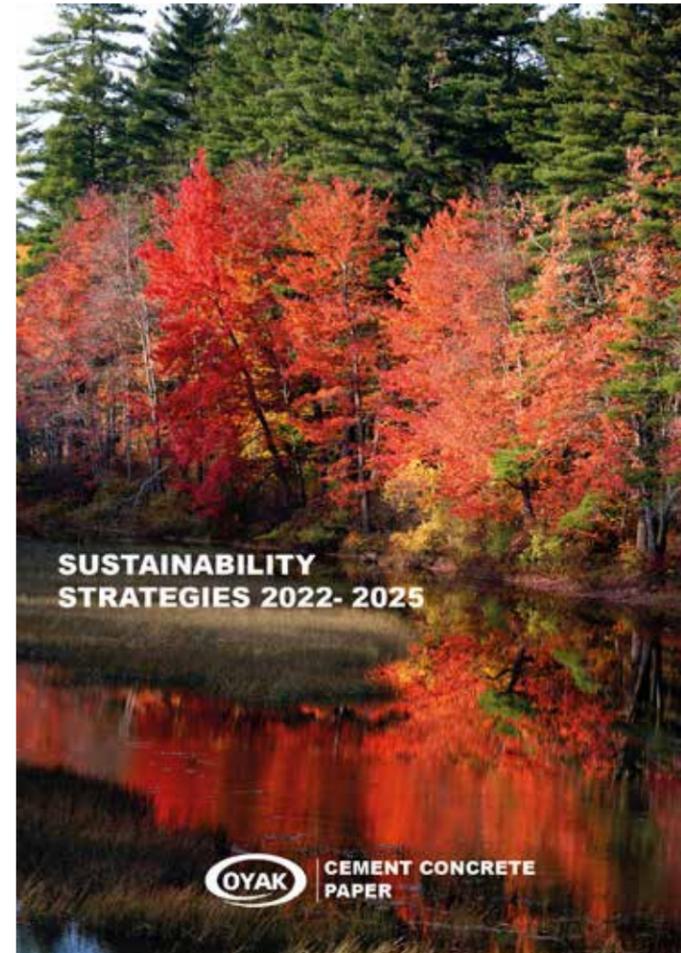
Focusing on sensitivity, We create synergy with all our facilities in the way of creating value.

SUSTAINABILITY STRATEGIES

OYAK Cement took an important step in 2021 by focusing on its sustainability strategies and addressed 11 issues in this direction. Detailed for each area, preparing targets, the shift of performance indicators to this area is planned.

2021- 2025 Our Sustainability Strategies

1. ADAPTATION TO CLIMATE CHANGE AND THE TRANSITION TO A LOW CARBON ECONOMY
2. ZERO WASTE AND THE TRANSITION TO THE CIRCULAR ECONOMY
3. FIGHTING WATER SHACKLE
4. INCREASING GENDER EQUALITY
5. INCREASING TRAININGS AND DEVELOPING COMPETENCIES AT THE HR
6. ENERGY EFFICIENCY
7. EXPANDING OCCUPATIONAL HEALTH AND SAFETY CULTURE
8. SUSTAINABLE SUPPLIER MANAGEMENT AND REDUCING SUPPLIERS' CARBON AND WATER FOOTPRINT
9. INCREASING SUSTAINABLE MANAGEMENT PRACTICES AND GROWTH BASED ON SUSTAINABLE DEVELOPMENT POLICIES
10. NATURAL RESOURCE EFFICIENCY
11. RESEARCH-DEVELOPMENT AND INNOVATION AND PRODUCTION EFFICIENCY



SUSTAINABILITY ORGANIZATION

In 2021, OYAK Cement established a Sustainability Board and Committee. Sustainability is structured with a 2-level organization at OYAK Cement. These levels are;

- Senior Management Level (Level 1- Sustainability Board)
- Operational Level (Level 2- Sustainability Committee)

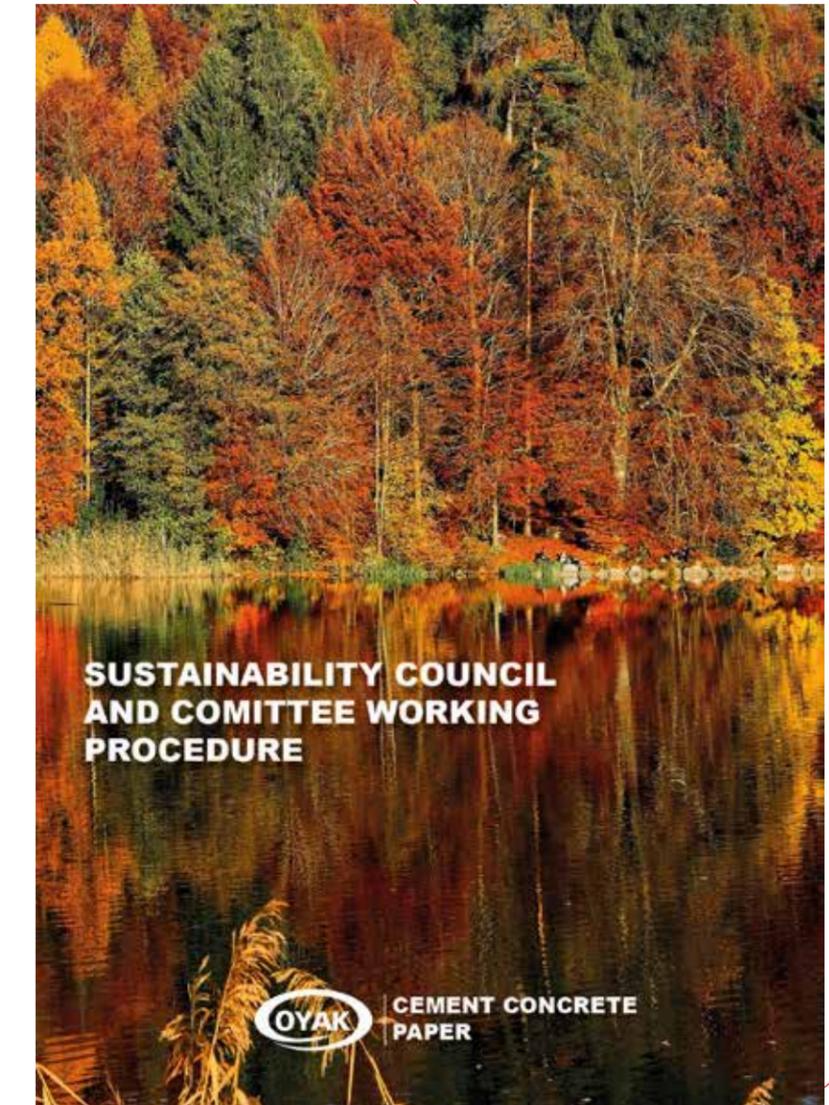
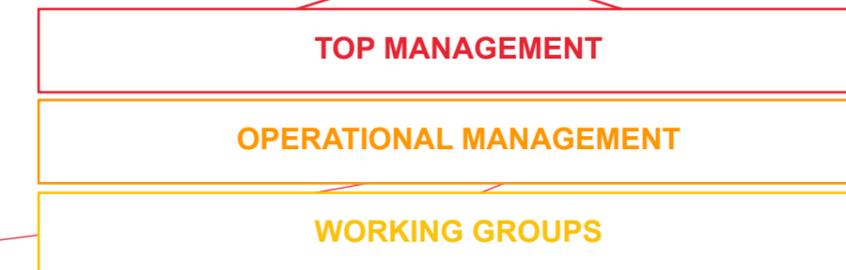
The Board is responsible for determining the sustainability strategy in the fields of environmental, social, and corporate governance, executing, monitoring, auditing, reviewing, improving and developing policies, goals and practices in the field of sustainability.

OYAK Cement has made a role and responsibility definition on vertical and horizontal scales supported with performance indicators through establishment of sustainability strategies, which extends from senior management to operations and integrated with processes.

And the Sustainability Committee is the committee responsible for the following aspects established by the Sustainability Board:

- establishing the short-, medium- and long-term work schedule,
- setting and monitoring the targets for the operational processes of the working committees,
- ensuring continuity.

This committee consists of the Executive Director and Manager/Supervisor level.



Additionally, the following have been established in order to facilitate the roles and responsibilities of the Board of Directors:

- » Capital Market Board,
- » Nomination Committee Pursuant to the Communiqué on Determination and Implementation of Corporate Governance Principles,
- » Corporate Governance Committee.

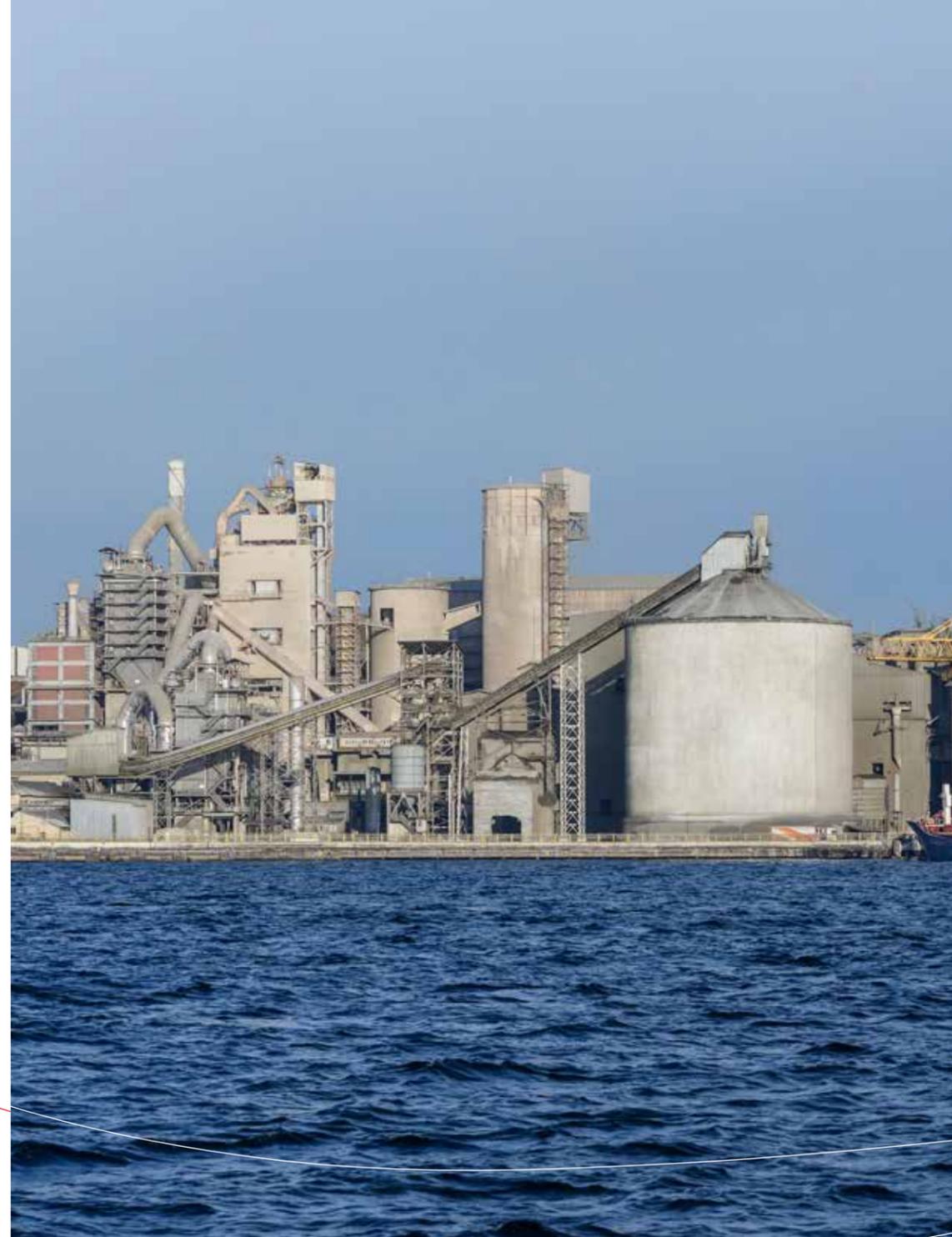
The authorities, roles, and responsibilities for the fulfillment of the duties intended for the Remuneration Committee have also been assigned to the Corporate Governance Committee.

Fields of work, working principles and the members which will constitute the Committees have been determined by the Board of Directors and announced on the corporate web site.

In 2021, our committees reporting to the Board of Directors:

- » Corporate Governance Committee,
- » Audit Committee,
- » Early Detection of Risk Committee.

Integrated corporate governance is supported by quality, environment, energy, occupational health and safety management systems. Our management approach is being supported by performance and goals, and the synergy that risks and opportunities will create in the short-, medium- and long-term are the constituents involved in the creation of our corporate governance value chain.



THE CAPITALS IMPLEMENTATION

UN SGD

Financial Capital

With a net profit of 725,165,282 TL, contributed to economic growth.



Manufactured Capital

Our factories, raw material and concrete facilities, where we produce fuel derived from waste by contributing to sustainable production with our facility and electricity generation facilities from waste heat, we support sustainable development.



Our thermal substitution rate is 22.5%, the highest rate of all time has been achieved.
2,665,250 kWh of electrical energy was produced from our solar power plant.

Intellectual Capital

DIGITAL HR was put into practice and started to be used. Enterprise resource within the program planning modules have also been put into use effectively.



Osisoft PI reporting system is used within the scope of "Collection and Analysis of Big Data".
R&D and new product development studies continued.
Ethi.co is implemented.

Human Capital

Our career planning programs continue with the trainings, development and competent programs given to our employees.
Employee engagement surveys were conducted in 2021. The satisfaction rate was 72%.



Social and Relationship Capital

As part of our 5 S rules, life, sustainable business, social traditions, environment, we are implementing a sustainable management model according to our international rules.
In addition to the strong image of the brand, we have stakeholder engagement implementation.



Natural Capital

OYAK Cement aims to limit the global temperature increase to 1.5°C until 2030 by global companies. "Net-Zero", which brings together the necessary criteria to set science-based targets for increasing the use of alternative fuels and biomass as the first Turkish cement company to make this commitment, to work on this focus.



In addition to the planned renewable energy investments, it is on the way to reduce the clinker usage rate, and is working on innovative low-carbon products and industrial digitalization with an aim of reducing emissions.

2. BUSINESS MODEL AND VALUE CREATION



Business Model and Creating Value

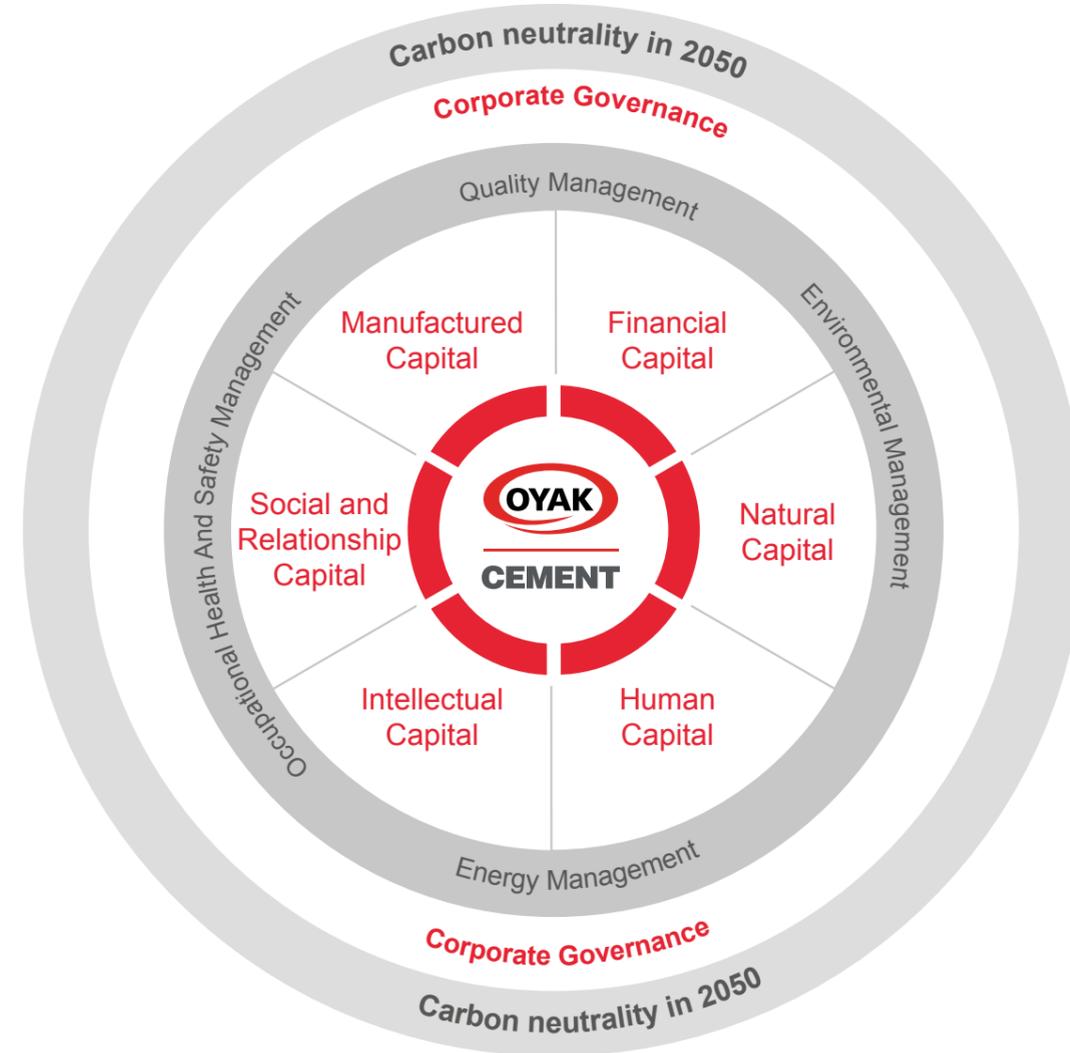
Corporate sustainability is started from the board of officers to operational level, organizational structure was designed and operational breakdown is addressed. We speed up our sustainability journey with strong leadership and our management model is changed accordingly. Also strong leadership brought us a great motivation to climate neutrality and our operation facilities transition was continued in 2021 with addressing UN SDGs. Our core business is supported by IR capitals and needs and expectations of our stakeholders. By analyzing risks and opportunities together with materiality issues; in a long time period, to create a positive impact on our institution and society, we implement our value-oriented business model.

With the aim of being a company that respects society and the environment and ensures sustainable profitability, in our business model, we touch the lives of all our stakeholders.

OYAK Cement, by supporting sustainable development with its 9 facilities, value creation continues by focusing corporate management on business.

Our Stakeholders

-  Shareholders
-  Raw Materials
-  Social Inputs
-  Environmental Inputs
-  Economic Inputs
-  Supply Chain
-  Society
-  Universities
-  Public institutions and organizations

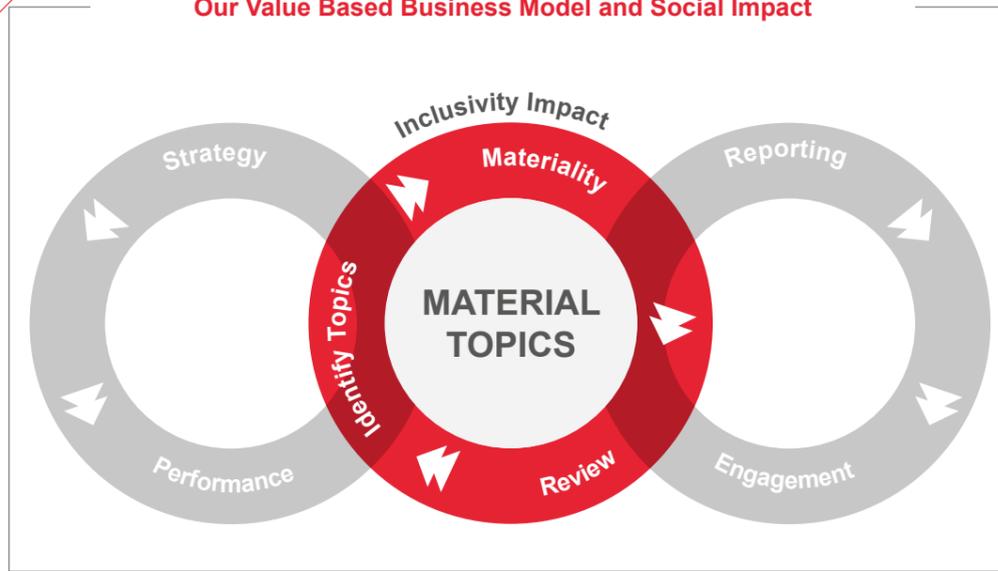


Focused Areas

- Sustainable economic growth and profitability** 
- Circular economy** 
- Occupational health and safety** 
- Carbon neutrality in 2050** 
- Growth in the international market** 
- Technological transformation and operational efficiency** 
- Environmental footprint** 
- Digitalization** 

Business Model and Creating Value

Our Value Based Business Model and Social Impact



Materiality Topics



3. STAKEHOLDER ENGAGEMENT AND MATERIALITY



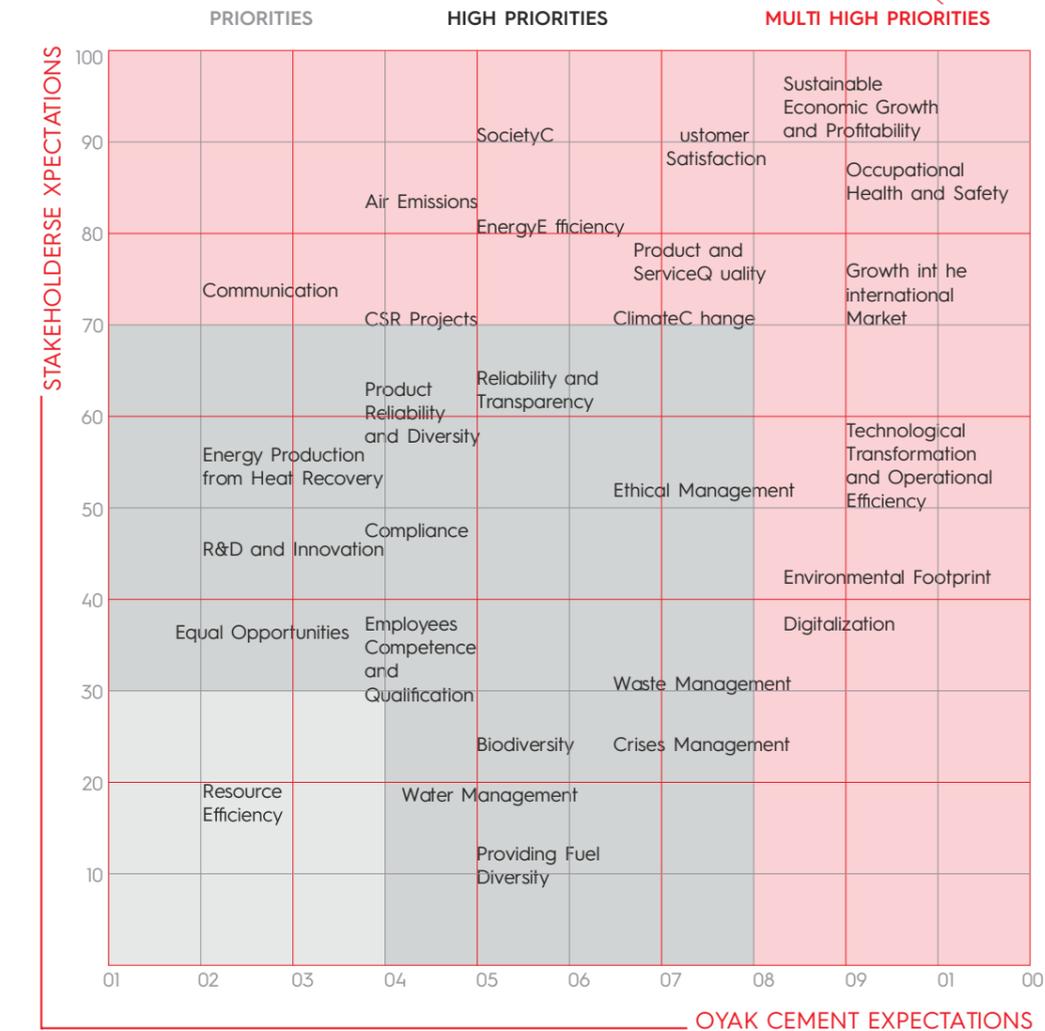
Shareholder Engagement and Materiality

Stakeholder Communication

Stakeholders	Communication Channel
 Employees	Process management meetings, sustainable management and integrated management systems, employee satisfaction surveys and ethics line, employee support programs and CSR projects.
 Shareholders	General assembly, integrated report, annual report, social media and corporate governance compliance report.
 Customers	Marketing activities, B2B meetings, management visits, dealer meetings, customer satisfaction surveys and visits.
 Society	Tenders, purchasing management, integrated report, social and environmental inspections, meetings and web page.

Stakeholders	Communication Channel
 Suppliers	Stakeholder meetings, supplier days, corporate social responsibility (CSR) projects and sectoral days.
 Ministries/Local Administration/ Public Organizations	Integrated report, compliance processes, meetings, conferences and information systems.
 NGOs/Sectoral Institutions/ Universities	Conferences, meetings, newsletter, CSR projects, integrated report and web page.

Materiality Matrix



OYAK Cement analysing needs and expectations of stakeholders, reviewing its risks and opportunities. After re-organization and merging process, materiality index updated together with stakeholders.

Shareholder Engagement and Materiality

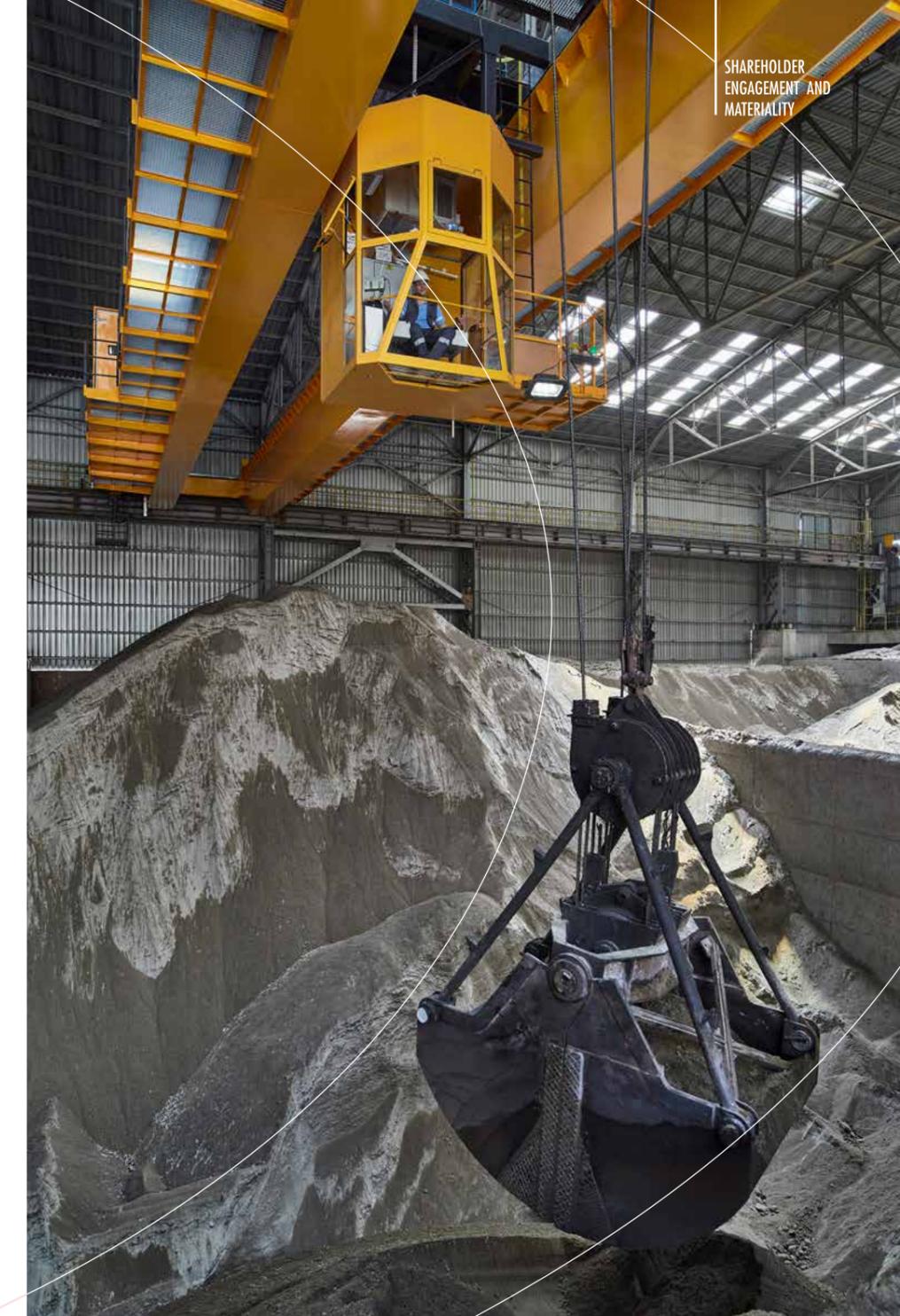
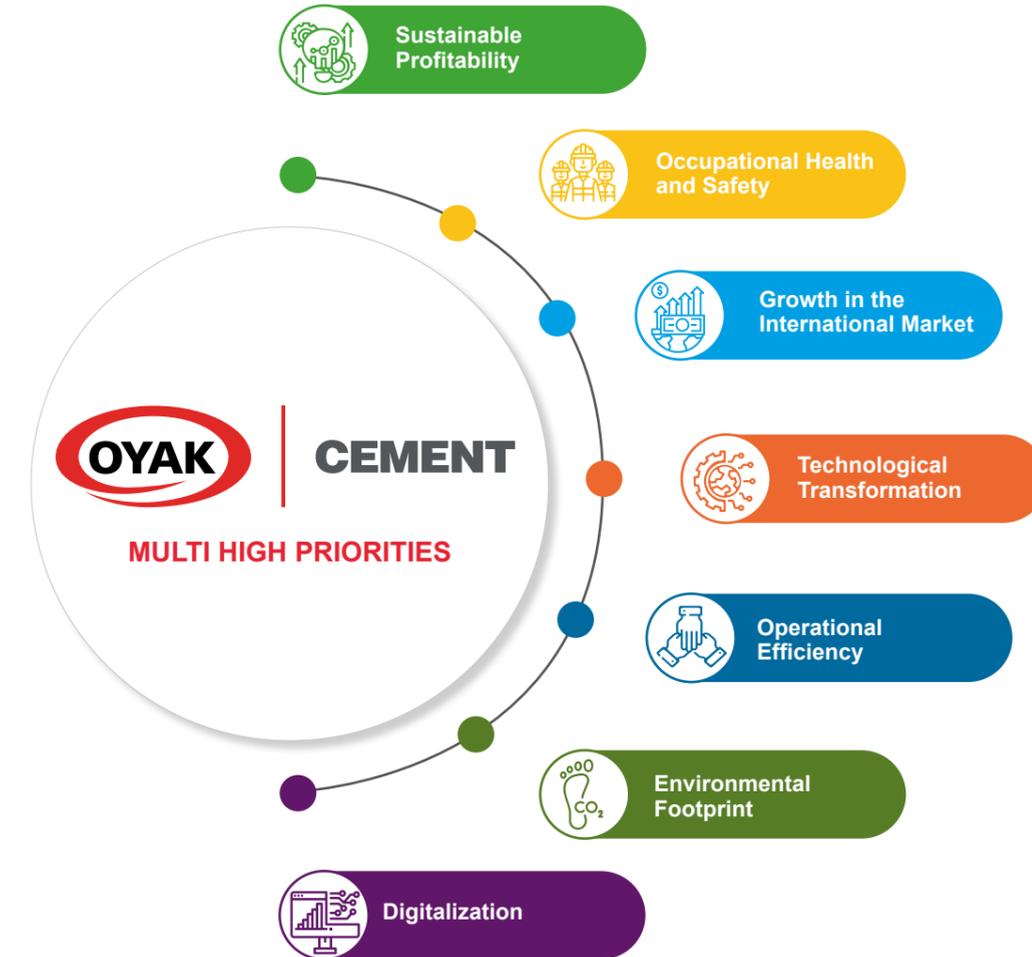
OUR STAKEHOLDERS AND MATERIALIZED TOPICS WITH THE UN SDGS INTEGRATION

The needs and expectations of our stakeholders have been linked to the UN SDG, and our priority issues have been compared to previous years and there was no difference when we compared them.

Stakeholders and Their Needs and Expectations

Stakeholders	Needs and Expectations	UN SDG
Employees	<ul style="list-style-type: none"> Career Planning and Personal Development Business Ethics Gender Equality Commitment of Employee and Satisfaction Occupational Health and Safety Energy Efficiency Contribution to Society with Environmental and Social Practices 	
Shareholders	<ul style="list-style-type: none"> Sustainable Profitability Compliance with Laws R&D - Innovation Operational Efficiency 	
Customers (Dealer and end user)	<ul style="list-style-type: none"> Customer Satisfaction Product and Service Quality Reliability and Transparency Product Variety 	
Society	<ul style="list-style-type: none"> Impact on Social Development Employment Reducing Environmental Impact (water, greenhouse gas emissions reduction, emission/ dust reduction, circular economy, conservation of biodiversity) 	
Suppliers	<ul style="list-style-type: none"> Transparency in Managerial Processes Reliability Business Continuity and Sustainable Profitability 	
Ministries/Local Administration/ Public Organizations	<ul style="list-style-type: none"> Ministries/ Local Authorities/ Public Institutions Societies Development and economic improvements 	

OUR PRIORITIES



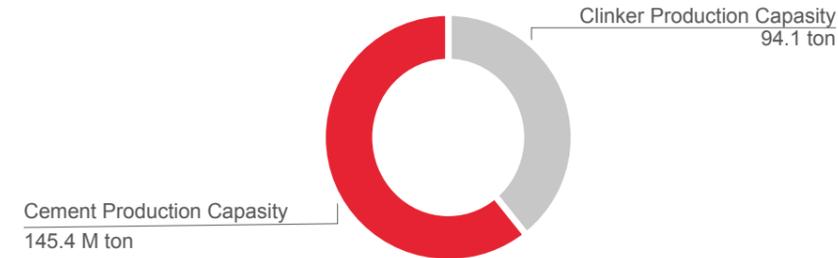
4. MANAGEMENT OF RISKS AND OPPORTUNITIES



Management of Risks and Opportunities

OVERVIEW OF THE SECTOR

There are 56 active integrated plants and 17 grinding and packaging facilities belonging to 29 groups and producers across Turkey. According to 2021 data;



Turkey ranks third after China and India in terms of capacity and ranks fifth after China, India, the USA and Vietnam in terms of production volume. Cement production was 78.9 M tons and total domestic sales quantity was 60.2 M tons when assessed by taking 2021 Türk Çimento data as basis.

According to 2021 OAIB data, in 2021, total cement export quantities were 18.3 M tons and total clinker sales were 12.5 M tons. Turkey has overcapacity and export has become inevitable. Cement plant investments are still going on in various regions of Turkey despite this overcapacity.

According to the Türk Çimento end of December 2021 data, an increase by 9.2% compared to the same period of the previous year was realized in cement production. About 22.5% of the cement produced in that period was exported. Domestic sales and exports increased by 8.2%, 9.1% respectively again in this period. According to Türk Çimento December 2021 data, domestic cement sales demonstrated an increase in all regions except

Eastern Anatolia, while exports increased in Eastern Anatolia, Southeastern Anatolia, Central Anatolia, and Marmara regions.

On the other hand, 2021 has become a year in which the use of natural resources and energy pressure continued to increase because of the climate change. The outlines of the energy transition towards a carbon-free future have been made clearer with Turkey becoming a party to the Paris Agreement and committing to a carbon-neutral future in 2053. Within this context, sings that social expectations, environment, and natural resources in the world and in Turkey will be dealt with increased importance together with other capital topics are soaring up.

As OYAK Cement, we aim to conduct our business in a future where our social impact will increase further through integration of 6 capital topics into our business processes. As we have stated in our previous reports, we will continue to adopt the Triple Bottom Line (TBL) approach in our business strategies and continue to popularize it.

As OYAK Cement, we are implementing the integrated management system in our operational processes within the scope of assessing and managing risks and opportunities and shaping the needs and expectations of stakeholders by making use of integrated management systems (ISO 9001-14001- 50001 and 45001). We have established our sustainability strategy in 2021 and we are now aiming at carbon-free production in 2050.

Financial Risks and Opportunities

Failure to fulfill the obligations stipulated by the Agreement and management of the relevant financial losses, loan credibility is among the matters we focus on. Credit risks and the credit ratings of customers; Economic contractions and fluctuations due to exchange rates are monitored carefully. On the other hand, financial risks related to climate change, the use of fossil resources and investment costs are also topics of concern that require monitoring.

Operational Risks and Opportunities

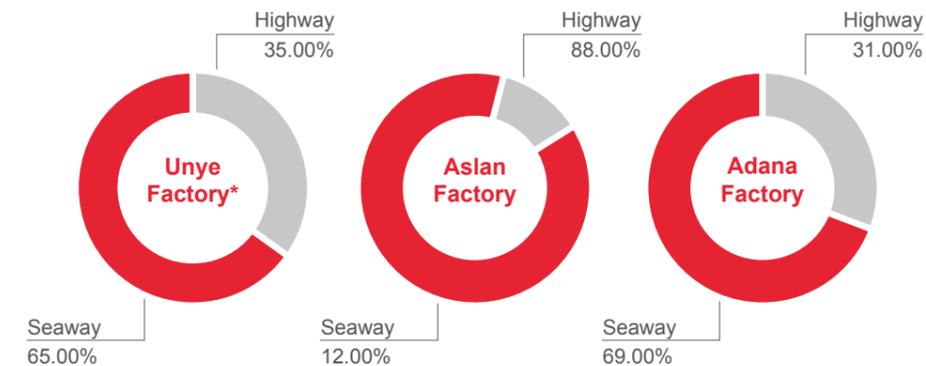
The operational risks that we manage using integrated management systems based on business processes are moving towards to the focus on resilient companies. It is ensured that our operational processes are integrated with capital topics and that risks and opportunities are updated annually and/or more frequently, when necessary, as well.

The disruptions in the global logistics chain had a reflection on our operations following the COVID-19 pandemic. And this year has been a year in which the risks and opportunities of the supply chain again became a matter of debate. The use of sea transportation for logistics has become one of our major opportunities.

Logistics support is provided by sea through the following plants of OYAK Cement:

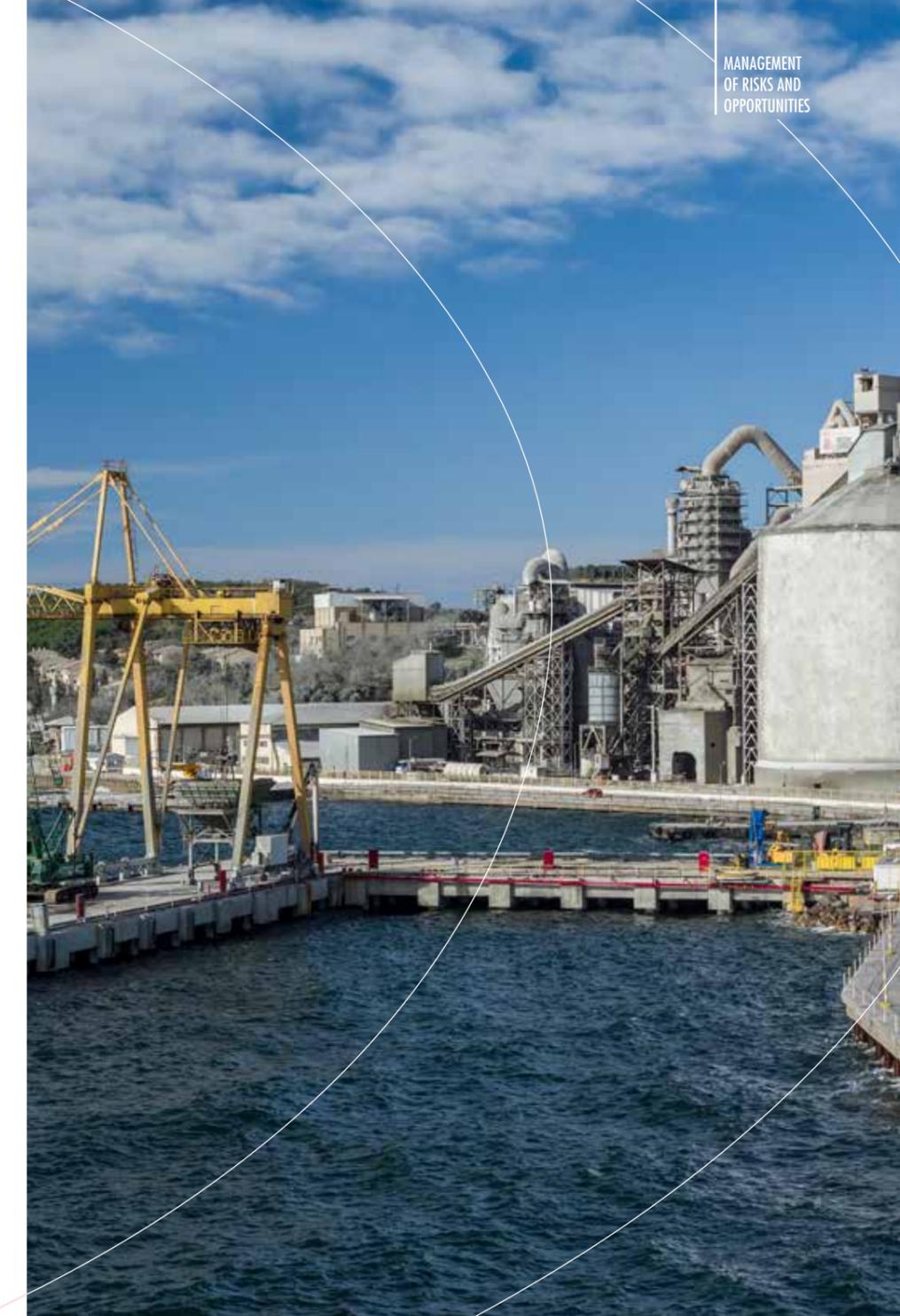
- OYAK Cement Aslan Branch,
- OYAK Cement Adana Branch,
- OYAK Cement Ünye Branch,
- Çayeli Plant.

The table below shows the transport of products sold domestically and internationally by road and sea.



* For the Unye Factory, the amount of transportation by seaway to Çayeli Plant and Romania Terminal is included.

OYAK Cement has an important position for our access to networks with a branches of Aslan and Ünye -Çayeli filling facilities.



Two different port facilities in the Marmara Sea and Eastern Black Sea offer opportunities in terms of logistics. "Risk Assessment and Emergency Response Plan" is implemented in our maritime activities within the scope of compliance obligations and this process is supported with trainings and drills within the scope of Oil and Other Hazardous Substances Response. International Ship and Port Facilities Security (ISPS) Practice is implemented in our ports.

Our capability to use alternative raw materials (AR) and alternative fuels (AF) within the scope of circular economy constitutes a major opportunity for our company.



Sustainability Risks and Opportunities

Disruptions occurring in the supply chain after 2020, when the world experienced the first shock, and 2021, when the COVID-19 pandemic continued to have an impact, pressures due to climate change, decarbonization processes of fossil resources and the risks and opportunities of energy transformation are directly related to our industry.

As OYAK Cement, in order to turn these risks into opportunities, we became a party to the Science-Based Targets Initiative by setting a net zero target. The emission share of the Cement Sector is around 11-12% out of the total national greenhouse gas emissions.

Our cement will continue to serve miscellaneous sectors as a building material featuring less carbon footprint thanks to the discrete innovation and design rates.

A roadmap where we will study the following matters is in front of us:

- Maximizing the utilization rate of biomass wastes,
- Generating power using waste heat recovery technology and increasing the number of plants,
- Carrying out low carbon cement production by increasing the production of blended cement ,
- Conducting R&D and Innovation studies on carbon capture, carbon utilization and storage,
- Prioritizing renewable energy investments,
- Prioritizing the supply of low-carbon products in the supply chain,
- Preferring low-carbon financial bills and bonds,

Our company possesses the technical experience to turn carbon neutrality into an opportunity as the Green Deal aims to steer the sectors to this matter by emphasizing the key role of an effective industrial strategy.

There is a high risk that climate crisis can affect cement and we are carefully monitoring the process of tracking uncertainties and making use of opportunities.

Our governance processes in terms of energy saving, ISO 50001 energy management system and solutions that will turn opportunities into innovations will make it possible that risks turn into opportunities.



5. SUSTAINABILITY PERFORMANCE



Environment Indicators

Our sustainability performance indicators are grouped under two headings: environmental and social.

As OYAK Cement, our environmental performance will depend on our strategic and focus areas in 2021.



In all our operating locations, our operational processes are monitored with our Integrated ISO 9001-14001- 45001 and 50001 management systems. Our work on transition to sustainable management was completed in 2021.

Environment

In our sensitivity-based system, our facilities fulfill all compliance criteria. An investment of approximately 70,780,000,00 TL for environmental improvement expenditure has been made.

Environmental Investments

Years	Factories (Investments TL)						
	OYAK Concrete*	Ankara Cement	Mardin Cement	Ünye Cement	Adana Cement	Aslan Cement	Bolu Cement
2021	644,000	682,000	2,045,000	8,564,747	26,439,155	32,352,234	48,000
2020		960,900	174,400	1,693,639	11,041,929	12,001,485	1,302,806
2019		10,588,202	229,000	3,077,143	1,344,205	19,458,891	4,429,134

* Between 2019-2020 OYAK Concrete operated as a separate company.

OYAK Cement Adana

Realized investments of OYAK Cement Adana;

- » Modification of white clinker stockhall hopper feeding line
- » Bag filter transformation of the 4th rotary kiln cooling electrofilter
- » 3rd and 4th Cement mill feeding system dedusting project
- » AF feeding system

OYAK Cement Aslan

Realized investments of OYAK Cement's Aslan branch;

- » Investments for improving RDF and Tire Crushing plants and ensuring their sustainability (site concrete pouring, equipment procurement, spare parts supply, etc.)
- » Investments in ship clinker loading system

OYAK Cement Ünye

Realized investments of OYAK Cement Ünye;

- » Dryer investment in relation to the increased AF rates
- » Improvements in bag filters (14 units)

OYAK Cement Bolu

Realized investments of OYAK Cement Bolu branch;

- » Biological Treatment Outlet-Tank Connection investment

OYAK Cement Mardin

Realized investments of OYAK Cement Mardin branch;

- » Clinker production line bag filter modifications and bag replacements
- » Concrete pavement of open stockhall road

- » Emission device of the main stack of the kiln
- » Afforestation efforts and warning sign work within the scope of environmental awareness

OYAK Concrete

Realized investments of OYAK Concrete;

- » Mixer truck washing platform,
- » Covering the storage area for Barkal Ready-Mixed Concrete Plant and installation of dust reduction system
- » Road rehabilitation efforts and surface-based emission reduction for Batikent Ready-Mixed Concrete Plant
- » Construction of a sedimentation tank for surface waters of Manisa Ready-Mixed Concrete Plant

We have two port facilities in two different locations as OYAK Aslan and Ünye Cement Branches, where we operate, within the scope of the Oil and Other Hazardous Substances Response No. 5312, and the Risk Assessment and Emergency Response Plans of these plants have been certified by the Turkish Ministry of Environment, Urbanization and Climate Change. Drills are carried out semiannually within the scope of compliance obligations under the control of the Turkish Ministry of Transport and Infrastructure. Level 1 and level 2 trainings for operational support groups are provided at both of our plants within the scope of legal compliance.

Environment Performance Indicators

Performance Indicators	2019	2020	2021
Environmental Accident Number	-	-	-
Environmental Trainings (person hour)	594	608	881
Thermal Substitution Rate (%)	12.29	17.42	22.5
Raw Material Substitution (ton)	645,280	492,705	428,092

Note: Concrete is not included.

On June 5, World Environment Day, environmental awareness activities continued to support environmental awareness in 2021.

Değerli Çalışma Arkadaşlarımız;

OYAK Çimento Beton Kağıt Grubu olarak döngüsel ekonomi ilkeleri doğrultusunda ilerlerken, sürdürülebilirlik yolunda önemli adımlar atıyoruz.

Doğal kaynak kullanımımızı azaltarak doğada daha az iz bırakmak ve gelecek nesillerin ihtiyaçlarını tehlikeye atmadan kaynakların daha verimli kullanımını sağlamak için 2020 yılında tüm Grubumuz bünyesinde Sıfır Atık projesini tamamladık.

Dünya Çevre Günü vesilesiyle bu yıl için dikkat çekmek istediğimiz önemli bir diğer temel değer ise "SU".

OYAK Çimento Beton Kağıt Grubu olarak suyun geleceğimiz olduğunun farkındayız ve geleceğimizi bugünden korumak adına mümkün olan her alanda adımlarımızı bu anlayış doğrultusunda atıyoruz. Bu bağlamda minimum su tüketimine özen gösteriyor, suyun geri kazanımı ve yeniden kullanımına yönelik projeler yürütüyoruz.

Bu doğrultuda sizlerle paylaşmış olduğumuz "Su Tasarruf Seti" ile sizler de evlerinizde kolaylıkla su tasarrufu sağlayarak bu farkındalığa katkı sağlayabilirsiniz.

5 Haziran
Dünya Çevre Günü'müz
kutlu olsun.



Water

OYAK Cement; considering its impact on water, ecological, human and resources management. Water management is a process that is followed within our sustainability parameters and water needs vary according to usage and products.

Waste Water Uses

Water and Wastewater Distributions (m³)

	ADANA	ASLAN	ANKARA	BOLU	MARDİN	ÜNYE	BETON
Amount of Water Used	928,618	139,871	65,419	182,448	102,500	136,491	909,652
Amount of Wastewater Discharged	62,780	4,565.0	0	30,600	11,315	12,690	0
Recovered/ amount of water reused	0	9,115	33,292	9,300	8,000	3,809	279,202

Water Consumption

Water Consumption by Source

2021 Water Consumption (m³)

	ADANA	ASLAN	ANKARA	BOLU	MARDİN	ÜNYE	BETON
Municipal Water	10,347.0	37,731.0	0.0	0.0	0.0	0.0	43,200.0
Surface Water	72,252.0	0.0	0.0	0.0	0.0	0.0	152,250.0
Ground Water	846,019.0	93,025.0	32,127.0	173,148.0	94,500.0	132,682.0	435,000.0
Amount of Recycled / Reused Water	0	9,115.0	33,292.0	9,300.0	8,000.0	3,809.0	279,202.0



Climate and Energy

OYAK Cement continues its pioneering activities in its sector with energy transformations. In today's world, as the transition to a carbon neutral world is envisioned, climate change based on the 2050 roadmap, which it has prepared focusing on the risks arising in line with the carries out as in this context, companies' global temperature increase need to set science-based targets to limit to 1.5°C the "Net-Zero" commitment, which brings together the criteria OYAK Cement, the first cement company in Turkey to provide R&D and innovation reveal its difference in the sector with its value-oriented business model in the light of puts it.

OYAK Cement Net-Zero Roadmap

In order to achieve 2050 net zero target, 33% reduction is aimed as a reference of 2015 for OYAK Cement 2030.

Mitigation Plan for CO₂ from 2015 to 2030

(kg.CO₂/ton grey cement)



Distribution of CO₂ Emissions

YEAR	Annual CO ₂ Distribution													
	Aslan		Mardin		Ünye		Adana- White		Adana- Grey		Bolu		Ankara	
	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year	Clinker production, ton / year	ton CO ₂ / year
2021	1,522,600	0.921	1,021,181	0.950	1,198,894	0.833	692,849	0.987	1,510,483	0.873	1,075,433	0.880	1,115,160	0.850

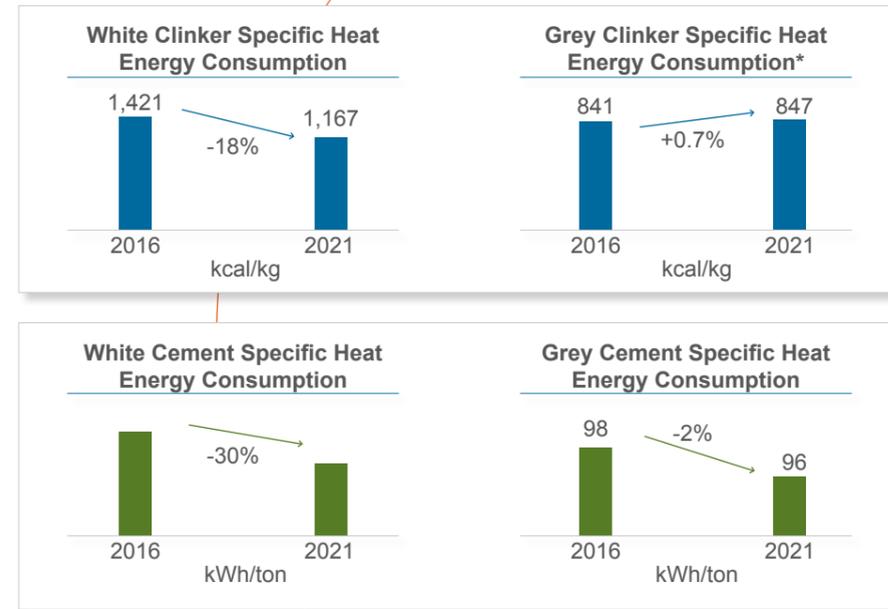
Our Net-Zero Actions

- Increasing the use of alternative fuels and biomass
- Renewable energy investments
- Reducing clinker usage rate
- Environmentally friendly products in low carbon class
- Increasing productivity with process and energy efficiency
- R&D and production development projects, new technology adaptations
- Emission reduction with industrial digitalization
- New generation fuel and combustion technologies (H₂, Oxyfuel etc.)
- Carbon capture, use and storage technologies

Contributing to Turkey's 2053 net zero target in the field of sustainability, OYAK Cement determined its energy costs in the last 5 years, reducing waste, taking waste feeding systems further, waste to build heat recovery facilities and to establish more environmentally friendly units, and made significant investments. In this context, alternative fuel use rate has increased significantly.

Electricity requirement for white cement, when compared to 2016 30% reduction was achieved. For grey cement, the reduction rate is 2% in 2021.

Energy Consumption for Clinker and Cement



Note: As of 2018, the calculation method has been changed; (According to the Heat Balance Method; Input Amount*Fuel Calorific Value = Clinker Production * Clinker Specific Fuel Consumption)

Source of renewable energy and consumption	Unit	BRANCHES			
		Adana	Mardin	Bolu	Aslan
Biogas	kWh	-	-	-	-
Solar	kWh	1160250	1505570	-	-
Biomass	kWh	-	-	-	-
Wind	kWh	-	-	-	-
WHR	kWh	-	-	29512910	47111470

In 2021, 262,000 tons of CO₂ equivalent to the absorption reduction carried out and such an amount can be absorbed by 11.9 million trees.

Energy Saving with Calcined Clay and Low Carbon Footprint

- » Calcination of clays and into cement mixture as auxiliary binder involvement dates back to the 1930s.
- » As a result of our R&D studies, for the first time in the world, DeOHClay (Calcine Clay) was produced by OYAK Cement.
- » Cement factory with the world's first integrated calcined clay line is within our organization and has been commissioned in Ivory Coast.
- » The world's first industrial scale vertical production line in Cameroon by 2022 will be put into operation in
- » Cement produced with DeOHClay 40% lower CO₂ emissions, 35% It can be produced with less energy consumption and 20% less heat consumption.

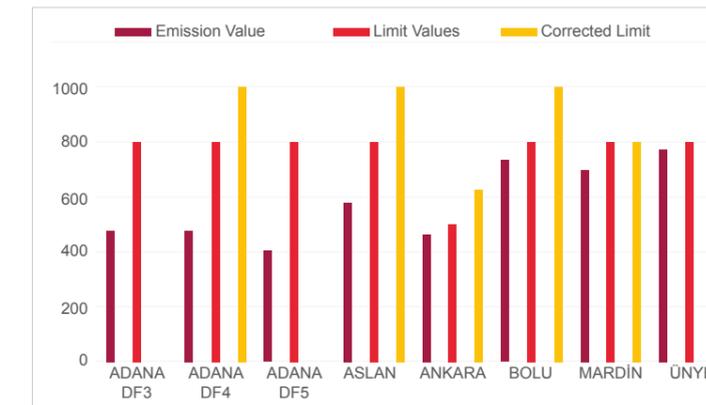
	Energy Saving		
	2021 Total Energy Saving (kWh)	2021 Total Energy Saving (TL)	2021 Total GHG Reduction (ton CO ₂)
Adana	6,130,600	3,976,412	7,141
Aslan	9,232,952	58,380,753	52,032
Bolu	11,845,287	37,471,560	33,029
Ankara	23,205	34,976,784	41,207
Ünye	1,166,196	1,368,933	517
Mardin	-	1,618,772	667



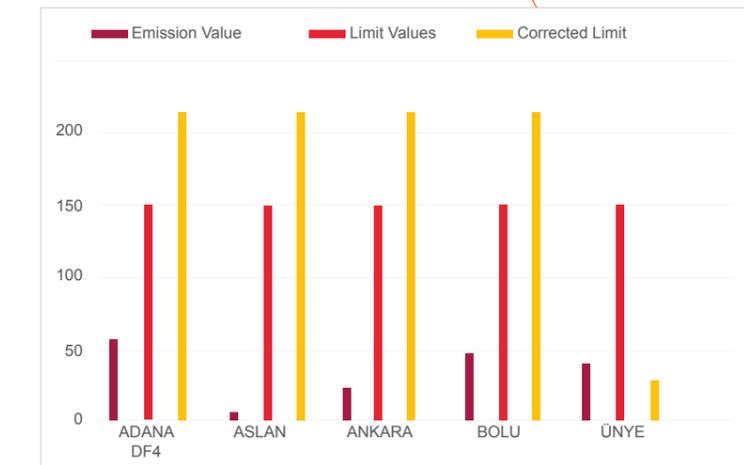
Air Emissions

NOx and dust emissions, arising due to the processes in the cement sector in 2020, are being followed-up by the Ministry of Environment and Urbanization of Republic of Turkey through the Continuous Emission Monitoring System. NOx, SO₂, Total Organic Carbon (TOC), HC, HCl and dust emissions of all our plants for 2020 are presented in the report.

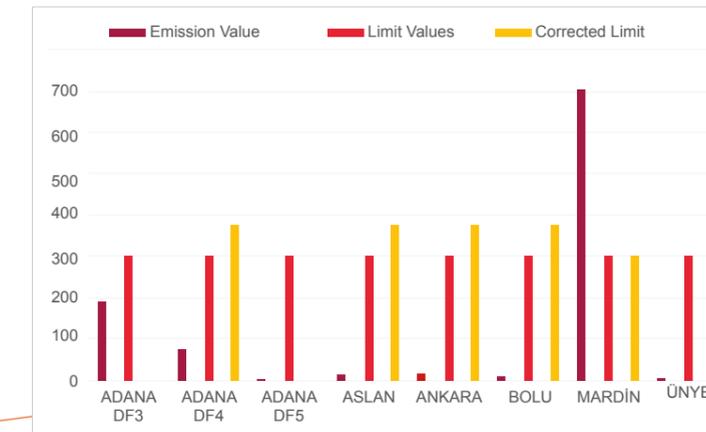
2021 NOx Distribution



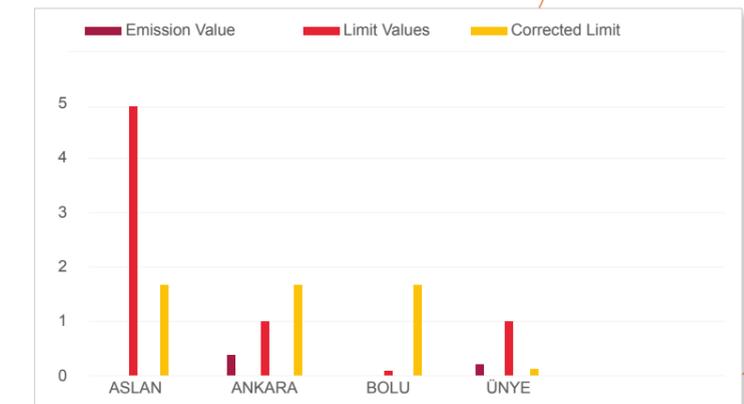
2021 TOC Distribution



2021 SO₂ Distribution



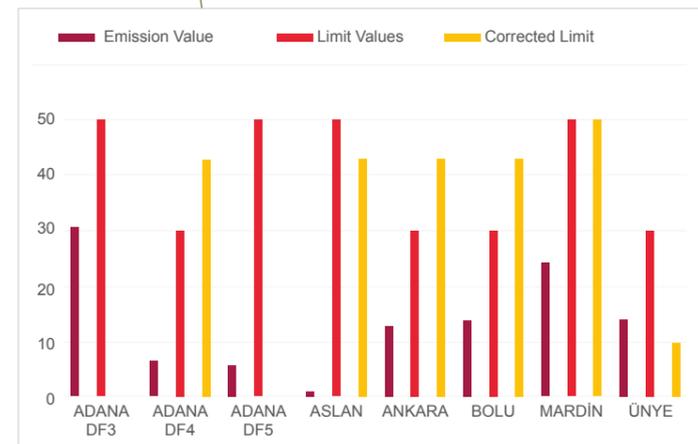
2021 HF Distribution



Distribution of HCL in 2021



Distribution of Dust in 2021



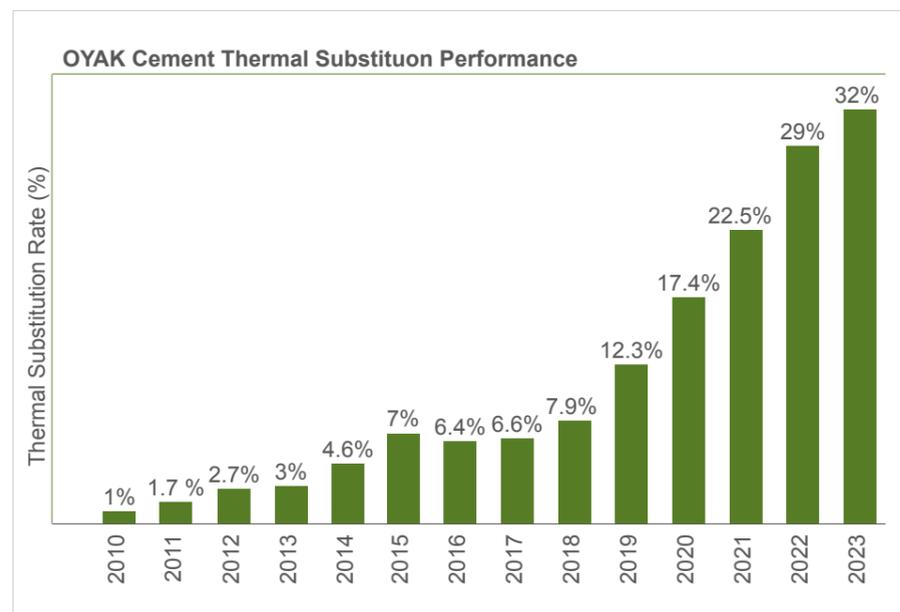
Circular Economy

As OYAK Cement, our strategic focus is on the circular economy and increasing the use of alternative fuels and saving natural resources. We aim to save resources and reduce the carbon footprint.

Usage of Alternative Fuels

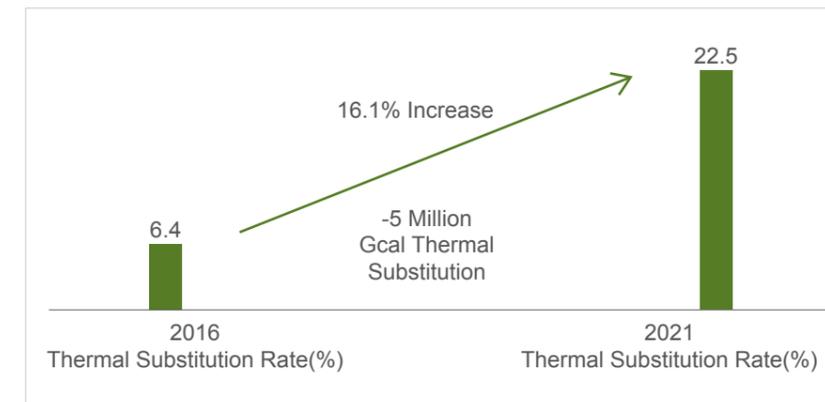
Thermal substitution performance at OYAK Cement has increased in years, starting 1% in 2014 and reaching 22.5% in 2021. The target rate is to reach 32% in the next two years.

Alternative fuel performance



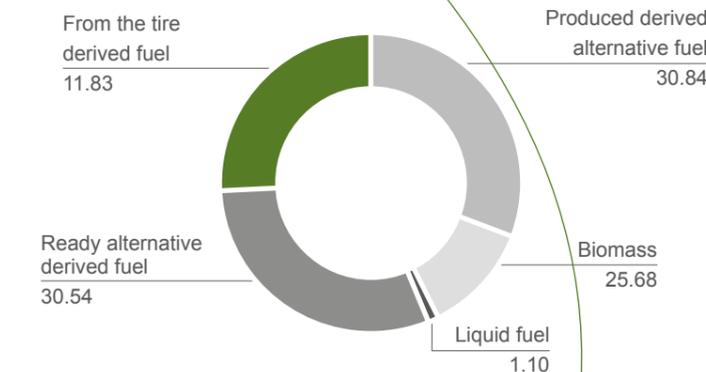
- » Thermal substitution energy sources in the world are limited. As OYAK Cement, our thermal substitution rate increased 3.5 times in 5 years.
- » Approximately 219,000 tons of petro-coke equivalent alternative fuel in 2021 use has taken place.
- » As an economic equivalent, approximately 162 million TL from heat energy expenses savings have been achieved.

Alternative fuel usage



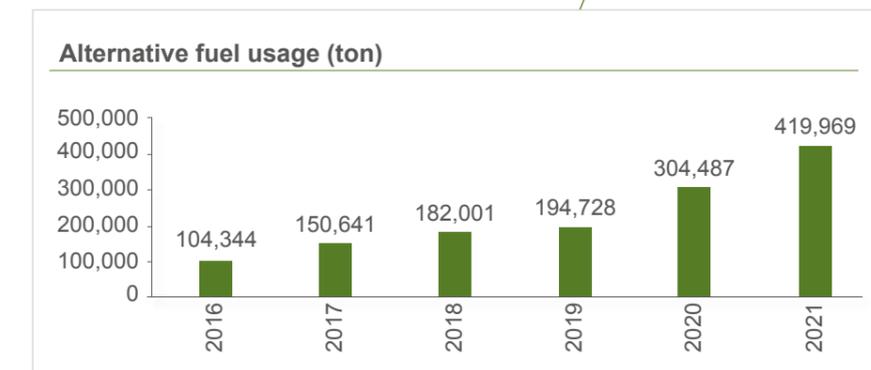
The total energy savings of all our branches and greenhouse gas reduction values in 2021 are presented in the report.

Distribution of Mass AF Consumptions



Alternative fuel usage is given by years and when compared between 2020 to 2021, an increase of 38% was achieved. Alternative fuel usage rates started from 2016 to 2021 is presented in the report that significant increase has been achieved since 2016.

Alternative fuel usage



Thermal Substitution Rates



Usage of Alternative Raw Material (AHM)

Distribution of raw material reduction is presented in the report. Reduction is about 28% comparison with 2019.

Distribution of raw material reduction amount by years



Waste Management

Within the scope of OYAK Cement Zero Waste Project, at the source of our wastes sorting and shaping waste management within the zero waste philosophy is targeted. All our branches were implemented. Zero Waste Management started in 2020 and implementation was achieved in 2021



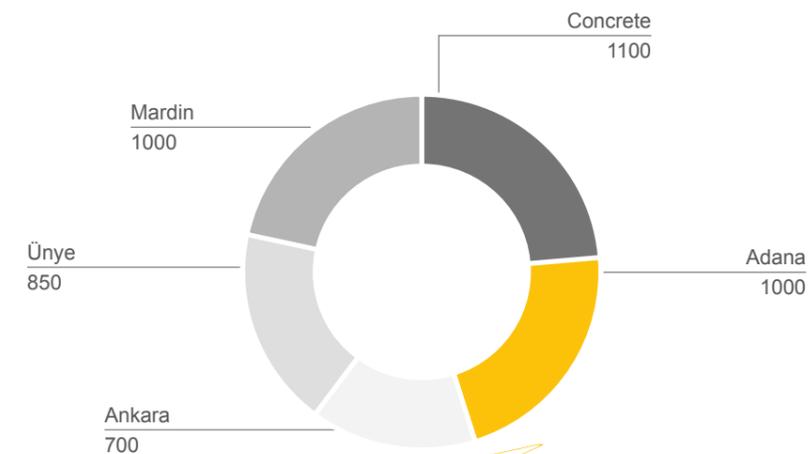
Biodiversity

Activities at OYAK Cement in line with the biodiversity policy are being carried out. Biodiversity as a sustainability indicator is reported.

Compliance obligations at OYAK Cement are fulfilled within this scope.

Within the framework of reintroduction plans for our quarry sites afforestation works are carried out.

Distribution of Sapling Planting by Branches



Social Incidators

Our social indicators are employees, employee engagement, corporate social responsibility, trainings and occupational health and safety.

Çalışanlarımız

Under the equal rights and opportunities OYAK makes evaluation with its employees have a right to replace vacant positions, rotation, promotion or resignation.

Components of human resources management at OYAK Cement:



Organizational job descriptions, responsibilities and powers of our employees are defined within the organizational structure, according to the duties and responsibilities of our employees who are out of scope, scale determined fees are provided.

Unionized subject to collective bargaining agreement, work groups, positions and duties of our employees as well as wage scales, workers and employers are determined by collective bargaining agreements made by their unions.

Distribution of Performance Evaluation

Performance Evaluation	2021
Subject to a regular performance and career development evaluation total employees	555
Women	84
Men	471

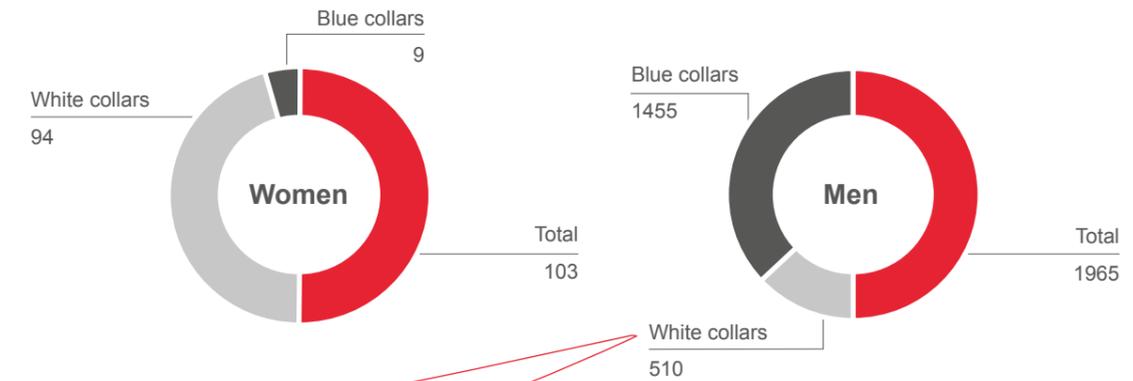
Gender Based Distribution of Our New Employees

Diversity and Equal Opportunity	2021
Employees in senior management distribution (mid-level manager and above)	
Women	14
Men	76
Under 30 years old	0
Between 30-50 years old	76
Above 50 years old	14

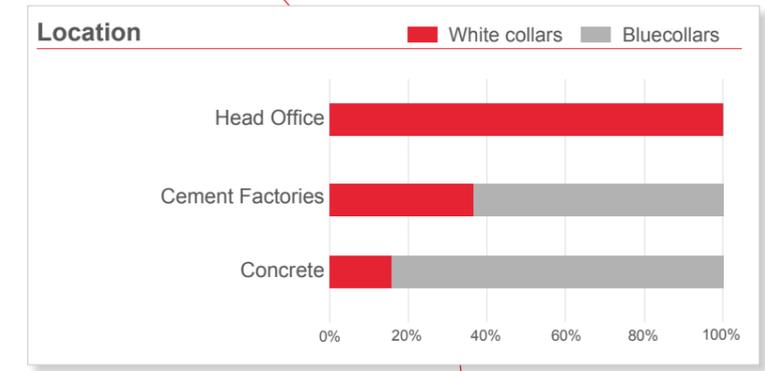
2Gender Based Distribution for New Beginners in 2021



Gender Based Distribution in 2021



2021 Yılı Çalışan Sayısı Dağılımı



Employee Support Program

The needs of family members as well as employees from legal to medical support and from counseling, to life coaching under very extensive area, The Employee Support Program (ÇDP) is providing support in various areas. From these programs the identity of the personnel benefiting is kept confidential.

ETHIC MANAGEMENT

Ethic management at OYAK Cement is managed in accordance with international standards.

As OYAK Cement, our priority is universal human rights and ethical values.



Our Ethical Line

OYAK Ethics Line is used to fight bribery and all kinds of corruption.

Bribery, corruption, abuse of power avoiding unethical behavior such as on the elimination of such crimes, international efforts are supported.

What is Eth.co?
Ethi.co is a 24/7 support line managed by "Remed Assistance", a company that is completely independent from OYAK Cement, where you can share the nonconformities you have identified about corporate business principles and express your concerns.

Which situations can be reported?

- Failure to comply with company ethical principles
- Forgery of documents
- Conflict of interest
- Bribery and corruption
- Psychological pressure (Mobbing)
- Social media usage contrary to company image
- Unethical and illegal behavior
- Trading of inside information
- Situations that harm the company and brand reputation

You may report the situations that you think are against corporate ethical values and principles, professional standards and regulations and the law, within the "confidentiality principles".

How can I make a notification?

- You may make a notification at www.cimporethico.com with your corporate username and password.
Username: Cimpor
Password: Cimpor2018
- You may call **0 (212) 979 70 33**
- You may send an email to ethico@cimporethico.com

- Identity Information Statement Is Not Required For Notifications To The Eth.co.
- Ethi.co offers Making Notifications 24/7.
- Ethi.co Service is Provided by a Professional Company Completely Independent from Your Institution.

Remed Etikhat

DIGITALIZATION AWARD

Confederation of Turkish Employers' Associations (TİSK) – Common Tomorrows Digitalization Award in 2021 was given to OYAK Cement.

We are controlling all our production processes using digital tracking. We are working with efficiency and quality goals intended to minimize our carbon footprint. Our basis for being rewarded with the Digitalization Award in 2021 Industry - Cement 4.0;

- » We are changing the traditions and patterns in the global cement industry with our project that offers creative and innovative digital solutions for the future of our business, and we are setting a major benchmark for digital transformation in industrial terms.

We are glad to have the Digitalization Award with our IndustrAI - Cement 4.0 project within scope of the Common Tomorrows Award Program held by TİSK (Turkish Confederation of Employer Associations).



OYAK Cement 4.0 Project Digital transformation in Cement Industry

Turkish Confederation of Employer Associations (TİSK) was extended to OYAK Cement in 2021. 135,000 tons of CO₂ reduction is achieved annually with IndustrAI - OYAK Cement 4.0 Project. The reduction in question is equivalent to the carbon dioxide absorption of approximately 6.4 million fully-grown trees in 1 year.

OYAK Cement 4.0 Project has emerged with the motivation of utilizing the potential of “big data” in cement industrial processes. Having commenced in 2017 with the pilot project, the process was completed in the 3rd quarter of 2021.

The main digital architecture infrastructure was designed in 2019 and commissioned simultaneously in 7 integrated cement plants and 3 grinding plants in Turkey within a period of approximately 100 days.

Among the plants of our group, 3 integrated cement plants and 1 grinding plant in Portugal, an aggregate plant in Cape Verde and the world's first cement plant featuring calcined clay integration in Ivory Coast have been included in the scope of the project with the same project team as of the end of 2020.

Digital Transformation in the Cement Industry Emerged in response to humanity's need for shelter, cement has become more and more important by keeping pace with the speed of development of the world and turned out to be the most consumed substance in the world after “Water”, our source of life. Any kind of advantage in efficiency that can be achieved in the consumption of high heat and electrical energy consumed in production processes corresponds to a very high rates of electricity and fuel savings. Having a very significant impact on total CO₂ emissions, the impact of the reduction to be achieved in the Cement industry is inherently high. It will be possible through the reductions to be achieved, that significant contributions are made to the goals set for prevention of global warming, which is a consequence of climate change.

Another topic which has critical importance is sustainability, in addition to protective and preventive maintenance activities that are critical for cement production.

As OYAK Cement, according to us, results that will create a difference in productivity, efficiency, reliability and most importantly in sustainability in the cement industry, will be achieved by accurately by identifying and processing “data”, which will be one of the most important natural resources of the future. By adopting this vision, it is aimed to use the potential of the cement industry in the most effective way, to fulfill our responsibilities primarily to everyone, our stakeholders, our business partners and above all, to our world, as well as to ensure addressing the national economy, technological development, and the most effective use of its own resources and workforce. While all of these are realized through the OYAK Cement 4.0 Project, practices that can be a benchmark not only for Turkey but also for the global cement sector are realized through use of our knowledge and background in the sector and the advanced workforce potential we possess.

Being established and brought to life with OYAK Cement's internal human resources, know-how and expertise, the work team of the project was supported by consultancy and service procurements for data science and software and was maintained with pilot scale development and design processes in 2017-2018 at Denizli plant, which is among the group's cement plants.

All installation, commissioning, data collection and connections, digital asset architecture design, standard asset hierarchy and unique visualization applications were carried out by OYAK Cement 4.0 Project team by utilizing the internal resources of OYAK Cement, apart from the outsourcing of only 1 person for the provision of technical support to the software platform.

A global industrial data center with instant data collection and visualization capabilities from 3 different continents has been created in total and the capacity of collecting 800 billion individual data records annually has been reached by 2021.

“Automated Machine Learning” (Auto-ML)

A detailed and deep analysis system has been developed to benefit from this data further with the continuously increasing data volume. Analysis of all data is carried out in the “Automatic Machine Learning” (Auto-ML) setting, which is implemented for the first time in the global cement sector and industrially in Turkey, and the high-consistency models attained allow conducting instant estimation studies on the flowing data. Thus, warnings and corrective measures are triggered through instant detection of anomalies, it is ensured that early actions can be taken by providing estimations for the future, and decision-making and implementation phases in cement production are supported by artificial intelligence from planning to operation.

Artificial Intelligence and Machine Learning Integrations

- » Energy savings and increase in quality are ensured through management of the production processes.
- » Maintenance costs are reduced; failure risks are minimized and overall equipment efficiency is increased.
- » Process optimization is carried out much more effectively and efficiency is increased by minimizing the consumption of thermal and electrical energy. Secondary fuels produced from materials such as municipal waste, waste tires, industrial wastes, biomass are consumed, and carbon footprint can be reduced by ensuring more stable production conditions.
- » Clinker consumption, which is the main component, is reduced through more regular production, and production of low emission cement which, as a matter of fact, contains less clinker is realized.
- » Prospective estimations are made on NOx emissions, and they are kept under control through process and reductant optimization.

Digital HR Project

Brought to life with the understanding of increasing the synergy and cooperation between OYAK Group Companies and continuous improvement of our common business processes, the project was introduced to application in 2021.

OYAK DijitalİK Projesi, OYAK Entegre İnsan Kaynakları Yönetimi yaklaşımını oluşturup, İnsan Kaynakları Süreçlerimizi dijitalleştirerek; çalışanlarımıza daha verimli, etkin ve çevik bir İnsan Kaynakları Yönetimi sunabilmeyi ve karar alma süreçlerimizin etkinliğini sağlamayı hedeflemektedir.

Adopting a dynamic and well-coordinated human resources management approach, our project covers more than 30,000 employees. OYAK Human Resources processes and career journeys are made traceable through OYAK DigitalHR with the program designed with the OYAK Human Resources and Information Systems workforce.

Newly recruited personnel are involved in the mentoring process following the induction training, and we are providing support to newly graduated employees in developing their careers, getting accustomed to the corporate culture and making their individual plans by aligning with the organization.

The remuneration of white-collar employees is based on performance evaluation and the wages of blue-collar employees are determined by collective bargaining agreements.

All blue-collar employees are covered by collective bargaining agreements within the scope of Right to Freedom of Association.

Employee Distribution Under The Collective Bargaining

Collective Bargaining Agreement	2021
Collective Bargaining Agreement Proportion of employees covered by collective bargaining agreement (%)	63.5
Total number of employees under TIS	848
Total number of blue collar employees under TIS	848

The percentage of employees entering the contract is 63.5% in 2021.

ANTIDISCRIMINATION

Uninsured, under the age of 18 and/or permit the employment of unsuitable personnel is not done.

All required OHS personal protection equipment is provided to all employees.

The health status of the employees is in addition to the annual periodic controls are followed through regular examinations and heart health, obesity and fighting, promoting

healthy living through anti-smoking campaigns is being done.

Employee's data under the "Personal Data Protection Law" is processed in accordance with the confidentiality of private life.

Language, religion, ethnicity, in any way in the management and decision processes of the company origin, gender, etc. no distinction is made. It is based on performance and efficiency criteria in all processes and is transparent policies are followed.

Employee Engagement

Determining the satisfaction, commitment and motivation levels of its employees and a survey on employee engagement is done every two years.



As of June 2021 Employee Engagement Survey was completed with 92% employee participation. Satisfaction rate was 72%.

Within the scope of employee engagement action plans, in order to carry out root-cause analysis, 8 focus group planning was made with the participation of 111 employees and the process has begun. In line with the focus group output action will be followed.

To increase the visibility of our HR at different management levels, by discovering the existing potential of our employees and finding suitable positions will pave the way for its evaluation; thus, performance, productivity, to increase the loyalty of the employer brand and all employees who provide it. The "Talent and Backup Management" process, which will directly contribute is operated.

Employee information, career expectations, demands, interests are collected annually and manager evaluations are completed on an employee and title basis process continues with the planned calibration sessions. Individual development plans are prepared with the outputs of the employee and the career planning of the employee again evaluated on an annual basis. According to these evaluations, training and development activities are organized.

Employee compensation system and fringe benefits

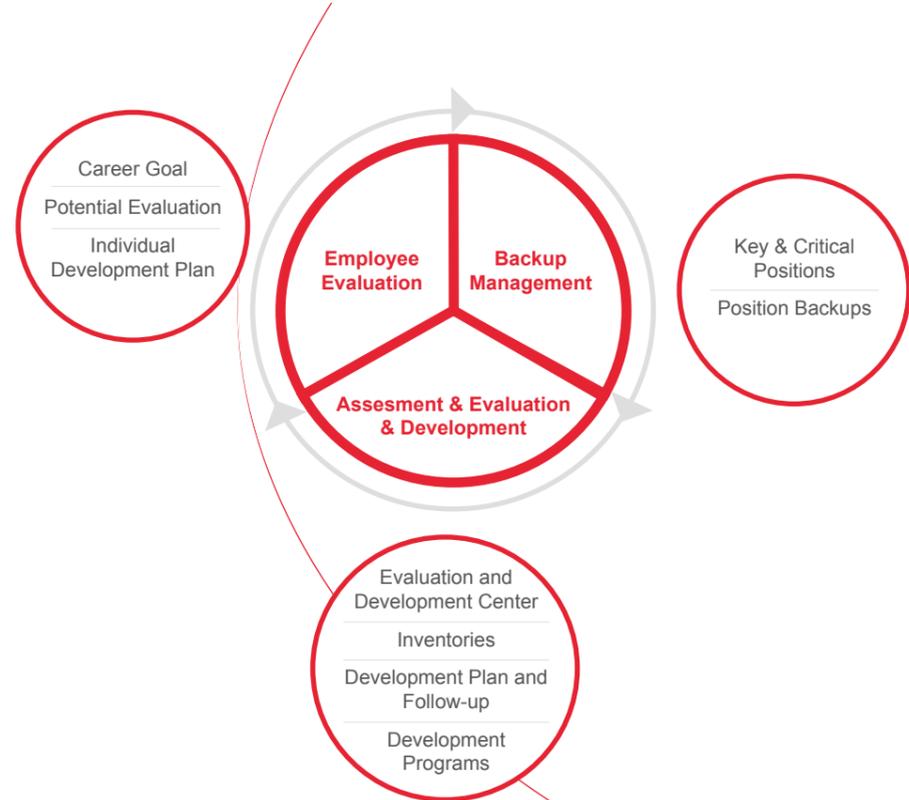
At OYAK Cement, wages; with the aim of being a reliable and preferred employer fair and just remuneration, including the improvement of employee living standards planned as a policy. By determining the corporate value created, the total income package of the employees is formed. The country's economic indicators, financial results and developments in the labor market will be taken within the scope of remuneration.

Employee goals

- » Providing online learning tools for employees
- » Digitalization of talent management system transport and operation
- » Within the scope of the HR approach that touches the employee, a minimum of two meetings with employees per year to be done
- » Establishing the phenomenon of internal trainer and implementation
- » Adaptation for new employees standard orientation flow that will increase commissioning

Talent and Backup Management

The workforce that will be needed at OYAK Cement in the short, medium and long term, with employees high performance and managerial potential is identifying, and evaluating the right employees to meet a process for development is in progress.



Corporate Social Responsibility

Our social responsibility projects are under the pandemic conditions continued in 2021.

- **ÇEİS- Green Concreye Project**

To encourage the aesthetic and innovative use of cement by ÇEİS organized for the purpose of building Design Competition 2019, under the professional category the winner of the 3rd prize in the category is from TOBB ETU University Architecture Department Faculty member Dr. Aktan ACAR and Architect Yıldırım YAZGANARIKAN signed "Green Concrete" project, 19 May Commemoration of Atatürk, Youth and Sports, It was organized as part of the holiday.

- **National Afforestation Day**

On the 11 November National Afforestation Day at OYAK Cement Mardin branch with the slogan of "Plant Saplings for Your Future", were planted with different tree species with a total of 4,650 saplings.



1000 pieces of Red Pine



1000 pieces of Gladicia



1650 pieces of Cypresses



1000 pieces of Elder Pine



Mucilage Cleaning Activities

Mucilage, which is seen intensely in the Marmara Sea in 2021, by participating in the cleaning works at OYAK Cement Aslan Branch. carried out coastal cleaning activities.

Depending on the direction of the current, a dense layer hitting the coastline Our support to the works carried out throughout the region by cleaning 15 tons of saliva was collected.



Rural Road Improvement Project

Concrete road projects implemented by Unye Municipality on village roads are being repaired and our cement support is continuing in 2021 for repair of destroyed places. Flood disaster in Rize caused damage and destroyed the roads.



Trainings

In 2021, our trainings were realized as 26 hours/year per employee.



ANTIDISCRIMINATION

In trainings given in 2021 training of female employees attendance was 43.5 hours and our female employees, 58% of our male employees, attended training programs.

Distribution of Training Hours

Trainin hours (hour)	2021
Average annual training hours per employee	26.0
Annual average training hours per white-collar employee	40.4
Annual average training hours per female employee	43.5
Training hours per male employee	25.3
Annual average training hours per blue collar employee	20.0

Technical Training - Increasing the qualifications of the employees and addressing up-to-date issues. These are the training made for the purpose of accessing information about technology. (according to the field and can be available in various titles)

Personal Development Trainings - Focusing on the competence development of employees behavioral training. (Communication, Negotiation, Emotional Intelligence)

Leadership Trainings - Organized for employees in the talent group are trainings. (Leadership Academy 4.0)

Managerial Trainings: The target audience is managers, managers are up-to-date trainings are organized to access information. (Leadership Development Program)

Vocational Competence Trainings: Dangerous and very dangerous workplaces these are trainings for employees who do not have work-related vocational training.

- » OHS Trainings
- » Environmental Trainings
- » Legal Compulsory Trainings (Eked, Ekad, First Aid)
- » Seminars and Webinars
- » Legal Compliance Trainings

Occupational Health and Safety

Occupational Health and Safety (OHS) has always been among utmost priorities at OYAK Cement. Implementation OHS through integration into business processes and its development are through use of ISO 45001:2018 management systems.

OHS is an integral part of our integrated management systems and we aim to prevent injuries and diseases and to create a safe and healthy environment.

With the suggestions of employees who are under direct exposure to health and safety risks at OYAK Cement,

- » Industrial accidents and environmental incidents can be prevented,
- » OHS risks and environmental aspects can only be eliminated or minimized in this way,
- » On*site risks can be examined continuously,
- » Unnoticeable, unexpected risks can be revealed,
- » Our EMS policy commitments can be met,
- » Desired aims and goals can be fully achieved,
- » Full compliance with the legal requirements in force can be ensured,
- » The expected OHS Culture and environmental awareness is raised for all employees.

Our OHS expenditures in our branches

Branches	OHS expenditures (TL)	
	2020	2021
Adana	1,458,243	1,927,858
Bolu	689,760	1,238,645
Ankara	628,551	1,605,428
Aslan	1,590,254	1,934,448
Ünye	1,241,734	2,255,539
Mardin	716,489	1,368,324
OYAK Concrete	2,008,235	3,031,177

Ensuring Participation of the Employees

Within the scope of our OHS Goal for 2021, a new application was initiated for the realization of Risk and near-miss incident notifications via e-media in each location to ensure that risk notifications are disseminated in an inclusive manner and necessary actions are taken effectively and immediately.

In addition to our existing applications, with the risk/near-miss notification form created within the Workiom software, all high-risk circumstances and behaviors and near-miss incidents detected on the site can be conveniently reported digitally using either mobile devices or PC.

The Zero Tolerances

As OYAK Cement Concrete Paper Group, we believe that Occupational Health and Safety (OHS) is an indispensable right and a moral responsibility for every employee, and we are striving to take all our steps with this awareness together with all of our employees. For this purpose, the "GOLDEN RULES" of our Group in the field of Occupational Health and Safety have been established.

The GOLDEN RULES are the principles that steer the most essential safe behaviors that contribute to the minimization of accident risks. These rules are also handled as "OHS Zero Tolerance" topics within the group. OHS Zero Tolerance topics are rules for health and safety, violation of which will never be tolerated by our Company and are that every employee is always expected to follow.

During this process, trainings prepared specifically on this topic were scheduled for all our employees, and the trainings intended for blue-collar employees were completed in special training venues created by considering the pandemic conditions and COVID-19 measures.

The 10 GOLDEN RULES Project was supported throughout the year with various campaigns and each employee was provided with brochures specifically prepared on this topic.



THE 10 GOLDEN RULES

Project was supported throughout the year with various campaigns and each employee was provided with brochures specifically prepared on this topic.



OHS Sub-Committees

An organizational structuring was carried out to establish "Occupational Health and Safety Sub-Committees" for each department and to ensure a safe working environment by preventing accidents arising from unit activities, in addition to the compliance obligations.

The Sub-Committee is chaired by the Department supervisor, and the members of the committee consist of at least 5 people, including contractors' employees operating within the department.

The duties of general secretariat of the Board are carried out by the member who is appointed by the Department Supervisor. The resolutions made by the Committee are recorded in the minutes for archiving.

The process following the resolutions made during the OHS Sub-Committee Meetings is carried out in accordance with the relevant Flow Chart, and the matters determined as Category I during Categorization process made on the resolutions will be addressed to the General Secretary of the OHS Committee for being discussed at the Company's OHS Committee.

Review of Health and Safety Signs

A Health, Safety and Environment (OHS-E) Sign Catalog has been created regarding the use of OHS, environment, health, and safety signs for use in all of our branches. Thus, monitoring of compliance obligations was improved through a standardized practice.

Safety colors and shapes have been determined in accordance with the meaning and purpose of each symbol / sign, and "Areas of use" regarding the locations where the signs will be used have also been determined.

Health and safety signs are divided into 5 main groups as "Prohibitive", "Warning", "Imperative", "Firefighting Signs" and "Emergency Exit and First Aid Signs" according to the REGULATION ON HEALTH AND SAFETY SIGNS. In addition to these 5 main groups, a separate study was carried out under the topics of "Traffic Signs", "Environmental Signs" and "OHS-Environmental Instruction Signs" within the catalog and each sign was numbered using the coding system.

In this context, all health and safety signs in our plants and facilities can be reviewed and the procurement process is initiated as included in the catalog if such need arises.

Combating the COVID-19 Pandemic

COVID-19 measures are constantly reviewed at OYAK Cement in line with the overall course of the pandemic and the decisions made by the Ministry of Health and all proactive measures to protect the health of all of our employees are taken within the scope of the Pandemic Preparedness and Response Plan, and within this context, screening possibilities are also provided with PCR and Rapid Antigen Test kits in our workplaces depending on the risk status in order to prevent the number of cases that increase from time to time throughout the year as a result of the effect of newly emerging variants. It is ensured that the internal rules established within the scope of the Pandemic Risk Assessment are discussed and reviewed at COVID Crisis Centers and OHS committees and necessary measures are taken promptly.

Vaccination Requirements

People whose COVID-19 vaccinations were not complete and who don't have vaccination cards were not allowed to workplaces in 2021 and PCR testing was made mandatory for them. These employees were required to submit 2 PCR tests within the relevant week.

As of date 28.12.2021	Türkiye*	OYAK Cement Concrete Paper
1. Applied dose	56,845,477	4,379
1. Dose vaccination rate	91.58%	98.96%
2. Dose applied	51,487,225	4,294
2. Dose vaccination rate	82.95%	97.06%

* 18 years old and above (%)

OHS Trainings

One of the most important tools for improving occupational health and safety standards in workplaces is undoubtedly OHS Trainings and it is also a legal obligation for all employees to receive OHS trainings at certain periods. Accordingly, pursuant to the "Regulation on the Procedures and Principles of Occupational Health and Safety Trainings of Employees" within the scope of the Occupational Health and Safety Law No. 6331;

Distance Training model was applied for ensuring that all our working in our Cement production plants, which are classified as Highly Dangerous, receive 16 hours of OHS training every year and "Environmental Awareness Training" within the scope of Environmental Legislation.

Health and Safety Training 2021

H&S Training (person*hour)	18.4 hour
Percentage of training allocated to occupational health and safety in total trainings	70%

OHS Performance Incidators

OYAK Cement Accidents

OHS Data	OYAK Cement	Subcontractors
Loss of workforce	37	19
Number of fatal cases	1	0
Number of occupational diseases	0	0
Number of lost days	907	415
Accident frequency rate (%)	8.12	5.2
Accident severity rate (%)	0.19	0.11



2021 YILI İSG KAHRAMANLARIMIZ



Ali ÇAMÜRDAŞ
Merkezi Kumanda Operatörü
MAYFON



İsmail KALAN
Bakım Planlama Vizörü
ASLAN



Murat UMUŞ
Bakım Ustabaşı
ADANA



Mustafa ÇELEBİ
Bakım Planlama Vizörü
UNVE



Selçuk TARHAN
Beton Santral Operatörü
(Gazemir HEB Tesisi)
OYAK BETON



Sercan İÇÖZ
Vinçli Makinesi Operatörü
BOLU



Süleyman BURHAN
Klinker Üretim Telesiyeni
DENİZLİ

Sınavda birinci olarak "İSG Kahramanı" seçilen çalışma arkadaşlarımızı tebrik ediyor, güvenli davranış geliştirme kültürünü benimseyerek grup geneline yayılmasına vermiş oldukları katkılardan dolayı her birine teşekkür ediyoruz.



**ÇİMENTO BETON
KAĞIT**

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Out Incentive Practices

Incentive campaigns were carried out within the scope of the 2021 Award Program for all of our employees in order to ensure that the Company's and all other subcontractors' employees, contractors' employees, trainees, customers and visitors

- » are informed in terms of environment and Occupational Health and Safety (OHS),
- » encouraged for active participation in environment and OHS practices,
- » have their behavior improved in this field» have their morale and motivation boosted.

"OHS Hero of the Year" and "Environmental Hero of the Year" were selected among the employees in January by evaluating their performances in the previous year.



Awareness Efforts

Cross Audits

Cross audits were conducted within the scope of OHS in our facilities by our teams formed by the representatives selected from each plant. These audits ensured integration of different experiences into the system. This study aimed to disseminate the OHS culture throughout the workplaces and to detect and eliminate the risks at source by adopting a proactive approach.

Mechanical Hazards Review and Solution Suggestions project

Trainings on "Mechanical Hazards in the Cement Sector" were held in all branches. Informative posters were printed for use in all the plants within the scope of the event.

Teams formed by each branch reviewed the mechanical hazards in the plants and solution suggestions were presented as a project.

The winning team was presented an award within scope of the event and a graffiti work on 'Mechanical Hazards' was made on the front facade of the Mechanical Maintenance Backup Warehouse and Mechanical Workshop of our Mardin Cement Branch.



OHS Awards

"Cement Sector Occupational Health and Safety Performance Awards" have been given to the members who demonstrate the best occupational health and safety performance in 2007 with the evaluation of ÇEİS (Cement Industry Employers' Association) OHS Committee and the approval of the Board of Directors of the Association.

In the result of the evaluation made for the year 2020,

- » Ünye Cement - by being the best performer in terms of occupational health and safety
- » Mardin Cement - by operating for the longest period of time without any lost time accidents

were deemed worthy of the award.



Integrated Reporting Consultant



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